

Commission for the Promotion and Protection of the Rights of Cultural,  
Religious and Linguistic Communities

# REVISED STRATEGIC PLAN

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2020/21 - 2024/25

February/March 2020



## FOREWORD: PROF LUKA DAVID MOSOMA



The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission) is one of the chapter 9 institutions established in terms of Commission for the promotion and protection of rights of cultural, religious and linguistic communities, Act No. 19 of 2002.

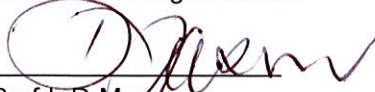
The strategic planning engagement was necessitated by the commission's desire and commitment to bring about sustainable and enduring transformation in the promotion and protection of the rights of cultural, religious and linguistic communities by empowering them to be promoting and defending the rights of their communities and to play a pivotal role in "assisting with the building of a truly united South Africa bound by a common loyalty to our country and all its people".

The Commission endorses this Strategic Plan and commits to ensuring its implementation in the next five years.

The Strategic Plan contained herein is a labour of love product which embodies the commissions' virtues of selflessness and service by making it an authentic organisation which carries the hopes and aspirations of the communities at the grass roots level especially by becoming the guardian and the voice of community rights, nationally, continentally and globally. (Operational plans will make this fact plain).

There are five pillars or thrusts of the strategic plan: Enhance organisational capacity with requisite skills compendium; strengthen legal services as an instrument of facilitating reduction of friction between and within communities and to empower them with the skills to promote reconciliation among themselves and others through alternative dispute resolutions (ADR), drawing from rich African traditional methods/practices of resolving disputes and or conflicts; consider the development of jurisprudence on community rights; strengthen capacity for Public Engagement and Education to develop impact bearing programmes on promotion and development of peace, friendship, humanity based on the overarching African traditional value of *ubuntu*, and tolerance in a diverse society; and commitment to the state of the art information and communication technology for better marketing and knowledge management.

The commission emerged with a clearly defined strategy as a mark of a focused organisation which places strategy at the centre of the change management process. Therefore, it is encumbered upon the organisation to communicate it consistently and link it to the drivers of change. In so doing, a performance-based culture will develop that links everyone and every unit to the unique features of the strategy. The task now is to translate the strategy into effective operational terms, align the organisation to the strategy, ensure that the skill set is in place to drive the organisational plans and to mobilise CRL Rights change through strong, selfless, passionate and effective leadership at all levels of the organisation.

  
Prof L D Mosoma  
**Chairperson**  
CRL Rights Commission

## Official Sign Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Culture, Religion and Linguistic (CRL) Rights Commission under the guidance of the Commission
- Considers all the relevant policies, legislation and other mandates of the commission, as well as a rigorous reflection on the global and local trends,
- defines the strategic outcome-oriented goals and objectives which the CRL Commission will endeavour to achieve over the period 2020/21- 2024/25.

**Adv Kgositso Sedupane**

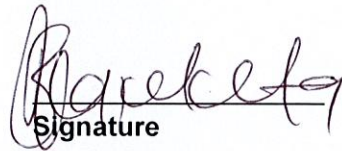
Senior Manager: Legal Services and Conflict Resolution



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**Mr Brain Makeketa**

Senior Manager: Research and Policy Development



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**Mr Mpiyakhe Mkholo**

Senior Manager: Communication, Marketing, IT and Linkages



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Public Engagement and Education

**Mr Obed Semono**



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Mr Cornelius Smuts  
Chief Financial Officer

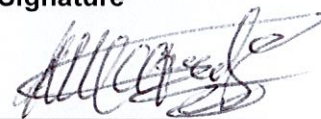


Signature

Mr Edward Mafadza

**Chief Executive Officer**

Accounting Officer of the CRL Rights Commission



Signature

**Dr Mamohapi Pheto**

Deputy Chairperson



Signature

It is hereby certified that this Strategic Plan was approved by the Commission

Prof Luka David Mosoma

**Chairperson**

Accounting Authority



Signature



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## **PART A: OUR MANDATE**

### **1. Constitutional mandate**

The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission) is a constitutional institution established in terms of Section 181(1)(c) of the Constitution of the Republic of South Africa, 1996 to strengthen constitutional democracy. The CRL Rights Commission was established in order to protect and promote the rights of cultural, religious and linguistic communities. Its mandate is achievable through both proactive and reactive approach.

In terms of sec 185 (1) of Act 108 of 1996 the CRL Rights Commission must:

- a) Promote and develop peace, friendship, humanity, tolerance and national unity among cultural, religious and linguistic communities, on the basis of equality, non-discrimination and free association;
- b) Promote respect for and further the protection of the rights of cultural, religious and linguistic communities; and
- c) To recommend the establishment or recognition of community councils in accordance with national legislation of cultural or other council/councils for community/ Communities in South Africa

### **2. Legislative Mandates and policy mandates**

#### **2.1. Legislative mandates**

##### **CRL Rights Commission Act**

The powers and functions of the CRL Rights Commission are defined in section 5 (1) of the CRL Rights Act, these include among others the following:

- a) Conduct information and education programmes to promote public understanding of the objects, role and activities of the Commission;
- b) Conduct programmes to promote respect for and further the protection of the rights of cultural, religious and linguistic communities;
- c) Assist in the development of strategies that facilitate the full and active participation of cultural, religious and linguistic communities in the nation building in South Africa;
- d) Promote awareness among the youth of South Africa of the diversity of cultural, religious and linguistic and their rights;
- e) Monitor, investigate and research any issue concerning the rights of cultural, religious and linguistic communities;
- f) Facilitate the resolution of conflict between and within cultural, religious and linguistic communities or between any such community and an organ of state where the cultural, religious or linguistic rights of a community are affected;
- g) Make recommendations to the appropriate organs of state regarding legislation that impacts, or may impact, on cultural, religious and linguistic rights of communities.
- h) Establish and maintain a database of cultural, religious and linguistic community organisations and institutions and experts on these communities;
- i) Educate, lobby, advise and report any issue concerning the rights of cultural, religious and linguistic communities
- j) Receive and deal with requests related to the rights of cultural, religious and linguistic communities; and

- k) Bring any relevant matter to the attention of appropriate authority or organ of state, and, where appropriate, make recommendations to such authority or organ of state in dealing with such a matter.

## **2.2 Policy Mandates**

The CRL Rights Commission is bound by all legislation passed in South Africa; however, the following acts, bills and regulations constitute the most frequent dimensions of the legal framework within which the Commission functions:

- Traditional Leadership and Khoisan Bill
- Customary Initiation Bill,
- South African Schools Act

## **3. Institutional Policies and Strategies over the Five Year Planning Period**

The CRL Rights Commission aims to pursue its mandate informed by the following policies in order to attain the enhanced environment of development of peace, friendship, tolerance for a socially cohesive society. The thrust of what we would like to achieve as the Commission is illuminated in the following as listed below:

### **3.1 National Development Plan (NDP)**

*The NDP Chapter 15 provides that South Africa should;*

- Foster a feeling of belonging, with accountability and responsible behavior.
- Ensure different cultures are respected and equal citizenship for all is guaranteed, thus reversing the apartheid legacy of devaluing and erasing the heritage of black South Africans. Build trust, which is associated with stronger economic performance.
- Craft and implement a social compact based on mutual benefit and mutual sacrifice. Societal division impedes forming a consensus to develop, change or even implement policy.
- Create a society with a shared South African identity, without detracting from our diverse multiple identities.

### **3.2 National Heritage & Cultural Tourism Strategy:**

*Section 1 of the National Heritage and Cultural Tourism Strategy of March 2012 provides:*

- The guiding Principles and values of sustainable tourism, sustainable development, social cohesion, public participation and public/ private partnership.
- The acknowledgement of the affected community rights to be consulted and to participate in the management of their cultural, religious and linguistic heritage.

### **3.3 Cultural Charter for Africa:**

*Article 1 of the CULTURAL CHARTER FOR AFRICA aims to:*

- Liberate the African people from socio-cultural conditions which impede their development in order to recreate and maintain the sense and will for progress, the sense and will for development;
- Rehabilitate, restore, preserve and promote African cultural heritage;
- Assert dignity of the African and of the popular foundations of their culture;



- Combat and eliminate all forms of alienation and cultural suppression and oppression everywhere in Africa, especially in countries still under colonial and racist domination including apartheid;
- Encourage cultural co-operation among the States with a view to the strengthening of African unity;
- Encourage international cultural co-operation for a better understanding among peoples within which Africa will make its original and appropriate contribution to human culture;
- Promote in each country of popular knowledge of science and technology; a necessary condition for the control of nature;
- Development of all dynamic values in the African cultural heritage and rejection of any element which is an impediment to progress

### **3.4 The South African Charter of Religious Rights and Freedoms (SACRRF) October 2010**

*Stipulates the following;*

- Every person has the right to believe according to their own convictions and to make choices regarding their convictions and religious affiliation (art 1).
- No person may be forced in any way in respect of their religion or convictions, or to act against their convictions (art 2).
- Every person has the right to the impartiality and protection of the state in respect of religion (art 3).
- Every person has the right to the private or public, and the individual or joint, observance or exercise of his or her convictions (art 4).
- Every person has the right to freedom of expression in respect of religion (art 6).

#### **Regional and International conventions, convents and charters**

The South African government has acceded to or ratified the following international conventions, covenants and charters (or protocols).

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- African Charter of Human and Peoples Rights

Of relevance also, is the United Nations Sustainable Development Goals 16 that stresses “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all level”

The CRL Rights Commission can play a significant role in monitoring and evaluating the implementation of such International Instruments by the South African government and the organs of state. This is in line with the power given by the CRL Rights Commission Act section 5 (1) (g) that states:

*“Make recommendations to the appropriate organs of state regarding legislation that impacts, or may impact, on cultural, religious and linguistic rights of communities”*

#### **4. Relevant Court Rulings**



The following are court rulings that guide and serve as precedence for the Commission in the execution of its mandate:

#### **4.1 MEC for Education: Kwa-Zulu Natal and Others v Pillay and Others 2008 SA 474 (CC);**

This case is pertinent and relevant to the aspect of protection of cultural and religious rights.

It pertains the school disciplinary code's failure to accommodate the cultural and religious practice of a Hindu learner to wear a nose stud was unfair and discriminatory against that learner.

The court emphasized the duty to accommodate religious and cultural beliefs and practices and states that diversity is something that needs to be celebrated and not feared. However, the acceptance of one practice does not require the employer to permit all the practices. Further that, should the accommodation of one practice impose an unreasonable burden on an employer, it need not make such an accommodation.

#### **4.2 POPCRU & Other v Department of Correctional Services & another (2011) 32 ILJ 2629 (LAC)**

In this case, the male employees were dismissed after they refused to cut off their dreadlocks. The Department claimed that it had merely sought to enforce the regulation, dress code, strict compliance with which it was necessary to maintain discipline.

The court accepted the importance of the uniforms in promoting a culture of discipline and respect for authority but held that "we live in a constitutional order founded upon a unique social and cultural diversity which because of our past deserves to be afforded special protection.

#### **4.3 Kievits Kroon Country Estate Ltd v Johanna Mmoledi (JA 78/10) 2012 ZALAC 22;**

In this case, the employer declined the request of one of its employees for one month's unpaid leave. The leave request was in order for the employee to undergo training to become a traditional healer. She had submitted a letter from the North West Dingaka Association. The employee stayed away from work for the period of unpaid leave that she had applied for. Consequently, the employee was charged with absence without valid reasons and gross insubordination.

The court referred to the Constitutional Court in Pillay ruling that "it would be disingenuous of anybody to deny that our society is characterized by a diversity of cultures, traditions and belief. That being the case, there will always be instances where these cultural and traditional beliefs and practices create challenges with our society, the workplace being no exception. The Constitution of the country itself recognises these rights and practices. It must be recognised that some of these cultural beliefs and practices are strongly held by those who subscribe to them and regard them as part of their lives."

"Those who do not subscribe to others' cultural beliefs should not trivialize them by, for example equating them to a karate course. What is required is a reasonable accommodation of each other to ensure harmony and to achieve a united society. Accommodating one another is nothing else but Botho or Ubuntu which is part of our heritage as a society."

#### **4.4 Independent Electoral Commission v Langeberg Municipality (CCT 48/00) [2001] ZACC 23; 2001 (3) SA 925 (CC); 2001 (9) BCLR (CC) (7 June 2001)**

This ruling affirmed the independence of Chapter 9 (Ch. 9) institutions. The court held that Chapter 9 institutions perform their functions in terms of national legislation but are not subject to national executive control. The Ch. 9 institutions report to the National Assembly. Therefore, they need to be seen to be outside and not part of government.

This ruling reiterates section 181(l)(c) of the Constitution that confirms the Commission:

(a) is independent;

(b) is a juristic person; and

(c) must be impartial and must exercise its powers and perform its functions without fear, favour or prejudice.

## **PART B – Our Strategic Focus**

### **5. Vision,**

Mutual Respect amongst diverse cultural, religious and linguistic communities

### **6. Mission**

To foster rights of cultural, religious and linguistic communities to freely observe and practise their culture, religion and language

### **7. Values**

In order for the Commission to serve the cultural, religious and linguistics and the nation at large, the organisation guided by the following values

- a) **Transparency**
- b) **Professionalism**
- c) **Responsiveness**
- d) **Accountability**
- e) **Integrity**
- f) **Impartiality**
- g) **Respect**

### **8. Situational Analysis**

In the process of the development of this strategic plan the Commission took cognisance of the **external** and **internal environment** that are likely to influence its strategic focus in the next five years

#### **8.1 External Environment analysis**

##### **The strategic focus of the CRL Rights Commission over the planning period**

Over the next five years the Commission intends to continue to adhere to its constitutional mandate, its strategic focus as well as to its enabling legislation which is to promote and protect cultural, religious and linguistic rights of communities. It further seeks to enhance an environment for cultural, religious and linguistic communities to coexist and participate in the development of peace, friendship, humanity, tolerance, national unity on the basis of equality non-discrimination and free association.

The Constitution gives legitimacy to the existence of this Commission and as a result it has constitutional powers to influence legislation that has impact on cultural, religious and linguistic rights of communities, a right which is appreciated by many communities. The cultural, religious and linguistic communities expect the Commission to support them through the established and recognised community councils. The Commission will in the next five years concentrate on improving the functioning of the Community Councils to give them more structure as they are expected in terms of the CRL Act 19 of 2002 to help the Commission to preserve, promote and develop the culture, religion or the language of the communities for which they are recognised.

The Commission has currently recognised +- 350 community councils spread all over the country whose functions is to promote the objects of the Commission. These structures needs to be more structured if they are to assist the Commission in achieving its objects. The Commission commits to collaborate with municipalities at local and districts level in order to establish more community councils with the aim of making sure the services of the Commission are accessible.



**International conventions, declarations and charters:** South Africa is part of the global community and is a signatory to a number of conventions, declarations and charters. Of interest to CRL are the following:

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- African Charter of Human and Peoples Rights

### **Performance environment**

For the performance environment, the strategic planning process reviewed the Kader Asmal and Expenditure and Performance Review by Public Affairs Research Institute reports through a SWOT analysis to determine areas that require urgent attention. The organisation performance environment also present the organisational structures as a challenge that inhibits the achievements of its strategic focus. The situation analysis also highlighted the inadequate financial environment of the CRL Rights Commission as an impediment to expand. The two challenges sound internal in nature and easy to deal with internally, the Commission however does not have much room to manoeuvre as it always finds it difficult to balance between spending money on services and human resources.

Inadequate human resources make it difficult to reach to all local communities in the country, as a result more financial support is needed to balance the commissions services and human resources needed.

The Commission currently operates with staff compliment of 32 fulltime members which makes it very difficult or almost near impossible to make an impact that is required in an environment of +- 57 million people in the country.

The following two external reports were central in illuminating the work of the Commission in the next five years:

### **Kader Asmal Review Reports**

The CRL Rights Commission is a distinct constitutional body like all other chapter 9 institutions established in chapter 9 of the Constitution of the Republic of South Africa to support constitutional democracy and to promote and protects the rights of cultural, religious and linguistic communities.

This distinct character of the Commission's mandate which is to promote and protect cultural, religious and linguistic rights of communities must be protected. What distinguishes it above the rest is whose rights must be protected. In addition, the report on the review of Chapter 9 Institutions and related constitutional bodies (2007) emphasise the need for the Commission to explore the possibility of representing individuals or complainants to equality courts. This is viewed as another strategy that will dramatically increase the visibility of the Commission. Further to that, the reports state that this part of a mandate of the Commission and where the institution feels it fit some complaints may be referred to the South African Human Rights Commission to take to them equality court. Further to this, the Commission will join forces with on matters of mutual interest as well as sign cooperation agreements with other Chapter 9 institutions such as South African Human Rights Commission and other organs of state to represent them in equality courts

Expenditure and Performance Review: National Language Services: Public Affairs Research Report (PARI)

The report reflects that the Commission's lack of oversight creates a challenge for the institution. As a result, the Commission is strengthening its oversight role to ensure that work is done professionally and diligently without fear or favour. In order to alleviate the challenge raised in this report the



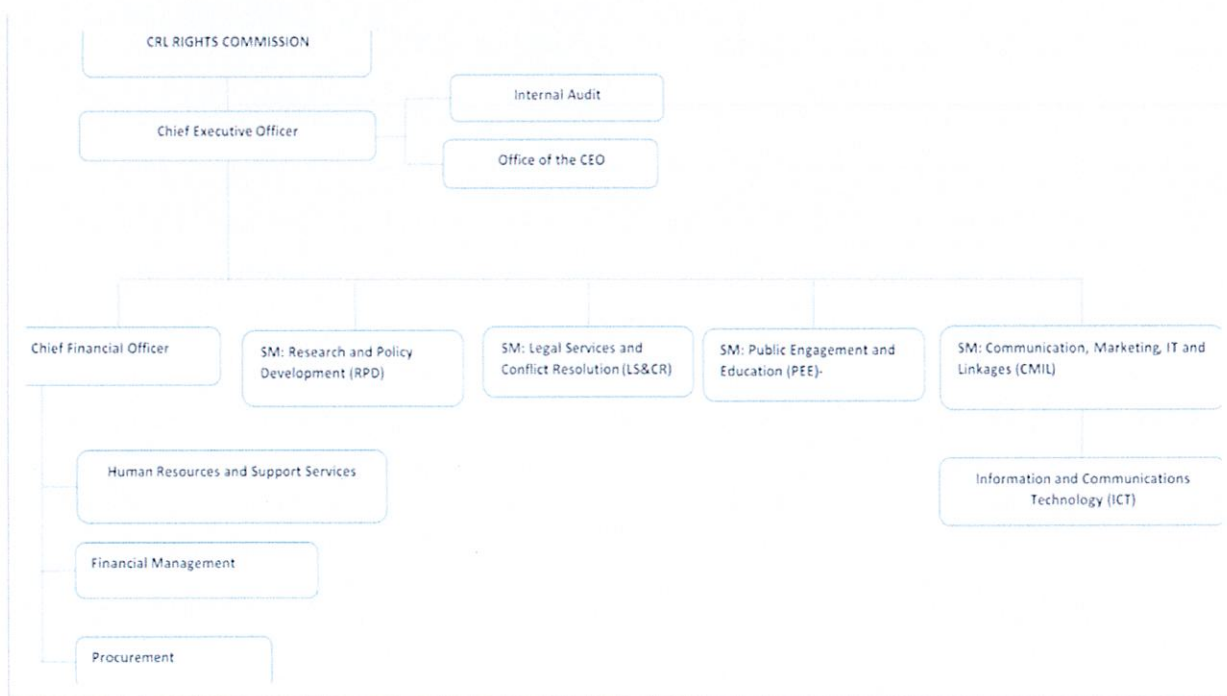
Commission has reorganised the constitution of the Section 22 Committees to be more skills based in line with the mandate of the organisation. These Committees creates platforms that gives the Commissioners direct involvement, thus strengthening oversight role. The report further highlighted that there is little or nothing done with regards to promotion and protection of languages. In relation to the point the Commission

With regard to the challenge of not paying enough attention to the language issues as raised in the PARI report, the Commission has in the previous financial year conducted public hearing on the implementation of the Use of Official Language Act and calling government departments and organs of state to account. The Department of Arts and Culture and the Pan South African Language Board (PanSALB) have the administrative duty to ensure the Act is implemented. The two were also called in to account. The report on the public hearings will be produced and shared. The Commission will in the current financial year continue to promote and protect the linguistic rights of all communities and conduct public hearings to encourage the use of all official languages as espoused in the Constitution of the Republic of South Africa.

The Covid 19 is also severely impacting on the operations of the Commission. The Commission has to reduce its targets in the 2020/21 financial year because of the impact caused by the virus. The targets will be distributed in the subsequent years and will ensure they are met within the remaining five years of this this strategic plan.

## 8.2 Internal environment analysis

### The Composition of CRL Rights Commission



The Commission is solely dependent on funding from the National Assembly. The mandate of the CRL Rights Commission is inclusive and broad as it covers all diverse cultural, religious and linguistic communities in spite of their backgrounds any of the mandates of the other Chapter Nine Institutions. The resent and continuing slump in economic growth of the Republic of South Africa impacts the operations of the CRL Rights Commission negatively. The implementation of the mandate of the CRL Rights Commission is severely limited due to current funding levels. The



baseline budget of the Commission was reduced by close to R200 000 in the previous financial year. The allocation to the CRL Rights Commission is not allowing for development of regional offices, which impact service delivery at community level. If this budget cuts continues, they will severely impact on the operations of the Commission

Incapacity to deliver services in strategic places poses an operational risk to the Commission as communities turn to other Chapter 9 Institutions which they deem to have more capacity to deal with their complaints. This practice also create frustration for the communities, as the complaint are referred to the CRL Rights Commission, which create delays in responding to Communities. Delivering services form head office with limited human capacity contributes further to delays.

The financial constraints further result in the inability of the CRL Rights Commission to obtain approval for a structure that fits its mandate and strategic plan. The CRL Rights Commission therefore is unable to fund strategically important positions. Currently the human resources are overstretched and multitasking and this cannot be sustained. There is therefore a need to explore possibilities for resource mobilisation to mitigate against these challenges.

Funding is an external factor and there is not much that the CRL Rights Commission can do to remedy the situation to improve its internal operations, as the CRL Rights Commission is relying solely on government funding. The CRL Rights Commission will within its powers continue to engage the National Treasury and make presentation to the Portfolio Committee on its resources to have its baseline budget adjusted to accommodate rising needs and to establish regional offices.

Currently there is a shift in terms of how the Commission has to deliver on its mandate. This relates to ICT and its strategic role it plays in the delivery of the Commission's strategy. The Covid 19 has brought a challenge that no one ever thought of. In the recent passed organisations had like the Commission relied on face to face interaction with communities and less on virtual platform. This poses a challenge for the Commission to deliver on its mandate, however funding and plans have been put in place to revamp the whole ICT system to keep up with the new demands. Staff will also be trained and workshopped on how to deal with this new normal.

To bolster to work of the Commission ICT systems will be upgraded to augment the strategy. It is through improved ICT systems that case handling management will be enhanced and accessibility by local communities improved.

Upgraded ICT systems will also create a platform to create a database of community councils and cultural, religious and linguistic experts as dictated to by the CRL Act. This will thus help the Commission to keep the electronic database of cultural, religious and linguistic communities and experts. Registering cultural, religious and linguistic communities and experts will curb some of the challenges that were raised in the commercialisation of religion study and research report.

The Commission continues to comply with Broad Based Black Economic Empowerment (BBBEE) Act 53 of 2003 as amended in the procurement of goods and services.

The Commission has a staff compliment of 31 employees and has a programme of employing young people in contractual positions and add them in its establishments once the positions becomes available.

### **Governance**

Governance has been defined to refer to structures and processes that are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation. Governance also represents the norms, values and



rules of the game through which public affairs are managed in a manner that is transparent, participatory, inclusive and responsive. Governance therefore can be subtle and may not be easily observable. In a broad sense, governance is about the culture and institutional environment in which citizens and stakeholders interact among themselves and participate in public affairs. The committees listed below have been appointed to help the Commission perform its functions.

### ***Audit and Risk Committee***

The Audit and Risk Committee is composed by independent Chairperson not in the employ of the Commission as per the National Treasury prescripts.

### ***Internal Audit***

The Internal Audit function has been outsourced and both operates within the approved terms of reference

### ***Section 22 Committees***

Section 22 of the CRL Act, 19 of 2002 allows the Commission to establish one or more committee consisting of members only or members and staff or other persons, to assist the Commission in the performance of its functions. The Commission can establish the Terms of Reference that will guide its operations however the Terms of Reference should be in line with its operations and the Commission's mandate. CRL Rights Commission has therefore established the following standing committees as part of its oversight and governance framework, and are listed below:

- Public Engagement and Education Sec 22 Committee (PEE Sec 22 Committee)
- Legal Services and Conflict Resolution Sec 22 Committee (LSCR Sec Committee)
- Research and Policy Development Sec 22 Committee (RPD Sec 22 Committee)
- Human Resources and Finance Sec 22 Committee (HR Sec 22 Committee)
- Communication, Marketing, IT and Linkages Sec 22 Committee (CMIL Sec 22 Com)

### ***Plenary***

Plenary is the sitting of all Commission and the highest decision making body in the Commission and is chaired by the Chairperson of the Commission. It is attended by all Commissioners and the Accounting Officer. Management is invited to the sitting of Plenary to give an account of the progress made on the target set in the Strategic Plan and Annual Performance Plan.

### ***Management Committee***

Management committee members have ultimate responsibility for directing the activity of the organisation, ensuring it is well run and delivering the outcomes for which it has been set up.

Every management committee should provide leadership to the organisation by:

- Setting the strategic direction to guide and direct the activities of the organisation;
- Ensuring the effective management of the organisation and its activities; and
- Monitoring the activities of the organisation to ensure they are in keeping with the founding principles, objects, mandate and values.





### 8.3 Analysis of the internal and external environment using SWOT

The Commission has conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and the results were that the Commission should focus more on the following as shown in the table below:

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>• Constitution gives the Commission legitimacy and clearly defined legislative mandate and give it power to influence legislation that impacts on cultural, religious and linguistic rights of communities rights.</li> <li>• The Commission has direct access to communities through Community Councils and its good working relations with district and local municipalities is an added strength that allows even more access to communities.</li> <li>• The CRL Act gives the Commission gives it to research cultural, religious and linguistic issues in order to restore dignity of all people</li> <li>• Although not sufficient enough funding is guaranteed for the Commission's operations</li> <li>• Collaboration with other chapter 9 institutions ensure that complaints relevant that are cultural, religious and linguistic related are forwarded are forwarded to the Commission</li> <li>• Strategy communication plan as a weapons in profile building for CRL has helped increase visibility and profile of the Commission.</li> </ul>
<p><b>Weaknesses</b></p>	<ul style="list-style-type: none"> <li>• Lack of appropriate jurisprudence for the cultural, religious and linguistic rights slows the fights for these rights</li> <li>• South African Law is dependent on the Western Laws which often are conflicting with the CRL Communities rights (lack of indigenisation of laws)</li> <li>• Underfunding limits the capacity of the Commission in terms of resources and impact heavily on delivery of the mandate (Human and financial resources)</li> <li>• Cultural, Religious and Linguistics issues are very unappealing to youth in the country.</li> <li>• Lack of presence within communities were issues are happening remains a challenge.</li> <li>• Insufficient funding for research purposes and lack of research agenda and strategy inhibits deliver of the Commission mandate.</li> <li>• Not claiming global space to tell cultural, religious and linguistic issues within their context.</li> <li>• Poor Information and Communication technologies (ICTs) infrastructure and low response time and capacity to counter social media misinformation.</li> </ul>
<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>• Increased Cooperation with other organs of state has assisted with follow up with recommendation by the Commission to influence policy</li> <li>• Legislation review/ repeal can improve of the cultural, religious and linguistic rights of communities.</li> <li>• Strengthened and structured community councils as vehicles for information dissemination and improved access to communities.</li> <li>• Sound relations and participation with international stakeholders has given the Commission a global stage to tell its story.</li> <li>• Cooperation with Institutions of Higher Learning give the potential for research purposes on issues of culture, religion and language.</li> <li>• Establish Chapters in Institutions of Higher Learning and other research institutions for engagement on CRL matters.</li> <li>• Partnership with local TV channels to educate communities about the cultural, religious and linguistic issues.</li> <li>• Maximize the use media for advocacy and increasing the reach.</li> </ul>

<p><b>Threats</b></p>	<ul style="list-style-type: none"> <li>• Other institution playing in the same space with overlapping mandate</li> <li>• Incorrect referrals of complaints to other organs of state is a threat to the Commission to maximize its potential</li> <li>• Overreach into other organs of state mandate</li> <li>• Research report recommendations not supported by government which continues to pose a threat to cultural, religious and linguistic rights of communities</li> <li>• Lack of sufficient resources and high workloads leads to high staff turnover</li> <li>• Invisibility due to absence in the provincial and religious space limits visibility (limited outreach).</li> <li>• Failure to influence on matters of CRL without solid evidence</li> </ul>
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## PART C – Measuring Our Performance

### 9. Institutional Performance Information

#### 9.1 Measuring the Impact

<b>Impact Statement</b>	Enabled environment for cultural, religious and linguist communities to co-exist and participate in the development of peace, friendship, humanity, tolerance, national unity on the basis of equality, non-discrimination and free association
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The impact on the enhanced environment for cultural religious and linguistic communities to co-exist and participate in the development of peace friendship, human, tolerance, national unity on the basis of equality, non-discrimination and free association will be attained in the following outcomes as shown in the following 5 CRL Rights Commission outcomes in the table below:

#### 9.2 Measuring Outcomes

<b>MTSF Priority</b>		Social Cohesion and Safe Communities. Better Africa and the world. A capable, ethical and developmental state		
<b>No</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five year target</b>
1	<b>Good corporate governance, sound financial management and administrative support in line with legislation.</b>	Maintenance of unqualified audit opinion and improved oversight  Reduction of wasteful, fruitless and irregular expenditure to zero	Unqualified audit opinion for 2018/19  No irregular expenditure	Unqualified audit opinion for each year until 2024/25  Zero fruitless, Irregular and wasteful expenditure
2	<b>Strengthened conflict resolution and legislative reviews to promote and protect cultural, religious and linguistic rights of communities</b>	Percentage of complaints resolved within the approved turnaround times  Percentage and number of legislative reviews conducted.	New  New	80% of complaints resolved.  100% of reviewed Bills before Parliament  Number of municipal metropolitan by – laws reviewed
3	<b>Effective, structured and informed communities on cultural, religious and linguistic rights matters.</b>	Number of engagements and educational programmes conducted and community councils structured and recognised on cultural, religious and linguistic rights for the promotion of the objects of the Commission.	New	250 engagements and educational programmes conducted with cultural religious and linguistic communities

4	<b>Research recommendations to inform evidence-based policies and sustained resuscitation of diminishing and diminished community heritages</b>	Number of research reports with recommendations to organs of state that seeks to influence legislation and policy position.	4 research report produced per annum	20 research reports with recommendations produced.
5	<b>Intensified Communication, Marketing and knowledge management systems</b>	Number of reports on Communication, Marketing and knowledge management systems produced and implementation of approved ICT Governance Framework	4 Reports on communication, marketing and knowledge management systems	20 reports on communications, marketing and knowledge management systems

### 9.3 Explanation of planned performance over the five-year planning period

#### Relationship between the CRL Rights Commission's outcomes and the government priorities (Social cohesion and safe communities)

Of the seven government or MTSF priorities the CRL Rights Commission has aligned its planning over the next five years with the following which is believed that they relate very closely with its mandate. The three priorities are the listed as follows:

- Social Cohesion and Safe Communities.
- Better Africa and the world.
- A capable, ethical and developmental state

The development of peace, friendship, tolerance and humanity is very central to attainment of social cohesion and nation building is cross cutting and central to the achievement the dream of better Africa and the world. In order to contribute to the government priorities, the Commission has identified above mentioned five priority outcomes.

#### 9.3.1 The rationale for outcome indicators in relation to the outcomes

The rationale for choosing these specific outcomes over the Medium Term Strategic Framework span is discussed in details in the outcome indicators below.

##### 9.3.1.1: Maintenance of unqualified audit opinion, improved oversight and reduction of wasteful, fruitless and irregular expenditure to zero

This outcome indicator and its related outcome addresses the government priority that seeks to build a capable, ethical and developmental state. In order for the Commission to attain this priority, the institution will ensure that the plans that are put in place to arrive at the purported outcomes are monitored at all times. This will assist in the Commission reporting accurately on its work and further improve its oversight and accountability roles. Carefully crafted strategic plans, annual performance plans and operational plans are essential for the functioning of the Commission. Monitoring, evaluation and reporting on performance and prudent financial management are equally important for any



organisation to achieve its objectives. Thorough effective planning, reporting and financial management, risk management, procurement and human resource management practices, good corporate governance will be attained and irregular and fruitless and wasteful expenditure will be combatted effectively within the Commission. This will also help the organisation to maintain unqualified audit opinions with much ease.

Adherence to governance principles and standards assist organizations to effectively deliver on the intended outcomes. The CRL Rights Commission is guided by the public services standards of governance and promotion of good and ethical governance in all spheres of the organisation for effective oversight and coordination. Effective compliance to prescribed oversight roles within the Commission will assist in monitoring and evaluation of the organisational activities. This will also impact positively in aligning the activities of the overall mandate of the Commission to avoid any possible defocus. Further to this, complying to reporting standards as outlined in treasury prescripts, regulations and other related statutes will assist the commission towards its goal of maintaining unqualified audit opinions while at the same time delivering on its mandate to local communities.

The competent staff that is available although overburdened is Commission's enabler to attain the intended outcome and the institutional mandate. The internal controls put in place will also enable the Commission in attaining the desired outcomes.

#### **9.3.1.2 Percentage of complaints resolved within approved turnaround times.**

The Commission will investigate and provide legal services on any matters concerning cultural, religious and linguistic rights communities. It will accelerate facilitation of resolution of friction between and within CRL communities and employ alternative dispute resolutions where necessary to mediate on any friction. Furthermore, will continue to receive and deal with requests related to CRL communities and advise the Executive Office on compliance with ratified international convents and charters.

#### **9.3.1.3 Percentage and number of legislative reviews conducted.**

Due to imbalances and inequalities of the past dispensation, it is incumbent upon the Commission to input and comment on Bills before Parliament, Provincial Legislatures and Municipalities that impact on cultural, religious and linguistic rights of communities and make recommendations to the relevant organs of state to make the laws accommodative of the cultural, religious and linguistic rights and indigenous knowledge systems of communities.

The suitably qualified personnel in the Commission has been reviewing the Bills below Parliament in ensuring the laws are transformed to cater to the needs of the cultural, religious and linguistic communities. Their suitability and qualifications is an enabler to the attainment of the outcome and the strategic focus of the Commission.

#### **9.3.1.4 Number of engagements and educational programmes conducted and community councils structured and workshopped on cultural, religious and linguistic rights for the promotion of the objects of the Commission**

The Commission through the Public Engagement and Education unit will develop programmes that will be addressing the need to restructure the current community councils to make them more functional in order to serve as the custodians of the community cultures, religions and languages for



which they are recognised. This will be supported by the NDP provision that seeks to *foster the feeling of belonging with accountability and responsible behaviour* and also the one that talks to the *creation of a society with a shared South African identity which does not detract from our diverse multiple identities*. In order to live up to the provision of the NDP, the Commission is also subscribing to three of the government priorities of the social cohesion and safe communities. Social Cohesion and Safe Communities, better Africa and the world and a capable, ethical and developmental state. The provisions of the NDP and the Government priorities are at the centre of the outcome we are seeking to address and achieve in the medium term to five years in line with government planning. It is believed that if communities councils are structured it will be much easier to interact with them for dissemination of information because an informed nation is an educated nation and this will improve social cohesion and nation building; we shall have attained the development of peace, tolerance, humanity and national unity on the basis of non-discrimination and free association.

The Commission will continue to live up to its mandate which is to keep a database of cultural, religious and linguistic communities and have these structures supported in order for them to assist in the promotion of the objects of the Commission. For the Commission to contribute meaningfully to the priority of better Africa and the World it will also need to work closely with other government departments and organs of state that interacts with other formations in the continents that have similar mandates as the Commission and participate actively in such formations.

Taking the above into consideration the Commission will develop information and educational programmes that facilitate public understanding of its objects which is to promote respect for and protection of CRL communities. It will also assist in the development of strategies that facilitate full and active participation of CRL communities in nation building in South Africa. Structure community council will help promote awareness among the youth of the diversity of cultural, religious and linguistic communities and their rights.

Enablers in the attainment of the related outcome is the collaboration the Commission enjoys and has with the Traditional Councils, Local and District Municipal Councils around the country. The established and existing community councils continues to be a plus and a good enabler in the fulfilment of the Commission's mandate.

#### **9.3.1.5 Number of research reports with recommendations to organs of state that seeks to influence legislation and policy position**

During the colonial and settler colonial (apartheid) rule many indigenous C-R-L communities were castigated as being backwards and uncivilised for following their cultures, languages and religions. In the result, many indigenous communities out of fear of being stigmatised, shied away from openly practising their cultures, religions and languages. Over the years many lost out on their true heritage and identity. Again, because many indigenous people cultures, heritages and languages were passed on orally, some parts of these three components of culture, religion and language were lost. Research is thus needed to generate evidence for the promotion, rediscovery, restoration and development of historically diminished heritage. Again, research is needed to inform policies in as far as the promotion and protection of the CRL rights issues are concerned.

The Commission intends, through its research reports, to document recommendations which shall assist the government to review, align or introduce new policies to better protect and promote the cultural, religious and linguistic rights of communities. Again, the research recommendations intend to influence the government policies in as far as the redressing, refocussing, reconstructing and rediscovering of the diminishing and diminished heritages of communities is concerned.



This outcome falls well within the government priority of social cohesion and safe communities. Through this outcome, the CRL Rights Commission shall be playing its role of building a nation which is socially cohesive where the cultural, religious and linguistic communities co-exist and participate in the development of peace, friendship, humanity, tolerance, national unity on the basis of equality, non-discrimination and free association. Again, by helping communities rediscover their diminishing heritages will ensure that communities continue to enjoy their cultural, religious and linguistic rights. This is one model the Commission can use to build a better South Africa and can be shared with the rest of Africa and the world.

The relevant organs of state, collaborative partnerships with institutions of higher learning, seminars with experts on cultural, religious and linguistic issues, focus group meetings with cultural, religious and linguistic communities, literature review, oversight role of the research committee, budget and the unit personnel will enable us to reach this outcome.

**9.3.1.6 Number of reports on Communication, Marketing and knowledge management systems produced and implementation of approved ICT Governance Framework**

The Commission will enhance its communication, media relations, marketing, linkages engagement programmes in order to enable greater awareness of the CRL programmes and services. For this reason, the Commission will harness the various communications, marketing and IT platforms, thereby ensuring a broader reach of its messages. Additionally, various publications relating to the work of the Commission will be developed for distribution at various events, meetings and engagements facilitated by the CRL Rights Commission or where the organisation is a participant. All these communication, marketing, linkages engagements and knowledge management interventions will be executed in ways that support social cohesion, safe communities for a better Africa and the world.

The Strengthening of the capacity for communication, marketing, ICT and linkages will invariably ensure effective support to the CRL Rights Commission and all its programmes. Invariably, this enhanced capacity will be extensively utilised by the Commission in its endeavour to execute its Mandate. Consequently, through the implementation of the Communication and Marketing strategy all these activities will significantly contribute towards greater awareness about the Commission as well as positively raise its profile.

For this reason, this heightened awareness about the Commission calls for the provision of appropriate skills to the team as well as the utilisation of the applicable marketing, IT and Communications tools, platforms and systems. Some of these platforms will include broadcast, print, online, website updates and links, social media or digital media such as YouTube, Facebook, twitter and podcasts.

Improved knowledge management systems and the Information and Communication Technology (ICT) infrastructure will enable the Commission if attaining its outcomes, however the skills requisite to do certain function will be increase for maximum attainment of outcome and the institutional strategic focus

**9.4 Key risks and mitigation measures**

Outcome	Key Risks	Risk Mitigation
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<b>Good corporate governance, sound financial management and administrative support in line with legislation.</b>	Non-compliance with relevant legislation, regulations, standards and best practices in governing the CRL Rights Commission	Create a risk function and add risk management as a standing item on Management Committee. Include risk management in performance agreement with senior managers
	Organizational structure not aligned to the needs of the Commission and the new strategic direction	To have proper work study, job design and job evaluation
	Capacity constraints , vacancies in key positions and high rate of staff turnover	Develop systems to ensure staff retention and encourage succession planning and skills transfer
	Available budget not aligned to operational requirements	Arrange budgeting course for all staff members. Ensure that budget is aligned with operational requirements
	Errors in Payroll	Payroll summary reports to be printed and reviewed /signed by CFO. Appoint payroll administrator
	Inaccurate reporting of financial and performance information	Implement time frames for monthly closures. Exception reports to be produced to identify errors/unusual transactions for follow up.
	Non-compliance with procurement policy and procedures	Revise procurement policy and processes
<b>Outcome</b>	<b>Key Risks</b>	<b>Risk Mitigation</b>
<b>Strengthened conflict resolution and legislative reviews to promote and protect cultural, religious and linguistic rights of communities</b>	Overreach concerning the CRL Commission mandate	Proper interpretation, application and limitation of the law to define the scope
	Misdirecting legislative recommendations	Adherence to the constitutional prescript on legislative drafting process
	Inadequate Monitoring of Recommendations	Establish a monitoring committee
	Lack of or inadequate cooperation	Continue to build institutional reputation through interaction with communities and stakeholders
	Inadequate personnel	Refocus human resource allocation; organisational transformation
	Delay in handling and finalising complaints	Prioritise cases; Increase personnel to handle complaints; Direct complainants to the appropriate office to file complaints
<b>Outcome</b>	<b>Key Risks</b>	<b>Risk Mitigation</b>
<b>Effective, structured and</b>	Increased number of conflicts on CRL matters	Provide PEE with sufficient human capacity to continuously conduct



<b>informed communities on cultural, religious and linguistic rights matters.</b>		awareness programmes on C-R-L matters to increase public knowledge
	Underutilized Community Councils	Conduct capacity building programmes for community councils to strengthen their capacity and increase knowledge on CRL matters
	Lack of youth interest in CRL matters	Design youth relevant development programmes to promote their participation
	Lack of support from stakeholders	Establish and maintain strategic partnerships with relevant stakeholders. Participate in joint stakeholder initiatives and other relevant forum meetings
<b>Outcome</b>	<b>Key Risks</b>	<b>Risk Mitigation</b>
<b>Research recommendations to inform evidence-based policies and sustained resuscitation of diminishing and diminished community heritages</b>	Disrespect and violation of CRL rights of communities.	Promotion and Protection of CRL rights through research recommendations to Parliament and relevant organs of state
	Development of the CRL communities historically diminished heritage.	Commissioning of the focused research on CRL matters Development and implementation of a knowledge based research on diminished heritages.
	Lack of human and material resource Capacity	Human and material capacitation of the research Unit
<b>Outcome</b>	<b>Key Risks</b>	<b>Risk Mitigation</b>
<b>Intensified Communication, Marketing and knowledge management systems</b>	Poor management of information technology	Upgrades of ICT platforms and implement the ICT Governance Framework
	Misuse of social media	Manage and implement policies on approved ICTs and social media. Continuously provide training on the latest ICTs and social media
	Lack of visibility	Raise awareness through marketing campaigns, media engagements and road shows.
	Rapid change of technology	Make available technologies to interact with the media and communities
	Cyber security threats	Continuous monitoring and review of security threats and processes to counteract these threats

## PART D: Technical Indicator Descriptors

<b>Indicator Title 1</b>	<b>Maintenance of unqualified audit opinion and improved oversight</b>
Definition	Good corporate governance and effective, efficient and economic utilisation of resources in compliance with legislation. Review, monitoring and evaluation of all business processes to ensure achievement of targets and adherence to the approved plans to ensure improved governance.
Source of data	Data will be collected through governance, financial, human resource, procurement and risk management practices reports.eg performance report, financial statements(monthly, quarterly and annual) plenary minutes
Method of calculation or assessment	Simple count
Means of verification	Verification will be from management, internal and external audit.
Assumptions	Efficient, effective and economic practices are in place to attain the indicator and adequate human resources capacity and continuous oversight
Disaggregation of beneficiaries (where possible)	The beneficiaries of this indicator will be the communities served by the CRL Rights Commission and the South African tax payer at large.
Spatial transformation (where applicable)	This indicator contribute to spatial transformation through enabling the core functions of the CRL Rights Commission.
Desired performance	The desired performance is a well governed Commission that utilise its resources efficiently, effectively and economically and attain clean audit.
Indicator responsibility	This indicator is the responsibility of each member of the CRL Rights Commission, although final responsibility rest with management and the executive office of the CRL Rights Commission.

<b>Indicator Title 2</b>	<b>Reduction of wasteful, fruitless and irregular expenditure to zero</b>
Definition	Prevention of Fruitless, Irregular and Wasteful expenditure by ensuring that financial management processes and general internal control measures are adhered to resulting in accurate and prudent financial reports produced as well as compliant performance
Source of data	Quarterly financial and supply chain management reports



Method of calculation or assessment	Number of quarterly reports and findings on financial and supply chain management
Assumptions	Monitoring and evaluation of performance reporting
Disaggregation of beneficiaries (where possible)	Not applicable
Spatial transformation (where applicable)	Not applicable
Reporting cycle	Quarterly
Desired performance	To attain clean audit
Indicator responsibility	Office of the Chief Financial Officer

<b>Indicator Title 3</b>	<b>Percentage of complaints resolved within approved turnaround times.</b>
Definition	Processing of all complaints received within specified and acceptable time frames.
Source of data	Complaints forms received by the Commission.
Method of calculation or assessment	The number of complaints handled and annually
Assumption	Cumulative
Disaggregation of beneficiaries (where possible)	Quarterly and Annually
Spatial transformation (where applicable)	No
Desired performance	1000 complaints per annum
Indicator responsibility	SM: Legal Services

<b>Indicator Title 4</b>	<b>Percentage and number of legislative reviews conducted.</b>
Definition	To review new and existing legislation on matters of culture, religion and language
Source of data	Existing and new bills
Method of calculation or assessment	Qualitative
Means of verification	Human resources capacity in the unit
Assumption	Cumulative
Disaggregation of beneficiaries (where possible)	Annually
Spatial transformation (where applicable)	No
Desired performance	For legislation to consider the injustices of the past and redress
Indicator responsibility	SM: Legal Services and Conflict Resolution

<b>Indicator Title 5</b>	<b>Number of engagements and educational programmes conducted and community councils structured and recognised on cultural, religious and linguistic rights for the promotion of the objects of the Commission</b>
Definition	Conduct various educational and engagement programmes specific to type of audience and maintain and update database of community councils and experts in order ensure their functionality and to maintain effective stakeholder engagement for the promotion and protection of the rights of cultural, religious and linguistic communities.
Source of data	Reports on engagements and educational programmes conducted with communities and public at large; database of recognised community councils on cultural, religious and linguistic organisation and expert
Method of calculation or assessment	Simple count and verification of information
Assumption	N/A
Disaggregation of beneficiaries (where possible)	Cultural, religious and linguistic communities
Spatial transformation (where applicable)	Cumulative
Desired performance	Informed and structured cultural, religious and linguistic community and knowledgeable South African citizens on CRL matters
Indicator responsibility	SM Public Engagement and Education

<b>Indicator Title 6</b>	<b>Number of research reports with recommendations to organs of state that seeks to influence legislation and policy position.</b>
Definition	The purpose of the research reports is to document well-informed recommendations which shall assist the government to review, align or introduce new policies to better protect and promote the Cultural, Religious and Linguistic rights of communities. Again, the research recommendations intend to influence the government policies in as far as the redressing, refocussing, reconstructing and rediscovering of the diminishing and diminished heritages of communities is concerned.
Source of data	Research Strategy, research reports, surveys
Method of calculation or assessment	The qualitative research method shall be predominantly used.
Means of verification	Written Research Reports.
Assumption	A socially cohesive society which practices and enjoys its cultural, religious and linguistic rights.
Disaggregation of beneficiaries (where possible)	The Cultural, Religious and Linguistic Communities.
Spatial transformation (where applicable)	N/A



Desired performance	Completion and Production of 4 Research Reports Annually.
Indicator responsibility	Senior Manager Research and Policy Development

<b>Indicator Title 7</b>	<b>Number of reports on Communication, Marketing and knowledge management systems produced and implementation of approved ICT Governance Framework</b>
Definition	The CRL Rights Commission will continuously improve its communication, marketing and linkages engagements or initiatives in order to promote the work and profile of the organisation. For this to be realisable, the Commission will continue to harness its various communication, marketing, IT and social media platforms to promote the CRL message. Furthermore, this communication and marketing efforts will be supported through the publication and distribution of various communications and marketing products designed to ensure continuous sharing of information about the work and services offered by the Commission. The ICT Governance Framework will provide the roadmap for the performance and effectiveness of the ICT governance processes
Source of data	Media Statements, press conference, roadshows programmes reports and Social Media posts.
Method of calculation or assessment	Simple count
Assumption	N/A
Disaggregation of beneficiaries (where possible)	CRL Communities
Spatial transformation (where applicable)	N/A
Desired performance	Enhanced communication, marketing and knowledge management systems and increased ICT performance
Indicator responsibility	SM: Communication, Marketing, IT & Linkages





**EXPENDITURE ESTIMATES**

	2019/20	2020/2021	2021/2022	2022/2023	2023/2024	2024/25
<b>Programme 1: Administration</b>						
<b>Office of the Chairperson</b>						
Compensation of employees	5 402	5 793	6 173	6 571	6 900	7 245
Goods and Services	3 514	3 553	3 636	3 746	3 933	4 130
Capital Expenditure	-	110	122	138	145	152
Transfers	-	-	-	-	-	-
<b>Finance and Support Services</b>						
Compensation of employees	7 488	8 097	8 620	9 201	9 661	10 144
Goods and Services	10 479	10 163	10 416	10 720	11 256	11 819
Capital Expenditure	-	171	183	207	217	228
Transfers	-	-	-	-	-	-
<b>Office of the Chief Executive Officer</b>						
Compensation of employees	3 177	3 068	3 269	3 480	3 654	3 837
Goods and Services	1 507	1 825	1 867	1 927	2 203	2 313
Capital Expenditure	-	55	59	67	70	74
Transfers	-	-	-	-	-	-
<b>Programme 2: Legal Services and Conflict Resolution</b>						
Administration and Coordination	-	-	-	-	-	-
Compensation of employees	2 825	2 708	2 885	3 071	3 225	3 386
Goods and Services	163	222	246	286	300	315
Capital Expenditure	-	73	85	105	110	116
Transfers	-	-	-	-	-	-
<b>Programme 3: Public Engagement and Education (PEE)</b>						

Compensation of employees	2 012	1 904	2 029	2 161	2 269	2 382
Goods and Services	784	705	743	803	843	885
Capital Expenditure	-	71	81	101	106	111
Transfers	-	-	-	-	-	-
<b>Programme 4: Research and Policy Development</b>						
Compensation of employees	1 860	1 906	2 031	2 162	2 270	2 384
Goods and Services	425	806	1 074	1 154	1 212	1 273
Capital Expenditure	-	73	85	105	110	116
Transfers	-	-	-	-	-	-
<b>Programme 5: Communication, Marketing, IT and Linkages</b>						
Compensation of employees	3 368	3 623	3 861	4 111	4 317	4 533
Goods and Services	2 158	1 904	1 970	2 093	2 198	2 308
Capital Expenditure	100	1 083	1 103	202	212	223
Transfers	-	-	-	-	-	-



**PART C – Links with Other Plans**

**Links to long term Infrastructure and other capital plans**

Not applicable

**Conditional grants**

Not applicable

**Public Entities**

None

## List of Acronyms

AO	Accounting Officer
EO	Executive Office
CEO	Chief Executive Officer
OCEO	Office of the Chief Executive Officer
CFO	Chief Financial Officer
CMIL	Communication, Marketing, IT and Linkages
CMILC	Communication, Marketing, IT and Linkages Committee
CRLRC	Cultural, Religious and Linguistics Rights Commission
FSSC	Finance and Support Services Committee
HR	Human Resources
LS&CR	Legal Services and Conflict Resolution Unit
LS & CRC	Legal Services and Conflict Resolution Committee
LS&CR	Legal Services and Conflict Resolutions
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
PEE	Public Engagement and Education
PEEC	Public Engagement and Education Committee
RPD	Research and Policy development
RPDC	Research and Policy Development Committee
SACRRF	South African Charter of Religious Rights and Freedoms



