



South African Human Rights Commission

STRATEGIC PLAN

2013 to 2016



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FOREWORD

Year one of the 2011 to 2014 Strategic Plan (April 2011 to March 2012) focused primarily on providing the non-negotiable core deliverables whilst undergoing a major organisational restructuring exercise. This exercise resulted in the development of a new structure that is aligned to the mission and vision of the South African Human Rights Commission (Commission). The restructuring process has been an exceptionally challenging exercise that forced us to rethink our roles and responsibilities, and to question our individual and collective responsibility to the people we serve.

At the same time, the restructuring process generated new opportunities and ideas, it allowed for a process of deep introspection, and created a platform for debate and discussion. Furthermore, the restructuring process has allowed for the appointment of new staff members who will bring a diverse range of skills and talents to the Commission.

Year two of the 2011 to 2014 Strategic Plan (April 2012 to March 2013) commenced with the appointment of a new management team. The appointment process began in April 2012, with the priority for the 2012/2013 period consisting of solidly entrenching the organisational structure. The initial focus, resource and infrastructure development comprised of the following:

- developing a full set of policies and standard operating procedures across the Commission;
- ensuring the infrastructure facilitates the meeting of all compliance requirements;
- developing and implementing a comprehensive capacity development plan to ensure that all employees are competent, knowledgeable and performance-driven;
- implementing effectively the performance monitoring, evaluation and reporting system at the organisational, programme and individual levels throughout the Commission to ensure that all programmes operate effectively;
- providing all the traditional support services cost effectively and efficiently;
- ensuring adequate and timely funding; and
- effectively drawing on existing offers of expert assistance for the development of source materials to adapt as required for internal capacity development, advocacy products, etc.



The foundation has been laid and the basics largely in place with respect to these resource and infrastructure development commitments. The organisational restructuring process is almost fully complete, with critical management posts filled including the Chief Financial Officer and Chief Operations Officer.

The final year of the 2011-14 Strategic Plan (April 2013 to March 2014) will focus on consolidating and sustaining the previous commitments and strategic areas identified at the beginning of the period. The available resources and infrastructure will be utilised to maintain the core deliverables, with a view to creating a solid baseline for the ensuing strategic plan period of 2014 to 2017. In that period, the Commission will build on this baseline to give attention to intended outcomes and impact based strategic planning.

The rethinking process initiated during the 2010/11 financial year has led to the start of a process of reimagining the Commission. While the rethinking process focussed on a deep and substantive analysis of the issues facing the Commission and led to the development of a new mission, vision and organisational structure, the re-imagination process allows us to look ahead and to consider new ideas and different approaches to our mandate.

As the Commission approaches the end of the current strategic planning period, it is confident in the realisation

of targeted performance, amidst the challenges of organisational restructuring. The achievement rate of targets improved from 67% in 2010/2011 to 89% for the 2011/12 financial year. This achievement is expected to remain consistent or improve in the 2012/2013 period.

Some of the key achievements in the current financial year, 2012/2013, include:

- maintenance of A status award as a highly effective National Human Rights Institution;
- fulfilling the international, regional and local obligations of chairing the Network of African National Human Rights Institutions;
- appointment as Chair of the International Coordinating Committee (ICC) of National Human Rights Institutions
- release of the Andries Tatane Report;
- involvement in the Marikana investigations, Lenasia housing debacle and Lindela refugee camp matters;
- launch of Basic Education Charter, being the 3rd in the world, after the United Kingdom and Ireland;
- upgrading of the flowcentric system to ensure speedy and effective complaints handling; and

- conducting of water and sanitation hearings across the provinces to promote accountability of public service delivery institutions, etc.

Considering local and International developments in the area of human rights jurisprudence, as well as the increase in social justice movements and the politicisation of economic and social rights, the next five to ten years may see the emergence of a new kind of national human rights institution. The Commission is going to have to evolve to keep up with developments in South Africa and across the world in order to remain relevant and responsive to the needs of the poor and marginalised. The use of social media, the development of new tools for community engagement and creating alternative mechanisms to ensure greater access to the Commission's services, particularly from rural communities and young people, are just some of the issues we need to focus on in the next few years.

At an international level, the Commission's A status, awarded by the United Nations, ensures that we get a growing number of requests for assistance from fellow national human rights institutions across the world. At the same time, the Commission is expected to play a leading role at various international human rights fora, most notably, the International Coordinating Committee of National Human Rights Institutions (ICC).

Despite our limited resources and broad mandate, the

Commission has made significant progress in achieving its strategic objectives. I am particularly proud of the work we have done on access to water and sanitation where Commissioners played a leading role and members of the Secretariat provided the necessary support to advance the rights of communities that have no proper access to water and sanitation. During 2012/2013, the Commission hosted provincial hearings on this matter and will continue through 2013/2014 to hold government accountable in this regard.

The Commission has also become a focal point for acid mine drainage, the rights of foreign nationals and basic education and is playing a leading role in disability, anti-torture legislation, children's rights and food security.

The Commission, as the focal point for human rights in South Africa, will continue to stand alongside the poorest and marginalised in our country. We remain committed to the values enshrined in the Constitution and believe that we can work with communities and the government to transform society, secure rights and restore dignity.



K Ahmed
Chief Executive Officer



Official Sign Off

It is hereby certified that this strategic plan, (i) was developed by the Secretariat of the South African Human Rights Commission under the guidance of the Commissioners, (ii) takes into account all the relevant policies, legislation and other mandates for which the Commission is responsible, (iii) accurately reflects the strategic outcome oriented goals and objectives which the South African Human Rights Commission will endeavour to achieve over the period of 2013 - 2016.

Peter Makaneta: _____
Chief Financial Officer



K Ahmed: _____
Chief Executive Officer (Accounting Officer)



Mabedle Lawrence Mushwana: _____
Chairperson



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Vision

Transforming society.
Securing rights. Restoring dignity.

Mission

The Commission as the independent national human rights institution is created to support constitutional democracy through promoting, protecting and monitoring the attainment of everyone's human rights in South Africa without fear, favour or prejudice.

Values

The values of the Commission are: Integrity, honesty, respect, objectivity, Batho Pele principles, and equality.

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PART A: STRATEGIC OVERVIEW

1. Introduction

In terms of the Public Finance Management Act (PFMA) and National Treasury regulations, the South African Human Rights Commission (Commission) must submit a three-year strategic plan to the National Treasury. The Accounting Officer (Chief Executive Officer) is responsible for making sure that such a plan is developed and submitted to the Treasury.

The strategic framework provided by National Treasury calls on all constitutional institutions to conduct situational analysis, develop strategic outcome-oriented goals, formulate strategic objectives and develop annual performance plans. Following the Treasury guidelines, the Commission conducted a situational analysis, which ultimately resulted in the formulation of a new vision, mission, values as well as revised strategic outcome-oriented goals. The guidelines further allow for annual revision of the strategic plan, in alignment with the development of the annual performance plans.

1.1 Vision, Mission and Values

a) Vision

Transforming society. Securing rights. Restoring dignity.

b) Mission

The Commission as the independent national human rights institution is created to support constitutional democracy through promoting, protecting and monitoring the attainment of everyone's human rights in South Africa without fear, favour or prejudice.

c) Values

The values of the Commission are: integrity, honesty, respect, objectivity, Batho Pele principles, and equality.

2. Legislative and Policy Mandates

The Commission is an independent institution supporting constitutional democracy established in terms of Chapter 9 of the Constitution. Its specific mandate is stipulated in section 184 of the Constitution. The following sub-sections broadly describe the parameters of the institution:

2.1 Constitutional Mandate

The mandate of the Commission as contained in section 184 of the Constitution of the Republic of South Africa, Act 108 of 1996 is as follows:

- a) The South African Human Rights Commission must:
 - i. promote respect for human rights and a culture of human rights;
 - ii. promote the protection, development and attainment of human rights; and
 - iii. monitor and assess the observance of human rights in the Republic.

- b) The Commission has the powers, as regulated by the national legislation, necessary to perform its functions, including the power:
 - i. to investigate and to report on the observance of human rights;
 - ii. to take steps to secure appropriate redress where human rights have been violated;
 - iii. to carry out research; and
 - iv. to educate.

- c) Each year, the Commission must require relevant organs of state to provide the Commission with information on the measures that they have taken towards the realisation of the rights in the

Bill of Rights concerning housing, health care, food, water, social security, education and the environment.

- d) The Commission has additional powers and functions prescribed by other national legislation.

2.2 Other Legislative Mandate

The Commission has additional powers and functions prescribed by specific legislative obligations in terms of the Human Rights Commission Act, Promotion of Access to Information Act (PAIA) and the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA).

In this respect, the Commission has to:

- i. promote awareness of the statutes;
- ii. monitor compliance with the statutes;
- iii. report to Parliament in relation to these statutes; and
- iv. develop recommendations on persisting challenges related to these statutes and any necessary reform.

Human Rights Commission Act (HRCA) (Act 54 of 1994)

While the Commission fulfils the obligations set out in the Act, the Commission has suggested a number of amendments to bring the Act in line with the Constitution and subsequent legislation. The Commission awaits the tabling in Parliament of amendments to the Act occasioned by the adoption of the Final Constitution in 1996.

Promotion of Access to Information Act (PAIA) (Act 2 of 2000)

The Commission continues to promote compliance with PAIA and produces an annual report in this regard.

Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA) (Act 4 of 2000)

The Commission continues to promote compliance with PEPUDA and will start producing a thematic equality report on an annual basis.

The following are further pieces of legislation that the Commission responds to:

Public Finance Management Act (PFMA) (Act 1 of 1999 as amended).

The Commission continues to improve compliance with the PFMA in its operations.

Preferential Procurement Policy Framework (PPPFA) (Act 5 of 2000)

The Commission has aligned its procurement policies and procedures to this legislation.

Broad Based Black Economic Empowerment (BBBEE) (Act 53 of 2003)

The Commission has also aligned its procurement policies and procedures to this legislation.

2.3 Policy Mandate

The Commission is actively involved in ensuring the ratification of international and regional human rights instruments through amongst others, advocating for the domestication of these human rights instruments.

At an international level, the Commission is recognised by the United Nations Office of the High Commissioner for Human Rights as an 'A' status national human rights institution (NHRI). The Commission has thus adhered to the Paris Principles, which are guiding principles that set out the nature and functioning of a NHRI. These principles emphasise the independent nature of NHRIs and guide the manner in which they should conduct their work.

Summarised, the principles state, among other things that national human rights institutions should:

- i. monitor any situation of violation of human rights;
- ii. be able to advise the government, the Parliament and any other competent body on specific violations;
- iii. educate and inform on issues of human rights,; and
- iv. be able to use their quasi-judicial powers where these exist.

The mentioned legislation and policies form the basis on which the Commission plans its operations for the forthcoming 2013-16 period.

3. Situational Analysis

The Commission identified and analysed various environmental and institutional elements which underpinned the strategic plan in the initial strategic planning process. As there had not been significant policy changes to the mandate and the broader service delivery environment of the Commission, a recent review used as its starting point the work that had originally informed the 2011/2012 – 2013/2014 three-year strategic plan. The review focused more specifically on the recent developments in the operational environment and budgetary implications of these developments for the achievement of the strategic goals and objectives over the remainder of the planning period.

As the 2013/2014 financial year seeks to consolidate the institutional commitments of the 2011/2012 – 2013/2014 three year strategic plan, its strategic priorities have largely remained the same, namely:

- (a) Protection of human rights – speedy and effective complaints handling
- (b) International, regional and local obligations ((ICC Chair duties and other NANHRI and ACHPR activities:



- i. The SAHRC is seen as leading the way internationally and is expected to implement the outcomes of resolutions taken at the levels of the International Coordinating Committee on National Human Rights Institutions (ICC), the Network of African National Human Rights Institutions (NANHRI) and the African Commission on Human and People's Rights (ACHPR). This expectation imposes a great challenge to the Commission as it requires considerable time and other resources.
 - ii. South Africa is due to appear before UN Human Rights Council in the next round of Universal Period Review process.
 - iii. Continued maintenance of the Commissions' "A" status as a highly effective national human rights institutions, as rewarded by the International Coordinating Committee (ICC) through a reaccreditation process during 2012
- (c) Consolidated and sustained performance levels at organisational, unit and individual levels
 - (d) Capacity building and infrastructural development within the new structure
 - (e) Improved planning processes with a focus on an outcomes based approach

The Commission's broad mandate to promote, protect and monitor human rights continues to present both an opportunity and a challenge. The broad mandate allows the Commission to engage with a diverse range of partners, investigate all complaints that fall within its mandate and monitor and assess the observance of human rights in the country, and ensure that the government takes appropriate steps towards ensuring the progressive realisation of the Bill of Rights as they relate to economic and social rights.

At the same time, the Commission's limited financial resources continue to present a threat to the Commission's ability to deliver on its broad mandate. Also, the Commission is still often faced with an anomalous situation in that those endowed with resources invariably have greater access to utilise the Commission's complaints mechanism. Given the institution's resource constraints, the expectations placed on the Commission are unrealistic, and can result in the failure of the Commission to deliver on its objectives which in turn impacts negatively on its credibility and integrity.

The Commission's broad mandate to monitor, protect and promote human rights is informed by the Paris Principles, the South African Constitution and the Human Rights Commission Act. Whilst the Constitution gives more or less equal weight to the promotion, protection and monitoring mandate, the Human Rights Commission Act and the Paris

Principles appear to place more emphasis on the protection mandate. The Commission recognises that its mandate to protect human rights is what ultimately distinguishes it from civil society organisations which carry out human rights promotion and monitoring activities. The protection component of the Commission’s mandate also has the most direct impact on the image and credibility of the institution. Furthermore, the Commission’s legitimacy and accessibility are largely dependent on the extent to which it can reach the most rural and impoverished communities and can protect their human rights effectively and efficiently.

The Commission therefore made a strategic decision at the beginning of the three-year planning period to allocate a significant proportion of its limited resources to strengthening its protection mandate with a view to spreading resources across the monitoring, protection and promotion mandates in the longer term. This decision was informed by the finding that public legitimacy and accessibility are core characteristics of effective National Human Rights Institutions.

3.1 Strengthening the Protection Mandate

One of the major components of the Commission’s mandate that has the greatest bearing on its image and credibility is the extent to which it is able to successfully manage and

address the complaints it receives. The Commission is committed to dedicating the requisite resources to dealing with the Commission’s complaints handling mechanism to ensure that complaints are dealt with speedily and effectively in all provinces. In the 2011/2012 period the Commission began implementing a new complaints handling system. It was originally estimated that it would take approximately two years to properly entrench an effective complaints handling system.

Linked to this project and central to the organisational restructuring endeavour was the need to provide adequate resources at the provincial office level to strengthen the Commission’s protection mandate. Once this process is completed, more resources will become available to be directed towards the other components of the Commission’s mandate, namely, the promotion and monitoring mandates.

Work done in 2011/2012, and overlapping to 2012/2013, to strengthen the protection mandate included the allocation of additional resources; the approval and implementation of the new complaints handling mechanism; ongoing efforts to improve Flowcentric; and training on litigation. In 2013/14, the upgraded flowcentric system is certain to enhance the effectiveness and efficiency of complaints handling.



Furthermore, there are significant legal and potential litigation matters with potential financial implications that will be pursued by the Commission in strengthening the protection mandate during the period under review. These are outlined in 3.1.1.

3.1.1 Court Rulings

- a) Matter relating to the detention of asylum seekers at Lindela Repatriation Centre beyond the legislatively prescribed timeframes. This matter is awaiting the Respondents' answering papers.
- b) Demolition of houses in Lenasia Extension 13 and Extension 4. The Commission instituted legal action against the Gauteng Department of Housing. A Court Order was granted that the case is postponed sine die in order to allow for parties to explore means of amicably resolving matter. Litigation in abeyance.

Due to continued non-compliance with the provisions of the Constitution and legislation by certain government departments, the Commission has had to adopt a more litigious approach to these departments to ensure compliance with the law. In addition, there may be a marked increase in the use of the Commission's subpoena powers

to force government departments to submit information to the Commission, particularly in terms of S184(3) of the Constitution.

Despite the fact that the Commission has decided that most of its resources will be directed towards fulfilling the protection mandate, it would be short-sighted not to pay sufficient attention to the promotion and monitoring aspects of the mandate. Ultimately, the Commission's protection mandate cannot be separated from its promotion and monitoring mandates – the three are inherently connected.

3.2 The Promotion Mandate

The Human Rights Advocacy Programme (HuRAP) plays an important role in advocacy and community outreach. The main focus is the Provincial Offices, where Education Officers are in direct contact with communities and members of the public. There is an urgent need to increase capacity in the Provinces in order to make the promotion mandate effective.

3.3 The Monitoring Mandate

The Commission is able to provide an overview of the extent to which the government is fulfilling its obligations towards the progressive realisation of socio-economic

rights as required by s184(3) of the Constitution and this is done through the Economic and Social Rights (ESR) Annual Report, the Promotion of Access to Information (PAIA) Annual Report, and the Equality Report.

An added component to the monitoring mandate in 2013/2014 will be implementation of a broader Monitoring and Evaluation Plan, aimed at assessing the effectiveness and impact of the Commission's work in carrying out the legislative mandate.

3.4 Organisational Environment

The Commission consists of the Commissioners and the Secretariat. The Commissioners are responsible for setting the strategic direction, and the Secretariat, headed by the Chief Executive Officer, is responsible for implementing the strategy.

Year one of the 2011/2014 Strategic Plan focused primarily on providing the non-negotiable core deliverables whilst undergoing a major organisational restructuring process. While the new organisational structure framework was concluded in 2011/2012, its complete filling is envisaged at the end of the 2012/13 annual cycle.

The new structure is categorised into three broad programme areas to cover its mandate, namely:

- (a) Promotion and Protection of Human Rights, comprising of Commissioner's Programme;
- (b) Legal Services; and Human Rights Advocacy units(c)
- (c) Research, Monitoring and Reporting consisting of Research, Promotion of Access to Information; and Strategic Governance and Support
- (d) Administration consists of support units such as Finance; Corporate Services; and Internal Audit

Year two of the current strategic plan will commence with the majority of the management team and employees newly appointed to positions in the new structure. As envisaged at the commencement of the strategic planning period, the focus for 2012/2013 will be to maintain delivery of the non-negotiable core deliverables; continue to prioritise the strategic areas identified at the beginning of the strategic planning period; and entrenching the operational foundation to support the new organisational structure.

The third and final year of the 2011-14 Strategic Plan period will focus on consolidating and sustaining the previous commitments based on the identified strategic areas, as well as entrenching capacity within the newly



filled organisational structure to ensure improved delivery into the future.

The Commission has an office in each of the country's nine provinces, with the Head Office situated in Johannesburg. While the Commission enjoys provincial spread, these offices are located in urban centres, thereby posing challenges of accessibility to rural communities. In subsequent strategic planning periods, the Commission will consider mechanisms to improve its accessibility in the remote areas.

The state of flux instigated by the restructuring process inevitably influenced the institutional culture in 2011. In the 2012/2013 period, a major focus has been on infusing a culture of service delivery and excellence through teamwork and mutual support. Attention has also been given to a back-to-basics service delivery programme and a comprehensive capacity development drive. The back to basics programme has been successfully implemented, with key institutional development policies and systems established. Consequently, the year 2013/2014 should experience improved organisational effectiveness and efficiencies.

3.5 Performance Environment

The Commission's work has received positive assessment by the international NGO, Human Rights Watch, as well as been

recognised as an A-rated National Human Rights Institution (NHRI) by the United Nations. It became apparent during the Commission's strategic planning session that the institution's performance was far from ideal. For instance, during the 2009/10 financial year, the Commission was only able to achieve 52% of its objectives. The institution's performance improved in 2010/2011 when 67% of targets were met and by the end of the 2011/2012 period, 89% of targets were achieved.

The achievement rate of targets is expected to remain consistent or improve in 2012/2013 and beyond. The strategic focus on performance has led to the Commission implementing the strategic performance management framework for effective performance monitoring and evaluation at all levels within the restructured Commission.

One of the strategic priorities for the current strategic planning period is to properly entrench the Commission's new performance management system, encourage and ensure greater team work and collaboration amongst Programmes, and increase skills levels significantly through training and development.

The Commission continues to face the challenge of delivering on its objectives in the face of the ongoing budgetary

constraints. The conundrum of how best to strengthen the relations between Parliament and the Chapter 9 institutions, and what strategy is required to best secure appropriate funding for Chapter 9 institutions is still not resolved. For example, the lack of a dedicated PAIA budget remains a major hindrance in the operations of the Commission.

Budgetary constraints have hindered the Commission's ability to:

- (a) fill 100% of the new organisational structure;
- (b) maintain and increase targeted performance outputs for the 2013/2014 financial year;
- (c) effectively reach a wider audience through accessible IT and outreach programmes;
- (d) promote universal access to IT and supplement traditional outreach e.g. workshops, media, etc;
- (e) harness technology to increase capacity and organisational performance;
- (f) utilize information systems fully, efficiently and effectively;
- (g) harmonise current technology tools; and
- (h) develop a website sufficiently robust to host all that is required, with accurate and frequent updates, and accommodating the needs of people with disabilities

Good governance systems have been put in place. A delegation of authority and charter of working relationships between Commissioners and the Secretariat were approved by Commissioners. Furthermore, Commissioners and top management went through training on the King III Report, which deals with corporate governance issues.

The Finance Unit facilitates risk management in the Commission. A Risk Management Register was developed and strategic risks are reviewed on a quarterly basis.

A new and positive development is that Internal Audit has audit projects in the Provinces and audits all statistical information provided by Provinces for monthly, quarterly and annual reporting.

A Performance Monitoring, Evaluation and Reporting Policy was approved, and the Annual Performance Plan, monthly planning and reporting tools were implemented. A Performance Monitoring and Evaluation Framework and Plan will be developed during 2012/2013, for implementation in 2013/2014.

A Performance Management policy was also approved and implemented in 2012/2013.

3.6 The Strategic Planning Process

The strategic planning process was divided into three main parts. The first part included inputs from Commissioners. The second involved a series of management workshops, consultative meetings and planning sessions. The final part began with a formal consideration by Commissioners of the draft strategic plan and culminated in a strategic session for the Commissioners to approve the SAHRC Strategic Plan 2013-2016 and 2013/14 Annual Performance Plan.

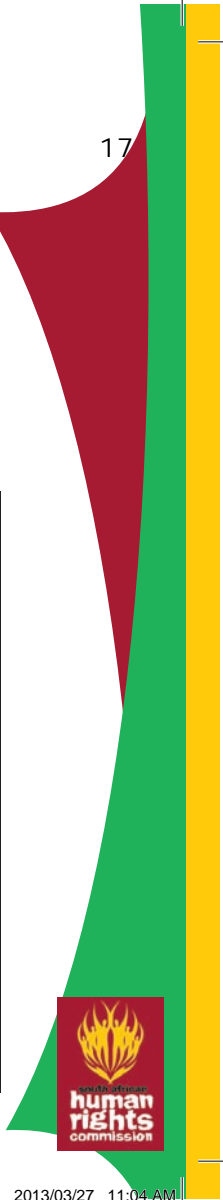
PART B: STRATEGIC GOALS AND OBJECTIVES

4. Strategic Focus Areas

In pursuing the policy and legislative mandates of the Commission, Commissioners adopted strategic priority focus areas, informed by the human rights obligations of South Africa at the international, regional and domestic levels. The Commissioners also assigned specific provinces and United Nations Treaty Bodies amongst themselves. These strategic priority areas, Treaty Bodies and provinces are as follows:

Table 1: Commissioners’ strategic focus areas

Commissioner	Strategic Focus Area	Province	UN Treaty Bodies
Chairperson, Commissioner M L Mushwana	Migration, Housing, Equality, Food	Eastern Cape, Northern Cape and Mpumalanga	Convention on the Elimination of Racial Discrimination
Deputy Chairperson, Commissioner P Govender	Basic Services, Access to Information, Health Care	Western Cape	Convention on the Elimination of All Forms of Discrimination against Women
Commissioner B Malatji	Disability, Older Persons	North West and Limpopo	Convention on the Rights of persons with Disabilities
Commissioner L Mokate	Basic Education, Children	Free State	Convention on the Rights of the Child
Commissioner J Love (part-time)	Environment, Natural Resources, Rural Development	Kwa-Zulu Natal	International Covenant on Economic, Social and Cultural Rights
Commissioner D Titus (part-time)	Human Rights and Law Enforcement, Prevention of Torture	Gauteng	Convention against Torture Other Cruel, Inhuman or Degrading Treatment or Punishment, International Covenant on Civil and Political Rights



The development of this strategic plan is a culmination of extensive consultation and debate about the future and direction of the Commission. The strategic plan forms part of a broader process of rethinking the South African Human Rights Commission, including organisational restructuring to improve efficiency and effectiveness.

5. Strategic Outcome Oriented Goals

Data and information that was generated through the Commission's strategic planning process culminated in the formulation of the following strategic outcome oriented goals:

Table 2: Outcome oriented goals

Strategic Outcome Oriented Goal 1	Improve the quality of complaints handling
Goal Statement	Revise the complaints handling mechanism to enable greater access to and protection of rights, particularly by the most vulnerable
Strategic Outcome Oriented Goal 2	Improve the quality of monitoring, evaluation of and reporting on the realisation of human rights
Goal Statement	Streamline the monitoring, evaluation and reporting processes to effectively measure the realisation of human rights
Strategic Outcome Oriented Goal 3	Inculcate a culture of human rights through human rights advocacy
Goal Statement	Develop and implement an effective and efficient human rights advocacy plan
Strategic Outcome Oriented Goal 4	Strengthen organisational effectiveness and efficiency
Goal Statement	Restructure the Commission to ensure the effective and efficient utilisation of human and financial resources
Strategic Outcome Oriented Goal 5	Improve communication and stakeholder engagement
Goal Statement	Develop communication tools and key stakeholder relationships thereby enhancing the credibility, reputation, and accessibility of the Commission



6. Strategic Objectives

The Commission has developed the following six strategic objectives that flow from the strategic outcome oriented goals listed in 5 above. The baseline lists selected achievements reflected in the 2011/12 Annual Report:

Table 3: Strategic objectives

Strategic Objective 1	Promote compliance with international obligations
Objective Statement	Promote compliance with international human rights obligations within South Africa and the Commission
Baseline	13 International (including ICC) and regional activities (including NANHRI) undertaken by Commissioners and attendance of 19 NANHRI & ICC network forum/meetings & workshops that culminated in completion of Annual International Report
Strategic Objective 2	Position the Commission as the focal point for human rights in South Africa
Objective Statement	Expand visibility of the Commission through improved communication that includes media and stakeholder engagement and increased responsiveness to stakeholders
Baseline	Stakeholder collaboration system resulting in 168 stakeholder collaboration and networking interventions and 50 media engagement

	activities. A revised complaints handling system resulting in resolution of appeals within agreed timeframes and finalisation of all accepted complaints within 1 year of registering the complaints (excluding Litigations)
Strategic Objective 3	Strengthen advocacy and human rights awareness raising
Objective Statement	Enhance understanding and build capacity for human rights.
Baseline	Advocacy and human rights awareness raising strengthened through 8 internal dialogues/ Lekgotla and 4 seminars on topical human rights issues as well as hosting of 3 human rights calendar events
Strategic Objective 4	Advance the realisation of human rights
Objective Statement	Monitor, evaluate and report on the realisation of human rights and in particular, the progressive realisation of economic and social rights as required by s184 (3) of the Constitution.
Baseline	Generation of 6 Reports, namely, Monitoring and Evaluation Reports on “Impact of SAHRC Advocacy and Human Rights Awareness”, “Impact of SAHRC submission”, “Assessment of SAHRC past recommendations to organs of state”, “Trends and patterns of human rights violation and analysis of impact of complaints handling” as well as Section 184 (3) Report, Strategic Focus Area Report; hosting of 8 meetings/briefings and 8 parliamentary submission.



Strategic Objective 5	Advance the right to equality and access to information
Objective Statement	Fulfil the Commissions' legislative obligations in relation to the right to equality and the right to information.
Baseline	Participation at 2 Equality Review Committee (ERC) meetings; generation of Equality Report; submission of PAIA Report and PAIA Recommendations Report to Parliament and Department of Justice and Constitutional Development, respectively; as well as generation of 3 PAIA compliance Reports; and hosting of National and Provincial Information Officers Forums
Strategic Objective 6	Improve the effectiveness and efficiency of the Commission
Objective Statement	Ensure that all the objectives set out in the strategic plan and budget are met.
Baseline	Effectiveness and efficiency optimised through long-term restructuring process, full implementation of PMER Policy and strategy by all programmes, compliance with planning and reporting obligations to National Treasury and Parliament as well as 100% execution of Internal Audit Plan and review of finance policies resulting in clean Audit by Auditor-General

The strategic objectives overlap with all of the Programme areas in the Commission, as follows:

Table 4: Alignment of strategic objectives with organisational structure

Strategic Objective	Promotion and Protection of Human Rights (Commissioner's Programme; Legal Services; and Human Rights Advocacy)	Research, Monitoring and Reporting (Research; Promotion of Access to Information; and Strategic Support and Governance)	Administration (Finance; Corporate Services; and Internal Audit)
International Compliance	X		
Focal point for human rights	X		
Advocacy	X		
Realisation of human rights	X	X	
Equality and Access to Information	X	X	
Effectiveness and efficiency	X	X	X



7. Resource Considerations

As envisaged at the commencement of the strategic planning period, the Commission will, in the final year, 2013/2014, focus on consolidating and sustaining commitments made at the beginning, in terms of core deliverables, and priority strategic areas whilst entrenching capacity within the newly filled organisational structure. Thus, whilst the Commission continues to prioritise the allocation of resources to complaints handling in line with the constitutional protection mandate, resources will be allocated to the capacity and infrastructural development necessary for the Commission to deliver on its mandate effectively.

In undertaking the strategic planning process and reflecting on the commitments, it is prudent to consider available resources for delivery on the strategic and annual performance plans. This section provides an overview of the Commission's financial and human resource considerations.

7.1 Financial resources

The Commission receives its funding from transfers from the Department of Justice and Constitutional Development. During the current strategic planning period, 2011 – 2014, the transfers increased

from R89.773 million in 2011/2012 to R115.999 million in 2013/2014, at an average annual rate of approximately 15%. Total expenditure is expected to similarly increase, with key cost drivers including personnel expenditure, accommodation, goods and services.

7.2 Human resources

The approved new organisational structure consists of seven Commissioners and 178 permanent and fixed-term positions in the Secretariat. The majority of the approved positions in the new structure are at the professional, skilled and semi-skilled level, representing 68% of all positions. Middle management comprises 17% of the total, while senior management represents 15%. Recruitment into the new structure is underway, and expected to fill 90% of the structure by the end of 2012/2013. Budgetary constraints have necessitated the freezing of approximately 7% of the approved positions.

There is currently one vacancy at the level of the Commissioners, and a 20% vacancy rate within the Secretariat, which will be reduced to 10% by the end of the 2012/2013 financial year. The vacancies are 15% (4 out of 26) at senior management, 39% at middle management, and 17% at the lower levels.

PART C: ANNUAL PERFORMANCE PLAN 2013/14

Strategic Objective 1	Promote compliance with International obligations
Objective Statement	Promote compliance with International human rights obligations within South Africa & the Commission
Baseline	13 International (including ICC) and regional activities (including NANHRI) undertaken by Commissioners and attendance of 19 NANHRI & ICC network forum/meetings & workshops that culminated in completion of Annual International Report

Strategic Objective 1	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
Promote compliance with International obligations	Implement strategic interventions and participate in International & regional workshops & conferences	7 relevant attendances	23 activities	8 International (including ICC) and 5 regional (including NANHRI) activities undertaken by Commissioners	9 activities: 5 international & 4 regional	Participate in 2 ICC activities Participate in 2 NANHRI ¹ activities Participate in 2 ACHPR activities	As in 13/14	As in 13/14
Promote compliance with International obligations	Promote greater collaboration & cooperation amongst NHRIs &, in particular, strengthening the Network of African NHRIs (NANHRI) Chairing the NANHRI and ICC Participation in ACHPR	N/A	Achieved	ICC & NANHRI activities, NANHRI network forum/meetings & workshops - logistics finalised to standard, required research & reports are submitted to standard by deadlines & expenditure to budget	19 activities (NANHRI & ICC)	100% ² Implementation of Annual SAHRC Action Plan ³ based on outcomes of 28 ⁴ international and regional activities, including ICC and NANHRI		

⁴ Includes APT/NANHRI Workshop on Prevention of Torture, in Johannesburg, in April 2013

⁵ Percentage implementation will be determined by the milestones identified in the action plan

⁶ The Action Plan will be developed by March 2013, based on the activities that took place during 2012/13, so that it is ready for implementation from the beginning of the 2013/14 financial year

⁷ The number of activities is informed by the achievements of the previous financial year

Strategic Objective 1	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
	Monitor compliance with international reporting obligations	International & regional treaty body annual report	Annual International Report	Publish the Annual International Report by 31 March within budget	Draft Annual International Report complete by 31 March	Complete Annual International & Regional Human Rights Report ⁶ by 30 June	As in 13/14	As in 14/15

Strategic Objective 1: Annual Performance Indicators & Targets for 2013/14

PPIs	Reporting Period	Annual Target 13/14	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1	Quarterly	1 Participate in 2 ICC activities	1	0	1	0
2		2 Participate in 2 NANHRI activities	1	0	1	0
3		3 Participate in 2 ACHPR activities	1	0	1	0
4		4 100% Implementation of Annual SAHRC Action Plan based on outcomes of 28 international and regional activities, including ICC and NANHRI	25% of annual action plan implemented	30% of annual action plan implemented	20% of annual action plan implemented	25% of annual action plan implemented
5	Annually	5 Annual International & Regional Human Rights Report completed by 30 June	Annual International & Regional Human Rights Report completed by 30 June	N/A	N/A	N/A

⁶ Report to include monitoring findings on implementation of International Covenant On Economic Social and Cultural Rights, and on Convention on the Rights of the Child

Strategic Objective 2	Position the Commission as the focal point for human rights in South Africa
Objective Statement	Expand the visibility of the Commission through improved communication that includes: media & stakeholder engagement; &, increased responsiveness to individuals
Baseline	Stakeholder collaboration system resulting in 168 stakeholder collaboration and networking interventions and 50 media engagement activities. A revised complaints handling system resulting in resolution of appeals within agreed timeframes and finalisation of all accepted complaints ⁹ within 1 year of registering the complaints (excluding Litigations)

Strategic Objective 2	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
Position the Commission as the focal point for human rights in South Africa	Engaging role players & facilitation interventions geared towards the realisation of human rights in South Africa	Stakeholder engagement quarterly reports	Stakeholder engagement quarterly reports Regular media interventions	Stakeholder engagements - logistics finalised to standard, required research & reports are submitted to standard by deadlines & expenditure to budget	72 stakeholder engagements: (including 9 provincial office engagements ¹⁰)	82 stakeholder engagements ¹¹	Conduct 9 Human Rights Clinics ¹²	As in 14/15
		460 interventions	336 interventions	120 Stakeholder collaboration & networking interventions	9 provincial hearings – water & sanitation	100% Development of Comprehensive 2014/15 Plan ¹³ for Human Rights Clinics by 28 February 2014	100% Implementation of Monitoring Plan for Human Rights Clinics	As in 14/15
	Parliamentary and Civil society liaison - Greater cooperation with all institutions supporting constitutional democracy to strengthen the observance, protection & promotion of human	32 attendances, 1 Participation Forum meeting, 2 presentations Responses to 215 requests for information/opinions	Stakeholder engagement plan implemented. Participate in Chapter 9 Forum meetings Stakeholder engagement reports assessed against the plan	Attend/host 40 stakeholder collaboration & networking interventions, including: 4 Office on Institutions Supporting Democracy (OISD) Meetings 4 Portfolio Committee Meetings	10 parliamentary liaison meetings	Participate in 15 ¹⁴ parliamentary meetings	As in 13/14	As in 14/15

⁹ Includes enquiries – previously reported separately as All enquiries attended to & once-off advices given within agreed timeframes

¹⁰ MLM – Mpumalanga, Northern Cape & Eastern Cape; PG – Western Cape; BM – Limpopo & North West; LM – Free State; JL – KwaZulu-Natal; DT – Gauteng

¹¹ This will comprise of 28 Commissioners' engagements (4 per Commissioner including 1 Right to Food, 1 provincial visit, 2 invitations); 4 CEO's engagements; 27 provincial engagements (3 per province by identified focus area); and 23 unforeseen legal investigations

¹² The clinics are envisaged to be the key feature of the Commission, integrating various aspects including stakeholder engagements, complaints handling, advocacy and research

¹³ The Plan will include focus areas, nature of clinics, stakeholder involvement, etc, as well as monitoring plan for implementation of commitments. Lessons learnt from the PAIA Law Clinic will be used to inform the plan for Human Rights Clinics

¹⁴ Comprises 6 focus area meetings with portfolio committees; 1 Right to Food; 4 quarterly meetings; 2 Human Rights Act meetings; 1 state of the nation address

Strategic Objective 2	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
	rights in South Africa.	1 Code of Conduct briefing 3 issues of Kopanong published	40 attendances 5 meetings / briefings Report to C9 Unit Bi annual contribution to Kopanong	Chapter 9 Forum meetings				
					C9 Forum meetings	100% implementation of Terms of Reference for the Forum for Institutions Supporting Democracy		
	Number of Section 5 Committees established & convened	1 Section 5 Disability Convention meeting	Section 5 Committee meetings: torture, children, disability, education, environmental impact of mining, acid mine drainage, older persons & basic services.	Logistics finalised to standard, required research & reports are submitted to standard by deadlines & expenditure to budget for all Section 5 Committee meetings	14 Section 5 Committee meetings	Convene 14 ¹⁵ Section 5 Committee meetings	As in 13/14	As in 14/15
Position the Commission as the focal point for human rights in South Africa	Maintain & quality assure the integrity of complaints process	Achieved.	Achieved	Resolution of appeals within agreed timeframes Preside over public hearings & subpoena hearings Monthly Legal Committee (LC) meetings	85% of all accepted complaints finalised as per standard procedures & within timeframes	85% of total cases finalised	As in 13/14	As in 14/15
		N/A	N/A	Approved revised complaints handling processes & operating systems by 30 April				
		1429 finalised complaints	2000	Finalisation of all accepted complaints ¹⁶ within 1 year of registering the complaints (excluding Litigations)				
		N/A	N/A	Completed staff training on complaints handling & litigation in the Equality				

¹⁵ The 2 meetings on Healthcare and Right to Food include inspection in loco visits

¹⁶ Includes enquiries – previously reported separately as All enquiries attended to & once-off advices given within agreed timeframes

Strategic Objective 2	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
				Courts				
		N/A	N/A	N/A	Litigation Strategy approved by 31 March	100% implementation of litigation strategy	As in 13/14	As in 14/15
	Revised & approved inter-programme & stakeholder collaboration systems	3 approved MOUs	N/A	Revised & approved inter-programme & stakeholder collaboration systems by 30 June	Register of MoU developed	100% review of stakeholder relations ¹⁷	Implementation of Stakeholder Relations Strategy	As in 13/14
	Promote positive coverage for the Commission and improve media relations	4 SAHRC reports published with stakeholder launches Daily media monitoring	Generated coverage for: Africa Human Rights Day, International Human Rights Day, Human Rights Day, Report on Equity & Child Rights launched, & issues relating to torture & police brutality	36 Media Statements or Alerts, 4 letters to the editor, 4 Opinion Pieces written & disseminated 4 post Plenary Reporting Meeting, 1 post-Mid-Term Review & 1 Financial Year-End media statement/briefing within 2 weeks of meeting. 2 National Editors Forum Meeting & 1 Community Radio Forum Meeting Media Monitoring (monthly)	40 Media statements, briefings or alerts 1 National Editors Forum held by 31 December 4 opinion pieces written, disseminated & submitted for publication	100% implementation of Annual Media Plan ¹⁸	As in 13/14	As in 14/15

¹⁷ This will entail review of current relations, distinguishing between operational and corporate stakeholder relations, and culminating in development of a stakeholder relations strategy for the organisation.

¹⁸ Annual Media Plan includes 80 media engagements (statements, alerts, interviews etc), 8 opinion pieces, facilitating for media coverage of SAHRC planned events, 80% resolution of media queries within 12 hours, and 1 media forum.

Strategic Objective 2: Quarterly Performance Indicators & Targets for 2013/14:

PPIs		Reporting period	Annual target 2013/14	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of stakeholder engagements	Quarterly	1 82 stakeholder engagements	21	21	20	20
2	Percentage development of Comprehensive 2014/15 Plan for Human Rights Clinics	Quarterly	2 100% development of Comprehensive 2014/15 Plan for Human Rights Clinics	Engage stakeholders	10% development of plan	30% development of plan	60 % development of plan
3	Number of parliamentary meetings participated in	Quarterly	3 Participate in 15 parliamentary meetings	4	4	3	4
4	Percentage implementation of Terms of Reference for the Forum for Institutions Supporting Democracy (FISD)	Quarterly	4 100% implementation of Terms of Reference for the FISD	25% ¹⁹	25%	25%	25%
5	Number of Section 5 Committee meetings convened	Quarterly	5 14 Section 5 Committee meetings	4	3	3	4
6	% of total cases finalised as per standard procedures and within timeframes	Monthly	6 85% of total cases finalised	22%	43%	64%	85%
7	% implementation of litigation strategy	Quarterly	7 100% implementation of litigation strategy	25% implementation of litigation strategy	25% implementation of litigation strategy	25% implementation of litigation strategy	25% implementation of litigation strategy
8	Percentage review of stakeholder relations	Quarterly	8 100% review of stakeholder relations	30% (review report on operational stakeholder relations)	30% (review report on corporate stakeholder relations)	30% (draft stakeholder relations strategy)	10% (approval of stakeholder relations strategy)
9	Percentage implementation of Annual Media Plan	Quarterly	9 100% implementation of Annual Media Plan	25% implementation of Annual Media Plan	25% implementation of Annual Media Plan	25% implementation of Annual Media Plan	25% implementation of Annual Media Plan
10	Number of electronic newsletters completed by deadline	Monthly	10 12 Electronic Newsletters completed by deadline	3 Electronic Newsletters completed	3	3	3

¹⁹ Quarterly target percentages may be revised in accordance with the Terms of Reference

Strategic Objective 3	Strengthen advocacy & human rights awareness raising
Objective Statement	To enhance understanding & build capacity for human rights
Baseline	Advocacy and human rights awareness raising strengthened through 8 internal dialogues/ Lekgotla and 4 seminars on topical human rights issues as well as hosting of 3 human rights calendar events

Strategic Objective 3	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
Strengthen advocacy & human rights awareness raising	Development of public understanding of human rights obligations	Advocacy activities & interventions Oversee the formulation & execution of teaching & research programmes relating to human rights Reports & media coverage of Commission Copies of speeches, presentations, reports of advocacy & human rights awareness raising workshops	Monthly interventions on human rights focus areas per Commissioner	2 (two) workshops	3 conferences/workshops	Host 2 national human rights events ²⁰	As in 13/14	As in 14/15
		18 Provincial seminars 6 National Seminars	37 Provincial seminars 5 National Seminars	8 internal dialogues/ Lekgotla on topical human rights issues by deadlines & within budget 4 seminars within budget & by deadline 3 human rights calendar days events to specification, within budget	9 human rights calendar days events	9 provincial human rights calendar day events by 31 March	As in 13/14	As in 13/14
						Promotional material produced on Right to Food: Fact Sheet by 30 September	As in 13/14	As in 13/14

²⁰ The 2 national events would be international human rights day on 10 Dec 2013, as well as national human rights day in March 2014, focusing on the Right to Food. These could take various forms, e.g. conferences, workshops etc, to be discussed.

Strategic Objective 3	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
						Complete Report on roundtable on business, trade and human rights by 31 March	As in 13/14	As in 13/14
		N/A	N/A	N/A	N/A	100% Implementation of revised annual external communications strategy and plan ²¹		

Strategic Objective 3: Annual Performance Indicators & Targets for 2013/14

	PPIs	Reporting Period		Annual Target 13/14			
1	Number of provincial human rights events held	Annually	1	9 provincial human rights calendar day events held by 31 March			
2	Production of Promotional material on the Right to Food: Fact Sheet		2	Produce Promotional material on Right to Food: Fact Sheet by 30 September			
3	Completion of Report on roundtable on business, trade and human rights		3	Complete Report on roundtable on business, trade and human rights by 31 March			
	PPIs	Reporting Period		Quarterly targets			
				1 st	2 nd	3 rd	4 th
4	Number of national human rights events hosted	Quarterly	4		0	1	1
5	Percentage implementation of revised annual external communications strategy and plan		5	100% implementation of revised annual external communications strategy and plan	20%	40%	20%

²¹ The external communications strategy will entail raising public awareness of the Commission's existence, mandate and operations through various means, such as materials development, revision, translation and distribution, public signage etc. The Communications Unit will coordinate the development of material, with content input and distribution shared amongst the various units within the Commission

Strategic Objective 4	Advance the realisation of human rights
Objective Statement	Monitor, evaluate & report on the realisation of human rights & in particular, the progressive realisation of economic & social rights as required by s184(3) of the Constitution
Baseline	Generation of 6 Reports, namely, Monitoring and Evaluation Reports on "Impact of SAHRC Advocacy and Human Rights Awareness", "Impact of SAHRC submission", "Assessment of SAHRC past recommendations to organs of state", "Trends and patterns of human rights violation and analysis of impact of complaints handling" as well as Section 184 (3) Report, Strategic Focus Area Report; hosting of 8 meetings/briefings and 8 parliamentary submission.

Strategic Objective 4	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
Advance the realisation of human rights	Monitor, evaluate and report on realisation of human rights	Achieved	Achieved	Quarterly reports per year on trends & patterns of human rights violations & analyses of impact of complaints handling	Monitoring and Evaluation Plan ²² approved by 31 March	Complete 2012/13 Performance Monitoring & Evaluation Report by 30 June 2013	2013/14 Performance Monitoring & Evaluation Report produced by 30 June 2014	2014/15 Performance Monitoring & Evaluation Report produced by 30 June 2015
		N/A	N/A	1 Annual Monitoring & Evaluation Report (Impact of SAHRC advocacy/human rights awareness) published by 31 March				
		Achieved	Annual Monitoring & Evaluation (Impact of SAHRC submissions) Report published	M&E tool developed Annual M&E Report (Impact of SAHRC submissions) published by 31 March		Complete 2013/14 Midyear Performance Monitoring & Evaluation Report ²³ by 31 December 2013	2014/15 Midyear Performance Monitoring & Evaluation Report produced by 31 December 2014	2015/16 Mid-year Performance Monitoring & Evaluation Report produced by 31 December 2015
		N/A	N/A	Annual Monitoring & Evaluation Report (Monitor & assess past recommendations to organs of state) published by 31 March				
	Completed Economic & Social Rights 184(3) Report	4 human rights monitoring tools; 6 monitoring interventions; 10 HRDR draft chapters submitted to the Editor;	Monitoring tools developed 7 th ESR Report submitted to Parliament, 79 responses to request for information, 9 opinions/ recommendations provided	1 s184(3) Report by 31 March	1 Draft s184(3) Report by 31 March	Complete 2012/13 Section 184 (3) Report by 30 June	Complete 2013/14 Section 184 (3) Report by 30 June	Complete 2014/15 Section 184 (3) Report by 30 June

²² Includes monitoring and evaluation plan for water and sanitation

²³ Includes report on implementation of monitoring and evaluation plan for water and sanitation hearings commitments

Strategic Objective 4	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
		1 ESR publication						
	Completed Strategic Focus Area Report	N/A	N/A	1 Strategic Focus Area Report by 31 March	1 Strategic Focus Area Report ²⁴ by 31 March Draft ESR Matrix developed by 31 March	Complete Strategic Focus Area Report ²⁵ by 31 March Publication on Water and Sanitation by 30 September Develop Draft Matrix for 3 Economic and Social Rights areas by 31 March	As in 13/14	As in 14/15
Advance the realisation of human rights	Submissions on draft legislation: National parliament, provincial legislatures & local council briefings	8 submissions	8 submissions 2 workshops Communication with DoJCD Preliminary research conducted 2 meetings	8 submissions N/A Report (as per Plenary Reports) Research conducted 1 manual 8 meetings/ briefings	12 activities Provide inputs, presentations & briefing notes into policy & legislative developments & parliamentary related matters within deadlines	100% submissions ²⁶ on relevant draft legislation by deadline	As in 13/14	As in 13/14

²⁴ Focus = water and sanitation

²⁵ Topic to be determined through Research Unit led discussions and proposals to be made before the beginning of the 2013/14 financial year

²⁶ These include submissions on legislation with implications for human rights, as well as policy input on PAIA. One certain submission will be on the Women's Equality and Gender Empowerment Bill

Strategic Objective 4: Annual Performance Indicators & Targets for 2013/14:

PPIs		Reporting Period	Annual Target 13/14	
1	Completion of 2012/13 Performance Monitoring and Evaluation Report	Annually	1	Complete 2012/13 Performance Monitoring & Evaluation Report by 30 June 2013
2	Completion of 2013/14 Midyear Performance Monitoring and Evaluation Report		2	Complete 2013/14 Midyear Performance Monitoring & Evaluation Report by 31 December 2013
3	Completion of 2012/13 Section 184 (3) Report		3	Complete 2012/13 Section 184 (3) Report by 30 June
4	Completion of Strategic Focus Area Report		4	Complete SFA Report by 31 March
5	Publication on Water and Sanitation		5	Publication on Water and Sanitation by 30 September
6	Development of Draft Matrix for 3 ESR areas		6	Develop Draft Matrix for 3 ESR areas by 31 March
7	Percentage submissions made on draft legislation		7	100% submissions on relevant draft legislation by deadline

Strategic Objective 5	Advance the right to equality & the right of access to information
Objective Statement	Fulfil the Commissions legislative obligations in relation to the right to equality & the right of access to information
Baseline	Participation at 2 Equality Review Committee (ERC) meetings; generation of Equality Report; submission of PAIA Report and PAIA Recommendations Report to Parliament and Department of Justice and Constitutional Development, respectively; as well as generation of 3 PAIA compliance Reports; and hosting of National and Provincial Information Officers Forums

Strategic Objective 5	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
Advance the right to equality & the right of access to information	Advance the right to equality	2009 Report draft completed 5 Equality publications; 4 resource manuals; 3 pamphlets	2009 Report published, Final draft of 2010 Report completed	1 Equality Report completed & published by 31 March to scope & within budget	Attend 2 scheduled meetings of the Equality Review Committee 1 Equality Report completed & published by 31 March to scope & within budget	Participate in 3 scheduled Equality Review Committee meetings Complete Equality Report by 31 March	As in 13/14	As in 14/15
	Advance the right of access to information	Submitted	Submitted	PAIA annual report to Parliament by 31 August	Annual Report submission to Parliament submitted to scope & budget by 30 September	Submit PAIA Annual Report to Parliament by 30 September	As in 13/14	As in 14/15
		3 submitted to DOJCD	Submission to DOJCD	Input into PAIA related policy, reforms & developments within Parliament's deadlines OR in 90 days of receipt	PAIA Annual Recommendation to DOJCD by 31 March & input within Parliament's deadlines OR in 90 days	Submit PAIA Annual Recommendation to DOJCD by 31 March	As in 13/14	As in 14/15
	Monitor & evaluate institutional	Report submitted	Report submitted	SAHRC institutional compliance	SAHRC institutional compliance report submitted by end March; Section 14 Manual reviewed	Complete PAIA Audit Report by 31 March	As in 13/14	As in 14/15

Strategic Objective 5	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
	compliance with PAIA	Manual reviewed	Manual reviewed	monitored & evaluation report before end March; Section 32 report by 14 April; Section 14 manual published	Section 32 report by 14 April	Complete Institutional Compliance Report ²⁷ by 31 March		
	Promotion and advocacy strategy (PAIA)	36 training sessions, 17 media events, 1 NIO forum, Presentation developed	31 training sessions, 1 media event, 1 NIOF, 1 PIOF 2 publications	30 Promotional interventions (25 training sessions, 5 media interventions) 1 National Information Officer Forum (NIOF) & 1 Provincial Information Officers Forum (PIOF)	19 interventions (9 PAIA workshops, 10 training sessions: 1 per province & 1 H/O) 1 National Information Officer Forum & 1 Provincial Information Officer Forum	100% Implementation of PAIA promotion and advocacy strategy and plan ²⁸	As in 13/14	As in 14/15
						20 pilot community sessions for PAIA Law Clinic	As in 13/14	As in 14/15

²⁷ The report includes s.32 SAHRC compliance review

²⁸ The strategy and plan entail 1 National Officers Forum and Golden Key Awards Ceremony by 30 October, 1 Provincial Information Officers Forums by 31 March, Business Conference on transparency and role of PAIA, with follow up on private sector compliance by 31 March, community training material (1 DVD) and 29 interventions (9 workshops – 1 per province - 10 public sector and 10 private sector training sessions) by 31 March, which are all contained in the PAIA Unit Operational Plan

Strategic Objective 5: Annual Performance Indicators & Targets for 2013/14:

PPIs		Reporting Period	Annual Target 13/14					
1	Completion of Annual Equality Report	Annually	1	Equality Report completed by 31 March				
2	Submission of PAIA Annual Report to Parliament by 30 September		2	PAIA Annual Report submitted to Parliament by 30 September				
3	Submission of Recommendations Report to DOJCD		3	1 Recommendations Report submitted to DOJCD by 31 March				
4	Completion of PAIA Audit Report		4	1 PAIA Audit Report completed by 31 March				
5	Completion of Institutional Compliance Report		5	Institutional Compliance Report completed by 31 March				
PPIs		Reporting period	Annual target 2013/14	Quarterly targets				
				1 st	2 nd	3 rd	4 th	
6	Number of scheduled Equality Review Committee Meetings participated in	Quarterly	6	Participate in 3 scheduled Equality Review Committee meetings	0	1	1	1
7	Percentage Implementation of PAIA promotion and advocacy strategy and plan		7	100% Implementation of PAIA promotion and advocacy strategy and plan	25% ²⁹	25%	25%	25%
8	Number of pilot community sessions for PAIA Law Clinic		8	20 pilot community sessions for PAIA Law Clinic	5	5	5	5

²⁹ Quarterly targeted percentages will be revised in accordance with the actual strategy and plan

Strategic Objective 6	Optimise the effectiveness & efficiency of the Commission
Objective Statement	Ensure that the objectives set out in the strategic plan are optimally met
Baseline	Effectiveness and efficiency optimised through long-term restructuring process, full implementation of PMER Policy and strategy by all programmes, compliance with planning and reporting obligations to National Treasury and Parliament as well as 100% execution of Internal Audit Plan and review of finance policies resulting in clean Audit by Auditor-General

Strategic Objective 6	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
Optimise the effectiveness & efficiency of the Commission	Monitoring the development & implementation of strategy & plan with requisite budget	Achieved	Achieved	Achieve full compliance & 100% alignment of the strategic plan & budget Monthly, Quarterly, Plenary Mid Term Strategic Review & Annual Strategic Planning Meetings	Fully implement the PMER policy & strategy in all programmes	100% implementation of the PMER policy & strategy in all units	As in 13/14	As in 14/15
	Ensure that objectives set out in the strategic plan, budget, & compliance requirements are met	Achieved	Mid-year review of strategic objectives by 30 October Annual Strategic plan process complete & plan submitted to the Executive by 28 February 100% of programme objectives achieved by 31 March	Annual Report to parliament by 31 August Mid-year review of strategic objectives by 30 November Annual Strategic plan process complete & plan submitted to the Executive by 28 February 100% of programme objectives achieved by 31 March	Annual Report submission to parliament by 31 August Mid-year review of strategic objectives by 30 November Annual Strategic plan process complete & plan submitted to the Executive by 28 February 100% of programme objectives achieved by 31 March ³⁰	Submit Estimated National Expenditure to National Treasury by Deadline Submit annual financial statements and performance information to the AG and National Treasury by 31 May Submit 2012/13 Annual Report to Parliament by 31 August Submit Adjusted 2013/14 Annual Performance Plan to National Treasury by 30 November Submit 2014-17 Strategic Plan and 2014/15 Annual Performance Plan to Treasury and Parliament by 31 January	As in 13/14	As in 14/15

³⁰ Programme performance reports reviewed monthly, Quarterly performance reports reviewed & approved. Annual report – internal reporting guidelines reviewed & report submitted within National Treasury d/lines. Mid-year review completed, Annual Strategic plan process completed & plan submitted to the Executive by end-February, 100% of programme objectives achieved by 31 March. Operational plans for all programmes & units, performance reporting templates used monthly in all programmes, 100% of operational plan targets met by 31 March.

Strategic Objective 6	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
						100% of all business units' targets achieved		
		Clean Audit	Plan Implemented	Clean audit	Unqualified Audit	Unqualified audit opinion	As in 13/14	As in 14/15
	Financial & internal controls - Review, implement & 100% enforcement of internal & financial controls	Annual Review	Annual review	Review all financial policies & procedures by 31 March	All Corporate Services policies & procedures reviewed, approved & implemented by 31 March Compliance with all relevant legislative, regulatory & policy requirements	100% Implementation of action plan resulting from audit findings	100% Revision of compliance checklist with relevant legislative, regulatory and policy requirements	As in 14/15
100% development of compliance checklist for relevant legislative, regulatory and policy requirements								
100% Implementation of strategic risks annual treatment plan						As in 13/14		
85% compliance with all relevant legislative, regulatory & policy requirements ³¹						100% compliance with all relevant legislative, regulatory & policy requirements		
100% Development of Action Plan to address areas of non-compliance by 31 March								
Optimise the effectiveness & efficiency of the Commission	100% execution of the Internal Audit Plan each year	87% plan executed	100% plan executed	100% execution of the Internal Audit Plan by 31 March	100% execution of the Internal Audit Plan by 31 March	100% Implementation of Internal Audit Plan	As in 13/14	As in 14/15
	Human resources – organisational development, performance management plans implemented	Draft restructuring plan developed	Plans implemented	Complete long-term restructuring process	Capacity development plan implemented by 31 March ³² Monitor & evaluate implementation of organisational restructure by 31 March	100% Implementation of staff Capacity Development Plan ³³	As in 13/14	As in 14/15

³¹ Includes corporate services and financial systems, procedures and internal controls

³² Performance contracts & personal development plans in place for each employee within (months) of placement, performance & capacity development monitored & evaluated as per capacity development plan interventions/development task requirements. Management performance evaluated on the implementation of the capacity development plan within their programme/unit./province

³³ Includes training of relevant staff on child friendly complaints handling, as well as training of all staff on gender mainstreaming

Strategic Objective 6	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 12/13	Medium-Term Targets		
		09/10	10/11	11/12		13/14	14/15	15/16
	plans implemented	Draft restructuring plan developed	Plans implemented	Complete long-term restructuring process		100% Implementation of staff Capacity Development Plan ³⁰	As in 13/14	As in 14/15
	100% adherence to records management & archiving regulations & policy	N/A	N/A	N/A	35% records management plan implemented	70% Implementation of records management plan		
	Enhance capacity of Commissioners	N/A	N/A	N/A	N/A	100% implementation of Commissioners' Capacity Development Plan ³¹		

Strategic Objective 6: Annual Performance Indicators & Targets for 2013/14:

	PPIs	Reporting Period	Annual Target 13/14	
1	% Implementation of PMER policy and strategy	Quarterly	1	100% Implementation of PMER policy and strategy
2	Compliance with legislative planning and reporting requirements (including financial and non-financial performance information)	Annually	2.1	Estimated National Expenditure to National Treasury by Deadline
2.2			Submit annual financial statements and performance information to the AG and National Treasury by 31 May	
2.3			2012/13 Annual Report to Parliament by 31 August	
2.4			Submit Adjusted 2013/14 Annual Performance Plan to National Treasury by 30 November	
2.5			2014-17 Strategic Plan and 2014/15 Annual Performance Plan to Treasury and Parliament by end January	
3	Percentage of programme targets achieved	Quarterly	3	100% of all business units' targets achieved
4	Audit opinion	Annually	4	Clean Audit / Unqualified Audit Opinion
5	Percentage Implementation of action plan resulting from audit findings	Quarterly	5	100% Implementation of action plan resulting from audit findings

³¹ Plan to include media, legal and corporate governance training for Commissioners

8	Percentage compliance with all relevant legislative, regulatory and policy requirements	Quarterly	8	85% Compliance with all relevant legislative, regulatory and policy requirements				
9	Percentage development of Action Plan to address areas of non-compliance by 31 March	Annually	9	100% Development of Action Plan to address areas of non-compliance by 31 March				
10	Percentage Implementation of Internal Audit Plan	Quarterly	10	100 % Implementation of Internal Audit Plan	20%	30%	30%	20%
11	Percentage Implementation of staff Capacity Development Plan	Quarterly	11	100% Implementation of staff Capacity Development Plan	30%	30%	10%	30%
12	Percentage Implementation of records management plan	Quarterly	12	70 % Implementation of records management plan	15%	15%	10%	30%
13	Percentage implementation of Commissioners' Capacity Development Plan	Quarterly	13	100% implementation of Commissioners' Capacity Development Plan	30% (media training)	40% (legal training)	40% (corporate governance)	0