

Public Protector's Presentation to the Portfolio Committee on Justice and Constitutional Development: Strategic Plan and Budget

Tuesday 24 April 2012

Presented by Adv T M Madonsela
Public Protector

Redressing Maladministration and Promoting Good Governance

Accountability, Integrity, Responsiveness



PUBLIC PROTECTOR
SOUTH AFRICA

Scope of Presentation

1. Introduction
2. Achievements
3. What we have retained
4. What has really changed
5. Challenges
6. Budget
7. Special Request to Parliament
8. Conclusion and Appreciation

1. INTRODUCTION

- The strategic vision underpinning the Strategic plan remains as articulated in the Public Protector Vision 2020
- The strategic thrust also remains the same, however we reviewed and introduced some changes mainly due feedback received from stakeholders during Stakeholder consultations and lessons learnt through our achievements and challenges.
- The review was also informed by our internal environment and its changing context of the nature of our work

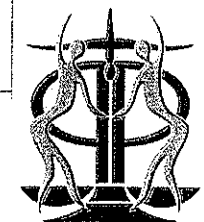
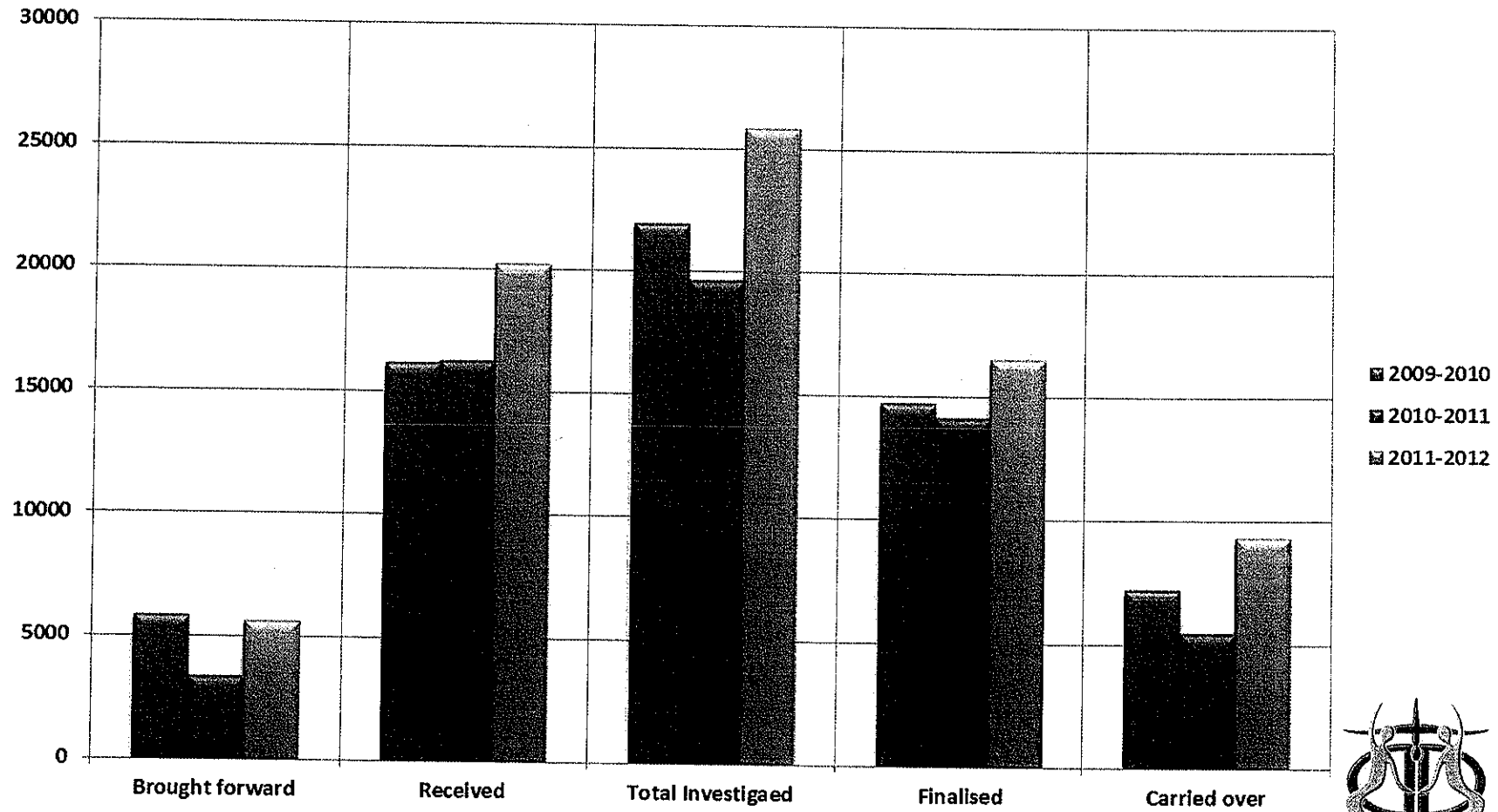
1. INTRODUCTION

- The review also acknowledged that the mandate and the Strategic vision and mission is still relevant and will be retained;
- The Strategic objectives are also still relevant, however based on the lessons learnt, we have tweaked the second strategic objective to highlight that each case deserves prompt justice and where applicable, appropriate remedial action

ACHIEVEMENTS

- We managed to investigate 26 440 complaints, made of 20 219 new complaints and 5 609 complaints carried over from the previous financial year. 16 509 complaints were finalised and 9 539 carried over to the current financial year
- As can be noted in the next slide, new complaints received has increased by over 4000 complaints and cases finalised by over 2000 complaints

ANALYSIS OF WORKLOAD FOR THE PAST 3 YEARS



ACHIEVEMENTS

- The focus is to resolve the majority of our complaints through ADR settlements and other less formal measures.
- We invested a lot of resources in empowering our investigation team with important training courses that seek to bolster our capacity to fight maladministration, enhance our responsiveness and improve government service delivery

ACHIEVEMENTS

- Strengthened outreach, education and communication activities and increased the number of complaints to over 20 000.
- Public Protector Good Governance Week: this focus week was successful and will grow bigger and better as we bring on board other partners from the oversight community and modifying its name to: The National Good Governance Week.

ACHIEVEMENTS

- We have developed an ambitious National Footprint Framework, with which we seek to increase a presence in all provinces, districts and local municipalities without necessarily increasing our resources
- We continued with leveraging relations with stakeholders such as NGOs, CDWs, traditional authorities & government and we are planning to strengthen this further with particular emphasis on organs of state
- **Mobile Office of the Public Protector (MOPP)**



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ACHIEVEMENTS

- Reduction in turnaround times- more than 50% of our complaints were finalised within 3 months;
- Reduction in number of cases older than a year. These cases are subjected to ongoing discussion and peer review

2. WHAT WE HAVE RETAINED

a) MANDATE

- Section 181- 182 of the Constitution mandates the Public Protector to:
- Investigate any conduct in state affairs, or in the public administration in any sphere of government, that is alleged or suspected to be improper or to result in any impropriety or prejudice;
- Report on that conduct;
- Take appropriate remedial action;
- Be accessible to all persons and communities

WHAT WE HAVE RETAINED

b) VISION

- A trusted, effective and accessible Public Protector that rights administrative wrongs and consistently acts with integrity to ensure fair, accountable and responsive decision-making, service and good governance in all state affairs and public administration in every sphere of government.

WHAT WE HAVE RETAINED

c) MISSION

To strengthen constitutional democracy in pursuit of our constitutional mandate by investigating, rectifying and redressing any improper or prejudicial conduct in state affairs and resolving related disputes through mediation, conciliation, negotiation and other measures to ensure fair, responsive and accountable public sector decision-making and service delivery.



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WHAT WE HAVE RETAINED

D) CORE PRINCIPLES AND VALUES

- We have retained our core values, however we revised them to make them leaner and easier to institutionalise.

- The revised values are:

- a)Independence and Impartiality;

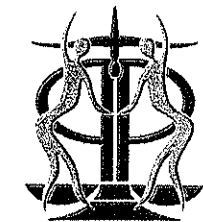
- b)Human Dignity and Ubuntu;

- c)Transparency;

- d)Equality and Fairness; and

- e)Redress

Accountability, Integrity, Responsiveness



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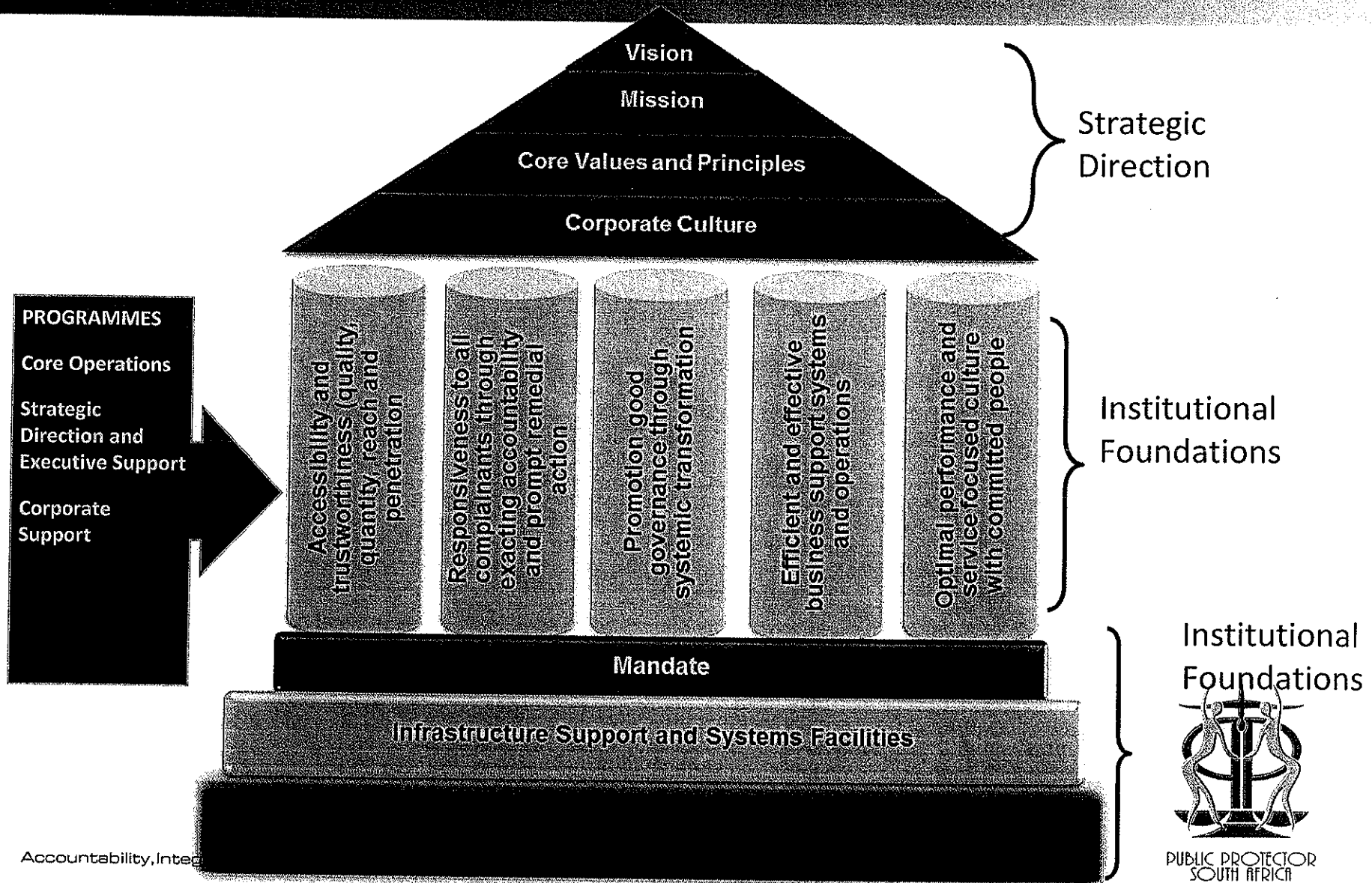
WHAT WE HAVE RETAINED

c) CORE PRINCIPLES

- Integrity;
- Responsiveness;
- Transparency; and
- Justice and Fairness

• In addition to the core values, the work of the Public Protector and its interaction with the public and the state is anchored in the core principles of Accountability, Integrity and Responsiveness (AIR)

WHAT WE HAVE RETAINED



WHAT WE HAVE RETAINED

- We have retained the 5 Strategic Objectives, however the second strategic objective has been tweaked to highlight that each case deserves prompt justice.
- The Strategic objectives are:
 - 1) Accessible to and trusted by all persons and communities
 - 2) Prompt **justice including remedial action**
 - 3) Promotion of good governance in the conduct of all state affairs
 - 4) An efficient and effective organization
 - 5) Optimal performance and service focused culture

WHAT HAS REALLY CHANGED

- As stated Strategic actions remain mostly unchanged; however slight changes and additions have been made in response to the following:

1. Feedback received from Parliament

We received feedback and concerns from Parliament regarding

our regional offices as well as streamlining our resources for efficient use. In this regard we have introduced the following strategies:

- Reviewed footprint including relocating some of the regional offices;
- Negotiating and concluding agreements for Customer service centres (such as Thusong centres) for submission of complaints with state organs;
- Rolling out Mobile Office of the Public Protector to all provinces (Free State, Gauteng, Mpumalanga, Northern Cape, North West and Western Cape)



WHAT HAS REALLY CHANGED

2. Feedback from stakeholder consultations.

We received feedback regarding accessibility of our offices and have included the following strategies:

- a) Focussed attention to reasonable accommodation of persons with disabilities;
- b) Rolling out Mobile Office of the Public Protector to all provinces (Free State, Gauteng, Mpumalanga, Northern Cape, North West and Western Cape);
- c) Utilisation of social networks such as Facebook, Twitter, MXit, YouTube and others;
- and
- d) Expansion of the Outreach programme through the utilisation of volunteers
- e) Establishing a Regional office in Limpopo
- f) Developing a comprehensive Stakeholder Engagement Plan that will ensure that we reach out to all our Stakeholders

WHAT HAS REALLY CHANGED

3. Prompt Justice including Remedial action

- Ensure prompt justice including remedial action of all complaints
- Focus on Alternative dispute resolution of complaints
- Peer review of all complaints to ensure quality resolution of all complaints
- Increase the number of Systemic and own initiative investigations

WHAT HAS REALLY CHANGED

4. Operational changes include:

- a) Review our Business model and business processes to streamline our operations for efficiency and optimal use of resources,
- b) Review of operations and information technology and communication infrastructure
- c) A fully- fledged call centre and complaints hotline.

5. Changes at the level of people include:

- Finalising the review of our performance management and development system;
- Renewing our commitment to becoming a purpose driven organisation where excellent service is experienced everywhere
- Review of the conditions of service to ensure staff retention



CHALLENGES

- The greatest challenge is the average workload of investigators, on average each investigator processed 254 complaints and finalised over 13 complaints per month
- Accessibility: We are concerned that we attract just over 20 000 complaints per annum when population figures show that we are nearing the 50 million.
- Another challenge is the changing context of our investigations due to complexity and increase in the number of complaints which is not counterbalanced by the resources



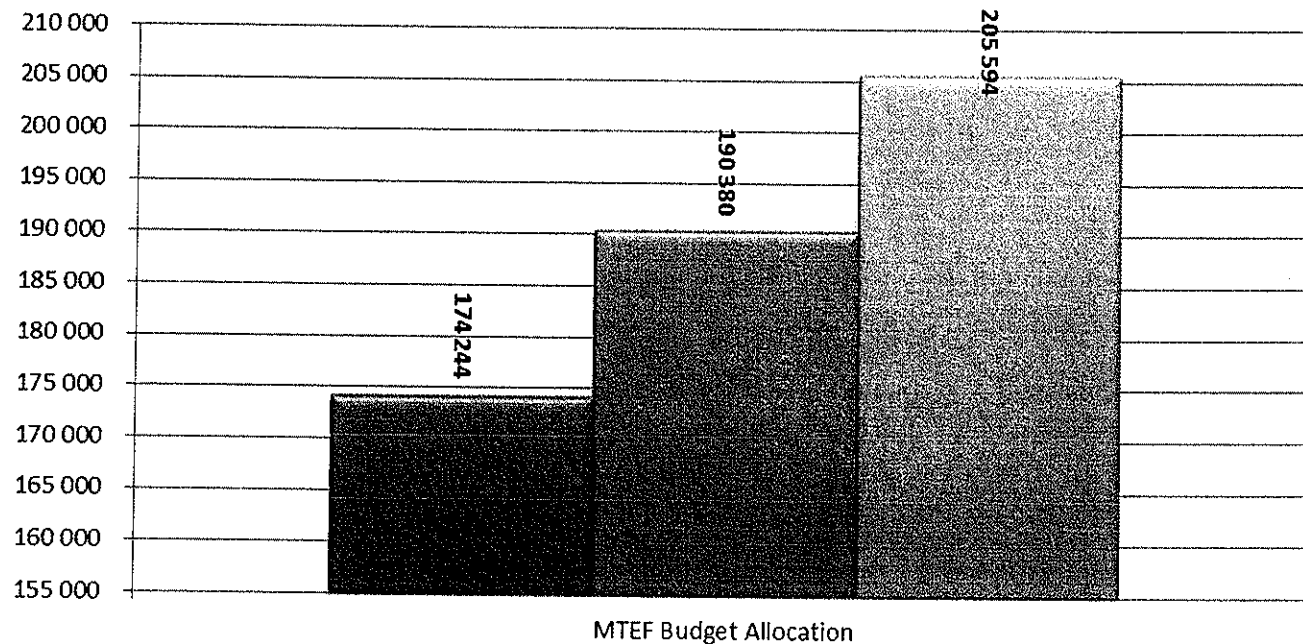


BUDGET ALLOCATION

Accountability, Integrity, Responsiveness



MTEF BUDGET ALLOCATION



% Increase over the MTEF

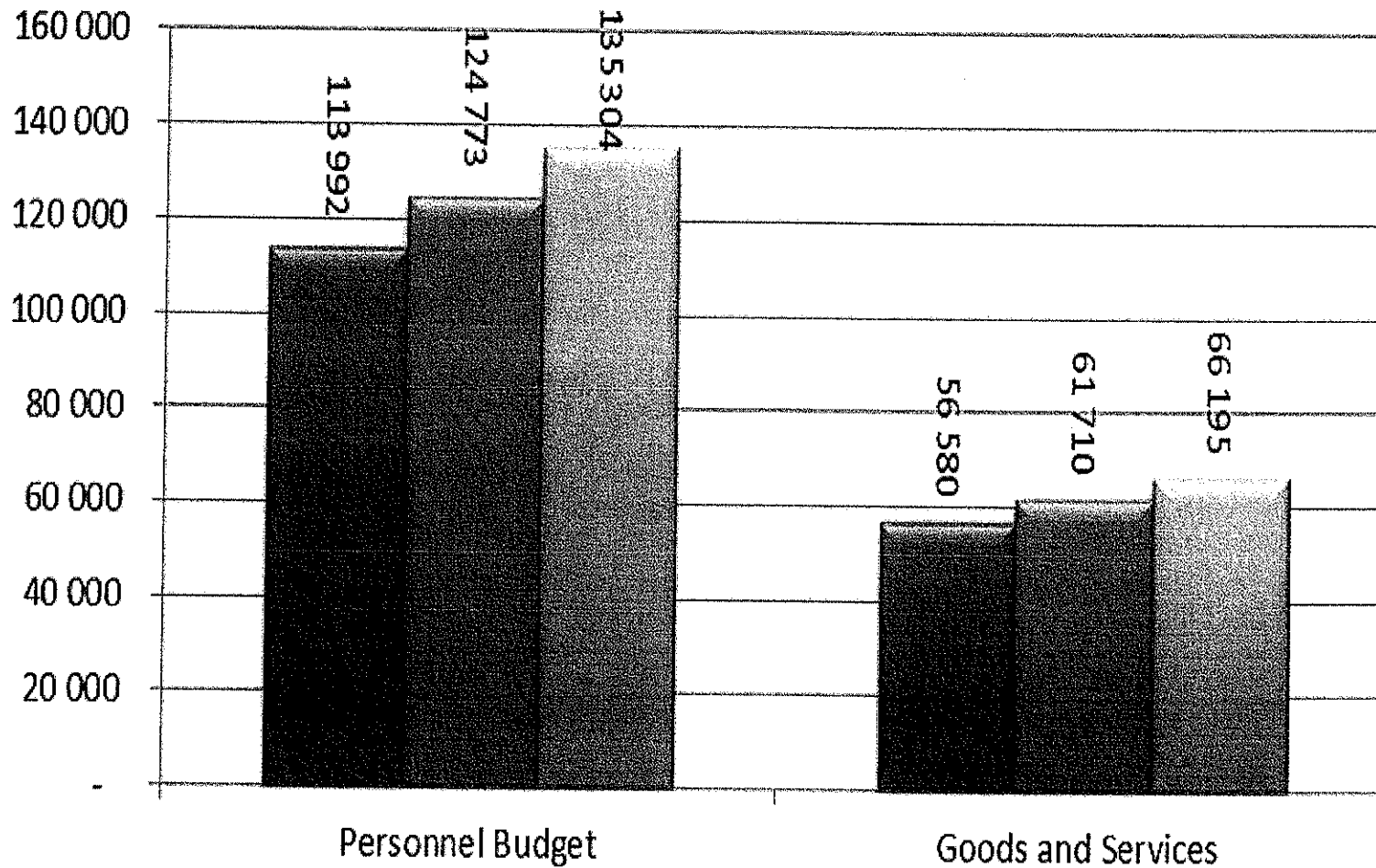
2012/13:	12%;
2013/14:	8%
2014/15:	7%

MTEF ALLOCATION

Description	2012/13		2013/14		2014/15	
	R'000	% Increase	R'000	% Increase	R'000	% Increase
Personnel Budget	113 992	14%	124 773	9%	135 304	8%
Goods and Services	56 580	8%	61 710	8%	66 195	7%

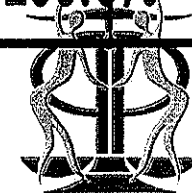


GRAPHIC REPRESENTATION – MTEF ALLOCATION



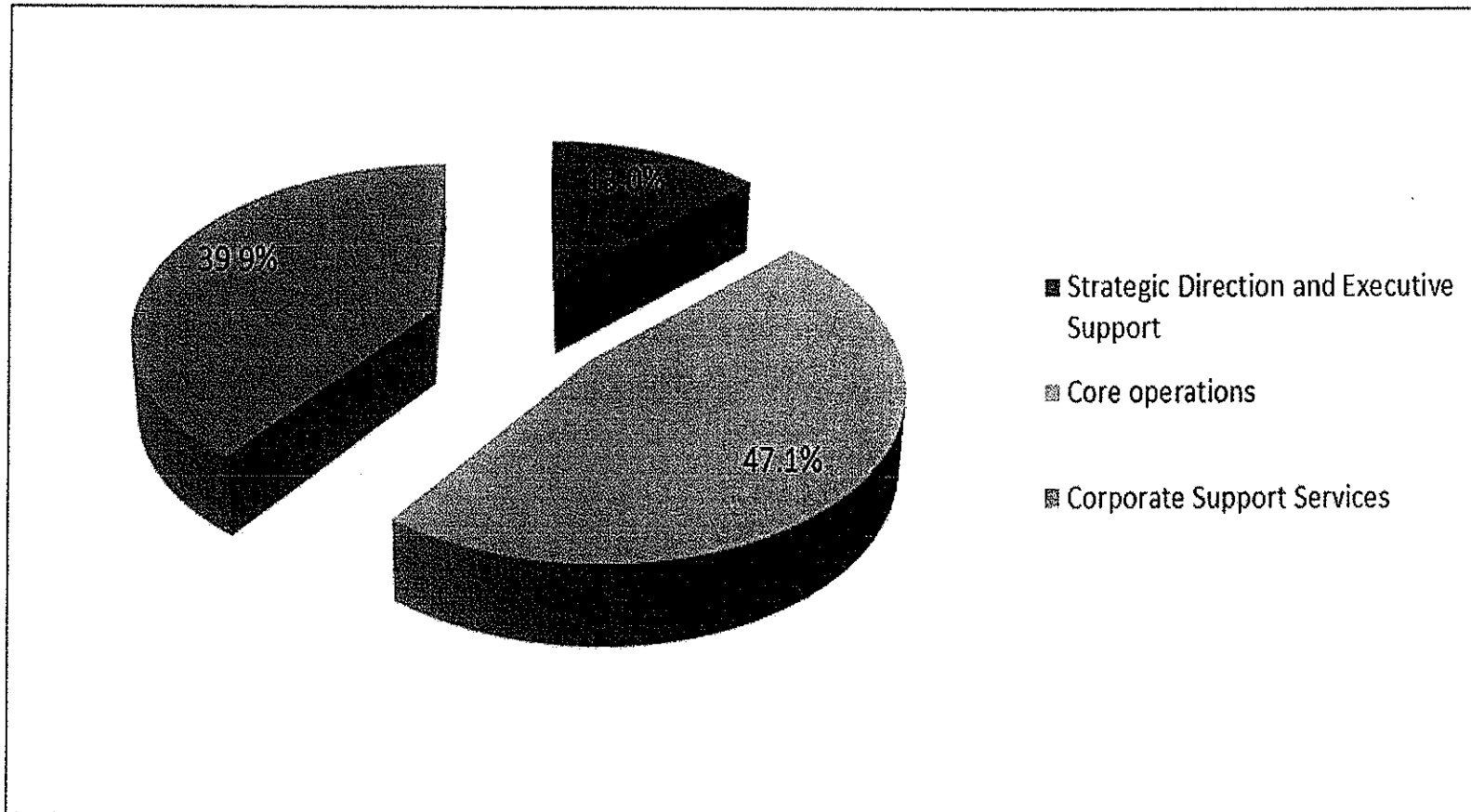
BUDGET PER PROGRAMMES

Description	R'000	%
Strategic Direction and Executive Support	22 635	13.0%
Core operations	82 010	47.1%
Corporate Support Services	69 599	39.9%
	174 244	100.0%



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GRAPHICAL REPRESENTATION - BUDGET PER PROGRAMMES

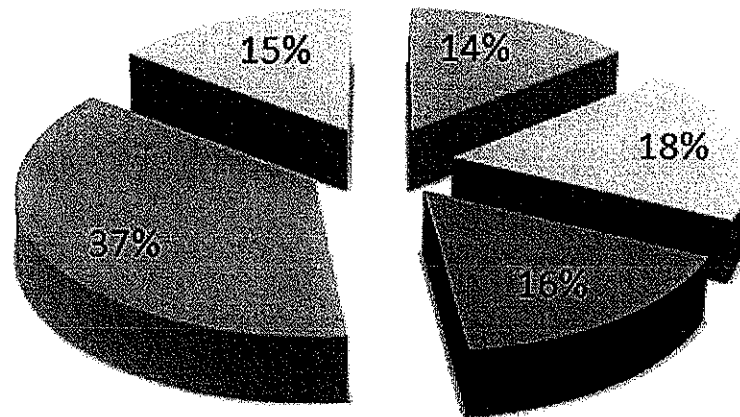


BUDGET PER STRATEGIC OBJECTIVES

Description	R '000	%
Accessible to and Trusted by all Persons and Communities	24 394	14%
Prompt Remedial Action	31 364	18%
Promotion of Good Governance in the Conduct of all State	27 879	16%
An Efficient and Effective Organisation	64 470	37%
Optimal Performance and Service Focused Culture	26 137	15%
	174 244	100%



GRAPHIC REPRESENTATION – BUDGET PER STRATEGIC OBJECTIVES



- Accessible to and Trusted by all Persons and Communities
- Prompt Remedial Action
- Promotion of Good Governance in the Conduct of all State Affairs
- An Efficient and Effective Organisation
- Optimal Performance and Service Focused Culture

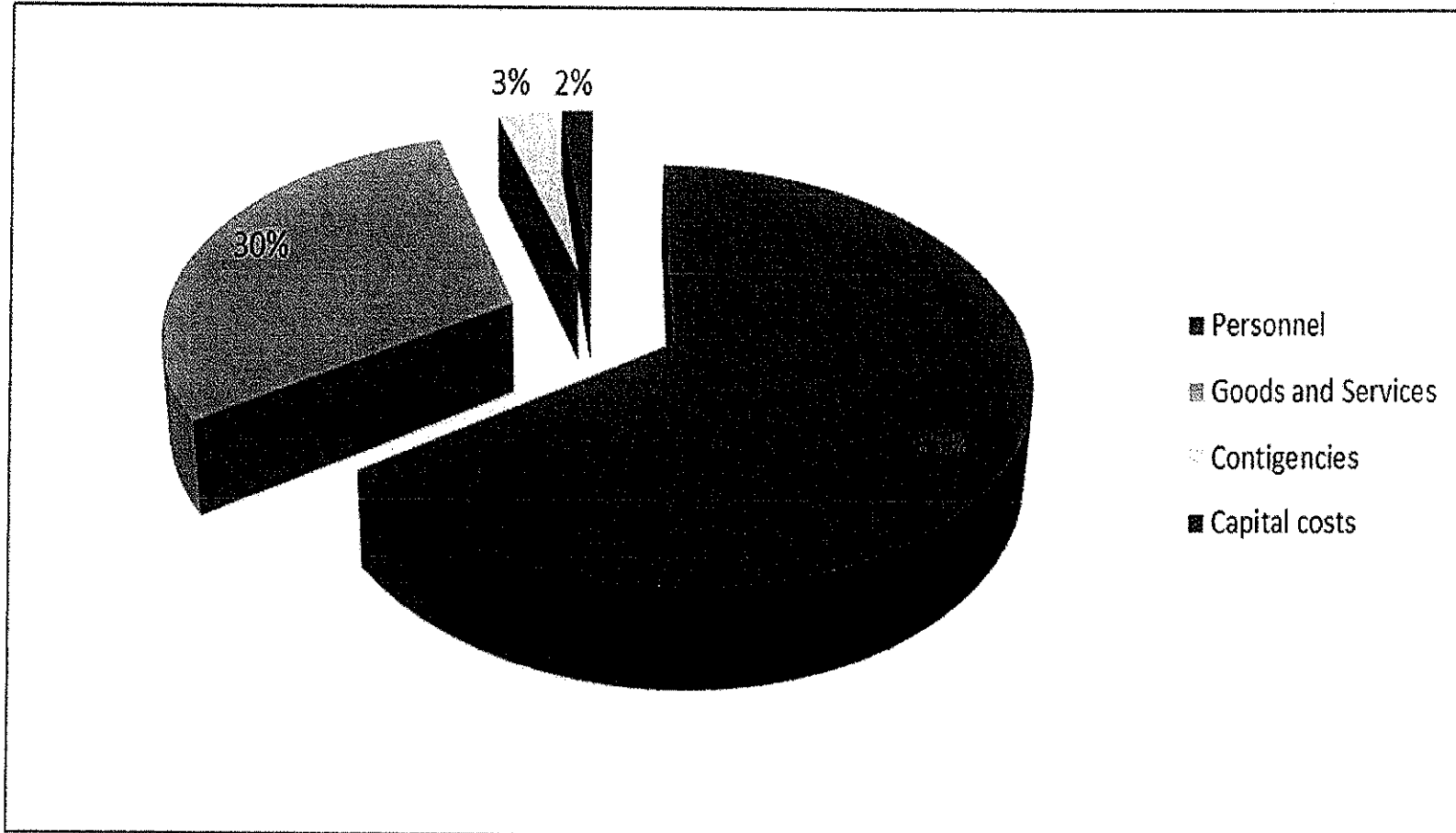
BUDGET ALLOCATION 2012/13

Description	R'000	%
Personnel	113 992 000	65%
Goods and Services	52 264 875	30%
Contingencies	5 086 500	3%
Capital costs	2 900 625	2%
Total	174 244 000	100%



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Graphic Representation – Budget Allocation 2012/13



BUDGET ALLOCATION PER PERSON IN SA

Description	Total budget	Per Preson
Personnel	113 992 000	2.25
Goods and Services	52 264 875	1.03
Contigencies	5 086 500	0.10
Capital costs	2 900 625	0.06
	174 244 000	3.44

2011, Statistics South Africa (Stats SA) estimates the mid-year population as 50 586 757



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BUDGET ALLOCATION PER CASE

Description	Total budget	Per Preson
Personnel	113 992 000	5 637.87
Goods and Services	52 264 875	2 584.94
Contigencies	5 086 500	251.57
Capital costs	2 900 625	143.46
	174 244 000	8 617.83

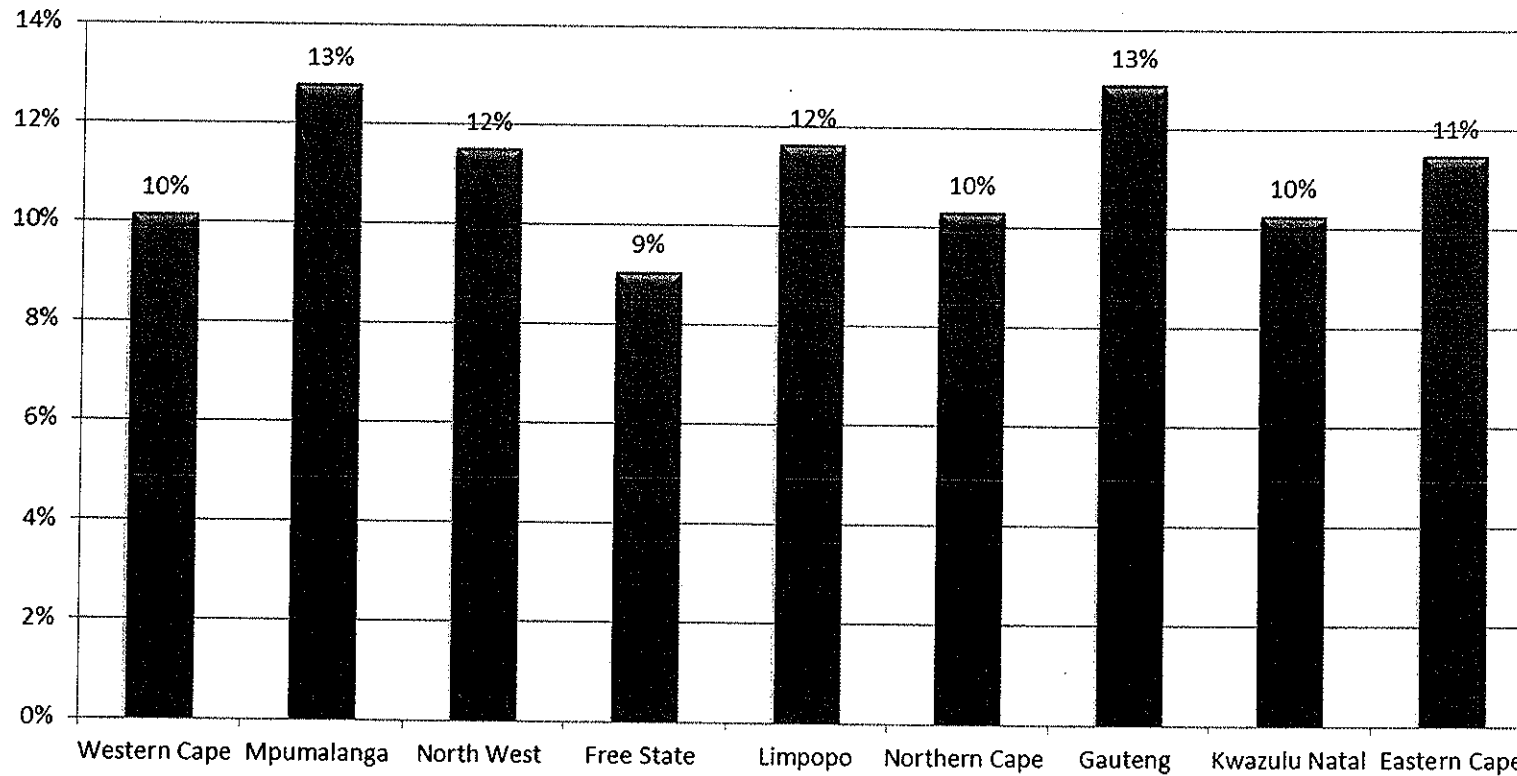
PUBLIC PROTECTOR PROVINCIAL REPRESENTATION

Description	R'000	%
Western Cape	786 000	10%
Mpumalanga	990 000	13%
North West	892 000	12%
Free State	702 000	9%
Limpopo	901 000	12%
Northern Cape	798 000	10%
Gauteng	998 500	13%
Kwazulu Natal	795 000	10%
Eastern Cape	890 000	11%
Total	7 752 500	100%



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GRAPHIC REPRESENTATION: PUBLIC PROTECTOR PROVINCIAL REPRESENTATION



SPECIAL REQUEST TO PARLIAMENT

- The Committee to request National Treasury to find ways to fund PPSA for the following:
 - a) Increase investigation capacity;
 - b) Establish a fully fledged Call centre and Complaints Hotline;
 - c) Integrated Information Technology and Communication System
 - d) Fully fledged Mediation rooms;
 - e) New offices for PPSA Head Office
 - f) Review of remuneration and implementation of OSD to ensure staff retention

SPECIAL REQUEST TO PARLIAMENT

- An opportunity to present Special Reports to the Committee on institutions that do not cooperate with the Public Protector;
- Fast-track the review of the Deputy Public Protector's remuneration;

Appreciation and Conclusion

I would like to convey my sincere gratitude to the following important stakeholders for their unwavering support:

- Parliament
- The people of South Africa
- Organs of State for complying with investigations and remedial action
- Media
- Fellow Oversight Agencies

Going forward

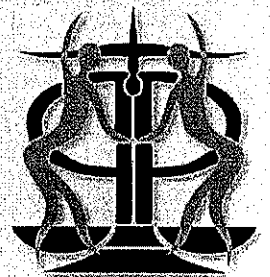
The Public Protector South Africa will focus on:

- intensifying strategy alignment process
- adherence to good quality and good time in case handling
- Lasting impact on good governance, the rule of law and human rights
- Underpinning the overall vision and strategy
- Maintaining the promises to the people of South Africa

Thank You

0800 11 20 40

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