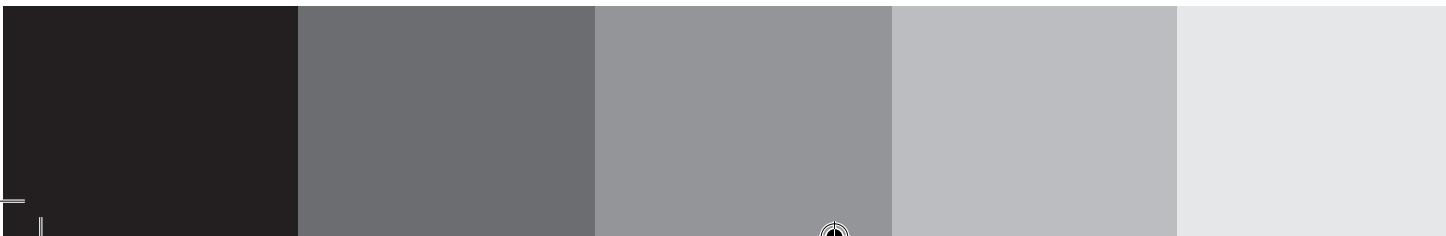


South African Human Rights Commission

# STRATEGIC PLAN

2012 to 2015





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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. 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) commences with the appointment of a new management team. The appointment process will commence 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 comprises 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 organizational, 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.

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As envisaged at the commencement of the strategic planning period, the Commission will during 2012/13 maintain delivery of the non-negotiable core deliverables, continue to prioritise the strategic areas identified at the beginning of the strategic planning period, whilst entrenching the foundation to support the new organisational structure.

The Commission will adopt a systematic, incremental approach to implement the new organisational structure. This approach entails an initial focus on resource and infrastructural development to best underpin and support effective performance and efficient service delivery in the medium-term.

The comprehensive Capacity and Infrastructural Development Plan will include the following key areas:

- complete recruitment into the new structure;
- provide a comprehensive general and job-specific induction and orientation programme;
- use a cascading approach to skill and knowledge development (by training managers first to then become the on-site resource to mentor);
- monitor and evaluate adherence to the adopted best practice and standards;

- use the internal resource pool (programme/subject / system specialists) to conduct quarterly provincial office visits (for on-site training, monitoring, evaluation), 6-monthly national capacity development workshops (programme and unit specific, general management).

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.

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 institutions. 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 issues we need to focus on in the next few years.

The rationalisation debate initiated by Kader Asmal's Report on consolidating human rights institutions in South Africa appear to have been reignited by recent discussions at Parliament. It however remains uncertain whether the Human Rights Commission will be merged with other Chapter 9 institutions to form a single human rights body in South Africa.

At an international level, the South African Human Rights Commission's A status awarded by the United Nations, ensures that we receive 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 Network of African National Human Rights Institutions (NANHRI).

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 2012/13, the Commission plans to host provincial dialogues on this important matter and will continue to hold government accountable in this regard.

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.



A. Kayum 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 2012 - 2015.

Peter Makaneta:

Chief Financial Officer



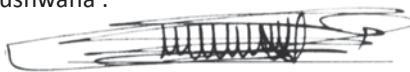
A. Kayum Ahmed :

Chief Executive Officer (Accounting Officer)



Mabedle Lawrence Mushwana :

Chairperson



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## PART A: Strategic Overview

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 a situational analysis, develop strategic outcome-oriented goals, formulate strategic objectives and ultimately 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.

### 1. Vision

Transforming society. Securing rights. Restoring dignity.

### 2. 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.

### 3. Values

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

### 4. Legislative and Other 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:

#### 4.1 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:

4.1.1 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.

4.1.2 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.

4.1.3 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.

4.1.4 The Commission has the additional powers and functions prescribed by the national legislation.

#### 4.2 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). The Commission has to do the following:

- 4.2.1 promote awareness of the statutes;
- 4.2.2 monitor compliance with the statutes;
- 4.2.3 report to Parliament in relation to these statutes; and
- 4.2.4 develop recommendations on persisting challenges related to these statutes and any necessary reform.

#### 4.3 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). As an 'A' status NHRI, the Commission has 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 the Commission conducts its 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.

At a domestic level, the following legislation and policies will form the basis on which the Commission will plan its operations in the forthcoming 2012-15 period:

**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.

**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.

## **4.4 Commissioner's Strategic Focus Areas**

In addition to the policy and legislative mandates of the Commission, Commissioners adopted a document called the Human Rights Matrix. This document tracks the various human rights obligations of South Africa at the international, regional and domestic levels. It is a tool that assists in facilitating, through the guidance of human rights legal instruments, the principles and pronouncements, and the identification of the Commissioners' strategic focus areas and priorities. It also assists in identifying the unique role of the Commission as a national human rights institution.

The strategic priority areas which are in line with the Human Rights Matrix were identified, discussed and integrated into the strategic plan. The Commissioners also assigned specific provinces and United Nations Treaty Bodies amongst themselves. These strategic priority areas, Treaty Bodies and provinces are as follows:

Commissioner	Strategic Focus Area	Province	UN Treaty Bodies
Chairperson, Commissioner M L Mushwana	Asylum Seekers, Migration and Counteracting Xenophobia, Housing, Equality	Northern Cape and Mpumalanga	Convention on the Elimination of Racial Discrimination
Deputy Chairperson, Commissioner P Govender	Basic Services, Access to Information	Western Cape	Convention on the Elimination of All Forms of Discrimination against Women
Commissioner S Baai	Food, Health Care	Eastern Cape	
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 - a process initiated by the Chief Executive Officer in consultation with Commissioners that includes restructuring the Commission to make it more effective and efficient.

#### 4.5 Court Rulings

There are a number of litigation matters with potential financial implications which will be pursued by the Commission during the period under review, namely:

4.5.1 Minister of Police v South African Human Rights Commission, the FW De Klerk Foundation and Chumani Maxwele, Case No. 01095/12, SGHC. The applicant in this matter is taking the Commission's finding on review on the basis that the Commission has exceeded its powers in dealing with the complaint in this matter and that its decision on the matter is incorrect.

The matter arose out of an incident in which Mr Chumani Maxwele allegedly gestured at a motorcade transporting the President of the Republic of South Africa, President Jacob Zuma.

The Commission is instructing counsel to oppose the review application in the South Gauteng High Court.

4.5.2 Said and 10 Others v Minister of Safety and Security, South African Human Rights Commission and Others, Case No EC/13/08, CPD. This matter arose from the xenophobic incident which occurred in the Western Cape in 2008. The Western Cape High Court delivered a judgement in this matter, ordering the Commission to inter alia provide training to all stakeholders in the matter and to monitor and assess the implementation of the recommendations in the report which the Commission had submitted to court in this matter.

4.5.3 South African Human Rights Commission v J Qwelane Case No.42/2009, JEC. This matter involves an article which Mr Qwelane wrote in 2009 depicting a gay person marrying a goat. The Commission has in-

stituted proceeding in the Johannesburg Equality Court and has applied for a trial date for the matter.

The Commission has identified two potential litigious matters which are scheduled to be instituted in various courts during the period under review. They are: South African Jewish Board of Deputies v B Masuku (COSATU) and G Beckett v Department of Social Development involving hate speech and access to adoption records respectively.

## 5. 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 remained of the planning period.

The 2012/13 strategic priorities are:

- i. Protection of human rights – speedy and effective complaints handling
- ii. International, regional and local obligations (NANHRI Chair duties):
  - a. The SAHRC is seen as leading the way internationally and is expected to implement the outcomes of events such as the NANHRI conference and to deliver on the NANHRI commitments. This expectation imposes a great challenge to the Commission as it requires considerable time and other resources.
  - b. South Africa is due to appear before UN Human Rights Council in the next round of the Universal Periodic Review process
  - c. The Commissions' national human rights institution "A" status at an international level will be re-assessed by the International Coordinating Committee (ICC) through a reaccreditation process during 2012.

- iii. Performance – organisational, programme and individual levels
- iv. Implementation of the new organisational structure
- v. Capacity building and infrastructural development within the new structure.

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.

## 5.1 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.

The projects identified for its implementation began in 2011/2012 and are targeted for completion by the end of the 2012/2013 period. 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 2011/12 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.

However, 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

## 5.2 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.

## 5.3 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.

## 5.4 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 restructure which the Commission will have achieved by the end of the 2011/2012 annual cycle. The new structure of the Secretariat is broadly divided into four components namely: Commissioners Programme; Strategic Support and Governance; Programme Support; and Corporate Services. The Strategic Support and Governance

Programme comprises: Communications, Performance Monitoring and Reporting; and Project Management. Programme Support is composed of: Legal Services; Advocacy; Research; and Promotion of Access to Information. Corporate Services include: Finance; Administration and Supply Chain Management; Human Resources; and Information Technology. The Internal Audit Unit is separate and independent of the four programmes outlined above.

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 Commission has an office in each of the country's nine provinces. The Commission's Head Office (and Gauteng Provincial Office) moved from Parktown to Braamfontein in April 2011. In the Western Cape, the Research com-

ponent and the Deputy Chairperson's office was separated from the provincial office by relocating to a different floor in the same building.

The state of flux instigated by the restructuring process inevitably influenced the institutional culture in 2011. A major focus in the 2012/2013 period will be on infusing a culture of service delivery and excellence through teamwork and mutual support. There will be a need to focus on a back-to-basics service delivery programme and a comprehensive capacity development drive. Already there is greater consultation at all levels – e.g. everyone was consulted on the restructuring process and provincial managers are included in the Steering Committee in the new structure.

## 5.5 Performance Environment

Despite the positive assessment of the work of the Commission by the international NGO, Human Rights Watch, as well as being 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 is expected to continue to improve in 2011/2012 period and beyond despite the restructuring and under-staffing challenges. 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.

The 2012/13 strategic priority 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:

- effectively reach a wider audience through accessible IT;
- promote universal access to IT and supplement traditional outreach e.g. workshops, media, etc;
- harness technology to increase capacity and organisational performance;
- utilize information systems fully, efficiently and effectively;
- harmonise current technology tools; and
- 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 charter of the working relationship between Commissioners and the Secretariat was developed and approved by Commissioners. A delegation of authority was also developed, and it is under consideration by Commissioners. Furthermore, Commissioners and top management went through training on the King III Report which deals with corporate governance issues.

Internal Audit facilitates risk management in the Commission. In addition, the CEO has appointed a Risk Management Committee which drove risk management in the Commission until the Chief Financial Officer was appointed. The development and approval of the business plan and policy on business continuity was a positive development and introduced a firm risk management factor in case of disaster in the Commission.

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.

The Performance Monitoring, Evaluation and Reporting Policy was approved, and the Annual Performance Plan, monthly planning and reporting tools were implemented. The Performance management policy was also approved, and this will be followed by a system implementation in process.

## 5.6 Description of the strategic planning process

The strategic planning process was divided into three main parts. The first part included inputs and the presentation of a Human Rights Matrix 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 retreat for the commissioners to approve the SAHRC Strategic Plan and 2012/13 Annual Performance Plan.

## 6. Strategic Outcome Oriented Goals of the Commission

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

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

## 7. Strategic Objectives

The Commission has developed the following six strategic objectives that flow directly from the strategic outcome oriented goals listed above. The baseline lists selected achievements reflected in the 2010/2011 Annual Report:

<b>Strategic Objective 1</b>	Promote compliance with international obligations
<b>Objective Statement</b>	Promote compliance with international human rights obligations within South Africa and the Commission
<b>Baseline</b>	Strategic interventions by Commissioners to promote the fulfilment of International and regional human rights obligations. 100% response to and participation in study visits and exchange programmes between NHRIs. Regular attendance of NANHRI network forum meetings and capacity-building workshops. 1 NHRI CEDAW Report; Treaty Body toolkit launched and 2 civil society roll outs; Human Rights Matrix developed; 23 international activities that promote ratification of international instruments and follow up to international recommendations, 1 joint ICC statement at UN HRC.

<b>Strategic Objective 2</b>	Position the Commission as the focal point for human rights in South Africa
<b>Objective Statement</b>	Expand visibility of the Commission through improved communication that includes media and stakeholder engagement and increased responsiveness to stakeholders
<b>Baseline</b>	<p>Commissioners have developed strategic relationships with key stakeholders namely state organs, civil society structures and Chapter 9 institutions. A stakeholder engagement plan has been developed and is being implemented.</p> <p>A total of 4,744 legal requests/enquiries were finalised. 886 of the 3,214 legal cases accepted for investigation were finalized, 24 matters were litigated at the Equality Court. The Commission successfully generated positive coverage for the following events: Africa Human Rights Day, International Human Rights Day, 2011 Human Rights Day, the launch of the Report on Equity and Child Rights, and issues relating to torture and police brutality. In addition, the Commission has hosted Section 5 Committee meetings on varied focus areas, including: torture, children, disability convention, education, human rights and the environmental impact of mining, particularly acid mine drainage, older persons and basic services.</p>

<b>Strategic Objective 3</b>	<b>Strengthen advocacy and human rights awareness raising</b>
<b>Objective Statement</b>	Enhance understanding and build capacity for human rights.
<b>Baseline</b>	Commissioners set the advocacy and human rights awareness raising direction for the Commission; conduct media interventions and participate regularly in advocacy activities of the Commission. During 2010/11 the Commission conducted 497 community outreach interventions. These included amongst others, presentations, walkabouts, exhibitions, media and information sharing sessions. In addition, the following interventions were delivered: 157 workshops to different audiences, 155 Chapter 9 Forum, 193 collaborative interventions with strategic partners, 37 provincial seminars and 5 national seminars. 51 parliamentary meetings and stakeholders were held.

<b>Strategic Objective 4</b>	<b>Advance the realisation of human rights</b>
<b>Objective Statement</b>	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.
<b>Baseline</b>	Commissioners approve all policy development and submissions on legislation. During 2010/11, the Commission developed the human rights monitoring tools, submitted the 7 <sup>th</sup> ESR Report to Parliament, conducted research on the right to sanitation, developed an MOU with SPII to develop indicators for each right, reviewed and refined the existing methodological framework and initiated discussions with a service provider to develop an ESR matrix. Delivered: 79 responses to request for information, 9 opinions and recommendations in relation to ESR primary interventions, 7 legislative submissions, Research on Torture Bill, ongoing Human Rights Act Amendment Bill activities, 8 Parliamentary Briefings and Meetings.

<b>Strategic Objective 5</b>	<b>Advance the right to equality and access to information</b>
<b>Objective Statement</b>	Fulfil the Commissions' legislative obligations in relation to the right to equality and the right to information.
<b>Baseline</b>	During the 2010/11 period, the Commission published 1 Equality Report, facilitated 31 PAIA advocacy and awareness workshops nationally, hosted the National Information Officers Forum and 2 Provincial Information Officers' Forum events. The Commission's training sessions reached 930 Deputy Information Officers (DIOs) and a further 200 trainees. The Commission also provided a comprehensive report of its monitoring of compliance by public bodies to National Parliament. The report was supplemented by a report on levels of PAIA implementation in the public sector. Research and recommendations aimed at legislative reform were provided in both oral and written submissions to Parliament on emerging legislation. Legal assistance and support was provided to 275 public, private sector entities and to ordinary individuals on the right to access information.

<b>Strategic Objective 6</b>	<b>Improve the effectiveness and efficiency of the Commission</b>
<b>Objective Statement</b>	Ensure that all the objectives set out in the strategic plan and budget are met.
<b>Baseline</b>	During 2010/11 the Commission achieved: strategic, annual and financial planning, monitoring, evaluation and reporting requirements; a clean audit; an organisational restructuring plan approved; and an overall performance of 67% against the targets set in the approved annual performance plan.

The strategic objectives overlap with all of the Programmes in the Commission in the following manner:

<b>Strategic Objective</b>	Commissioners Programme	Programme Support	Strategic Support and Governance	Corporate Support
<b>International compliance</b>	X	X		
<b>Focal point for human rights</b>	X	X		
<b>Advocacy</b>	X	X		
<b>Realisation of human rights</b>	X	X		
<b>Equality and Access to Information</b>	X	X		
<b>Effectiveness and efficiency</b>	X	X	X	X

## 7.1 Resource Considerations

The Commission receives its funding from transfers from the Department of Justice and Constitutional Development. Transfers increased from R62.9 million in 2008/09 to R100.7 million in 2012/13, at an average annual rate of approximately 15%.

Over the medium term the Commission has received an average annual increase of approximately 7%. The increase is mainly to fund personnel, accommodation, goods and services. The Commission has been allocated R100.736 million in 2012/13, R108.45 million in 2013/14 and R114.9 million in 2014/15.

Total expenditure is expected to increase at an average annual rate of 7%, from R100.7 million in 2012/13 to R114.9 million in 2014/15. The key cost drivers are personnel expenditure, accommodation, goods and services.

### *Personnel Information*

The approved new organisational structure consists of seven commissioners and 179 permanent and fixed-term positions in the secretariat. Of the 179 posts in the new structure,

70 (39%) are administrative and 109 (61%) posts are focussed directly on the mandate of the Commission. The majority of the positions in the new structure are at the professional, skilled and semi-skilled level representing 79% of all positions in the Commission. Middle management comprises 11% of the total with senior management representing 10% of the total. The fixed-term contracts are aimed at newly graduated individuals, seven positions are one-year posts for post-graduates and 20 are intern positions for graduates. Recruitment into the new structure is underway.

### *Trends*

As envisaged at the commencement of the strategic planning period, the Commission will during 2012/13 maintain delivery of the non-negotiable core deliverables, continue to prioritise the strategic areas identified at the beginning of the strategic planning period, whilst entrenching the foundation to support the new 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.

# ANNUAL PERFORMANCE PLAN 2012/13

## PART C

<b>Strategic Objective 1</b>	Promote compliance with International obligations
<b>Objective Statement</b>	Promote compliance with International human rights obligations within South Africa and the Commission
<b>Baseline</b>	Strategic interventions by Commissioners to promote the fulfilment of International and regional human rights obligations. 100% response to and participation in study visits and exchange programmes between NHRIs. Regular attendance of NANHRI network forum meetings and capacity-building workshops. 1 NHRI CEDAW Report; Treaty Body toolkit launched and 2 civil society roll outs; Human Rights Matrix developed; 23 international activities that promote ratification of international instruments and follow up to international recommendations, 1 joint ICC statement at UN HRC.

<b>Strategic Objective 1</b>	<b>Strategic Plan Target</b>	<b>Audited/Actual Performance</b>			<b>Estimated Performance 11/12</b>	<b>Medium-Term Targets</b>		
		<b>08/09</b>	<b>09/10</b>	<b>10/11</b>		<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
Promote compliance with International obligations	Strategic interventions completed which included attendances of the SAHRC at International and regional workshops and conferences	25 Strategic interventions which included attendances at international and regional workshops and conferences	7 relevant attendances	23 activities	8 international (including ICC) and 5 regional (including NANHRI) activities undertaken by commissioners	7 activities <sup>1</sup> : 6 international and 1 regional <sup>2</sup>	As in 12/13	As in 12/13
Promote compliance with International obligations	Greater collaboration and cooperation amongst NHRIs and, in particular, strengthening the Network of African NHRIs (NANHRI)  Chairing the NANHRI	N/A	N/A	Achieved	ICC and NANHRI activities, NANHRI network forum/meetings and workshops - logistics finalised to standard, required research and reports are submitted to standard by deadlines and expenditure to budget	10 activities: NANHRI Chair duties - 1 Steering Committee meeting, 1 NANHRI meeting (vulnerable), 3 ICC meetings, 2 CFNHRIs meetings and 3 ACHPR activities (Banjul) <sup>3</sup>	ICC and NANHRI activities	ICC and NANHRI activities

<sup>1</sup>Target measure includes: logistics finalised to standard, required research and reports are submitted to standard by deadlines and expenditure to budget.

<sup>2</sup>Commissioners' Focus Areas: Chairperson – Asylum Seekers, Migration and Counteracting Xenophobia, Housing, Equality; Deputy Chairperson – Basic Services, Access to Information; Commissioner Baai – Food, Health Care; Commissioner Malatji – Disability, Older Persons; Commissioner Mokate – Basic Education, Children; Commissioner Love – Environment, Natural Resources, Rural Development; Commissioner Titus – Human Rights and Law Enforcement, Prevention of Torture.

<sup>3</sup>Target measure includes: logistics finalised to standard, required research and reports are submitted to standard by deadlines and expenditure to budget.

Strategic Objective 1	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Promote compliance with International obligations	International Compliance Project delivered	3 statements  1 Disability Workshop 9 presentations delivered  1 Detention Monitoring Report  1 Corporal Punishment Report	1 UN HRC statement  2 Workshops  7 attendances  1 Detention Monitoring Report	Establish International Law Mainstreaming Project  1 UN HRC statement	20 International and regional ratification and follow up on recommendations monitoring and advocacy (International Law Mainstreaming Project) activities by agreed deadlines and within budget  6 internal International Law Mainstreaming Project Briefings at provincial and programme level	8 international compliance activities <sup>4</sup> , research and reporting support to specification and within budget	As in 12/13	As in 12/13
	Completed and published Annual International Report	Completed and published treaty body chapter	International and regional treaty body annual report	Annual International Report	Publish the Annual International Report by 31 March within budget	Publish the Annual International Report by 31 March within budget	As in 12/13	As in 12/13
	International Reports and submissions	N/A	Not achieved	1 NHRI CEDAW Report; Treaty Body toolkit launched and 2 civil society roll outs; Human Rights Matrix developed 1 Treaty Body Report	Provide 3 International reports and submissions by agreed deadline and to specification	Provide 5 International reports and submissions by agreed deadline and to specification	Provide International reports and submissions by deadline and to specification	As in 13/14

<sup>4</sup>INTERNATIONAL COMPLIANCE ACTIVITIES = 4 ICESCR Ratification campaign meetings; 4 additional activities (there will be a number of CAT, UPR, CRPD, CRC and other international engagements during the year).

**Strategic Objective 1: Annual Performance Indicators and Targets for 2012/13**

PPIs		Reporting Period	Annual Target 12/13
1	Human rights policy positions articulated at International and Regional fora indicated in resolutions and/or reports	Annual	Reports on 7 activities undertaken by commissioners (6 international, 1 regional) by 31 March
2	Report on annual NHRI activities undertaken		Report on 10 activities undertaken: NANHRI Chair duties - 1 Steering Committee meeting, 1 NANHRI meeting, 3 ICC meetings, 2 CFNHRI and 3 ACHPR activities (Banjul) by 31 March
3	Annual International and Regional Human Rights Report published by 31 March 2012		Annual International and Regional Human Rights Report published by 31 March 2012

**Strategic Objective 1: Quarterly Performance Indicators and Targets for 2012/13**

PPIs		Reporting Period	Annual Target 12/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
4	International Compliance Project delivered	Quarterly	8 international compliance activities, research and reporting support provided to specification and within budget	2	2	2	2
5	Provide 5 International reports and submissions by agreed deadline and to specification		5 International reports and submissions provided by agreed deadline and to specification	1	2	2	N/A

<b>Strategic Objective 2</b>	Position the Commission as the focal point for human rights in South Africa		
<b>Objective Statement</b>	Expand the visibility of the Commission through improved communication that includes: media and stakeholder engagement; and, increased responsiveness to individuals		
<b>Baseline</b>	Commissioners have developed strategic relationships with key stakeholders namely state organs, civil society structures and Chapter 9 institutions. A stakeholder engagement plan has been developed and is being implemented. A total of 4,744 legal requests/enquiries were finalised. 886 of the 3,214 legal cases accepted for investigation were finalized, 24 matters were litigated at the Equality Court. The Commission successfully generated positive coverage for the following events: Africa Human Rights Day, International Human Rights Day, 2011 Human Rights Day, the launch of the Report on Equity and Child Rights, and issues relating to torture and police brutality. In addition, the Commission has hosted Section 5 Committee meetings on varied focus areas, including: torture, children, disability convention, education, human rights and the environmental impact of mining, particularly acid mine drainage, older persons and basic services.		

Strategic Objective 2	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Position the Commission as the focal point for human rights in South Africa	Engaging role players and facilitation interventions geared towards the realisation of human rights in South Africa	Achieved	Stakeholder engagement quarterly reports	Stakeholder engagement quarterly reports	Stakeholder engagements - logistics finalised to standard, required research and reports are submitted to standard by deadlines and expenditure to budget	54 stakeholder engagements: (including 9 provincial office engagements)	63	72
	Position the Commission as the focal point for human rights in South Africa	256 interventions	460 interventions	336 interventions	120 Stakeholder collaboration and networking interventions	9 provincial hearings – water and sanitation		
	Position the Commission as the focal point for human rights in South Africa	41 attendances 36 civil society functions 5 briefings	32 attendances, 1 Participation Forum meeting, 2 presentations Responses to 215 requests for information/opinions 1 Code of Conduct briefing 3 issues of Kopanong published	Stakeholder engagement plan implemented.  Participate in Chapter 9 Forum meetings  Stakeholder engagement reports assessed against the plan  40 attendances 5 meetings / briefings Report to C9 Unit Bi annual contribution to Kopanong	Attend/host 40 stakeholder collaboration and networking interventions, including: 4 Office on Institutions Supporting Democracy (OISD) Meetings  4 Portfolio Committee Meetings  Chapter 9 Forum meetings	10 parliamentary liaison meetings	As in 12/13	As in 12/13
	Number of Section 5 Committees established and convened	N/A	1 Section 5 Disability Convention meeting	Section 5 Committee meetings: torture, children, disability, education, environmental impact of mining, acid mine drainage, older persons and basic services.	Logistics finalised to standard, required research and reports are submitted to standard by deadlines and expenditure to budget for all Section 5 Committee meetings	14 Section 5 Committee meetings	As in 12/13	As in 12/13

<sup>a</sup>PROVINCIAL BRIEFINGS: Provincial officers, Commissioners and the Research Unit need to ensure that the dates of the Commissioners' visits to the Provinces need to coincide with the Provincial Legislature meetings. Target measure includes - logistics finalised to standard, required research and reports are submitted to standard by deadlines and expenditure to budget

Strategic Objective 2	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13 <sup>1</sup>	13/14	14/15
Position the Commission as the focal point for human rights in South Africa	Maintain and quality assure the integrity of complaints process	Achieved	Achieved.	Achieved	Resolution of appeals within agreed timeframes Preside over public hearings and subpoena hearings Monthly Legal Committee (LC) meetings	85% of all accepted complaints finalised as per standard procedures and within timeframes	90%	90%
		N/A	N/A	N/A	Approved revised complaints handling processes and operating systems by 30 April			
		457 <b>resolved</b> complaints	1429 <b>finalised</b> complaints	2000	Finalisation of all accepted complaints <sup>2</sup> within 1 year of registering the complaints (excluding Litigations)			
		N/A	N/A	N/A	Completed staff training on complaints handling and litigation in the Equality Courts			
	Revised and approved inter-programme and stakeholder collaboration systems	N/A	3 approved MOUs	N/A	Revised and approved inter-programme and stakeholder collaboration systems by 30 June	Revised and approved stakeholder collaboration systems, including MOUs by 31 March	As in 12/13	As in 12/13
	Expand visibility of the Commission through improved communication that includes media, stakeholder engagement and increased responsiveness	N/A	Draft communications strategy developed	Draft Communications Strategy revised for approval	Policies aligned by 30 Sept Communications strategy approved by 30 Sept Communication tools implemented by 31 March Quality assurance of all SAHRC material within 14 days of receipt	Annual Media Plan for media coverage of the 12/13 scheduled events, interventions and activities implemented to scope, to budget and by deadlines	As in 12/13	As in 12/13
		Achieved	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 and Child Rights launched, and issues relating to torture and police brutality	36 Media Statements or Alerts, 4 letters to the editor, 4 Opinion Pieces written and disseminated 4 post Plenary Reporting Meeting, 1 post-Mid-Term Review and 1 Financial Year-End media statement/briefing within 2 weeks of meeting.  2 National Editors Forum Meeting and 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 and submitted for publication	As in 12/13	As in 12/13

<sup>10</sup>Target measure includes - logistics finalised to standard, required research and reports are submitted to standard by deadlines and expenditure to budget

<sup>11</sup>Includes enquiries – previously reported separately as All enquiries attended to and once-off advices given within agreed timeframes

**Strategic Objective 2: Annual Performance Indicators and Targets for 2012/13:**

PPI		Reporting Period	Annual Target 12/13			
1	1 National Editors Forum		1 National Editors Forum held by 31 December			
2	Revised and improved stakeholder collaboration systems, including MOUs by 31 March	Annually	Revised and improved stakeholder collaboration systems, including MOUs by 31 March			

**Strategic Objective 2: Quarterly Performance Indicators and Targets for 2012/13:**

PPIs		Reporting period	Annual target 2012	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3	Engaging role players and facilitation interventions geared towards the realisation of human rights in South Africa	Monthly	54 stakeholder engagements including provincial office visits and engagements	10	15	15	14
	9 provincial hearings		9 provincial hearings	3	3	3	0
	10 Parliamentary liaison meetings		10 Parliamentary liaison meetings	3	2	2	3
	14 Section 5 Committee meetings		14 Section 5 Committee meetings	0	4	5	5
	85% of total complaints and enquiries finalised as per standard procedures and within timeframes.		85% finalised	As in Q1	As in Q1	As in Q1	As in Q1
	40 media statements/alerts disseminated		40 media statements/alerts disseminated	10	10	10	10
	4 opinion pieces written, disseminated and submitted for publication		4 opinion pieces written, disseminated and submitted for publication	1	1	1	1
	Annual Media Plan for media coverage of the 12/13 scheduled events, interventions and activities implemented to scope, to budget and by deadlines		Q1 plan implemented	Q2 implemented	Q3 implemented	Q4 implemented	
	Annual Media Plan implemented						

<b>Strategic Objective 3</b>	Strengthen advocacy and human rights awareness raising							
<b>Objective Statement</b>	To enhance understanding and build capacity for human rights							
<b>Baseline</b>	Commissioners set the advocacy and human rights awareness raising direction for the Commission; conduct media interventions and participate regularly in advocacy activities of the Commission. During 2010/11 the Commission conducted 497 community outreach interventions. These included amongst others, presentations, walkabouts, exhibitions, media and information sharing sessions. In addition, the following interventions were delivered: 157 workshops to different audiences, 155 Chapter 9 Forum, 193 collaborative interventions with strategic partners, 37 provincial seminars and 5 national seminars. 51 parliamentary meetings and stakeholders were held.							
Strategic Objective 3	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Strengthen advocacy and human rights awareness raising	Development of public understanding of human rights obligations	Not achieved	Advocacy activities and interventions Oversee the formulation and execution of teaching and research programmes relating to human rights Reports and media coverage of Commission Copies of speeches, presentations, reports of advocacy and human rights awareness raising workshops	Monthly interventions on human rights focus areas per Commissioner	2 (two) workshops	3 conferences/ workshops	3	3
	Workshops and seminars, distribution of materials	168 outreaches 11 advocacy 79 training workshops 74 radio 2 print media 256 networking interventions	74 3-day outreach interventions 182 community radio station interventions 69 presentations (RD and PAP) 54 registered internal 64 external e-learners	497 community outreach interventions (including media interventions) 157 workshops, 155 C9 Forum meetings, 193 seminar per office and 51 collaborative interventions with C9s / government / civil society	7 specific focus area training materials by deadlines and within budget 260 advocacy and awareness raising interventions within budget of which 4 are internal capacity building interventions and 1 external provincial dialogue per province	3 approved material available by deadline	18 advocacy and awareness raising w/shops, seminars	27 w/shops, seminars
		21 seminars	18 Provincial seminars 6 National seminars	37 Provincial seminars 5 National seminars	8 internal dialogues/ Lekgotla on topical human rights issues by deadlines and within budget 4 seminars within budget and by deadline 3 human rights calendar days events to specification, within budget	10 human rights calendar days events (1 per office including 1 - HO)	10 human rights calendar days events	10 human rights calendar days events

**Strategic Objective 3: Annual Performance Indicators and Targets for 2012/13:**

PPIs	Reporting Period	Annual Target 12/13
Development of public understanding of human rights obligations (conduct 3 conferences/workshops)	Annual	1 Freedom of Expression Conference delivered by 30 September
		2 Right to Food Conference delivered by 31 December
		3 Basic Education and Children's Rights Conference delivered by 31 March
		4 Water and Sanitation pamphlet delivered by 31 May
		5 Traditional Court Bill pamphlet delivered by 30 June
		6 Rural Development/ AMD delivered by 31 March
		7 10 seminars/ human rights events conducted (1 per province and 1 national event) conducted in March

<b>Strategic Objective 4</b>	Advance the realisation of human rights
<b>Objective Statement</b>	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
<b>Baseline</b>	Commissioners approve all policy development and submissions on legislation. During 2010/11, the Commission developed the human rights monitoring tools, submitted the 7 <sup>th</sup> ESR Report to Parliament, conducted research on the right to sanitation, developed an MOU with SPII to develop indicators for each right, reviewed and refined the existing methodological framework and initiated discussions with a service provider to develop an ESR matrix. Delivered: 79 responses to request for information, 9 opinions and recommendations in relation to ESR primary interventions, 7 legislative submissions, Research on Torture Bill, ongoing Human Rights Act Amendment Bill activities, 8 Parliamentary Briefings and Meetings.

<b>Strategic Objective 4</b>	<b>Strategic Plan Target</b>	<b>Audited/Actual Performance</b>			<b>Estimated Performance 11/12</b>	<b>Medium-Term Targets</b>		
		<b>08/09</b>	<b>09/10</b>	<b>10/11</b>		<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
Advance the realisation of human rights	SAHRC Annual Monitoring and Evaluation Report published	4 Quarterly reports	Achieved	Achieved	Quarterly reports per year on trends and patterns of human rights violations and analyses of impact of complaints handling	Consolidated Annual Monitoring and Evaluation Report <sup>7</sup> published by 31 March	As in 12/13	As in 12/13
		N/A	N/A	N/A	1 Annual Monitoring and Evaluation Report (Impact of SAHRC advocacy/human rights awareness) published by 31 March			
		4 Updates, 2 Policy papers Code distributed	Achieved	Annual Monitoring and Evaluation (Impact of SAHRC submissions) Report published	M & E tool developed Annual M & E Report (Impact of SAHRC submissions) published by 31 March			
		N/A	N/A	N/A	Annual Monitoring and Evaluation Report (Monitor and assess past recommendations to organs of state) published by 31 March			
	Completed and published Economic and Social Rights 184(3) Report	Working document and Terms of Reference published, call for submissions, ESR Project Plan drafted	4 human rights monitoring tools; 6 monitoring interventions; 10 HRDR draft chapters submitted to the Editor; 1 ESR publication.	Monitoring tools developed 7 <sup>th</sup> ESR Report submitted to Parliament, 79 responses to request for information, 9 opinions/ recommendations provided	1 s184(3) Report by 31 March	1 s184(3) Report by 31 March	As in 12/13	As in 12/13
	Completed and published Strategic Focus Area Report	N/A	N/A	N/A	1 Strategic Focus Area Report by 31 March	1 Strategic Focus Area Report <sup>8</sup> by 31 March ESR Matrix by 31 March	As in 12/13	As in 12/13

Strategic Objective 4	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Advance the realisation of human rights	Submissions on draft legislation: National parliament, provincial legislatures and 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 and briefing notes into policy and legislative developments and parliamentary related matters within deadlines	6 submissions on draft legislation	As in 12/13	As in 12/13

**Strategic Objective 4: Annual Performance Indicators and Targets for 2012/13:**

PPIs		Reporting Period	Annual Target 12/13
1	Annual Monitoring and Evaluation Report published by 31 March	Annually	Annual Monitoring and Evaluation Report produced by 31 March to scope and within budget
2	Annual s184(3) report published by 31 March		Annual s184(3) Report produced by 31 March to scope and within budget
3	1 Strategic Focus Area Report published by 31 March	Annually	1 Strategic Focus Area Report published by 31 March
4	1 ESR Matrix completed by 31 March		1 ESR Matrix completed by 31 March

**Strategic Objective 4: Quarterly Performance Indicators and Targets for 2012/13:**

PPIs		Reporting Period	Annual Target 12/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
5	6 submissions on draft legislation	Monthly	6 submissions on draft legislation	N/A	2	2	2

<b>Strategic Objective 5</b>	Advance the right to equality and the right of access to information
<b>Objective Statement</b>	Fulfil the Commissions legislative obligations in relation to the right to equality and the right of access to information
<b>Baseline</b>	During the 2010/11 period, the Commission published 1 Equality Report, facilitated 31 PAIA advocacy and awareness workshops nationally, hosted the National Information Officers Forum and 2 Provincial Information Officers' Forum events. The Commission's training sessions reached 930 Deputy Information Officers (DIOs) and a further 200 trainees. The Commission also provided a comprehensive report of its monitoring of compliance by public bodies to National Parliament. The report was supplemented by a report on levels of PAIA implementation in the public sector. Research and recommendations aimed at legislative reform were provided in both oral and written submissions to Parliament on emerging legislation. Legal assistance and support was provided to 275 public, private sector entities and to ordinary individuals on the right to access information.

Strategic Objective 5	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Advance the right to equality and the right of access to information	Advance the right to equality	2008 Report published	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 and published by 31 March to scope and within budget	Attend 2 scheduled meetings of the Equality Review Committee		
	Advance the right of access to information	1 annual report submitted	Submitted	Submitted	PAIA Annual Report to Parliament by 31 August	1 Equality Report completed and published by 31 March to scope and within budget	As in 11/12	As in 11/12
	Monitoring Compliance	10 pilot audits undertaken	4 audits achieved	10 audits conducted	Input into PAIA related policy, reforms and developments within Parliament's deadlines OR in 90 days of receipt	Annual Report to Parliament submitted to scope and budget by 30 September	As in 12/13	As in 12/13
	Monitor and evaluate institutional compliance with PAIA	Report submitted	Report submitted	Report submitted	SAHRC institutional compliance monitored and evaluation report before end March; Section 32 report by 14 April; Section 14 manual published	PAIA Annual Recommendation to DOJCD by 31 March and input within Parliament's deadlines OR in 90 days	As in 12/13	As in 12/13
	Implement promotion strategy	Manual reviewed	Manual reviewed	Manual reviewed	19 interventions (9 PAIA workshops, 10 training sessions: 1 per province and 1 H/O)	12 PAIA compliance audits and 1 audit report by end March	13 audits	10 audits
		28 training sessions, 4 media events, 1 NIO forum, s32 templates and handbooks developed	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) and 1 Provincial Information Officers Forum (PIOF)	Develop a litigation strategy for PAIA non-compliance 1 National Information Officer Forum and 1 Provincial Information Officer Forum	30 interventions Litigation strategy 1 NIOF and 1 PIOF S51 compliance project	11 interventions 1 NIOF and 1 PIOF S51 compliance project

**Strategic Objective 5: Annual Performance Indicators and Targets for 2012/13:**

PPIs		Reporting Period	Annual Target 12/13
1	Attend 2 scheduled Equality Review Committee Meetings	Annually	2 scheduled Equality Review Committee meetings attended
2	Annual Equality Report		1 Equality Report completed and published by 31 March to scope and within budget
3	Submission of S 32 Report of SAHRC		Submission of S 32 Report of SAHRC before 14 April
4	Section 32 notices issued and reports collated and analysed		Section 32 notices issued and reports collated and analysed by 30 June
5	Section 14 and Section 51 compliance monitoring reports issued		Section 14 and Section 51 compliance monitoring reports issued by 31 August
6	1 PAIA annual report to Parliament		1 PAIA annual report to Justice Department Parliament by 31 September
7	1 National Information Officers Forum and Golden Key Award Ceremony		NOIF and Golden Key Award Ceremony by end of 30 October
8	1 Provincial Officers Forum and Report		1 Provincial Officers Forum by 31 March
9	1 PAIA Audit report		1 PAIA Audit Report before 31 March
10	Report on Review of SAHRC institutional compliance		Report on Review of SAHRC institutional compliance by 31 March
11	Litigation strategy for PAIA non-compliance approved		Litigation strategy for PAIA non-compliance approved by 31 March
12	1 Recommendation to DOJCD		1 Recommendation to DOJCD by 31 March

Strategic Objective 5: Quarterly Performance Indicators and Targets for 2012/13:

PPIs	Reporting Period	Annual target 2012	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
13 <b>Monitoring and Research (PAIA):</b> 12 compliance audits conducted and recommendations issued and audit report prepared	Quarterly	12 compliance audits conducted	3 audits Monitor S51 and S14 compliance	2 audits Monitor compliance	4 audits Monitor compliance	3 and audit report Monitor compliance
14 <b>Promotion (PAIA):</b> conduct 30 promotional interventions		Conduct 19 interventions (9 PAIA workshops and 10 training sessions)	4	5	5	5
15 Input into PAIA related policy, reforms and developments		Input into PAIA related policy, reforms and developments within Parliament's deadlines OR within 90 days of receipt where relevant.	Respond by deadline	Respond by deadline	Respond by deadline	Respond by deadline

<b>Strategic Objective 6</b>	Optimise the effectiveness and efficiency of the Commission
<b>Objective Statement</b>	Ensure that the objectives set out in the strategic plan are optimally met
<b>Baseline</b>	During 2010/11 the Commission achieved: strategic, annual and financial planning, monitoring, evaluation and reporting requirements; a clean audit; an organisational restructuring plan approved; and an overall performance of 67% against the targets set in the approved annual performance plan.

Strategic Objective 6	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Optimise the effectiveness and efficiency of the Commission	Monitoring the development and implementation of strategy and plan with requisite budget	Full compliance 100% alignment Achieved	Achieved	Achieved	Achieve full compliance and 100% alignment of the strategic plan and budget Monthly, Quarterly, Plenary Mid Term Strategic Review and Annual Strategic Planning Meetings	Fully implement the PMER policy and strategy in all programmes	As in 12/13	As in 12/13
	Ensure that objectives set out in the strategic plan, budget, and compliance requirements are met	Achieved	Achieved	Mid-year review of strategic objectives by 30 October Annual Strategic plan process complete and 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 and 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 and plan submitted to the Executive by 28 February 100% of programme objectives achieved by 31 March <sup>9</sup>	As in 12/13	As in 12/13
	Clean audit	Clean audit	Plan Implemented	Clean audit	Clean audit <sup>10</sup>	Back-to-basics best practice and service delivery project plan implemented in all programmes by 31 March.	As in 12/13	As in 12/13
	N/A	N/A	N/A	N/A	Review all financial policies and procedures by 31 March	All Corporate Services policies and procedures reviewed, approved and implemented by 31 March Full Compliance with all relevant legislative, regulatory and policy requirements	Reviewed by 31 March	As in 31/14
Financial and internal controls - Review, implement and 100% enforcement of internal and financial controls	No Annual Review	Annual Review	Annual review				As in 12/13	As in 12/13

<sup>17</sup>Programme performance reports reviewed monthly, Quarterly performance reports reviewed and approved. Annual report – internal reporting guidelines reviewed and report submitted within National Treasury d-lines. Mid-year review completed, Annual Strategic plan process complete and plan submitted to the Executive by end-February, 100% of programme objectives achieved by 31 March. Operational plans for all programmes and units, performance reporting templates used monthly in all programmes, 100% of operational plan targets met by 31 March.

<sup>18</sup>Unqualified audit from AG with no matters of emphasis

Strategic Objective 6	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Optimise the effectiveness and efficiency of the Commission	100% execution of the Internal Audit Plan each year	N/A	87% plan executed	100% plan executed	100% execution of the Internal Audit Plan by 31 March <sup>11</sup>	100% execution of the Internal Audit Plan by 31 March <sup>11</sup>	As in 12/13	As in 12/13
	Human resources – organisational development, performance management plans implemented	Draft restructuring plan developed	Draft restructuring plan developed	Plans implemented	Complete long-term restructuring process	Monitor and evaluate implementation of organisational structure by 31 March Capacity development plan implemented by 31 March <sup>12</sup>	Annual review	As in 13/14
	100% adherence to records management and archiving regulations and policy	N/A	N/A	N/A	N/A	Implement records management strategy and system for all programmes by 31 March,	Annual review	As in 13/14

**Strategic Objective 6: Annual Performance Indicators and Targets for 2012/13:**

PPIs	Reporting Period	Annual Target 12/13			
		1	2	3	4
Annual and mid-term reviews completed; Completed annual report; Developed strategic plan submitted to Commissioners and National Treasury; ENE submitted to National Treasury by deadline, 100% accurate, current and complete	Annually	1	ENE submitted to National Treasury by 30 Sept		
		2	Mid-term review completed by 30 November		
		3	Annual Report 11/12 submitted to parliament by 31 August		
		4	Strategic Plan and Annual Performance Plan 13/14 approved by Commissioners and submitted to Treasury by end-February		
		5	100% of programme objectives achieved by 31 March		
Clean audit report submitted to parliament		6	Unqualified AG audit with no matters of emphasis submitted to parliament by 31 August		

<sup>11</sup>Reports submitted to the Audit Committee. Annual review of compliance by 30 November, Unqualified AG audit with no matters of emphasis. Annual review of risks (Risk framework approved) by 31 March, Risk Management Plan approved by 30 June.

<sup>12</sup>Performance contracts and personal development plans in place for each employee within (1 month) of placement, performance and capacity development monitored and 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.

Strategic Objective 6: Quarterly Performance Indicators and Targets for 2012/13:

PPIs	Reporting Period	Annual Target 12/13	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Fully implement the PMER policy and strategy in all programmes	Quarterly	7 PMER policy and strategy fully implemented in all programmes	Quarter 1 PMER tasks delivered	Quarter 2 PMER tasks delivered	Quarter 3 PMER tasks delivered	Quarter 4 PMER tasks delivered
		8 100% of programme objectives achieved by 31 March	Reporting requirements met	Reporting requirements met	Reporting requirements met	Reporting requirements met
		9 Annual risk register approved and reviewed quarterly	Quarterly review of risk register	Quarterly review of risk register	Quarterly review of risk register	Quarterly review of risk register
		10 Back-to-basics best practice and service delivery project plan implemented in all programmes by 31 March.	Q1 project tasks delivered	Q2 project tasks delivered	Q3 project tasks delivered	Q4 project tasks delivered
		11 All Corporate Services policies reviewed and approved	Human Resources policies and procedures reviewed and approved	Finance policies and procedures reviewed and approved	Admin. and SCM policies reviewed and approved	All policies implementation monitored
		12 Full implementation of the 12/13 Internal Audit Plan by 31 March	Q1 plan tasks delivered	Q2 plan tasks delivered	Q3 plan tasks delivered	Q4 plan tasks delivered
		13 Organisational restructure implemented by 31 March	Q1 implementation tasks delivered	Q2 implementation tasks delivered	Q3 implementation tasks delivered	Q4 implementation tasks delivered
		14 Capacity development plan implemented by 31 March	Q1 plan tasks delivered	Q2 plan tasks delivered	Q3 plan tasks delivered	Q4 plan tasks delivered

<b>Strategic Objective 4</b>	Advance the realisation of human rights
<b>Objective Statement</b>	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
<b>Baseline</b>	Commissioners approve all policy development and submissions on legislation. During 2010/11, the Commission developed the human rights monitoring tools, submitted the 7 <sup>th</sup> ESR Report to Parliament, conducted research on the right to sanitation, developed an MOU with SPII to develop indicators for each right, reviewed and refined the existing methodological framework and initiated discussions with a service provider to develop an ESR matrix. Delivered: 79 responses to request for information, 9 opinions and recommendations in relation to ESR primary interventions, 7 legislative submissions, Research on Torture Bill, ongoing Human Rights Act Amendment Bill activities, 8 Parliamentary Briefings and Meetings.

<b>Strategic Objective 4</b>	<b>Strategic Plan Target</b>	<b>Audited/Actual Performance</b>			<b>Estimated Performance 11/12</b>	<b>Medium-Term Targets</b>		
		<b>08/09</b>	<b>09/10</b>	<b>10/11</b>		<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
Advance the realisation of human rights	SAHRC Annual Monitoring and Evaluation Report published	4 Quarterly reports	Achieved	Achieved	Quarterly reports per year on trends and patterns of human rights violations and analyses of impact of complaints handling	Consolidated Annual Monitoring and Evaluation Report <sup>7</sup> published by 31 March	As in 12/13	As in 12/13
		N/A	N/A	N/A	1 Annual Monitoring and Evaluation Report (Impact of SAHRC advocacy/human rights awareness) published by 31 March			
		4 Updates, 2 Policy papers Code distributed	Achieved	Annual Monitoring and Evaluation (Impact of SAHRC submissions) Report published	M & E tool developed Annual M & E Report (Impact of SAHRC submissions) published by 31 March			
		N/A	N/A	N/A	Annual Monitoring and Evaluation Report (Monitor and assess past recommendations to organs of state) published by 31 March			
	Completed and published Economic and Social Rights 184(3) Report	Working document and Terms of Reference published, call for submissions, ESR Project Plan drafted	4 human rights monitoring tools; 6 monitoring interventions; 10 HRDR draft chapters submitted to the Editor; 1 ESR publication.	Monitoring tools developed 7 <sup>th</sup> ESR Report submitted to Parliament, 79 responses to request for information, 9 opinions/ recommendations provided	1 s184(3) Report by 31 March	1 s184(3) Report by 31 March	As in 12/13	As in 12/13
	Completed and published Strategic Focus Area Report	N/A	N/A	N/A	1 Strategic Focus Area Report by 31 March	1 Strategic Focus Area Report <sup>8</sup> by 31 March ESR Matrix by 31 March	As in 12/13	As in 12/13

Strategic Objective 4	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Advance the realisation of human rights	Submissions on draft legislation: National parliament, provincial legislatures and 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 and briefing notes into policy and legislative developments and parliamentary related matters within deadlines	6 submissions on draft legislation	As in 12/13	As in 12/13

**Strategic Objective 4: Annual Performance Indicators and Targets for 2012/13:**

PPIs		Reporting Period	Annual Target 12/13
1	Annual Monitoring and Evaluation Report published by 31 March	Annually	Annual Monitoring and Evaluation Report produced by 31 March to scope and within budget
2	Annual s184(3) report published by 31 March		Annual s184(3) Report produced by 31 March to scope and within budget
3	1 Strategic Focus Area Report published by 31 March	Annually	1 Strategic Focus Area Report published by 31 March
4	1 ESR Matrix completed by 31 March		1 ESR Matrix completed by 31 March

**Strategic Objective 4: Quarterly Performance Indicators and Targets for 2012/13:**

PPIs		Reporting Period	Annual Target 12/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
5	6 submissions on draft legislation	Monthly	6 submissions on draft legislation	N/A	2	2	2

<b>Strategic Objective 5</b>	Advance the right to equality and the right of access to information
<b>Objective Statement</b>	Fulfil the Commissions legislative obligations in relation to the right to equality and the right of access to information
<b>Baseline</b>	During the 2010/11 period, the Commission published 1 Equality Report, facilitated 31 PAIA advocacy and awareness workshops nationally, hosted the National Information Officers Forum and 2 Provincial Information Officers' Forum events. The Commission's training sessions reached 930 Deputy Information Officers (DIOs) and a further 200 trainees. The Commission also provided a comprehensive report of its monitoring of compliance by public bodies to National Parliament. The report was supplemented by a report on levels of PAIA implementation in the public sector. Research and recommendations aimed at legislative reform were provided in both oral and written submissions to Parliament on emerging legislation. Legal assistance and support was provided to 275 public, private sector entities and to ordinary individuals on the right to access information.

Strategic Objective 5	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Advance the right to equality and the right of access to information	Advance the right to equality	2008 Report published	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 and published by 31 March to scope and within budget	Attend 2 scheduled meetings of the Equality Review Committee		
	Advance the right of access to information	1 annual report submitted	Submitted	Submitted	PAIA Annual Report to Parliament by 31 August	1 Equality Report completed and published by 31 March to scope and within budget	As in 11/12	As in 11/12
	Monitoring Compliance	10 pilot audits undertaken	4 audits achieved	10 audits conducted	Input into PAIA related policy, reforms and developments within Parliament's deadlines OR in 90 days of receipt	Annual Report to Parliament submitted to scope and budget by 30 September	As in 12/13	As in 12/13
	Monitor and evaluate institutional compliance with PAIA	Report submitted	Report submitted	Report submitted	SAHRC institutional compliance monitored and evaluation report before end March; Section 32 report by 14 April; Section 14 manual published	PAIA Annual Recommendation to DOJCD by 31 March and input within Parliament's deadlines OR in 90 days	As in 12/13	As in 12/13
	Implement promotion strategy	Manual reviewed	Manual reviewed	Manual reviewed	19 interventions (9 PAIA workshops, 10 training sessions: 1 per province and 1 H/O)	SAHRC institutional compliance report submitted by end March; Section 14 Manual reviewed Section 32 report by 14 April	13 audits	10 audits
		28 training sessions, 4 media events, 1 NIO forum, s32 templates and handbooks developed	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) and 1 Provincial Information Officers Forum (PIOF)	Develop a litigation strategy for PAIA non-compliance 1 National Information Officer Forum and 1 Provincial Information Officer Forum	30 interventions Litigation strategy 1 NIOF and 1 PIOF S51 compliance project	11 interventions 1 NIOF and 1 PIOF S51 compliance project

**Strategic Objective 5: Annual Performance Indicators and Targets for 2012/13:**

PPIs		Reporting Period	Annual Target 12/13
1	Attend 2 scheduled Equality Review Committee Meetings	Annually	2 scheduled Equality Review Committee meetings attended
2	Annual Equality Report		1 Equality Report completed and published by 31 March to scope and within budget
3	Submission of S 32 Report of SAHRC		Submission of S 32 Report of SAHRC before 14 April
4	Section 32 notices issued and reports collated and analysed		Section 32 notices issued and reports collated and analysed by 30 June
5	Section 14 and Section 51 compliance monitoring reports issued		Section 14 and Section 51 compliance monitoring reports issued by 31 August
6	1 PAIA annual report to Parliament		1 PAIA annual report to Justice Department Parliament by 31 September
7	1 National Information Officers Forum and Golden Key Award Ceremony		NOIF and Golden Key Award Ceremony by end of 30 October
8	1 Provincial Officers Forum and Report		1 Provincial Officers Forum by 31 March
9	1 PAIA Audit report		1 PAIA Audit Report before 31 March
10	Report on Review of SAHRC institutional compliance		Report on Review of SAHRC institutional compliance by 31 March
11	Litigation strategy for PAIA non-compliance approved		Litigation strategy for PAIA non-compliance approved by 31 March
12	1 Recommendation to DOJCD		1 Recommendation to DOJCD by 31 March

Strategic Objective 5: Quarterly Performance Indicators and Targets for 2012/13:

PPIs	Reporting Period	Annual target 2012	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
13 <b>Monitoring and Research (PAIA):</b> 12 compliance audits conducted and recommendations issued and audit report prepared	Quarterly	12 compliance audits conducted	3 audits Monitor S51 and S14 compliance	2 audits Monitor compliance	4 audits Monitor compliance	3 and audit report Monitor compliance
14 <b>Promotion (PAIA):</b> conduct 30 promotional interventions		Conduct 19 interventions (9 PAIA workshops and 10 training sessions)	4	5	5	5
15 Input into PAIA related policy, reforms and developments		Input into PAIA related policy, reforms and developments within Parliament's deadlines OR within 90 days of receipt where relevant.	Respond by deadline	Respond by deadline	Respond by deadline	Respond by deadline

<b>Strategic Objective 6</b>	Optimise the effectiveness and efficiency of the Commission
<b>Objective Statement</b>	Ensure that the objectives set out in the strategic plan are optimally met
<b>Baseline</b>	During 2010/11 the Commission achieved: strategic, annual and financial planning, monitoring, evaluation and reporting requirements; a clean audit; an organisational restructuring plan approved; and an overall performance of 67% against the targets set in the approved annual performance plan.

Strategic Objective 6	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Optimise the effectiveness and efficiency of the Commission	Monitoring the development and implementation of strategy and plan with requisite budget	Full compliance 100% alignment Achieved	Achieved	Achieved	Achieve full compliance and 100% alignment of the strategic plan and budget Monthly, Quarterly, Plenary Mid Term Strategic Review and Annual Strategic Planning Meetings	Fully implement the PMER policy and strategy in all programmes	As in 12/13	As in 12/13
	Ensure that objectives set out in the strategic plan, budget, and compliance requirements are met	Achieved	Achieved	Mid-year review of strategic objectives by 30 October Annual Strategic plan process complete and 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 and plan submitted to the Executive by 28 February 100% of programme objectives achieved by 31 March <sup>9</sup>	Annual Report to parliament by 31 August Mid-year review of strategic objectives by 30 November Annual Strategic plan process complete and plan submitted to the Executive by 28 February 100% of programme objectives achieved by 31 March <sup>9</sup>	As in 12/13	As in 12/13
	Clean audit	Clean audit	Plan Implemented	Clean audit	Clean audit <sup>10</sup>	Clean audit <sup>10</sup>	As in 12/13	As in 12/13
	N/A	N/A	N/A	N/A	Back-to-basics best practice and service delivery project plan implemented in all programmes by 31 March.	Back-to-basics best practice and service delivery project plan implemented in all programmes by 31 March.	Reviewed by 31 March	As in 31/14
Financial and internal controls - Review, implement and 100% enforcement of internal and financial controls	No Annual Review	Annual Review	Annual review	Review all financial policies and procedures by 31 March	All Corporate Services policies and procedures reviewed, approved and implemented by 31 March Full Compliance with all relevant legislative, regulatory and policy requirements	All Corporate Services policies and procedures reviewed, approved and implemented by 31 March Full Compliance with all relevant legislative, regulatory and policy requirements	As in 12/13	As in 12/13

<sup>17</sup>Programme performance reports reviewed monthly, Quarterly performance reports reviewed and approved. Annual report – internal reporting guidelines reviewed and report submitted within National Treasury d-lines. Mid-year review completed, Annual Strategic plan process complete and plan submitted to the Executive by end-February, 100% of programme objectives achieved by 31 March. Operational plans for all programmes and units, performance reporting templates used monthly in all programmes, 100% of operational plan targets met by 31 March.

<sup>18</sup>Unqualified audit from AG with no matters of emphasis

Strategic Objective 6	Strategic Plan Target	Audited/Actual Performance			Estimated Performance 11/12	Medium-Term Targets		
		08/09	09/10	10/11		12/13	13/14	14/15
Optimise the effectiveness and efficiency of the Commission	100% execution of the Internal Audit Plan each year	N/A	87% plan executed	100% plan executed	100% execution of the Internal Audit Plan by 31 March <sup>11</sup>	100% execution of the Internal Audit Plan by 31 March <sup>11</sup>	As in 12/13	As in 12/13
	Human resources – organisational development, performance management plans implemented	Draft restructuring plan developed	Draft restructuring plan developed	Plans implemented	Complete long-term restructuring process	Monitor and evaluate implementation of organisational structure by 31 March Capacity development plan implemented by 31 March <sup>12</sup>	Annual review	As in 13/14
	100% adherence to records management and archiving regulations and policy	N/A	N/A	N/A	N/A	Implement records management strategy and system for all programmes by 31 March,	Annual review	As in 13/14

**Strategic Objective 6: Annual Performance Indicators and Targets for 2012/13:**

PPIs	Reporting Period	Annual Target 12/13			
		1	2	3	4
Annual and mid-term reviews completed; Completed annual report; Developed strategic plan submitted to Commissioners and National Treasury; ENE submitted to National Treasury by deadline, 100% accurate, current and complete	Annually	1	ENE submitted to National Treasury by 30 Sept		
		2	Mid-term review completed by 30 November		
		3	Annual Report 11/12 submitted to parliament by 31 August		
		4	Strategic Plan and Annual Performance Plan 13/14 approved by Commissioners and submitted to Treasury by end-February		
		5	100% of programme objectives achieved by 31 March		
Clean audit report submitted to parliament		6	Unqualified AG audit with no matters of emphasis submitted to parliament by 31 August		

<sup>11</sup>Reports submitted to the Audit Committee. Annual review of compliance by 30 November, Unqualified AG audit with no matters of emphasis. Annual review of risks (Risk framework approved) by 31 March, Risk Management Plan approved by 30 June.

<sup>12</sup>Performance contracts and personal development plans in place for each employee within (1 month) of placement, performance and capacity development monitored and 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.

Strategic Objective 6: Quarterly Performance Indicators and Targets for 2012/13:

PPIs	Reporting Period	Annual Target 12/13	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Fully implement the PMER policy and strategy in all programmes	Quarterly	7 PMER policy and strategy fully implemented in all programmes	Quarter 1 PMER tasks delivered	Quarter 2 PMER tasks delivered	Quarter 3 PMER tasks delivered	Quarter 4 PMER tasks delivered
		8 100% of programme objectives achieved by 31 March	Reporting requirements met	Reporting requirements met	Reporting requirements met	Reporting requirements met
		9 Annual risk register approved and reviewed quarterly	Quarterly review of risk register	Quarterly review of risk register	Quarterly review of risk register	Quarterly review of risk register
		10 Back-to-basics best practice and service delivery project plan implemented in all programmes by 31 March.	Q1 project tasks delivered	Q2 project tasks delivered	Q3 project tasks delivered	Q4 project tasks delivered
		11 All Corporate Services policies reviewed and approved	Human Resources policies and procedures reviewed and approved	Finance policies and procedures reviewed and approved	Admin. and SCM policies reviewed and approved	All policies implementation monitored
		12 Full implementation of the 12/13 Internal Audit Plan by 31 March	Q1 plan tasks delivered	Q2 plan tasks delivered	Q3 plan tasks delivered	Q4 plan tasks delivered
		13 Organisational restructure implemented by 31 March	Q1 implementation tasks delivered	Q2 implementation tasks delivered	Q3 implementation tasks delivered	Q4 implementation tasks delivered
		14 Capacity development plan implemented by 31 March	Q1 plan tasks delivered	Q2 plan tasks delivered	Q3 plan tasks delivered	Q4 plan tasks delivered