

SAHRC



STRATEGIC BUSINESS PLAN



2006/07 – 2008/09

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Section 1. Strategic Overview

1.1 Chairperson's Statement of Policy and Commitment

The year 2006 marks the 10th anniversary of the Constitution, the 30 anniversary of the Soweto uprising and the 50th anniversary of the women's march to the Union buildings in protest against pass laws in 1956. The new Medium Term Expenditure Framework cycle (2006/07-2008/09) and this Strategic Business Plan, represents a shift in the trajectory of the operations of the SAHRC as we seek to calibrate our work with national imperatives and at the same time, respond to local needs and challenges within the context of an increasingly globalized world. We remain committed to reconfigure our policies and redesign our operations on the basis of our Constitution, our founding act and national, regional and international legislative and normative frameworks that give meaning to human rights. This commitment is firmly located in the constitutional framework and inspired by values such as dignity, equality and the advancement of human rights and freedoms. The SAHRC exists within that very same framework and its work is intended to advance the imperatives and the ideals of the Constitution. Over the years the Commission has continued to make a vital contribution to the advancement of human rights in a variety of ways. The Commission supports and advises the machineries of the legislatures, the executive and the judiciary. Moreover, the Commission's work resonates with, and responds to the needs and suffering of our most vulnerable communities.

This Strategic Business Plan guides the Commission towards achieving its mandate and at the same time serves as an important tool for measuring our performance as an organisation accountable to the people of South Africa.

1.2 Overview of Accounting Officer

This Strategic Plan takes the constitutional mandate of the Commission as its starting point and translates these imperatives into strategic objectives and operational outputs. The SAHRC processes a wide range of policy pronouncements from the legislature and the executive and considers the internal and external environment as the basis on which to design the modalities of its delivery.

Directed by the Public Finance Management Act and the relevant National Treasury guidelines, the Commission's Strategic Plan puts forward a model for the efficient use of resources in pursuance of its mandate. The Strategic Plan is thus the ultimate framework that guides the operations of the Commission and it provides an institutional accountability, risk and performance management mechanism. It reflects restructuring processes, cost saving initiatives and innovative strategies for improved protection, promotion and monitoring of human rights in the country. This Strategic Plan is at the heart of our efforts to build an organisation that is people and staff oriented; effective and efficient; and committed to fostering strategic partnerships in fulfilling its constitutional mandate.

1.3 Vision

The South African Human Rights Commission – as a constitutional body that supports democracy - seeks to be an effective organization for the promotion and protection of human rights; to be the focal point for human rights practice in South Africa; and to be accessible to everyone.

1.4 Mission, Objectives, Outcomes and Values

1.4.1 Mission

The South African Human Rights Commission is the national institution established to support constitutional democracy through the promotion and protection of human rights by:

- Raising awareness of human rights issues;
- Monitoring and assessing the observance of human rights;
- Education and training on human rights; and
- Addressing human rights violations and seeking effective redress.

1.4.2 Objectives

To be an effective institution for the promotion and protection of human rights the Commission will pursue the following primary objectives:

- To promote human rights and contribute to developing a sustainable culture of human rights through education and training, community outreach and public awareness campaigns;
- To monitor human rights by providing comprehensive research and documentation mechanisms designed to advance and assess human rights, especially social and economic rights;
- To protect human rights by investigating individual and systemic complaints of human rights violations and provide appropriate redress;
- To entrench the Commission as the major resource and primary focal point for human rights promotion, protection and monitoring in the country;
- To be accessible and work in a collaborative manner with organs of State, Civil Society and other Chapter 9 organisations;
- To advance the public and parliamentary accountability of the Commission's work and maximise the utilisation of public resources through sound strategic management and efficient financial and administrative systems and procedures; and
- To publicise and convey the role and work of the Commission to the general public via an integrated internal and external communications strategy.

1.4.3 Outcomes

The Commission works towards affirming human dignity by facilitating access to all human rights, with special emphasis on the right to equality and economic and social rights.

1.4.4 Values

In the realisation of its vision and in the carrying out of its mission, the Commission's operations are founded on the values of *ubuntu*, the promotion of dignity and equality, respect for human rights and accountability to the nation.

1.5 Legislative Mandate

The mandate of the Commission as contained in section 184 of the Constitution (Republic of South Africa Constitution Act No 108 of 1996) is as follows:

Section 184 (1): "The Human Rights Commission must -

- (a) promote respect for human rights and a culture of human rights;
- (b) promote the protection, development and attainment of human rights; and
- (c) monitor and assess the observance of human rights in the Republic."

Section 184 (2): "The Human Rights Commission has the powers, as regulated by national legislation, necessary to perform its functions, including the power-

- (a) to investigate and to report on the observance of human rights;
- (b) to take steps to secure appropriate redress where human rights have been violated;
- (c) to carry out research; and
- (d) to educate."

Section 184 (3):

- (e) "Each year, the Human Rights 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."

1.6. Service Delivery Environment

The service delivery environment within which the Commission operates straddles all spheres of political, social, cultural and economic life in South Africa. This environment is thus complex and characterised by the following challenges:

- Poverty, unemployment and the degradation of human dignity
- Unequal treatment on the basis of various discriminatory grounds
- Inadequate delivery of social services including education, housing, social security, water, etc.
- The undermining of a human rights culture through crime and violence.

- Violence against women and children
- The impact of the HIV/ AIDS pandemic on life in South Africa

The *promotion-of-human-rights-mandate* is often challenged by the perception that human rights contribute to ill-discipline and human rights violations. In addition, the vastness of the South African landscape makes it difficult to promote a culture of human rights, responsibilities and duties in all parts of the country in a sustained manner. To deal with some of these challenges, the Commission is currently exploring innovative and unique methodological approaches to incorporate in its human rights promotional work. The formal education system and informal and electronic channels will be employed to promote a culture of human rights.

The *protection-of-human-rights mandate* is confronted by the sheer number of human rights violations that are brought to the attention of the Commission. We are modernising our systems to absorb these complaints. The Commission is also employing judicial and quasi-judicial means to advance our protection mandate.

The *monitoring-and-assessment of the observance-of human-rights-mandate* is a huge undertaking that require sophisticated tools and substantial funding. The Commission is reviewing its economic and social rights regime. In addition, the decision to publish an annual human rights development report and a quarterly journal will also provide impetus to this mandate of the Commission.

1.7 Organisational Environment

Job evaluation

The Job Evaluation system is fully operational within the Commission. However, the policy on job evaluation needs to be enforced in the event of new posts being created or if there are substantial changes to the content of current posts.

Employment Equity program

The Employment Equity plan and policy needs revision to bring it in line with latest labour legislation. The plan should be reviewed to address the current staff growth and future expansion. The Commission voluntarily submits their employment equity statistics returns on a yearly basis to the Department of Labour.

Employee wellness

An employee wellness provider has been appointed to facilitate the Employee Wellness Programme of the Commission. The service provider will deal with issues such as financial planning, substance abuse as well as stress related matters. In order to ensure compliance with the provisions of the Occupational Health and Safety Act, the Commission has established a Health and Safety Committee. A fully equipped first aid room has also been put in place.

Employee Relations

The Recognition Agreement between NEHAWU and the Commission has been signed. Human Resources is also in the process of creating a representative structure for non-union members to voice their collective views on substantive matters.

Human Resources Administration

The personnel administration section of Human Resources has been fully integrated into the Pastel HR software system. Leave is calculated on this system with weekly and monthly schedules being generated from the system. As a control measure, a leave register is generated, verified and approved on a monthly basis. Leave days are also correctly reflected on the monthly payslips of staff. Human Resources is currently preparing, and will table a policy proposal regulating the maximum number of days a person can accrue. This will deal with the issue of excess leave and leave liabilities.

Benefit Administration

Human Resources is in the process of reviewing the Provident Fund as well as Medical Aid providers. The aim is to ensure that the Commission is in line with best practice approaches within the market place. Human Resources, in collaboration with Sanlam and ABSA Bank, have successfully implemented a Pension Backed Housing Loan scheme for all staff members.

Policies and Procedures

Human Resources is in the process of undertaking a training and familiarisation exercise of all existing policies and procedures throughout the Commission. Feedback and responses elicited from staff members will be used to refine and update the policies.

Human Resources has also reviewed the letter of appointment and will also be revising and introducing new Human Resources administrative forms. These include, but are not limited to, the exit interview, application for employment and reference check forms.

1.8 Resource Plan

1.8.1 Expenditure Trends

<i>Programme</i>	Expenditure outcome			
	Audited	Audited	Audited	Audited
R' thousand	2001/02	2002/03	2003/04	2004/05
Commissioners	6,175	5,922	3,390	3,132
Management	7,431	7,050	12,788	19,612
Advocacy	3,992	3,666	1,468	0
Legal services	2,614	2,607	2,024	2,252
Research	2,957	2,896	3,442	4,970
Training	2,444	2,317	1,943	2,478
Provinces	3,351	3,743	4,403	6,250
Total	28,964	28,201	29,458	38,827

Personnel	14,799	14,382	18,330	21,246
Administrative	3,336	3,102	2,005	3,729
Inventories	603	564	1,178	884
Equipment	480	282	3,093	0
Land and buildings	2,731	2,538	1,860	4,475
Professional services	7,015	7,333	2,992	8,493
Total	28,964	28,201	29,458	38,827

<i>Baseline allocation</i>	21, 899	27, 401	32, 728	37,653
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1.8.2 Budget: 2005/06 as per programme

	Budget
<i>Programmes</i>	2005/06 R' thousand
Commissioners	3, 640
Chief Executive Officer	3, 574
Finance and Administration	12, 833
Human Resources	1, 911
Education and Training	3, 266
Media and Communication	267
Legal services	1, 586
Research and Documentation	6, 414
Provinces	8, 283
Total	41, 774

1.8.3 Budget: 2006/07 – 2008/09

PROJECTIONS FOR STANDARD ITEMS: 2006/07 – 2008/09

Standard Items	Proposed Allocation		
	2006/07	2007/08	2008/09
Personnel	31, 658	35, 160	36, 946
Administrative	3, 289	3, 267	3, 355
Inventories	684	712	743
Equipment	736	294	840
Land and buildings	6, 656	7,321	8, 052
Professional services	6, 197	6, 627	8, 167
Total	49,220	53, 381	58, 103
<i>Baseline allocation</i>	49,220	53, 381	58, 103

PROJECTIONS AS PER PROGRAMMES: 2006/07 – 2008/09

Programme	Proposed Allocation		
	2006/07	2007/08	2008/09
Commissioners	4, 505	5, 100	5, 383
Chief Executive Officer	3, 045	3, 375	3, 541
Financial Management	2, 481	2, 615	2, 915
Media and Communication	882	1, 079	1, 131
Parliamentary liaison	630	690	723
Special programmes	1, 349	1, 759	1, 927
Human Resources	10, 397	11, 002	11, 500
Administration & IT	11, 835	12, 270	14, 189
Research and Documentation	6, 416	6, 926	7, 264
Education and Training	4, 305	4, 887	5, 677
Legal services	3, 375	3, 678	3, 853
Total	49,220	53, 381	58, 103
<i>Baseline allocation</i>	49,220	53, 381	58, 103

PROJECTIONS AS PER PROGRAMMES: 2006/07 – 2008/09

**DRAFT BUDGET 2006/07 - 2008/09
AS PER PROGRAMMES**

PROJECTIONS FOR PROGRAMMES: 2006/07 - 2008/09	SUB-PROGRAMMES	%AGE	Proposed Budget	MTEF	MTEF
			2006/07	2007/08	2008/09
COMMISSIONERS		9%	4,535,951	4,802,323	5,034,575
CHIEF EXECUTIVE OFFICER		18%	8,407,313	9,707,217	10,804,836
	STRATEGIC MANAGEMENT		3,044,814	3,230,457	3,388,649
	FINANCIAL MANAGEMENT		2,556,321	2,867,679	3,114,553
	PARLIAMENTARY LIAISON		628,955	637,339	667,405
	SPECIAL PROGRAMMES		1,268,166	2,009,305	2,627,270
	MEDIA & COMMUNICATION		909,057	962,437	1,006,959
CORPORATE SERVICES		46%	22,536,524	23,190,376	24,810,949
	ADMIN & IT		12,984,172	13,108,134	14,230,595
	HUMAN RESOURCES		9,552,352	10,082,242	10,580,354
OPERATIONS		27%	13,740,212	15,681,084	17,452,640
	EDUCATION & TRAINING		4,417,146	5,559,401	6,745,572
	RESEARCH & DOC		5,934,452	6,406,394	6,811,414
	LEGAL		3,388,614	3,715,289	3,895,654
TOTAL BUDGETED EXPENDITURE:		100%	49,220,000	53,381,000	58,103,000
Total Allocation			49,220,000	53,381,000	58,103,000
Budgeted Surplus/ Deficit			0	0	0

Section 2: Programmes

2.1 Commissioners

Commissioners lead in developing the vision of the institution, setting its priorities and ensuring that the policies, programmes and resources allocated are consistent with its vision. This is done through exercising good corporate governance, providing leadership and guidance on the professional work of the Commission. Commissioners also act as public representatives of the Commission at national and international fora, as well as in its interface with local communities and other stakeholders.

The Commission has over time developed positive relationships with state organs, the structures of civil society, as well as other Chapter Nine institutions. The Commission is increasingly called upon for advice, assistance or simply as a human rights resource.

Commissioners lead and preside over the public inquiries of the Commission. In the past year, we convened 2 major inquiries: “Voluntary Associations – the Right to be different” as well as an inquiry into “The Right to Basic Education”. Commissioners also played a pivotal role in the formation of the first ever National Forum on Older Persons, which is currently located in the Commission.

Commissioners represent the Commission through engaging the media, focused meetings with stakeholders at conferences and seminars, as well as at international human rights fora.

The objectives of this programme are:

- To raise the profile of the Commission by engaging with appropriate stakeholders, including ministries, government and civil society.
- To make strategic interventions and provide leadership in relation to human rights issues.
- To respond to human rights issues within communities.
- To represent the Commission and its interest in human rights initiatives.
- To develop human rights related and organisational policies.

Commissioners

Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Good corporate governance	As per good governance charter and checklist	Full compliance	Full compliance	
	% Alignment of activities with strategic objectives	100% alignment	100% alignment	
Raising profile of Commissions	Number, quality and extent of strategic interventions	Monthly	Twice a month 100% completion of planned interventions	
Chair and oversee public hearings, appeals and focus areas	Quality of oversight and leadership/ alignment with strategic objectives Appeals turnaround time	Meeting minimum requirements as per stated objectives	Exceed requirements as per stated objectives	
Interventions (including media) on human rights focus areas	Number of interventions on child rights, disability, older persons, non-nationals and HIV/AIDS	Weekly	Weekly	
Community interventions and monitoring service delivery	Number of community visits Number of reports/notes submitted to relevant duty bearers	Fortnightly Fortnightly	Fortnightly Fortnightly	
Representing Commission	Speeches, articles and papers	Fortnightly	Fortnightly	
Human rights policy development	Number of adopted policies on agreed areas	1 Month after decision/ agreement	1 Month after decision/ agreement	

2.2 Chief Executive Officer: Strategic Management, Special Programmes and Media and Communications

2.2.1 Strategic Management

This strategic management function embodies the central strategic framework of the Commission. Its main functions include overseeing the implementation of the Commission's strategic plan; establishing and maintaining a good governance framework in collaboration with Commissioners; ensuring statutory compliance with the Constitution and other acts; adherence to the provisions of the Public Finance Management Act (PFMA) and Treasury Regulations; strategic leadership; risk management; and national-provincial coordination and integration.

The objectives of this programme are:

- To ensure constitutional and legislative compliance within the operations of the Commission.
- To conduct strategic reviews in response to the internal and external environment.
- To ensure the alignment of Commission programmes with its strategic objectives and national priorities.
- To manage effective accountability mechanisms and a quality assurance system.
- To ensure effective, efficient, economical and transparent use of resources in terms of the PFMA.
- To position the Commission favourably within the human rights field, nationally, regionally and internationally.

Strategic Management

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Legislative and statutory compliance	<ul style="list-style-type: none"> ▪ Audits ▪ Reviews ▪ Performance management 	Number of Level of compliance according to checklist	Monthly reviews 100% compliance	Monthly reviews 100% compliance	
Implementation of Strategic Plan	<ul style="list-style-type: none"> ▪ Meetings ▪ Reports ▪ Reviews 	Number of Scope of	<ul style="list-style-type: none"> ▪ Monthly reports ▪ Quarterly reports ▪ Ongoing reviews 	<ul style="list-style-type: none"> ▪ Monthly reports ▪ Quarterly reports ▪ Ongoing reviews 	
Liaison with stakeholders	<ul style="list-style-type: none"> ▪ Agreements ▪ Collaborative projects ▪ Funding 	Number of/ Frequency	Monthly	Monthly	
National and provincial coordination	<ul style="list-style-type: none"> ▪ Management and operational support interventions 	Number of interventions	Monthly	Monthly	
Favourable positioning of Commission	<ul style="list-style-type: none"> ▪ Speeches ▪ Talks ▪ Strategic Interventions ▪ Regional and international liaison 	% Response to request	Respond to 80 % of agreed upon requests	Respond to 100 % of agreed upon requests	

2.2.2 Financial Management

This programme deals with budgeting, payments processing and financial reporting. Its main functions include statutory compliance to the provisions of the Public Finance Management Act (PFMA) and Treasury Regulations.

Legislative compliance with the PFMA and Treasury Regulations has been achieved – monthly and quarterly reviews of programmes were conducted and a risk management system has been developed. Financial controls are exercised and financial and administrative procedures are followed. These processes coalesced into regular strategic reviews and an assessment of our adherence to the Strategic Plan, and have also resulted in an unqualified audit report from the Auditor-General.

The main objective of this department is the improvement of financial management and the rendering of support services to the organisation as a whole through:

- Budgeting process and Budget implementation & control;
- Timely, accurate and reliable financial reports;
- Effective financial and internal controls;
- Risk management; and
- Anticorruption and fraud prevention measures

Financial Management

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Finance Management	Framework for legislative statutory compliance	Meeting statutory requirements % compliance with PFMA checklist	100% compliance	100% compliance	100% compliance
	Strategic review	Compliance with strategic plan	80-100% compliance	80-100% compliance	80-100% compliance
	Risk assessment and Management	Effective risk assessment and management	Bi-annually	Bi-annually	Bi-annually
	Internal Audit Function	Functional internal audit	Regular audits	Regular audits	Regular audits
	Functioning Audit Committee	Number of meetings Number of advisories	Four (4) per year As required	Four (4) per year As required	Four (4) per year As required
	External Audit function	Unqualified audit report	As per the date of audit as determined by the Auditor General	As per date of audit as determined by the Auditor General	As per date of audit as determined by the Auditor General
	Financial Management and Administration systems	Compliance with statutory requirements	Monthly/Quarterly	Monthly/Quarterly	Monthly/Quarterly

2.2.3 Parliamentary Liaison and Legislation Monitoring

The work of this Unit is of a policy, legal, advocacy and research nature. It includes parliamentary liaison; monitoring legislative developments; providing advice internally within the Commission; making legal inputs on proposed legislation; facilitating and encouraging civil society participation in legislative processes; and conducting research on the implementation of recently passed legislation that impacts on economic and social rights.

The Commission has played a pivotal role in facilitating the participation of civil society and key role players in interacting with the legislative drafting process through its work on the Older Persons Bill. Other submissions to government departments and Parliament during 2005/6 addressed issues such as water allocation reform, conditions of farm workers, school uniforms, school fees and expulsion, land rights and prisoners' rights.

Children's rights to live in violence free environments within their homes and be disciplined in appropriate manners that respect their dignity have been undertaken by the Unit. This is in line with legislative developments regarding children and the passing, in December 2005, of section 75 of the Children's Bill and the anticipated section 76 of the Children's Bill that will come before Parliament during 2006.

The Unit attended 57 Portfolio Committee meetings in order to establish a presence for the Commission in Parliament. The Section 5 Committee on Parliamentary and Government Liaison convened a meeting in January 2006. Attendees at the meeting broadly reflected key civil society stakeholders who participate in parliamentary processes.

The objectives of the programme are:

- To facilitate interaction between the commission and parliament
- To protect human rights by providing input on proposed legislation that conflicts with human rights norms and standards.
- To realize human rights by monitoring the implementation of recently drafted legislation that seeks to protect and promote human rights
- To inform the commission internally about proposed legislation and activities in parliament that affect human rights
- To support democracy through facilitating civil society engagement with legislation making through conducting training, and hosting workshops and seminars.
- To facilitate a civil society forum to obtain input on parliamentary and government liaison issues.

Parliamentary Liaison and Legislation Monitoring

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Parliamentary Liaison & Legislation Monitoring	Submissions on draft legislation.	Number of submissions	8 submissions	8 submissions	
	Internal information service - Legislation Updates and Memo's	Number of Parliamentary Updates and Memo's	4 Parliamentary Updates and 10 Memo's	4 Parliamentary Updates and 10 Memo's	
	Parliamentary & civil society liaison	Number of parliamentary meetings and functions attended	Attendance at 20 portfolio committee meetings Attendance at 30 civil society functions 20 commission persons to attend and present at meetings in parliament	Attendance at 20 Portfolio Committee meetings and 30 civil society functions 30 Commission persons to attend and present meetings in parliament.	
	Workshops & Seminars	Number of workshops and seminars	4 Workshops / seminars	Quarterly	
	Co-ordination of think tank on legislation monitoring	Frequency of meetings per annum	Bi-annually	Bi-annually	

2.2.4 Special Programmes

The Special Programmes is a new addition to the work of the Commission that seeks to provide for a more coordinated response to identified areas and vulnerable sectors as far as human rights violations are concerned.

Objectives:

- To streamline the work of the Commission in relation to vulnerable sectors
- To provide a coordination function for the activities of the Commissioners in relations to identified vulnerable sectors
- To provide support within the Commission to respond to human rights violations within this sector
- To assist with advocacy, public awareness and legal services.
- To manage the development and publication of the annual human rights development report and quarterly journal
- To implement projects in line with agreements with donor agencies

Special Programmes

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
HIV/AIDS	Adopted project plan/ new project	As per project plan	80-100% completion of project objectives	80-100% completion of project objectives	80-100% completion of project objectives
Non-nationals	Adopted project plan/ new project	As per project plan	80-100% completion of project objectives	80-100% completion of project objectives	80-100% completion of project objectives
Child Rights and Disability	Adopted project plan/ new project	As per project plan	80-100% completion of project objectives	80-100% completion of project objectives	80-100% completion of project objectives
Older Persons	Adopted project plan/ new project	As per project plan	80-100% completion of project objectives	80-100% completion of project objectives	80-100% completion of project objectives
Human Rights Development Report	Process plan/ new project	Adopted process plan in line with international standards	Oct 2006	Annual Publication	
Human Rights Journal	Process plan/ new project	Adopted process plan for in-house journal according to stated requirements and standards	Oct 2006	Quarterly Publication	
Donor-funded projects	As per project agreements	As per project agreements	As per project agreements	As per project agreements	As per project agreements

2.2.5 Media and Communications

This Programme plans, develops and implements the Commission's internal and external communications strategy. Public access to the Commission's information materials happens through the placement of all major reports, publications and policy papers on the website. The website is being revamped to enable easier and more popular access to information held by the Commission.

Publications, posters and reports of the Commission have been distributed to members of the public, NGOs/CBOs and government departments through our public outreach initiatives and our Education Officers. The Commission distributed 12 of its own publications, many in 11 official languages, as well as Constitutions printed by the Department of Justice and Constitutional Development. The number of publications distributed for the year amounted to an estimated 30 000 copies.

The main target groups for publications include the general public, rural communities, NGOs, CBOs, government institutions and SA Police Services. Copies of the Commission's Economic and Social Rights reports were also forwarded to United Nations Agencies. The Annual Report (1 000 copies) was targeted at Parliament and government departments. The Khomani San report (150 copies) was submitted to the San community in the Northern Cape, government departments and the media, while the Boom Gates Report was distributed to national, provincial and local government departments around the country. Other printing and distribution included: the Bill of Rights Poster (13 000 in 11 official languages), My Rights My Responsibilities booklet (15 000 in 11 official languages). Media launches have accompanied the release of these reports and the unit has also ensured that the work of the Commission was constantly covered by all major national, regional and local print and electronic media.

The Unit produces an average of 5 press releases and one opinion piece on human rights issues in the media each month. Commissioners and secretariat members (including provincial staff) appeared on radio and television interviews/ programmes/debates at least 16 times each month. A strong emphasis is placed on participation in community radio station programmes. Unsolicited media and other enquiries average 20 each week. The SAHRC's appearance or comment in national print media averages at least 5 times a week.

The objectives of this programme are:

- To establish a communication-friendly environment within the Commission and with stakeholders / role-players outside of the Commission.
- To promote human rights awareness by implementing an effective and efficient communications strategy.
- To promote the work and corporate image of the Commission through public and media relations initiatives.

Media and Communication

Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Reports, publications, promotional materials, website and Intranet	Website revamp/ maintenance Improved internal communications through intranet Development and Production of Annual Report and other reports Development, production and distribution of promotional materials	Quarterly updates Monthly updates As per regulations/ work plans On request	Quarterly updates Monthly updates As per regulations/ work plans On request/ proactive interventions	
Media liaison, monitoring and coverage	Media coverage/ media monitoring Improved coverage of the Commission in national and provincial media.	Monthly analysis of media trends re Commission and human rights issues Monthly and/or weekly features, press releases and media alerts Momentarily responses to media queries	Monthly analysis of media trends re Commission and human rights issues Monthly and/or weekly features, press releases and media alerts Momentarily responses to media queries	
Developing corporate image	Number of advertorials/ corporate gifts	100% of agreed upon advertorials/ corporate gifts	100% of agreed upon advertorials/ corporate gifts	

2.3 Corporate Services

Corporate Services houses the financial, administrative, human resource and information technology support systems of the Commission. It consists of two main programmes, i.e. Finance and Administration, which includes Human Resource Management.

This strategic management function embodies the central support services system and strategic framework of the Commission. Its main functions include statutory compliance with the Constitution and other acts; adherence to the provisions of the Public Finance Management Act (PFMA) and treasury regulations; strategic leadership; human resource management; risk management; and national-provincial coordination and integration.

2.3.1 Administration, Information Technology and Supply Chain Management

This department comprises of two units, i.e. the Administration unit dealing with the implementation of Supply Chain Management policy, maintenance, and all administrative processes; and the Information Technology unit that is responsible for developing and maintaining IT & IMS activities.

The objectives of this sub programme are:

- To develop and maintain efficient administrative systems
- To provide administrative and logistical support to the operations of the Commission, nationally and provincially
- To develop and maintain an information technology system

2.3.2 Human Resource Management

A human resource strategy that follows the prescripts of the relevant legislation is in place and policy gaps are being attended to. A working and uniform performance management system has been adopted. The policies and procedures of the Commission are being refined on a regular basis. The Job Evaluation process has been completed. New positions and positions with significant changes in the current job content will be reviewed as and when required. The Commission has established a Job Evaluation Committee, which regulates all Job Evaluation processes within the prescripts of the Job Evaluation policy guidelines.

The objectives of this sub programme are:

- To develop a comprehensive human resource service within the Commission.
- To ensure that the Commission manages an efficient compensation system
- To implement staff development initiatives
- To promote sound employee relations and ensure compliance with relevant labour legislation
- To provide efficient Human Resources administration and management

Corporate Services

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Administration	Supply Chain Management	Compliance with legislation and regulations	Monthly reviews	Monthly reviews	Monthly reviews
	Building and facilities	Maintenance and Development of facilities	Weekly audits and processes	Weekly audits and processes	Weekly audits and processes
	Asset Management	Up to date fixed asset register	Quarterly reviews	Quarterly reviews	Quarterly reviews
	Maintenance of inventories	Well equipped and functional offices	Monthly audits and processes	Monthly audits and processes	Monthly audits and processes
	Management of Capital expenditure	Well equipped and functional facilities	Monthly audits and reviews	Monthly audits and reviews	Monthly audits and reviews
Information and Communications Technology systems	Development and Maintenance of systems	In terms of the IT security policy and master systems plan	Monthly audits and reviews	Monthly audits and reviews	Monthly audits and reviews
Human Resources	Compensation management	Effective management of compensation system	Monthly processes	Monthly processes	Monthly processes
	Capacity Building and Development	% of staff trained	50 % of staff trained	50 % of staff trained	50 % of staff trained
	Safety, Health and Welfare	% compliance with legislation	Full compliance	Full compliance	Full compliance
	Employee relations	% compliance with legislation	Full compliance	Full compliance	Full compliance
	HR Administration	Effective Human Resources administration and management	Monthly updates and reviews	Monthly updates and reviews	Monthly updates and reviews

2.4 Operations

The operations of the Commission consist of the following programmes:

- Education, Training and Public Awareness
- Legal Services
- Research and Documentation

These programmes represent the three main constitutional mandates of the Commission, hence the need for interdepartmental collaboration amongst them:

Mandate	Programme
Promoting a culture of human rights	Education and Training
Protecting human rights and providing redress for human rights violations	<ul style="list-style-type: none">• Legal Services
Monitoring and assessing the observance of human rights	<ul style="list-style-type: none">• Research and Documentation

2.4.1 Education, Training and Public Awareness

Training Programmes and Workshops – The total number of educational interventions (workshops, training programmes, seminars, presentations) conducted under all the programmes in the period under review was 413. Through these activities, 29 298 people were reached. This amounts to an average of 34 interventions per month and exceeds the service delivery indicators and targets of the Commission across all programmes. A notable achievement was the delivery of workshops in the Southern African Development Community (SADC) region on “Human Rights, Democracy and Worker Union Rights” as part of the Commission’s regional collaboration to build human rights.

Public Education and Community Outreach – These activities of the Commission focus on poverty-stricken communities in rural and peri-urban areas, as well as areas where poverty indicators suggest communities are particularly impoverished. The Ominibus continues to be deployed to enable successful community outreach. It encompasses a large range of educational interventions ranging from workshops, seminars, presentations, site visits and walkabouts to widespread campaigns, events and advocacy initiatives. Public outreach activities in 2004/05 included a special focus on the Northern Cape Province. The annual Human Rights Week programme built around Human Rights Day on 21 March also focused on the Northern Cape and included more than 15 workshops as well as visits to institutions and communities.

Institutionalisation of Human Rights Education – The Commission played an important role in the development of the National Curriculum Statements for Grades R to 9 and Grades 10 to 12, ensuring the inclusion of human rights in both these National Education Policy Documents. The Commission also participates in the Standards Generating Body (SGB) on Human Rights, Democracy and Peace Education, which develops unit

standards for registration on the National Qualifications Framework (NQF). The Commission participated in four conferences on human rights education, at national, regional and international levels. Of note was the participation in an international working group convened by the Office of the High Commissioner for Human Rights (OHCHR) and the United Nations Educational, Scientific and Cultural Organisation (UNESCO) to develop a draft plan of action for the first phase (2005 to 2007) of the World Programme of Action for Human Rights Education. The Commission also participated in compiling a Report on Human Rights and Democracy Education in the SADC Region, a project spearheaded by the Electoral Institute of Southern Africa (EISA).

The objectives of this programme are:

- To conduct training, workshops, seminars, presentations and capacity building programmes on equality, economic and social rights, promotion of access to information, farming communities and the SAHRC's focus areas. Respond to requests for training from organisations and communities.
- To provide in-house capacity building for the Commission on the equality legislation, access to information and general human rights themes and training methodology.
- To ensure the institutionalisation of human rights education and provide a system of quality assurance in the education and training programmes of the SAHRC.
- To implement human rights education projects in line with the strategic objectives of the Commission, nationally and regionally.
- To conduct community outreach and awareness programmes.
- To develop appropriate human rights education and training materials.

Advocacy, Public Awareness and Community Outreach

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Advocacy, Public Awareness and Community Outreach	Omnibus/ Awareness/ Advocacy/ Rural outreach	Number Extent of Outreach	108 interventions focussing on rural communities/ national and provincial offices	120-160 interventions	
	3-day outreach/ advocacy interventions on human rights <ul style="list-style-type: none"> ▪ Awareness ▪ Research ▪ Legal services 	Number Extent of follow-up Completion rate	Quarterly Proper documentation of complaints for research and legal purposes. 80% completion of planned interventions	Once a month 100% completion of planned interventions	
	Popular publications Events Campaigns Human Rights Week	Number Extent of Outreach	2 popular publications 1 event/ campaigns	3 popular publications/ 2 events and/or campaigns	
	Community Radio Station Interventions/ Other media	Number of interventions	5 per month (national and provincial offices) o	8 per month (national and provincial offices) o	
	Civil Society networks and collaborative interventions	Frequency of networking interventions	Monthly	Twice a month	
	Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews	

Education and Training

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Education and Training	Seminars and roundtable discussions	Number Extent of Outreach	3 seminars and roundtables Reach 80% of target Satisfy 70% of criteria as per evaluation instrument	6-10 per year	
	Training sessions and workshops	Number Extent of Outreach	3 per month (national and provincial offices) Reach 80% of target Satisfy 70% of criteria as per evaluation instrument	6 per month	
	In-house capacity building and quality assurance	Number of meetings/ assessment sessions/ mentoring initiatives/ counselling/ capacity building initiatives/	As per staff development plan	Completed and adopted framework for quality assurance, staff development and capacity building	
	Response to request for training	Number/ Timely and relevant responses	Daily/Weekly/ Monthly/ 100% response to agreed upon requests	Daily/Weekly/ Monthly/ 100% response to agreed upon requests	
	Education and Training Projects	Number	Successful completion of agreed upon projects	Completion of agreed upon projects	
	Institutionalisation of Human Rights Education	Number of Curriculum interventions/ forum meetings/ engagements with NQF processes/ registration of courses	As required in terms of national and provincial policy developments	As required in terms of national and provincial policy developments	
	Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews	

E - Learning and Publications

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
E-Learning	Learning programmes and course	Research/ Survey/ Market analysis Framework and strategy	Completed framework and strategy	2-4 courses per year	
	Piloting of e-learning	Implementation of pilot project	Piloting in Feb 2007	Report with recommendations/ redesign and improve e-learning	
	Standardized electronic education tools	Number and quality of	Completed implementation plan	4 programmes	
	E-learning partnerships	<ul style="list-style-type: none"> ▪ Number of appropriate partnerships ▪ Equitable funding agreements 	Agreed upon Memorandums Of Understanding	Implementation of project plan	
	Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews	

2.3.3 Legal Services

The Legal Services programme implements the Commission's protection mandate and primarily deals with complaints of human rights violations in pursuance of redress; monitoring the agencies of the justice system and submitting recommendations; and conducting hearings and public inquiries.

Complaints recorded by this programme increased from 2 293 in 2002/3 to 4 502 in 2003/4 and 4818 in 2004/5. The majority of complaints relate to labour rights (42%), equality (21%), education (5%) and access to information (5%) of which 224 accepted complaints have been concluded.

Some of the milestone achievements of this programme include an inquiry into the rights of San people in the Kalahari; a public hearing on the constitutionality of the widespread use of boom gates; and a hearing on Xenophobia with the Portfolio Committee of Foreign Affairs and Home Affairs, the Voluntary Association and, the Right to basic education.

Noteworthy cases dealt with by this programme include the discriminatory admission policy at a certain crèche in Pretoria, and hate speech in a church. In addition, this programme also dealt with a case in which the rights of black females to inherit intestate was brought to the attention of the Constitutional Court – the court declared as unconstitutional, the traditional rules of primogeniture, where the oldest male descendent in the family normally inherited.

A legal opinion on the appropriateness of race classification was also developed after a complaint was received about the insistence from both public and private bodies to indicate one's race in application forms. The consensus finding was that such steps are not contradictory to the prescripts of the Constitution as the information is necessary for legitimate purposes.

Core business

- Investigation of complaints: both individual and systemic human rights violations.
- The primary objective being to seek redress where there have been violations of human rights.
- The department seeks to achieve the above through mediation, conducting of public hearings and litigation.
- The department also renders legal advisory service to the Commission and to members of the public whose complaints fall outside the ambit of the Commission.
- In conducting its business the legal services department also initiates investigation of human rights violations

- During the next financial year, we will be introducing a mobile unit, whose aim will be to take the services of the Commission to our rural communities.
- It is incumbent upon us to assist/influence the revision of laws/legislation that is incongruent with the Bill of Rights.

Brief history/analysis of legal department's performance: 2003-2006

2003 to 2004

The legal department handled 4 502 complaints. Of these 4 502 complaints 475 complaints were accepted and investigated as *prima facie* human right violations. The department referred 401 complaints to other organisations that were better able to deal with them. 26 cases were outright rejections because of no human rights violations. 2400 were telephonic complaints and 1 200 complainants visited the legal department.

2004 to 2005

The legal department handled 4 978 complaints. Of these 4 978 complaints 721 complaints were accepted and investigated as *prima facie* human right violations. The department referred 562 complaints to other organisations that were better able to deal with them. 88 cases were outright rejections because of no human rights violations. 2 419 were telephonic complaints and 1 188 complainants visited the legal department.

2005 to 2006

The legal department handled 1 949 complaints. Of these 1 949 complaints 881 complaints were accepted and investigated as *prima facie* human right violations. The department referred 81 complaints to other organisations that were better able to deal with them. 27 cases were outright rejections because of no human rights violations. 594 were telephonic complaints and 366 complainants visited the legal department.

The objectives of this programme are:

- To investigate individual and systemic complaints of human rights violations.
- To provide appropriate redress and resolve disputes regarding violations.
- To initiate investigations into human rights violations.

Legal Services

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Complaints Handling <ul style="list-style-type: none"> ▪ Externally generated ▪ Internally generated 	Screen / Assess complaints	Time: number of days	Within 7 days of receipt	Within 7 days of receipt	
	Response to complaints (allegation, referral, rejection)	Time: number of days	Within 3 days of completion of assessment	Within 3 days of completion of assessment	
	Capturing, auditing and tracing of complaints according to system requirements	Time: number of days	Capturing: Within 14 days of receipt Auditing: Monthly/Quarterly Tracing: Up to file closure	Capturing: Within 14 days of receipt Auditing: Monthly/Quarterly Tracing: Up to file closure	
	Functional call-support centre for complainants	Setting standards/ According to call-support centre standards	According to call-support centre standards	According to call-support centre standards	
Redress	Resolved complaints	Number of successfully resolved complaints	90% of complaints not subjected to litigation or public hearings	90% of complaints not subjected to litigation or public hearings	
Law Clinic	Registration with Law Society/ Training/ Candidate attorneys	Number	2-4 Candidate attorneys/ national pilot/ roll-out to provinces	2-4 Candidate attorneys/ national pilot/ roll-out to provinces	

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Public Hearing	Terms of Reference Background Documentation Research Project Plan Report / Findings Follow-up	Number of completed hearings	2-3 successfully completed hearings according to terms of reference Completion of report 2 months after hearing Submission of report to appropriate agencies 3 months after hearing Quarterly follow-up	3 successfully completed hearings according to terms of reference Completion of report 2 months after hearing Submission of report to appropriate agencies 3 months after hearing Quarterly follow-up	
Analyses of complaints and other legal services	Qualitative and quantitative analysis of trends, patterns, etc across provinces/ national	Frequency	Monthly/ Quarterly/ Annually	Monthly/ Quarterly/ Annually	
Systems	Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews	

2.3.4 Research and Documentation

In late 2004, the Research and Documentation Department of the South African Human Rights Commission undertook to transform its methodology in respect of monitoring the realization of economic and social rights. To this end, field research has become a vital component of the work of the Economic and Social Rights (ESR) Unit and forms the backbone of the current draft annual report.

In order to give effect to the obligations of the Commission under section 184(1) of the Constitution and to extend its research work to the local sphere, in September 2004, the ESR Unit conducted a pilot field study in the Local Municipality of Madibeng (North West Province). The Commission then hosted a workshop on the approaches to monitoring to consolidate the way forward in other municipalities. Based on the findings of the pilot study, the ESR Unit developed a toolkit for monitoring economic and social rights in all the provinces of the Republic.

In total, seven district municipalities in seven Provinces were visited in 2005. The research is included as case studies in the current draft ESR report. The case studies provide valuable insights into the best practices, strengths, weaknesses and gaps in government policy. The fieldwork will ensure that the ESR Report includes an assessment of the progress made by the three spheres of government more explicitly than in previous reports.

In relation to our obligations under the Promotion of Access to information Act (PAIA), we have conducted 7 briefings; completed the section 10 guide; submitted recommendations on law reform to the Department of Justice and Constitutional Development; assisted with complaints handling; reviewed the various models for an enforcement mechanism; raised awareness about pertinent provisions of the act; and managed the receipt of section 14 and 51 manuals through our information management systems.

The Equality Unit is responsible for implementing the Commission's obligation under the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA). The Unit has conducted training sessions; produced monthly progress reports on equality; visited Equality Courts and initiated the development of an equality barometer. The annual report on equality is under construction and will be finalised once the regulations are in force.

The objectives of this programme are:

- To monitor and assess the observance of economic and social rights.
- To monitor and assess the observance of human rights, including legislation monitoring, the right to equality and the right to information.
- To maintain a leading human rights library and documentation centre.

Monitoring and Assessment of Human Rights

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Socio Economic Rights Monitoring	Contribution to human rights development report	Scope and extent of contribution	60% of report	100% of report	
	Journal articles	Number	1 per right per year	1 per right per year	
	Quarterly reports	Frequency	Every 3 months	Every 3 months	
	Stakeholders workshop	Successfully completed workshops and reports	April 2006 February 2007	April February	
	Presentations <ul style="list-style-type: none"> ▪ workshops ▪ parliament ▪ conferences 	Number	16 per year	24 per year	
	Support to special projects	As per requests	100% response to requests	100% response to requests	
	Assist with outreach, awareness and training	As per request from education and training	80% response to request	100% response to request	
	Assist with complaints/mediation interventions	As per request from legal services	100% response to request	100% response to request	
	ESR report	Report completed according to agreed upon norms and standards	June 2006	June	
	Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews	

Library Services

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Library and Documentation	Development and Maintenance of the Library	Acquisition and Maintenance of Human Rights Materials in terms of subscription contracts	Quarterly reports	Quarterly report	
	Support to library users	Number of request for assistance	100% response to requests	100% response to requests	100% response to requests
	Library services of provincial offices	Adopted concept paper/ system	July 2006	Implementation of system	Implementation of system
	Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews	

Access to Information

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Access to Information	Consolidation of Section 32 reports of the public bodies	Increased number of respondents for section 32 information	100% response	100% response	
	Assist with complaints/mediation interventions	As per request from legal services	100% response to request	100% response to request	
	Research	Number of papers and opinions	4 per year	6 per year	
	Information and Deputy-Information Officer's Forum	Establishment of Forum	Hosting annual meeting/ before December 2006	Hosting annual meeting in second quarter of financial year	
	Access to Information Indaba	Successfully completed indaba	Hosting annual indaba/ before December 2006	Hosting annual indaba in second quarter of financial year	
	Support to special projects	As per request	100% response to request	100% response to request	
	Contribution to human rights development report and human rights journal	As per project plan	As per project plan	As per project plan	
	Assist with public awareness, education and training	As per request from education and training Training of information and deputy information officers	100% response to request	100% response to request	
	Other interventions in response to SAHRC obligations under PAIA	Number of interventions	8 per year	8 per year	
	Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews	

EQUALITY

Sub-programme	Outputs	Measure/ Indicator	2006/07 Target Milestone	2007/08 Target Milestone	2008/09 Target Milestone
Equality	Section 28 Equality Report	Completed report in terms of equality legislation	As per legislative requirements	As per legislative and research requirements	
	Monthly update	Completed in terms of requirements of publications protocol	Quarterly	Quarterly	
	Equality Courts monitoring	Number of courts monitored Quality and Utility of Reports	2 per province per month	2 per province per month	
	Assist with complaints/mediation interventions	As per request from legal services	100% response to request	100% response to request	
	Research	Number of papers and opinions	4 per year	6 per year	
	Equality Indaba	Successfully completed indaba	Hosting annual indaba/ before December 2006	Hosting annual indaba in second quarter of financial year	
	Support to special projects	As per request	100% response to request	100% response to request	
	Contribution to human rights development report and human rights journal	As per project plan	As per project plan	As per project plan	
	Assist with public awareness, education and training	As per request from education and training	100% response to request	100% response to request	
Comprehensive and integrated management and quality assurance system	Adopted systems document/ norms and standards	June 2006	Quarterly reviews		

Section 3: Organisational Information and Institutional Environment

3.1 Restructuring

A decision has been taken that there will be a total organisational review during 2006/07 to enhance efficiency and effectiveness within the Commission.

3.2 Organogram

Depending on the outcome of the organisational review exercise, the existing organogram of the Commission will be adjusted accordingly.

3.3 Delegations

The policy on the delegations of authority, powers and functions is currently being reviewed to bring it in line with PFMA and National Treasure Regulations. This will be implemented during 2006/07 financial year.

3.4 Information Technology Systems

- Employing an additional staff member in the near future in order to cope with the current and future demand placed on IT services within the organisation and externally.
- Upgrading Windows 98 to Windows XP to computers that can be upgraded, software upgrade as well as looking at replacing old computers with the new ones.
- Purchasing and installing a fax server, enabling staff to receive a fax via e-mail for improved communication.

3.5 Information Management Systems

- Development and maintenance of systems to enhance the quality of the output on services rendered by the Finance and Administration Department to all Departments and Provinces by acquiring ICT systems as per IT security policy and master plan-systems.
- Flow centric system is used for complaints handling used by Legal Services Department.
- IMS will be used for archiving all documents, especially for PAIA when receiving manuals from various companies.
- Intranet is currently operational but not in full use.

3.6 Performance Management Systems

- The Commission's performance management system is aligned to that of the Public Service. All staff on SMS packages enters into a performance agreement annually. Their performance is evaluated at least twice during the six months preceding the employee's annual formal performance assessment date; and in writing, on the annual formal performance assessment date.
- Human Resources will be reviewing the existing performance management system and determine a system for performance management and

development for employees within the Commission, other than employees who are members of the SMS.

- During 2006/07 this system will be cascaded down to all other members of staff to ensure the effective and efficient performance management. Performance assessments will be conducted quarterly and formally in writing, once a year.

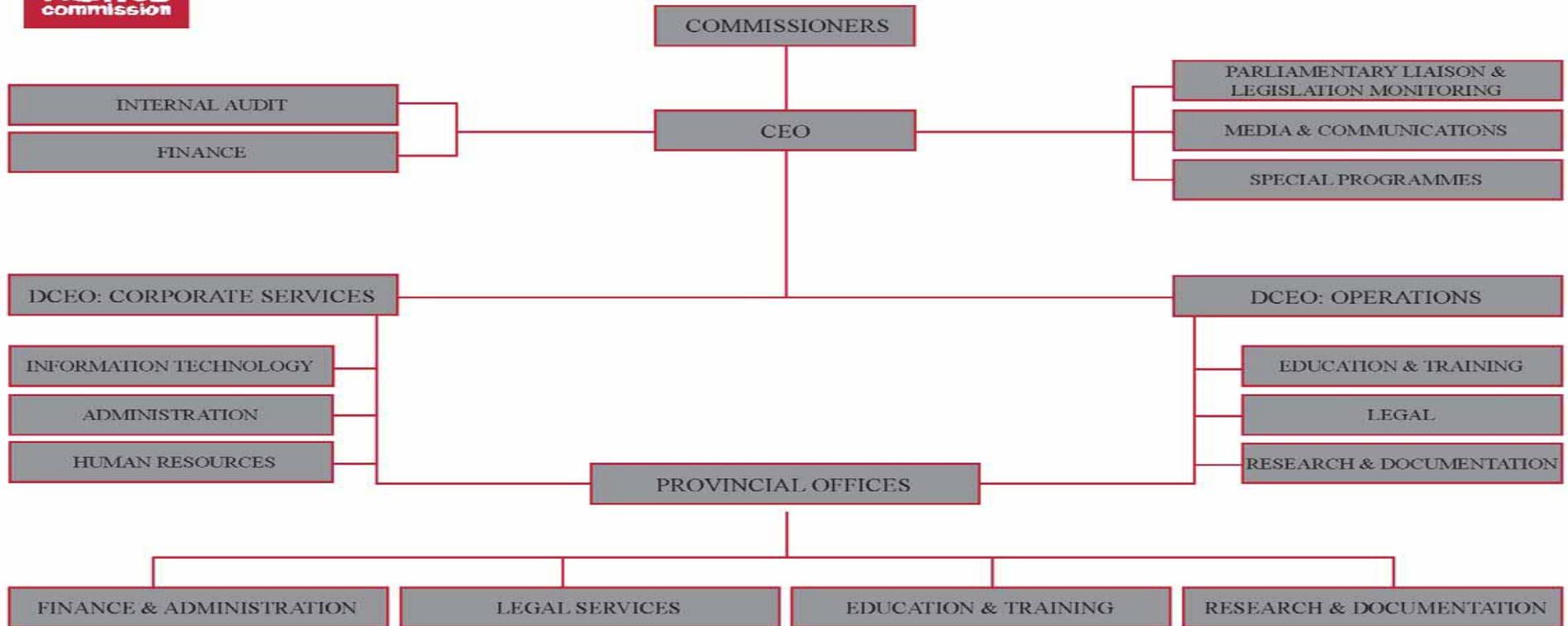
3.7 Quality Assurance Systems

- Risk management was conducted during 2005/06 by a service provider, which resulted in a Risk management plan being developed and to be implemented and coupled with the appointment of the Internal Auditors.
- To upgrade access control system to be able to record time in & out for all officials. This will serve as a management tool in detecting whether employees are clocking in and out on set times.
- Have a fully operational Internal Audit function and Audit committee
- Audit committee has a charter, which guides its operations.
- Internal auditors conduct regular risk assessment and develop the audit plans.
- Supply chain management policy – procurement processes and procedures are outlined for implementation and monitoring compliance to the legislation.
- Draft comprehensive IT policy has been compiled and is due for approval for implementation on all IT issues such as Internet access, E-mail access, Disaster recovery plan, IT security and access control (in & out of the building).
- There is currently eleven (11) HR Policy covering a range of Human Resource issues. These policies are updated from time to time.
- The Commission has a recognised trade union and regular bargaining unit meetings takes place.
- We have existing staff regulations, which regulate the day-to-day activities of the Commission.
- A Job Evaluation Committee was established and is fully functional. This committee oversees the job evaluation process within the Commission.
- In order to comply with the Occupational Health and Safety Act, we have established a Health and Safety committee. This committee meets monthly and regulates all provisions in terms of Occupational Health and Safety within the Commission.
- The Commission has also in terms of the Employment Equity Act, established and Employment Equity committee, which regulates our voluntarily submission of reports to the Department of Labour.

3.8 Outsourcing of Services

- The Commission is currently operating on an outsourced Internal Audit function.
- A decision to outsource is not taken likely but is purely premised on the operational requirements of the Commission.

SAHRC ORGANOGRAM



End