



STRATEGIC PLAN

2011 to 2014

Tabled on 11 March 2011

Foreword

After joining the South African Human Rights Commission (the Commission) in August 2010, I worked closely with Commissioners and the Secretariat to initiate a process of rethinking the Commission. Rethinking the Commission involves asking difficult questions, reviewing performance, critical self-reflection and ultimately, realigning our limited resources with a structure that ensures greater organisational effectiveness.

The rethinking process includes a deeper and more substantive analysis of the issues and challenges facing us. It goes beyond filling the gaps, and moves away from the quick fix, short-term approach to problem solving. Rethinking the Commission will inevitably raise uncomfortable, difficult questions. It will create uncertainty, confusion and insecurity. However, rethinking the Commission can also result in the creation of new ideas, developing spaces for dialogue and debate, resulting in building a better, stronger and more effective Commission.

One of the consequences of this rethinking process has been the development of a new vision, mission and values for the institution. The new vision reflects the country's historical past and speaks to the Commission's broad constitutional mandate of transforming society. The vision moves from a broad collective recognition that we have a responsibility to transform society and promote a culture of human rights, to an appreciation of everyone's individual human rights. Through securing human rights, particularly for the poor and marginalised, we aim to restore our individual and collective dignity as a nation.

Our new vision, mission and values therefore recognise our individuality within the broader collective, placing a responsibility on us to transform society, secure rights and restore dignity.

While the rethinking process has commenced, the Commission is still required to deliver on its mandate. The specific mandate of the Commission is to promote, protect and monitor human rights. The Commission is essentially an intermediary institution situated between the citizens and the government. This link with the people is what allows us to play the role of getting the government to account thereby enhancing its accountability on the one hand, and fulfilling our commitment to contribute to the constitutional imperative of transformation, on the other. In a young democracy such as ours where many people are impoverished, have limited access to services and limited contact with politicians, the importance of institutions that can serve as intermediaries between the people and the government is absolutely critical.

Currently, the Commission does not have sufficient resources to fulfil its mandate. To this end the institution has been engaging Parliament, the Department of Justice and Constitutional Development and the National Treasury, to motivate for an increased budget. While we recognise that the government has several critical priorities, the Commission believes that the government's failure to adequately fund the mandate of the Commission may undermine the transformation of society and the development of a human rights culture in South Africa. Furthermore, we believe that in addition to assisting us with securing financial resources, Parliament needs to play an active role in monitoring the government's compliance with recommendations made by the Commission.

Due to our limited budget, the Commission has had to embark on a process of rationalisation of its services. Instead of trying to fulfil every aspect of our mandate with the limited resources available, we

have decided instead to concentrate on our complaints handling mechanism, shifting resources away from other Programmes. At the same time, we recognise that our protection mandate is inherently connected to our promotion and monitoring mandates and that in order to improve our effectiveness in dealing with human rights violations we also have to continue monitoring government and raising human rights awareness levels.

As a consequence of this decision, the Commission has had to review and amend its outcomes and objectives in line with the shift in human and financial resources. The revised outcomes and objectives are captured in the new 2011-2014 strategic plan.

The Commission is taking a critical look at itself, and in particular, rethinking its mandate, critically assessing its impact and trying to reprioritise resources so that it lives up to its vision of transforming society, securing rights and restoring dignity. Finding this balance is not always easy.

As we embark on this journey of rethinking the Commission, the 2011-2014 strategic plan serves as a road map for guiding us towards realising our goals. These strategic outcome-oriented goals have been shaped by a process of collective engagement, critical debate and discussion. Ultimately, these goals serve as small steps towards transforming society and creating a culture of human rights in South Africa.

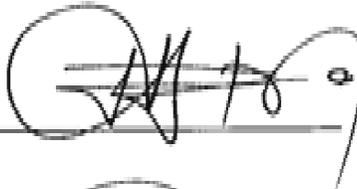


A. Kayum Ahmed
Chief Executive Officer

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 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 2011-2014.

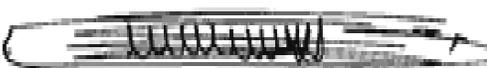
Masaswivona Nhlungwana
Acting Head of Finance

: 

A. Kayum Ahmed
Chief Executive Officer

: 

Approved by:
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 five-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. Starting from this year (2011), the Treasury has produced a revised framework to help in the development of strategic plans.

The framework 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:

- 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.
- 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
- 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) 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:

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

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 2011-14 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. It is imperative that the HRCA be amended during the course of 2011.

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.

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, M L Mushwana	Asylum Seekers, Migration and Counteracting Xenophobia	Northern Cape and Mpumalanga	Convention on the Elimination of Racial Discrimination (CERD); International Covenant on Economic, Social and Cultural Rights (ICESCR)
Deputy Chairperson, P Govender	Basic Services, Access to information	Western Cape	Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
L Mokate	Children, Basic Education	Free State	Convention on the Rights of the Child (CRC)
B Malatji	Disability, Older Persons	North West and Limpopo	Convention on the Rights of persons with Disabilities (CRPD)

S Baai	Housing, Food, Health Care	Eastern Cape	International Covenant Civil & Political Rights (ICCPR)
J Love (part-time)	Environment, Natural Resources, Rural Development	Kwa-Zulu Natal	
D Titus (part-time)	Human rights and law enforcement, Torture	Gauteng	Convention against Torture (CAT)

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.

4.4 Court Rulings

The Commission is currently involved in a number of litigation matters. The litigation itself is resource-intensive. Furthermore, the courts could potentially order the Commission to take certain action that may result in further depletion of the Commission's financial and human resources. This could impact negatively on the planned operations of the Commission. The Commission would like to highlight the following two matters:

The matter of ***Said & 10 others v Minister of Safety and Security, South African Human Rights Commission & Others, Case No. EC/13/08, CPD (Equality Court)***, is a class action that was lodged in the Western Cape High Court, sitting as an Equality Court, against the Minister of Safety and Security. The matter arose out of an alleged xenophobic incident in Zwelethemba Township outside Worcester in the Western Cape in which the applicants suffered loss and damage to their property. The Commission was joined as the third party to the proceedings.

Referring to the Commission's constitutional mandate, the complainants were of the opinion that the joinder of the Commission to the court proceedings would permit the courts to make an order that would give effect to the structural interdict requested in the relief sought by complainants against the SAPS.

The relief sought by the SAPS in the answering affidavit to the complainant's joinder application vis-à-vis the Commission was to investigate and to report on the alleged rights violations alleged by the complainants, and for the Commission to assist with educating the local communities and to assist the SAPS to develop training programmes for the police. The matter is currently pending before the court. It is anticipated it will be finalised during the 2011/2012 financial year.

The matter of ***Beja and others v Premier Western Cape, Mayor of the City of Cape Town, City of Cape Town, Provincial Department of Housing and the SAHRC, Case No. 21332/10, CPD***, arose out of the highly publicised "Makhaza toilet case" in which the Commission made a finding in June 2010 that the City of Cape Town had violated the right to dignity of residents by failing to enclose toilets built for the community. In addition the Commission recommended that the toilets should be enclosed, and that the National Departments of Human Settlements and Water Affairs have to intervene more actively in all provinces to eradicate the bucket system in South Africa.

The City of Cape Town appealed the Commission's findings, but this was dismissed by the institution. The initial complainants then launched a court application seeking the high court to make the recommendations an order of court. Although the Commission has been joined as a party in this matter, no specific relief has been requested against it at this stage. The matter is anticipated to be heard and finalised during the 2011/12 financial year.

5. Situational Analysis

In terms of the framework for strategic plans and annual performance plans, constitutional institutions need to present information on their performance and broader institutional environment based on the detailed information gathered in the strategic planning process. In its strategic planning process the Commission identified various performance and institutional elements as part of its environmental analysis.

The Commission's broad mandate to promote, protect and monitor human rights, presents 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 rights in the Bill of Rights as they relate to economic and social rights. Through the Economic and Social Rights (ESR) and the Promotion of Access to Information (PAIA) reports, 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 and access to information.

At the same time, the broad mandate also presents a threat to the Commission's ability to deliver on its mandate given the fact that the institution has limited financial resources, and that the staff is not adequately trained to operate optimally towards helping the Commission to realise its mandate.

Also, the Commission is 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 therefore unrealistic, and can result in the failure of the Commission to deliver on its objectives. Unfortunately, the external expectations placed on the Commission are exacerbated by internal challenges.

The Commission's internal challenges and varied operational budgetary constraints have invariably resulted in the image of the Commission being negatively affected. The Commission's credibility and integrity are inherently connected to its ability to deliver on its mandate, failing which, the Commission is portrayed as a weak institution.

One of the major components of the Commission's mandate that has the greatest bearing on its image and credibility is the complaints handling mechanism. The inability to deal with complaints speedily and effectively has impacted negatively on the Commission's credibility. After conducting an intensive analysis of the Commission's complaints handling procedures, it has become evident that there is a lack of consistency in the way complaints are handled across the provinces. Furthermore, provincial offices lacked both financial resources and the requisite skills to manage, investigate, and speedily conclude cases. The strategic planning process revealed that more attention and resources have to be dedicated to dealing with the Commission's complaints handling mechanism.

The Commission's 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 therefore has to be strengthened over the next three years since it has the most direct impact on the image and credibility of the institution.

An assessment of the Commission's internal environment revealed that the organisational structure is ineffective and at times incongruent with the mandate of the Commission. Restructuring the Commission has therefore been identified as a key activity in ensuring the effectiveness and efficiency of the Commission.

In addition, there is also a need to develop and improve the Commission's performance management system, encourage and ensure greater team work and collaboration amongst Programmes, and increase skills levels significantly through training and development.

5.1 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.

Following a strategic planning session in which the Commissions' mandate was analysed by comparing the Paris Principles, the South African Constitution and the Human Rights Commission Act, it has become quite clear that while 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 be more slanted towards the protection mandate. Complaints handling is arguably one of the most important areas of the Commission's work.

Some of the critical questions that were raised are: given the Commission's broad mandate to monitor, protect and promote human rights, and at the same time, given the Commission's limited resources to fulfil its mandate, should the institution not be allocating most of its resources to strengthening its protection mandate?

Secondly, the 2005 *Report on Assessing the Effectiveness of the NHRIs* released by the OHCHR, lists public legitimacy and accessibility as core characteristics of effective NHRIs. Given that the Commission's legitimacy and accessibility is largely dependent on how it educates people who are poor on how to access the Commission's complaints mechanism, and how it handles complaints, it again appears that the limited resources should be focused on the Commission's protection mandate.

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.

For the 2011-2014 period, the Commission aims to strengthen its protection mandate by directing most of its resources to this area. It is estimated that it will take approximately two years to develop an effective complaints handling system. 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.

5.2 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.

The structure of the Secretariat is broadly divided into two components – the operations and corporate services. Operations are composed of: 1) Legal Services Programme; 2) Advocacy Programme; 3) Research Programme; and 4) Parliamentary and International Affairs Programme. Corporate services include: 1) the Office of the Chief Executive Officer which incorporates Internal Audit and Promotion of Access to Information Act (PAIA) units; 2) Human Resources; and 3) Finance and Administration which includes Information Technology (IT). The Commission has an office in each of the country's nine provinces. The head office is based in Parktown, Johannesburg.

In an informal staff perception survey conducted in the Commission during September 2010, it became apparent that the Commission's structure failed to speak to the mandate of the Commission and appeared to be driven by form rather than function. The result of the survey revealed that there was unanimity among the staff that the Commission's structure must be changed.

In addition to addressing the structural challenges faced by the Commission, there is also a need to deal with the institutional culture prevalent at the Commission. Since the arrival of the CEO in August 2010, various measures have been adopted to positively change the culture at the Commission. These measures include, among others, greater consultation at all levels in the Commission and the inclusion of provincial managers in key decision making structures and processes. Also, several discussions were undertaken at different levels to develop workable strategies to enhance the work of the Commission.

Furthermore, the Auditor-General made a number of findings regarding performance management during the 2009/10 financial year, which were indicative of the challenges facing the Commission. A number of variances identified in the achievement of targets can be directly attributed to the following:

Budget constraints – Delivery by the Commission on its objectives was severely constrained by its limited financial resources. There will be no solution to this problem unless relations between Parliament and the Chapter 9 institutions are fundamentally redefined, and a new thinking or strategy is developed in the way in which Chapter 9 institutions are funded. The Report of the Ad hoc Committee on the Review of Chapter 9's and Associated Institutions report raised the question of funding as fundamental and key towards helping the institutions to fulfil their basic mandate.

This was highlighted by the following targets which were not achieved as a result of financial constraints:

- i. PAIA private sector and community interventions
- ii. The internal audit programme did not have audit projects in provincial offices; and
- iii. The inability to appoint a risk manager as advised by the Audit Committee.

Information Technology challenges – A number of targets were not met due to Information Technology challenges linked to the budget. These included:

- i. The revision of the PAIA Section 32 electronic submissions process; and
- ii. The inability to fully implement an E-learning blueprint and strategy,

Despite these challenges, the Commission's website was redesigned and re-launched at the end of 2010.

Organisational structure – The Commission's structure is not sufficiently aligned with its mandate and resources. This became evident following the results of an organisational survey conducted by the CEO in September 2010 referred to above. Consequently, a major restructuring exercise has been embarked upon at the Commission and should be finalised by the end of May 2011.

Unfortunately, financial resource constraints have prevented the Commission from appointing an external organisational development consultant, delaying the development of a new structure by several months.

Human resources constraints – Human resource constraints have been identified as a reason for the variances in the achievement of some of the targets. Some of the challenges included the following:

- i. The lack of an information management strategy due to a vacant position of the Head of Information and Communications. The position had been vacant for 10 months of the financial year.
- ii. The inability of the Commission to fully implement its records management plan due to the lack of a records manager.
- iii. The inability to fulfil its compliance obligations with regard to security matters due to the lack of a security manager; and
- iv. The inability of the Commission to meet the outreach targets due to the resignation of education officers in the provinces.

5.3 Description of the strategic planning process

The strategic planning process was divided into two main parts. The first part included inputs and the presentation of a Human Rights Matrix from Commissioners. Also a number of internal programmatic meetings and sessions took place, culminating in a Secretariat workshop from 1-3 December 2010. This workshop included Heads of Programmes (HoPs), Provincial Managers (PMs) and some Deputy Directors. The second part of the process began with a formal consideration by Commissioners of the draft Strategic Plan and thereafter a joint strategic planning session with the Secretariat which also included a number of parallel working sessions during the period 18-21 January 2011.

Throughout the process, Heads of Programmes and Provincial Managers met and shared ideas with their respective colleagues. Prior to the December workshop, the outcomes of these consultative meetings were used as the basis for the strategic planning process. The purpose of these consultations was to ensure that every staff member was consulted throughout the process.

6. Strategic Outcome Oriented Goals of the Commission

In terms of the National Treasury document, “Framework for Strategic Plans and Annual Performance Plans” (August 2010), constitutional institutions must formulate strategic outcome-oriented goals. These goals identify areas of institutional performance that are critical to the achievement of the mission. They should stretch and challenge the institution, but must be realistic and achievable. Data and information generated in the Commission’s strategic planning process has culminated in the formulation of the following strategic outcome oriented goals:

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

PART B: Strategic Objectives

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 2009/10 Annual Report:

Strategic Objective 1	Promote compliance with international obligations
Objective Statement	Promote compliance with international human rights obligations within South Africa and the Commission
Baseline	During 2009/10 strategic interventions were undertaken by Commissioners to promote the fulfilment of international and regional human rights obligations; the Annual International Report drafted not published; one joint NHRI statement at HRC and one statement at ACHPR; one Detention Monitoring Report; one Corporal Punishment report; two workshops; seven relevant attendances.

Strategic Objective 2	Position the Commission as the focal point for human rights in South Africa
Objective Statement	Expand visibility of the Commission through improved communication that includes media and stakeholder engagement and increased responsiveness to stakeholders
Baseline	Commissioners engaged with key stakeholders and chaired Section 5 committees during 2009/10; three issues of SAHRC <i>Kopanong</i> Newsletter were published and distributed; daily media monitoring occurred; four SAHRC reports were edited, published and distributed, including the 2008/09 Annual Report; one SAHRC provincial office briefing on the Code of Good Conduct and distribution of the Code within Commission was achieved, 32 parliamentary and stakeholder attendances took place, 460 networking interventions, one Participation Forum meeting and two presentations took place with parliamentary stakeholders; two introductory meetings with parliamentary Portfolio Committees took place; 215 requests for information and/or opinions were provided.

Strategic Objective 3	Strengthen advocacy and human rights awareness raising
Objective Statement	Enhance understanding and build capacity for human rights.
Baseline	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. In addition, during 2009/10 the Commission conducted 74, 3-day outreach interventions; 371 presentations; 182 community radio station interviews; 22 seminars, 54 internal e-learners and 64 external e-learners were registered. An additional 69 presentations were made by the Research Documentation and Policy Analysis Programme.

Strategic Objective 4	Advance the realisation of human rights
Objective Statement	Monitor, evaluate and report on the realisation of human rights and in particular, the progressive realisation of economic and social rights as required by s184(3) of the Constitution.
Baseline	Commissioners approve all policy development and submissions on legislation. During 2009/10, the Commission finalised four human rights monitoring tools; undertook six monitoring interventions; completed 10 HRDR draft chapters; and completed the 7 th ESR Draft Report. Furthermore, two presentations were made at workshops on legislation, two meetings with parliamentary committees took place; eight legislative submissions were drafted and submitted; research work was conducted on Oversight Manuals; and various communications were sent to the DoJCD regarding the Human Rights Commission Act Amendment Bill.

Strategic Objective 5	Advance the right to equality and access to information
Objective Statement	Fulfil the Commissions' legislative obligations in relation to the right to equality and the right to information.
Baseline	Commissioners represent the Commission on equality and access to information matters in Parliament, at senior government levels, amongst other stakeholders, and in the media. Commissioners provide approval on all strategic matters concerning PEPUDA and PAIA. PEPUDA – Five Equality publications; four resource manuals drafted; three pamphlets completed. PAIA - Annual Report Annexure B prepared and submitted; compliance reports on audit prepared; 290 Requestors assisted; 36 training workshops held; one seminar conducted; 1 Training manual developed; Four audits undertaken, two PAIA related publications; and NIO Forum hosted.

Strategic Objective 6	Improve the effectiveness and efficiency of the Commission
Objective Statement	Ensure that all the objectives set out in the strategic plan and budget are met.
Baseline	During 2009/10 the following performance levels were achieved: clean audit achieved; signed performance agreement with CEO, Commissioners monitored the development and implementation of the strategy and plans with requisite budget; 52% of the Commission's operational objectives were achieved; monthly reports between the Secretariat and Commissioners were produced; a draft restructuring plan was developed; mid-term review completed, annual and financial reporting completed; Strategic Plan completed and submitted to Commissioners and National Treasury; Internal Audit Charter reviewed and approved.

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

Strategic Objective	Commissioners Programme	Office of the CEO	Finance	Internal Audit	Admin.	Human Resources	LSP	HuRAP	PIAP	RDP
International compliance	X								X	
Focal point for human rights	X	X					X	X	X	X
Advocacy	X							X		
Realisation of human rights	X								X	X
Equality and Access to Information	X	X					X			X
Effectiveness and efficiency	X	X	X	X	X	X	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 R55.3 million in 2007/08 to R89 million in 2011/12, at an average annual rate of approximately 15%.

Over the medium term, the Commission has been allocated R89.06m, R99.54m and R106.78m, representing an average annual increase of approximately 7%. The increase was mainly to fund personnel and rental expenditures on goods and services.

Total expenditure is expected to increase at an average annual rate of 30%, from R89m in 2011/12 to R107m in 2013/14. The key cost drivers are personnel expenditure and goods and services.

The 2011/12 Budget provides additional allocations of R6.17 million in 2011/12, R10.61m in 2012/13 and R12.97m in 2013/14. These amounts are specifically allocated for inflation related adjustments in employee compensation, providing for increased capacity in the Legal Services Programme and municipal and rental charges.

Personnel Information

In 2010/11, the Commission had an approved establishment of 167 posts including contract positions. The majority of these posts are funded (165). At the end of February 2011, 128 permanent posts and 36 contract posts were filled. There were 19 vacancies, representing a vacancy rate of 12.92%. All vacancies, with the exception of the Chief Financial Officer, will remain unfilled until the restructuring process is completed during the course of 2011.

The majority of existing posts are between levels 1 and 10, representing 66% of employees in the Commission. 23% of the staff complement are between levels 11 and 12 (middle managers), while 11% of employees are between levels 13 and 15 (senior management including Commissioners).

During 2010/11, the budget for employee compensation in these three categories amounted to R 11.2 million, R 9.8 million, and R 6.8 million, respectively.

Trends

Due to the limited resources allocated to the Commission, a rationalisation of services provided by the Commission has been initiated with the primary focus of shifting resources to complaints handling in line with the constitutional protection mandate. As a result, resources that were previously allocated to the Education and Training Programme, Research & Documentation Programme, IT & Communications Programme and Parliamentary & International Affairs Programme, will be redirected during the 2011-2014 period in order that the Commission's complaints handling mechanism can be improved and made more accessible to poor and vulnerable persons.

7.2 Risk Management

Several risks have been identified that pose direct and indirect threats to the Commission. These risks range from failing to assess the impact of the Commission's work, to low staff morale.

A detailed Risk Register is attached to this strategic plan which outlines the nature of the risks as well as various controls and suggested actions to mitigate these risks. One of the most important risks identified relates to various constraints that limit the institution's ability to meet 100% of its objectives. This particular risk is being dealt with at many different levels including realigning financial resources, restructuring the Commission, ensuring sufficient training for the Secretariat, as well as developing an effective performance management system.