



# Revised Strategic Plan for the fiscal years 2015 to 2020

January 2017



# Revised Strategic Plan

### **FOREWORD BY THE EXECUTIVE AUTHORITY: STRATEGIC PLAN 2015 TO 2020**

The year 2017/2018 marks the beginning of the term office for the majority of the Commissioners of the South African Human Rights Commission (SAHRC). The assumption to office of the new Commissioners coincides with the institutional medium term of the five-year strategic planning period (2015 to 2020). To this end, we commit to sustaining and intensifying the realisation of the intended outcomes and strategic priorities set out at the beginning of the current planning period by our predecessors.

In our strategic objective to advance the realisation of human rights, we reflect on the protection mandate of the SAHRC as provided in the Constitution. In this regard, we will ensure broad application of our constitutional imperatives and provide redress using a range of strategies at our disposal. Some of the areas that will receive special attention include improving the effectiveness of our complaints handling processes. In addition to using the protective provisions of the Constitution, we will improve the application of protective legislation, such as the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA). We aim at extending the use of alternative dispute resolution mechanisms, in cases where they are indicated, with the view to speeding up the resolution of complaints. The Commission intends to make greater use of strategic litigation as a protective measure especially in cases that prove difficult to resolve in any other way. The Commission will also continue to work closely with other Chapter 9 institutions supporting constitutional democracy to enhance the realisation of its protective mandate.

As another layer of its strategy, the SAHRC will seek to deepen popular awareness and understanding of the human rights provisions in the Bill of Rights by paying greater attention to the promotional aspects of its mandate, with the view to promoting and entrenching a human rights culture in the South African society. This presupposes a further intensification of advocacy and

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communications activities in ways that ensure increased public and community outreach to promote accessibility to ordinary people throughout the country. It also envisages special attention being paid to those members of society who are in marginalised areas. In addition, we will work more closely and strengthen relations with existing stakeholders while exploring new partnerships. All these efforts will be geared to ensuring human rights-based approaches in all spheres of society.

We will endeavour to strengthen our research capabilities and be a leading repository of cutting edge human rights resources in South Africa. We will seek to ensure that we are a national human rights institution of excellence by doing work that positively impacts society at large, especially those most deserving of protection. We will seek to ensure increased implementation of the SAHRC's recommendations.

The SAHRC will remain engaged with counterparts at the African regional level and will play an active part at the global level. The foremost consideration for these engagements will be to ensure that we learn from each on best practices to advance human rights obligations set out in regional and international human rights instruments.

We accept the challenge before us and commit to ensuring that the broad mandate and vision of the SAHRC are realised. A key challenge towards achieving that objective will be resources constraints.



Bongani Majola  
Chairperson

### OFFICIAL SIGN OFF

It is hereby certified that this strategic plan:

- (i) Was developed by the Secretariat (management) of the South African Human Rights Commission under the guidance of the Executive Authority (Commissioners);
- (ii) Takes into account all the relevant policies, legislation and other mandates for which the Commission is responsible; and
- (iii) Accurately reflects the strategic outcome-oriented goals and objectives which the South African Human Rights Commission will endeavour to achieve over the period of 2015 to 2020 (as revised for 2017 to 2018).



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### **PART A: STRATEGIC OVERVIEW**

In terms of the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999, as amended by Act 29 of 1999) and National Treasury Regulations, the South African Human Rights Commission (The Commission / SAHRC) must prepare and submit a five-year strategic plan consistent with the Framework for Strategic Plans and Annual Performance Plans issued by the National Treasury in August 2010. The Accounting Officer (Chief Executive Officer) is responsible for making sure that such a plan is developed and submitted to the Executive Authority, and is tabled in Parliament.

The Framework for Strategic Plans requires all constitutional institutions to conduct a situational analysis, develop strategic outcome-oriented goals, formulate strategic objectives and develop annual performance plans. Based on this Framework, the Commission conducted a situational analysis through a PESTEL (Political; Economic; Social; Technological; and Legal) exercise and a SWOT (Strengths, Weaknesses; Opportunities, and Threats) analysis. This analysis ultimately resulted in the formulation of revised strategic outcome-oriented goals and objectives for the period 2015 to 2020.

#### **1. VISION**

The vision of the South African Human Rights for the planning cycle remains as follows: *Transforming society. Securing rights. Restoring dignity.*

#### **2. MISSION**

The Commission, as an 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. This mission will be strengthened by enhancing institutional focus, developing proactive outreach and advocacy initiatives that will be monitored and evaluated to ensure maximum impact.

### 3. VALUES

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

### 4. LEGISLATIVE AND POLICY MANDATES

The Commission is an independent institution supporting constitutional democracy and established in terms of the Constitution of the Republic of South Africa, 1996. It derives its mandate from the Constitution, and other legislation including the South African Human Rights Commission Act, 40 of 2013; the Promotion of Access to Information Act 2 of 2000 (PAIA); the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA); and the Promotion of Administrative Justice Act 3 of 2000 (PAJA).

#### 4.1 *Constitutional mandate*

The South African Human Rights Commission is established in terms of Section 181 of the Constitution. It is one of six State Institutions established to strengthen constitutional democracy in South Africa. In terms of Section 181(2) of the Constitution, the SAHRC is “independent and subject only to the Constitution and the law”. It is required to be impartial and to exercise its powers and perform its functions without fear, favour or prejudice.

The SAHRC is specifically mentioned in Section 184 of the Constitution. In terms of this section the functions of the SAHRC are the following:

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



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.
- (a) 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.
- (b) The Commission has additional powers and functions prescribed by other national legislation.

The SAHRC is constitutionally mandated to, inter alia, investigate any complaint alleging violation of human rights and to assist any person adversely affected thereby to secure appropriate redress.

#### **4.2 Other legislative mandates**

The Commission has additional powers and functions which are set out in Act 40 of 2013: the South African Human Rights Commission Act, and further supplemented by the following legislation: the Promotion of Access to Information Act 2 of 2000 (PAIA), the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA), and the Promotion of Administrative Justice Act 3 of 2000 (PAJA).

In this respect, the Commission has to:

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

### **South African Human Rights Commission Act (SAHRCA)**

The SAHRCA provides for the composition, powers and functions of the SAHRC.

Section 13 of the Act, inter alia, confers the following powers, duties and functions on the SAHRC:

- (i) To maintain close liaison with institutions, bodies or authorities similar to the SAHRC, inter alia, to promote co-operation in relation to the handling of complaints in cases of overlapping jurisdiction;
- (ii) To bring proceedings to a competent court or tribunal in its own name, or on behalf of a person or a group or class of persons.

4.2.1(a) In terms of Section 13(1) to (4) of the Act, the Commission is competent and obliged to -

- (i) make recommendations to organs of state at all levels of government where it considers such action advisable for the adoption of progressive measures for the promotion of human rights within the framework of the Constitution and the law, as well as appropriate measures for the further observance of such rights;
- (ii) undertake such studies for reporting on or relating to human rights as it considers advisable in the performance of its functions or to further the objects of the Commission; and

- (iii) request any organ of state to supply it with information on any legislative or executive measures adopted by it relating to human rights.

### 4.2.1 (b) In terms of the Act, the Commission -

- (i) must develop, conduct or manage information programmes and education programmes to foster public understanding and awareness of Chapter 2 of the Constitution, this Act as well as the role and activities of the Commission;
- (ii) must, as far as is practicable, maintain close liaison with institutions, bodies or authorities with similar objectives to the Commission in order to foster common policies and practices and to promote co-operation in relation to the handling of complaints in cases of overlapping jurisdiction or other appropriate instances;
- (iii) must liaise and interact with any organisation which actively promotes respect for human rights and other sectors of civil society to further the objects of the Commission;
- (iv) may consider such recommendations, suggestions and requests concerning the promotion of respect for human rights as it may receive from any source;
- (v) must review government policies relating to human rights and may make recommendations;
- (vi) must monitor the implementation of, and compliance with, international and regional conventions and treaties, international and regional covenants and international and regional charters relating to the objects of the Commission;
- (vii) must prepare and submit reports to the National Assembly pertaining to any such convention, treaty, covenant or charter relating to the objects of the Commission; and

(viii) must carry out or cause to be carried out such studies concerning human rights as may be referred to it by the President, and the Commission must include in a report referred to in section 18(1) a report setting out the results of each study together with such recommendations in relation thereto as it considers appropriate.

4.2.2 (a) The Commission may recommend to Parliament or any other legislature the adoption of new legislation which will promote respect for human rights and a culture of human rights.

4.2.2 (b) If the Commission is of the opinion that any proposed legislation might be contrary to Chapter 2 of the Constitution or to norms of international human rights law which form part of South African law or to other relevant norms of international law, it must immediately report that fact to the relevant legislature.

4.2.2 (c) The Commission is competent -

(a) to investigate on its own initiative or on receipt of a complaint, any alleged violation of human rights, and if, after due investigation, the Commission is of the opinion that there is substance in any complaint made to it, it must, in so far as it can do so, assist the complainant and other persons adversely affected thereby, to secure redress, and where it is necessary for that purpose to do so, it may arrange for or provide financial assistance to enable proceedings to be taken to a competent court for the necessary relief or may direct a complainant to an appropriate forum; and

(b) to bring proceedings to a competent court or tribunal in its own name, or on behalf of a person or a group or class of persons.

Section 14 of the Act, provides that the SAHRC may, by conciliation, negotiation or mediation, endeavour to resolve any dispute or to rectify any act or omission emanating from or constituting a violation of a human right.

Section 16 of the Act confers wide powers on the SAHRC to enable it to exercise its powers and perform its duties and functions, including the power to enter and search premises.

**(c) Promotion of Access to Information Act (PAIA)**

The Commission promotes compliance with PAIA and produces an annual report in this regard in line with Sections 83 & 84. Key prescripts of the PAIA are the development of transparency frameworks and increasing institutional responsiveness to information requests, with a view to promote access to information.

The assigned powers of the Commission with respect to access to information will, during the course of this strategic planning period, be transferred to the Information Regulator as established by Parliament within the context of the Protection of Personal Information Act, No, 4 of 2013 (POPI). However, the Commission remains with constitutional obligations to promote, protect and monitor the right of access to information.

**(d) Promotion of Administrative Justice Act (PAJA)**

The PAJA is pioneering legislation that intends changing the way Government interacts with the people it serves. It creates ways of enforcing the right to be treated fairly in administrative actions. The PAJA seeks to protect the public from unlawful, unreasonable and procedurally unfair administrative decisions. It is a law that gives people affected by administrative decisions the right to be informed that a decision is to be taken, to be given reasons for decisions and to have decisions reviewed in court. The Commission has

an obligation, as mandated by the Constitution, to protect, promote, and monitor the right to administrative justice.

### **(e) Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA)**

Section 25 (5) (a) of the PEPUDA prescribes the submission of equality plans to the SAHRC to be dealt with in the prescribed manner, in consultation with the Commission on Gender Equality.

Section 28 (2) requires the SAHRC to assess and report on the extent to which unfair discrimination on the grounds of race, gender and disability persists in the Republic, the effects thereof and recommendations on how best to address the problems.

The Commission will continue to prepare a thematic equality report on an annual basis to monitor implementation of the PEPUDA.

### **4.3 Policy mandate**

The Commission is actively involved in ensuring compliance with international and regional human rights obligations through advocating for country ratification of instruments, their domestication and reporting on them.

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

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

The legislation and policies mentioned herein form the basis on which the Commission plans its operations for the 2015 to 2020 period.

#### **4.4 Relevant court rulings**

Some of the most recent court rulings, indicating the Commission's commitment and effectiveness in advancing the realisation of human rights, include the following rulings that were handed over in favour and alignment with the Commission's findings:

##### **(a) A ruling on the unconstitutional detention of immigrants at the Lindela Repatriation Center, against the Department of Home Affairs**

The SAHRC and the People Against Suffering, Oppression and Poverty (PASSOP), represented by the Legal Resources Centre (LRC), successfully launched proceedings before the High Court of South Africa, Gauteng Local Division in Johannesburg, relating to the systemic and persistent practices of unlawful detention of migrants at the Lindela Repatriation Centre (Lindela). Of particular relevance was the fact that the Minister of Home Affairs and Bosasa (Pty) Ltd were specifically directed to provide the SAHRC, on a regular and at least quarterly basis, with a written report setting out:

- (i) The steps taken to comply with the court order granted;
- (ii) Full and reasonable particulars about any person detained at Lindela for a period more than 30 days from the date of that person's initial arrest and detention.

The Minister of Home Affairs and Bosasa (Pty) Ltd were also directed to provide the SAHRC, on a regular and at least quarterly basis, with access to Lindela and detainees. A multi-faceted or socio-legal methodology has been adopted in order to undertake a monitoring exercise. In addition to direct observations at Lindela, documents such as reports, provided by the Department of Home Affairs (DHA) to the SAHRC also inform the monitoring exercise. Direct interviews or consultations are conducted with detainees by way of a questionnaire. Detainees are either randomly selected from the reports submitted to the SAHRC or with respect to their peculiar circumstances, being mindful of the need to balance gender and nationalities. The mandate of the SAHRC is explained to the detainees, and voluntary participation is maintained at all times.

**(b) A ruling on the unlawful eviction of residents of Arthurstone Village, against the Amashagana Tribal Authority**

Residents of Arthurstone Village were evicted unlawfully and in violation of their rights by the Amashagana Tribal Authority. The Commission instructed pro bono attorneys, Norton Rose Fulbright, to challenge the Magistrates' Court's order.

The relief sought was a declaration that evictions and demolitions were unlawful. Alternatively, challenge for emergency accommodation and damages.

Judgment was handed down on 8 June 2016 by the High Court in Pretoria where the High Court found in favour of approximately 150 residents who were evicted from a piece of communal land known as the Arthurstone Farm in Bushbuckridge, Mpumalanga Province. The Amashagana Tribal Authority has proceeded to launch an application to petition the Supreme Court of Appeal to appeal against the judgment handed down by the High Court.



- (c) **A ruling on emolument attachment orders to prevent human rights abuses of vulnerable communities who were at greater risk of exploitation, against the Association of Debt Recovery Agents.**
- (d) **A ruling on the delivery of school learning materials and/or textbooks, against the Department of Basic Education.**

The Commission will continuously engage with key policymakers to advocate for implementation of its recommendations and court orders, as well as monitor compliance thereof, and evaluate impact over time.

## **5. SITUATIONAL ANALYSIS**

### ***5.1 Performance environment***

#### ***5.1.1 Political implications***

##### **Local government elections of 2016**

Following the 2014 national elections, some new political leadership, office bearers and Parliamentarians, including Members of Parliamentary Portfolio Committees, Members of Provincial Legislatures, Cabinet Ministers, and Heads of various state institutions and departments were appointed. These appointments had implications for human rights and thus institutional strategy and operations, as it required consolidated strategic engagements to advocate institutional positions on key and current human rights issues with the new leadership. The Commission had proactively sought for its key reports and outputs to be reported to and considered by the Parliamentary Portfolio Committee on Justice and Correctional Services, as well as other relevant Portfolio Committees.

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With the recent 2016 local government elections, the Commission will continue with its advocacy strategies that communicate its work to ensure that the institutional mandate is continuously popularised. In entrenching a human rights culture, the Commission is concerned at the local level with engaging local government actors. It is vital to use the opportunity afforded by the 2016 local government elections to:

- (a) Increasingly advocate for human right-based approaches in the delivery of services; and
- (b) Monitor government programmes aimed at promoting accountability through improved transparency and accessibility of local Integrated Development Plans, budgets, contracts and programmes to foster promotion and protection of human rights.

### **Commemorating 20 years of the SAHRC: Conference on racism**

In commemorating its 20 years of existence during 2015 to 2016, the Commission reflected on the human rights situation in the country 20 years into democracy and its existence. The issue of racism was the focal point, and future implications for the Commission and society in this regard were considered. This was clearly one of the key issues to be carried forward for attention beyond the 20 year period.

### ***5.1.2 Economic and social implications***

#### **Population demographics and inequalities**

Population demographics in South Africa illustrate that the Rural population (% of total population) in South Africa was last measured at 35.70 in 2014 whereas the female population (% of total) in South Africa was last measured at 50.85 in 2014. Distribution of Wealth – the Gini coefficient, which varies between zero (perfect equality) and one (perfect inequality, where one person receives all the income), is usually measured for the distribution of income among households. Using the 2011 census returns of income, one can estimate the Gini coefficient

for South Africa at 0.68, in line with other recent estimates. By international standards, this is very high, though it is mitigated by a strongly redistributive pattern of taxation and state expenditure.

### **The state of human rights in South Africa**

The state of the country's economic and social rights has a bearing on the institution's monitoring mandate, and how it is exercised to influence the promotion and protection mandates. The Commission will revise the nature of its Economic and Social Rights Report that is prepared in terms of Section 184(3) of the Constitution to include an assessment of the realisation of rights over the past 20 years. The report will further be used to promote inter-programme collaboration. Its content will be linked to the identified high impact litigation cases, and findings linked with complaints so that available statistics provide a national picture.

More importantly, the report will reflect on the institution's responsiveness to socio-economic issues. It will indicate how the Commission's research impacts on socio-economic issues and benefits the nation. The research activity will require increased engagement with civil society to address socio-economic issues. Furthermore, the monitoring and evaluation role will be strengthened regarding government policies and budget allocations to ensure responsiveness to identified socio-economic challenges.

Another important consideration is the need to address the link between socio-economic rights and inequality, as well as inequalities from a gender perspective, the use of baseline statistics to verify and confirm findings and tracing of inequalities from early childhood structural levels.

To give full effect to the findings and recommendations, the Commission will proactively engage with Parliament to enhance implementation by relevant state organs. This engagement will entail the tracking of recommendations and departmental plans and reports relating to the Commission's findings.

The integrated approach to the Socio-economic Rights Report will enhance identification of annual thematic and focus areas through comprehensive analysis of the findings.

### ***5.1.3 Environmental implications***

Environmental rights have a huge impact on economic and social rights, considering the attachment of living conditions to the environment. Issues of concern could range widely to include climate change, pollution, water scarcity, food shortages, dumping and waste disposal, natural disasters, fires, and impact on food, housing, health, service delivery and so on. Relevant stakeholders will be engaged to promote responsiveness and responsibility to environmental issues.

The environmental implications also provide an intersection with the area of business and human rights. Business is often responsible for pollution and must be engaged to provide counter consequences. Some of the challenges the Commission is dealing with is, mining pollution and acid mine drainage.

At an international and regional level, the Commission will be engaging on the findings and recommendations reports on extractive industries, as well as the Independent Expert Report on Environment.

### ***5.1.4 Legal implications***

#### **Legislative submissions**

The Commission concerns itself with all legislation that has implications for human rights by making submissions on draft legislation. These efforts will be strengthened through monitoring the impact of legislative submissions on law making and policy formulation. In addition to assessing the effect of legislative submissions, the Commission will increase the promotion aspects through advocacy and educational work on the implications of new legislation.

#### **Domestication of international and regional instruments**

The Commission seeks to promote compliance with international and regional obligations by calling on the State to ratify international instruments and to report on their implementation in compliance with requirements. In the 2015 to 2020 performance cycle, increasing attention will be given to monitoring the State's obligations in relation to international agreements. This will be achieved through the development of various reports including national human rights reports and the Commission's annual international report.

### **Contribution to Human Rights Norms and Standards**

The Commission seeks to contribute to the evolution of human rights norms and standards through the development of jurisprudence. The evolution will be achieved through the identification of cases that warrant the attention of Courts, and that may have a significant impact on the law. Cases for consideration will be based upon existing work undertaken by the Commission.

The Commission will further engage in promoting legal literacy through public education and outreach programmes.

## **5.2 Organisational environment**

### **5.2.1 Overlapping mandates**

Given the limited resources available, it may be useful to identify and focus on specific areas of human rights protection, monitoring and promotion that are not covered by the mandates of any other existing Constitutional bodies. Partnerships with institutions supporting democracy would ensure greater strategic focus and prioritisation of rights. These partnerships could include the establishment of a mechanism for early referrals of complaints to relevant institutions and a system of tracking and monitoring these referrals.

### **5.2.2 Technological implications**

The SAHRC acknowledges that technological advancements can optimise internal efficiency and help a service from becoming technologically obsolete, the role of technology in operations is increasing each year. Furthermore, the Commission recognises that evolving technologies to optimise internal efficiency is a great asset in management. But, there are few threats. Our strategies will seek to sidestep threats and embrace opportunities.

The Commission will deliberate on the use of technology to strengthen delivery on its mandate through increased use of available opportunities such as social media, short message services, video clips, and various e-platforms.

### **Technology and complaints management**

In making use of opportunities provided by technology, there will be a need to develop technologically advanced systems to handle complaints with a view to improving efficiencies, especially focusing on turnaround times. The Commission will embark on an assessment of systems used at various Call Centres, with the intention of adopting effective systems and establishing an Intake Centre. In the medium to long-term, the possibility of a joint centre with other Constitutional institutions that deal with complaints will also be considered.

### **Community access to Information and Communications Technology**

The Commission's current reach to communities is concentrated in urban centres due to the location of its offices. There is a need for increased advocacy and outreach to rural and marginalised areas. Focus will be given to establishing partnerships and collaboration with stakeholders who already have existing networks in rural and peri-urban areas. The use of mobile clinics to deal with area-specific complaints combined with advocacy initiatives will be explored.

### **Human rights and technology**

The area of human rights and technology could be considered as another potential strategic focus point given its important role. Reaching the public,

particularly vulnerable and at risk communities, the Commission seeks to explore the advantages presented by technology to facilitate reach, access to justice and visibility with the priority communities and the wider public. Issues of concern would include accessing public spaces and dealing with privacy concerns. A long-term initiative to be explored is the development of a Human Rights Application (App) which could be linked with the Flowcentric case management system. The App would be utilised by the public to access and monitor the progress of their cases.

In addition, the Commission will be exploring the development of an information technology hub as a repository of critical human rights data, using as a basis available statistics stored by other institutions. The Commission seeks to build on these statistics by linking and storing its own report findings and recommendations within an accessible hub.

### ***5.2.3 Integrating the mandate***

The Commission's broad mandate to monitor, protect and promote human rights is informed by the Paris Principles, the South African Constitution and the Human Rights Commission Act. 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 place more emphasis on the protection mandate.

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

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The Commission, therefore, made a strategic decision at the beginning of the previous three-year planning period, 2011 to 2014, to allocate a significant proportion of its limited resources to strengthening its protection mandate with the intention of spreading resources across the monitoring, protection and promotion mandates in the longer term. This decision was informed by the finding<sup>1</sup> that public legitimacy and accessibility are core characteristics of effective National Human Rights Institutions.

In the current planning period, 2015 to 2020, the Commission realises the increasing need for an integrated approach in delivering on its mandate. While the protection component may have the most direct impact, the depth of its reach depends largely on the extent of the promotion component. The monitoring component enhances the other two components through research to improve understanding of the human rights environment and key areas of emphasis. For example, the impact of reduced funding for promotion has an adverse effect on protection, in that, lack of awareness leads to the Commission receiving matters that could be better dealt with by other institutions.

It is thus imperative for the Commission to consider its mandate as a value chain, with each component equally contributing to a human rights culture. To this end, the Commission will distribute its resources across the key mandate areas and strengthen inter-programme collaboration. The key focus will be on increasing advocacy and outreach to marginalised and vulnerable communities and protecting their rights.

All aspects of the institutional mandate will, therefore, feature prominently in the strategic and annual plans, with the aim of substantiating what is already being done. In summary, regarding protection and the legal services, the focus will be on specialisation, technological advancement, and rural outreach. On promotion, advocacy will be enhanced through innovative mechanisms such as edutainment programmes and high-level advocacy by Commissioners. The

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1 OHCHR (2005) Report on Assessing the Effectiveness of the NHRIs



monitoring aspects will be strengthened with improved quality of legal and research reports, as well as focus on baseline studies, research, surveys, and evaluation studies. Inter-programme and institutional collaboration will be necessary to integrate all aspects of the mandate. The introduction of integrated mobile human rights clinics will be explored to promote inter-programme collaboration.

### **5.3 The strategic planning process**

In developing the 2015 to 2020 Strategic Plan, the Commission followed a similar process to its standard annual planning activities, marked by strategic planning sessions to conduct a situational assessment through a PESTEL (Political; Economic; Social; Technological; and Legal), SWOT (Strengths, Weaknesses; Opportunities, and Threats) and strategic analyses. The process was underpinned by Commissioners' input reflecting on the set strategic direction for the planning period. A series of consultative strategic planning sessions were conducted with staff, business units and senior management. While the strategic outcomes for the five-year planning period remain the same, the process ultimately resulted in an updated situational analysis, revised strategic objectives and the drafting of the 2017/2018 Annual Performance Plan.

## **6. STRATEGIC OUTCOME-ORIENTED GOALS**

The strategic planning process ultimately resulted in selected strategic outcomes and priorities for the five-year planning period. The key identified outcomes include:

- (a) Using and projecting a broader Constitutional and legislative mandate;
- (b) Engagement with a process where legislation is enacted that promotes or threatens human rights obligations as set out in the Constitution;
- (c) Enhancing understanding of international and regional issues through engagement with stakeholders;

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- (d) Securing appropriate redress when violations or threats of violations of human rights take place through alternative dispute resolution mechanisms and litigation;
- (e) Intensifying advocacy as well as public and community outreach;
- (f) Re-clustering Commissioners' Strategic Focus Areas to enhance effectiveness;
- (g) Strengthening key stakeholder relationships;
- (h) Developing the institution as a learning organisation; and
- (i) Strengthening capacity that supports delivery on the mandate.

The strategic outcome-oriented goals and goal statements are outlined below.

<b>Strategic Outcome-Orientated Goal 1</b>	<b>Using and projecting a broader Constitutional and legislative mandate</b>
<b>Goal Statement</b>	The Commission will enhance the understanding of its Constitutional and legislative mandate. It has largely been based on a limited focus on S184 of the Constitution, which refers directly to the functions of the SAHRC. It is important for the Commission to project that its mandate is inherent throughout the Constitution. A holistic, contextual and purposive interpretation of the SAHRC's Constitutional mandate becomes necessary. While sections 181 and 184 of Chapter 9 of the Constitution provide for the establishment and functions of the SAHRC, it must be read in conjunction with Chapter 2 on the Bill of Rights, as well as Chapter 14 on International Law.

<b>Strategic Outcome-Orientated Goal 1</b>	<b>Using and projecting a broader Constitutional and legislative mandate</b>
<p><b>Goal Statement</b> <i>(continued)</i></p>	<p>Other relevant legislation to assist in further understanding the SAHRC mandate include the:</p> <ul style="list-style-type: none"> <li>(a) South African Human Rights Commission Act, 40 of 2013 (SAHRC Act);</li> <li>(b) Role of the Commission on the Promotion of Access to Information Act, 2 of 2000 (PAIA);</li> <li>(c) Promotion of Administrative Justice Act, 3 of 2000 (PAJA); and</li> <li>(d) Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000 (PEPUDA).</li> </ul> <p>In creating a new understanding of the Commission’s mandate, it is also important to note that there are other Constitutional institutions that share the mandate. The shared mandate thus requires collaboration with the other institutions in carrying out the various responsibilities for delivery on the mandate. Greater collaboration may entail partnerships with institutions and civil society, as well as referrals and follow up on cases.</p>

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<b>Strategic Outcome-Orientated Goal 2</b>	<b>Engagement with a process where legislation is enacted that promotes or threatens human rights obligations as set out in the Constitution</b>
<b>Goal Statement</b>	A holistic and broader understanding of the mandate is likely to expose areas of the mandate that may be lacking and therefore require the enactment of legislation. The Commission has an obligation to ensure that the full Constitutional mandate is reflected in all legislation. In this regard, the Commission will continue to engage with legislative institutions and relevant stakeholders for the enactment of legislation that promotes Constitutional obligations. The Commission will as such be increasingly involved in processes of submissions on draft legislation and proposals for new legislation. Increased engagement with the process of enacting legislation is vital to promote the Commission's effectiveness and meet community expectations.

<b>Strategic Outcome-Orientated Goal 3</b>	<b>Enhancing understanding of international and regional issues through engagement with stakeholders</b>
<b>Goal Statement</b>	The Commission has an obligation to monitor compliance with international and regional agreements that impact on human rights. Engagements with Special Rapporteurs and other stakeholders participating in international and regional fora are necessary to enhance understanding of international and regional issues. This should further culminate in increased use of international and regional instruments to improve the Commission's functionality and impact. An area of improvement and greater focus will be the domestication of, and reporting on, international and regional instruments.

## Revised Strategic Plan

<b>Strategic Outcome-Orientated Goal 4</b>	<b>Securing appropriate redress when violations or threats of violations of human rights take place through alternative dispute resolution mechanisms and litigation</b>
<b>Goal Statement</b>	The Commission will continue the protection of human rights through increased use of alternative dispute resolutions and litigation, including at equality courts. Alternative dispute resolutions will be maintained to deepen understanding and ongoing protection of human rights, while litigation will be used to enhance impact through enforcing rights and challenging systemic issues.

<b>Strategic Outcome-Orientated Goal 5</b>	<b>Intensifying advocacy as well as public and community outreach</b>
<b>Goal Statement</b>	There is a growing need for the Commission to intensify advocacy and community outreach to deepen human rights understanding in especially remote and marginalised areas. An advocacy strategy will be developed and used to improve better conceptualisation of advocacy programmes. Baseline studies on public perceptions will be conducted to inform advocacy and outreach interventions so that the Commission's events are evidence-based. This will help to focus the human rights advocacy and awareness issues as well as guide who the targeted audience should be. Periodic evaluations of interventions will be undertaken to assess impact and results. Increasing creative use of the media will be applied as one of the mechanisms to promote advocacy and outreach.

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<b>Strategic Outcome-Orientated Goal 6</b>	<b>Re-clustering Strategic Focus Areas to enhance effectiveness</b>
<b>Goal Statement</b>	<p>In pursuing its mandate, the Commission adopted strategic priority focus areas with specific themes. To ensure that the broad mandate areas are covered, the Commission will consider clustering strategic focus areas based on interrelatedness and interdependence of rights. The focus areas will also incorporate aspects of access to justice as provided for by the Constitution.</p> <p>Furthermore, to enhance effectiveness, the allocation of strategic focus areas and provinces will be based on identified principles, taking into consideration some of the following:</p> <ul style="list-style-type: none"><li>(a) Extensive coverage of Bill of Rights;</li><li>(b) Research findings based on problem identification;</li><li>(c) Nature of complaints based on trends analysis reports;</li><li>(d) Topical issues of national concern; and</li><li>(e) Provincial demographics such as language.</li></ul>

Strategic Outcome-Orientated Goal 6	Re-clustering Strategic Focus Areas to enhance effectiveness
<p><b>Goal Statement</b> <i>(continued)</i></p>	<p>The identified focus areas during this planning period include:</p> <ul style="list-style-type: none"> <li>- Migration</li> <li>- Health</li> <li>- Equality and racism</li> <li>- Disability</li> <li>- Older Persons</li> <li>- Children’s rights</li> <li>- Education</li> <li>- Access to Justice</li> <li>- Housing</li> <li>- Rural development</li> <li>- Agriculture, forestry, fisheries</li> <li>- Farmworkers’ rights</li> <li>- Natural resources</li> <li>- Environment</li> <li>- Law enforcement</li> </ul>

The Commissioners also assign specific provinces and United Nations Treaties amongst themselves.

## Revised Strategic Plan

<b>Strategic Outcome-Orientated Goal 7</b>	<b>Strengthening key stakeholder relationships</b>
<b>Goal Statement</b>	<p>There is an appealing need for the Commission to strengthen and maintain relations with key stakeholders including Parliament, government and public bodies, media, academia and broader civil society. While being an independent Constitutional institution, the Commission is accountable to the National Assembly through the Portfolio Committee on Justice and Correctional Services. It had been useful to engage with new Parliamentarians on human rights issues following the national elections in 2014. An ensuing task is to interact with local government given the 2016 local government elections.</p> <p>Furthermore, curriculum and policy review may be necessary to strengthen human rights thinking within government and public bodies. In addition, improved relations with the media would assist the Commission to further promote its work.</p> <p>Relationships with civil society are central to enhancing delivery on the Commission’s mandate of promoting, protecting and monitoring human rights. The Commission will continue to maintain and review stakeholder relations with civil society to strengthen where necessary.</p>



<b>Strategic Outcome-Orientated Goal 8</b>	<b>Developing the institution as a learning organisation</b>
<b>Goal Statement</b>	<p>The research, legal investigations, advocacy and communications, and monitoring and evaluation functions will be strengthened to support the institution as a learning organisation. These should play a convening role and align nationwide human rights research and other outputs, such that the SAHRC becomes a human rights reference point in South Africa. To this end, the Commission will develop a knowledge management system to capture and store all relevant outputs. Furthermore, report findings and recommendations will increasingly be used to influence government policy and legislation. Monitoring of stakeholder contribution to human rights will entail sharpening of research protocols to include analysis of budget allocations. Innovative research outputs such as documentaries will be utilised for advocacy and policy influence purposes.</p> <p>The integrated use of outputs is critical in ensuring that impact is maximised. Implementation of investigative and research reports recommendations and findings by stakeholders will be monitored to assess the achievement of intended outcomes and desired impact.</p>

## Revised Strategic Plan

<b>Strategic Outcome-Orientated Goal 9</b>	<b>Strengthening capacity that supports delivery on the mandate</b>
<b>Goal Statement</b>	Considering the identified key strategic outcomes, the Commission will seek to strengthen capacity in support of delivery on the mandate. Increased capacity would be required for legislative review, legal investigations, research, advocacy, outreach, and communications, as well as monitoring and evaluation. The hiring of highly competent and adequate staff, intensive training, and increased financial resources will be considered to enhance capacity building.

## PART B: STRATEGIC OBJECTIVES

The strategic planning process culminated in slightly revised strategic objectives for 2015 to 2020 to incorporate the identified key outcomes and priorities.

### 7. STRATEGIC OBJECTIVES

A total of five strategic objectives were developed, as follows:

<b>Strategic Objective 1</b>	<b>Promote compliance with international and regional human rights-related treaties</b>
<b>Objective statements</b>	
1.	Monitor implementation and compliance with international and regional human rights treaties
2.	Strengthen engagements with human rights structures at international and regional level – including the Global Alliance of National Human Rights Institutions (GANHRI); the Network of African National Human Rights Institutions (NANHRI); the Office of the High Commissioner for Human Rights (OHCHR); the African Commission on Human and People’s Rights (ACHPR); the African Court; the African Union Commission; and the Commonwealth Forum for Human Rights
3.	Support and engage with international and regional human rights mandate holders
4.	Dissemination of reports to and from international and regional structures
5.	Strengthen engagements with broader stakeholders such as civil society, media and academia
<b>Baseline</b>	Completed two Annual International and Regional Human Rights Reports; Engaged with United Nations Mandate Holders; Submitted National Human Rights Institution reports on various conventions to relevant Committees; Participated in 26 international and regional activities and events; Developed toolkit for monitoring implementation of the Convention on the Rights of Persons with Disabilities, with focus on the right to work of persons with disabilities

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<b>Strategic Objective 2</b>	
<b>Advance the realisation of human rights</b>	
<b>Objective statements</b>	
1.	Responsive to human rights concerns
2.	Conduct research and analysis on human rights complaints and trends
3.	Advocating for adherence of legislation with human rights-based approaches
4.	Monitor the implementation and execution of court orders
5.	Monitor the implementation of recommendations and reports from hearings, investigations, research, and stakeholder engagements
<b>Baseline</b>	Completed two annual complaints trends analysis reports; Developed repository of report recommendations; Completed monitoring report on implementation of High Court judgment on Lindela Repatriation Centre; Completed Economic and Social Rights report; Completed state of human rights in South Africa report; Completed two annual thematic reports; Completed survey on Charter of Children’s Basic Education Rights; Completed eight national hearings; Complete six strategic impact litigation cases; Completed matrix of indicators for monitoring of economic and social rights; Finalised on average 90% of cases; Made submissions on relevant draft legislation; Conducted scoping exercise for establishment of a complaints intake centre.

<b>Strategic Objective 3</b>	<b>Deepen the understanding of human rights to entrench a human rights culture</b>
<b>Objective statements</b>	
1.	Effective advocacy for adoption of human rights-based positions and approaches
2.	Intensify human rights and people-based capacity building activities, and education and awareness raising efforts through outreach engagements at public and community levels to empower people to effectively realise their rights
3.	Ensure accessibility of human rights educational material in different formats and languages
4.	Comprehensive communications strategy including all media (print, electronic, and social media, underpinned by a functional website)
5.	Effective internal institutional communications
<b>Baseline</b>	Conducted approximately 411 stakeholder engagements; Hosted 50 provincial public outreach engagements; Implemented advocacy and communications plan; Hosted conference to commemorate 20 years of the SAHRC; Produced 'Dignity Restored' documentary; Launched access to Justice campaign;

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<b>Strategic Objective 4</b>	<b>Ensure fulfilment of constitutional and legislative mandates</b>
<b>Objective statements</b>	
1.	Monitor compliance with the Constitution on economic and social rights, in particular, the measures taken by the state towards the realisation of economic and social rights
2.	Monitor compliance with the Promotion of Equality and Prevention of Unfair Discrimination Act
3.	Monitor compliance with the Older Person's Act
4.	Monitor compliance with the Promotion of Access to Information Act
5.	Ensure institutional compliance with the Public Finance Management Act
6.	Engage with Parliament for annual reporting
<b>Baseline</b>	Completed two annual Equality Reports; Submitted two PAIA Annual Reports to Parliament; Submitted two PAIA Recommendations Reports to Department of Justice and Correctional Services; Completed two PAIA compliance Reports; Implemented PAIA promotion and advocacy strategy; Completed PAIA Handover Framework; Reviewed and translated PAIA Section 10 Manual.

<b>Strategic Objective 5</b>	<b>Improve the effectiveness and efficiency of the Commission to support delivery on the mandate</b>
<b>Objective statements</b>	
1.	Review and enhance the effectiveness and efficiency of governance structures
2.	Institutional support and review of administrative systems, policies and processes to improve functionality
3.	Comprehensive, integrated human resources management planning
4.	Design and develop comprehensive, integrated monitoring and evaluation systems and processes
<b>Baseline</b>	Revised institutional governance framework; feasibility and scoping exercise for IT enhancements; Full implementation of organisational capacity development plan; Compliance with planning and reporting obligations to National Treasury and Parliament; Implementation of strategic risk treatment plan; 100% execution of Internal Audit Plan; Full implementation of records management plan; Full implementation of knowledge management plan and library maintenance; consecutive unqualified audit opinions; Full implementation of organisational renewal plan; Revised performance management system; monitoring report on compliance with Corporate Services Charter.

### 7.1 Programmes

In support of the strategic objectives, the Commission is broadly structured into three programmes:

- (a) Programme 1: Administration.
- (b) Programme 2: Promotion and protection of human rights; and
- (c) Programme 3: Research, monitoring and reporting;

These programmes have business units responsible for operations for the realisation of strategic objectives.

### **Programme 1: Administration**

This programme consists of the following business units:

#### ***Finance:***

Finance provides effective and efficient management of the budget to allow for the successful achievement of strategic objectives within limited resources. The unit also facilitates and monitors the management of identified organisational risks to minimise threats to operations.

#### ***Corporate services:***

This unit encompasses the functions of human resources management, administration and supply chain management, and information communications technology. The unit aligns the Commission's human resource objectives to its planning processes, enabling recruitment and retention of staff with the capacity to support the achievement of strategic objectives. It establishes and manages integrated supply chain management, asset management and coordination of all administrative functions of the Commission within defined regulatory frameworks. It is also responsible for ensuring effective and efficient information communications technology systems and services.

#### ***Internal audit:***

The internal audit unit assesses the adequacy and reliability of internal controls and governance processes. It identifies gaps and recommends corrective action to the controls and processes.

#### ***Office of the chief executive officer:***

The chief executive officer is responsible for establishing and maintaining an effective and efficient corporate governance framework that ensures management accountability through improved mechanisms for controlling and directing management activities.



### **Programme 2: Promotion and protection of human rights**

This programme consists of the following business units, responsible for the promotional and protective aspects of the Commission's mandate:

#### ***Commissioner's programme (office of the Commissioners):***

The Commissioners provide leadership and guidance on the professional work of the Commission through facilitating the South African human rights agenda at international, regional, national and provincial levels.

#### ***Office of the chief operations officer:***

The chief operations officer (COO) coordinates core operations business units (Legal Services, Research, Advocacy and Communications, and provincial offices) and operational process improvements to ensure efficient delivery of the core business of the Commission.

#### ***Legal Services:***

Legal services are responsible for providing quality legal services for the protection of human rights in the Republic of South Africa through the efficient and effective investigation of complaints of human rights violations, the provision of quality legal advice and assistance, as well as seeking redress through the courts for victims of human rights' violations.

#### ***Human rights' advocacy and communications:***

The human rights' advocacy and communications (Advocom) unit promotes awareness of human rights and contributes to the development of a sustainable human rights' culture in South Africa. It also serves to promote the Commission activities and enhance understanding through comprehensive communications and media relations.

## Revised Strategic Plan

### ***Provincial offices:***

The provincial offices are responsible for carrying out the Commission's mandate through core operations and actual implementation at the provincial level.

### **Programme 3: Research, monitoring and reporting**

This programme consists of the following business units, responsible for the institution's constitutional monitoring and reporting mandate:

#### ***Research:***

The unit plans, designs, conducts and manages research on the promotion and protection of human rights aimed at monitoring, assessing and documenting developments in human rights' policy within the Republic.

#### ***Strategic support and governance:***

The unit is responsible for coordination of the processes including institutional strategic planning, performance monitoring, evaluation, and reporting.

### ***7.2 Linking programmes with the strategic objectives and outputs***

The following Table links the programmes with the strategic objectives and must be read in conjunction with sections 7 (strategic objectives) and 7.1 (Programmes).

### Linking programmes with strategic objectives

	<b>Strategic Objectives</b>	<b>Programme 1: Administration</b>	<b>Programme 2: Promotion and Protection</b>	<b>Programme 3: Research, Monitoring and Reporting</b>
1.	<b>Strategic Objective 1</b> (Compliance with supranational obligations)	-	-	All key performance indicators
2.	<b>Strategic Objective 2</b> (Advance realisation of rights)	-	All key performance indicators	Key performance indicators 2.4 (Court orders) and 2.5 (Reports summaries)
3.	<b>Strategic Objective 3</b> (Deepen understanding and entrench human rights culture)	-	All key performance indicators	-
4.	<b>Strategic Objective 4</b> (Fulfil legislative mandates)	Key performance indicators 4.4 (Legislative Compliance) and 4.5 (Annual Report)	-	All key performance indicators
5.	<b>Strategic Objective 5</b> (Improve organisational effectiveness and efficiency)	All key performance indicators	-	Key performance indicators 5.11 (Institutional Monitoring Report)

### **7.3 Resource considerations**

As indicated by the strategic direction for the current five-year period, the Commission will place emphasis on its advocacy and outreach work to ensure that the entire mandate of protecting, promoting and monitoring observance of human rights is fully carried out. Additional resources will, therefore, be allocated to the promotion aspects of the Commission's work. This does not mean that the protection and monitoring mandates will be neglected, but rather resources will increasingly be channelled towards promotion in line with the strategic focus for the five years.

#### **(a) Financial resources**

The Commission receives its funding from transfers from the Department of Justice and Constitutional Development. During the current strategic planning period, 2015 to 2020, the transfers are expected to increase from R128,1 million in 2014/2015 to R173,3 million in 2017/2018, at an average annual rate of approximately 10%. Total expenditure is expected to similarly increase, with key cost drivers including personnel expenditure, accommodation, goods and services.

#### **(b) Human resources**

The approved organisational structure consists of eight Commissioners and 178 permanent and fixed-term positions in the Secretariat. The majority of the approved positions in the new structure are at the professional, skilled and semi-skilled level, representing 68% of all positions. Middle management comprises 17% of the total staff compliment, while senior management represents 15%.

### **7.4 Risk management**

The SAHRC revises and updates its strategic risk register annually in accordance with the 2015 to 2020 strategic plan to manage identified key risks to the achievement of organisational goals and objectives. In relation to the current strategic plan period, 2015 to 2020, the following risks and mitigation mechanisms have been identified for each strategic objective:

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*Strategic Objective 1: Promote compliance with international and regional human rights related treaties*

	<b>Identified Risk</b>	<b>Mitigation plan</b>
1.	Responsiveness and Cooperation of external bodies	Engage with Executive and Parliament to enhance responsiveness
2.	State delay in submission of country reports	Intensify monitoring activities and engage with Executive and Parliament
3.	Access to information and knowledge management	Strengthen research and knowledge management functions to gather relevant data widely and develop an information sharing portal and platforms
4.	Internal process delays in approval of outputs	Enhance effectiveness of governance structures through revision of processes and intensified monitoring
5.	Capacity constraints	Intensify training; improve succession planning

*Strategic Objective 2: Advance the realisation of human rights*

	<b>Identified Risk</b>	<b>Mitigation plan</b>
1.	Inadequate use of mandate and powers	Improve adherence to mandate and powers
2.	Non-compliance with complaints handling procedures	Intensify training and performance management
3.	Inadequate capacity to litigate and mediate	Intensify training
4.	Inadequate complaints management system	Review system; intensify training
5.	Unexpected hearings and dependency on availability of key stakeholders	Budget reprioritisation

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*Strategic Objective 3: Deepen the understanding of human rights to entrench a human rights culture*

	Identified Risk	Mitigation plan
1.	Lack of stakeholder commitments to public outreach engagements	Develop and intensify key stakeholder engagement strategy
2.	Inadequate coverage of Bill of Rights	Strengthen engagements with civil society community-based organisations; Develop and use position papers
3.	Delayed responses to media issues	Improve compliance with standard operating procedures for media responses
4.	Insufficient media monitoring at provincial levels	Strengthen performance monitoring of provinces to improve media monitoring activities
5.	Limited branding and educational campaigns for visibility and awareness	Increased budget allocation and other resources

*Strategic Objective 4: Ensure fulfilment of constitutional and legislative mandates*

	Identified Risk	Mitigation plan
1.	Non-responsiveness of respondent stakeholders	Strengthen engagements with the Executive and Parliament
2.	Poor quality of information received for analysis and reports	Review of research methodologies
3.	Inadequate implementation of SAHRC recommendations by other respondents	Strengthen monitoring mechanisms and engagements with the Executive and Parliament
4.	Lack of impact assessment of SAHRC work	Initiate evaluation exercises and intensified research studies
5.	Delays in internal approval processes	Enhance effectiveness of governance structures through revision of processes and intensified monitoring

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*Strategic Objective 5: Improve the effectiveness and efficiency of the Commission to support delivery on the mandate*

	<b>Identified Risk</b>	<b>Mitigation plan</b>
1.	Non-compliance with internal controls	Training workshops and sanctions for non-compliance
2.	Ineffective technology	Implement IT strategy and improve functionality of infrastructure
3.	Ineffective governance structures	Enhance effectiveness of governance structures through revision of processes and intensified monitoring
4.	Non-compliance with corporate services charter	Training workshops and sanctions for non-compliance
5.	Delays in approval of policies and procedures	Enhance effectiveness of governance structures through revision of processes and intensified monitoring

### **PART C: LINKS TO OTHER PLANS**

#### **8. LINKS TO OTHER PLANS**

The National Treasury Framework for Strategic Plans and Annual Performance Plans requires institutions to indicate the links of their annual plan with other plans, such as the long-term infrastructure and other capital plans; conditional grants; public entities; and public-private partnerships. It must be noted that the SAHRC did not have such links at the time of concluding its strategic plan and annual performance plan.



## NOTES

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## Revised Strategic Plan

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