



STRATEGIC PLAN: 2010-2013 AND PUBLIC PROTECTOR VISION 2020

Accountability Integrity Responsiveness



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AND

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INTRODUCTION

1.1 PUBLIC PROTECTOR'S STATEMENT OF POLICY AND COMMITMENT



I am honored to present this seventh Strategic Plan of the Office of Public Protector, which is my first since taking office in October 2009 as the third Public Protector of the Republic of South Africa. Included with and informing the medium term Strategic Plan, is a much more forward looking vision, Public Protector Vision 2020, which seeks to direct institutional goals and energies over a ten year time plane.

The vision and Strategic Plan derive from an extensive strategic conversation, which has involved consultations with all employees and key institutional stakeholders across the country. For this I am grateful to all persons and organisations that have informed the vision and strategic priorities through written submissions in response to the draft circulated in December 2009 or participation in Stakeholder Consultative Forums held across the country thereafter.

Central to the strategic conversation and consequent shifts in the strategic thrust, has been a thorough analysis of the constitutional and statutory mandate of the Public Protector and an endeavour to achieve a much closer alignment between the mandate and institutional strategic priorities. Key outcomes of the mandate analysis include a common understanding that the Public Protector's mandate transcends investigating and reporting and involves strengthening democracy through rendering the state accountable by redressing all improper conduct or correcting administrative wrongs by public authorities while promoting good governance.

The new strategic thrust accordingly represents a shift of emphasis towards responsiveness to and prompt remedial action for complainants while effecting systemic improvements in governance and administrative practices within organs of state through harnessing all institutional powers, which include investigating, mediation, conciliation, negotiation and taking appropriate remedial action. The strategic thrust incorporates closer compliance with the constitutional injunction requiring accessibility to all persons and communities, bearing in mind the country's diverse 48 million plus people.

Moving from the premise that the Public Protector's core mandate is to strengthen democracy through administrative oversight in terms of section 181-2 of the Constitution, the Public Protector Act of 1994 and the Executive Members' Ethics Act while playing a significant role in the enforcement of anti-corruption, open democracy and human rights laws, our activities and decisions in the next few years will be informed by and seek to achieve the following strategic objectives:

1. Accessible to and trusted by all persons and communities
2. Prompt remedial action
3. Promotion of good governance in the conduct of all state affairs
4. An efficient and effective organisation
5. An optimal performance and service focused culture

The first three strategic objectives focus on service delivery while the last two focus on the organisation and internal systems and values alignment to support the achievement of the service delivery goals. Their realisation depends on several operational adjustments that we have made and which are summarized in the Accounting Officer's overview. Optimal realisation further dictates a review of institutional funding as the current R106 million does not match the constitutional mandate to serve the greater portion of the 48 million people that need prompt remedial action for administrative wrongs.

We have also revisited institutional values and principles. The main shift in this regard is the incorporation of core constitutional values such as human dignity, equality, justice and the national value of *Ubuntu* which was embraced by the Constitutional Court as one of the

cornerstones of our democracy in the ground breaking case of *S v Makwanyane*. We have also adopted the core principles of Accountability, Integrity and Responsiveness as pillars of our work and the transformation we wish to see in public sector conduct and service delivery.

May I take this opportunity to thank Parliament for entrusting me with the honour and responsibility of serving in this important office and pledge my commitment to ensure that this institution fully complies with its constitutional mandate and related obligations.

It is my sincere hope that the vision and Strategic Plan that we are putting forward will enhance this institution's responsiveness to all complaints and allegations of impropriety in the conduct of state affairs while contributing effectively to the strengthening of constitutional democracy.



ADV THULI (THULISILE) N. MADONSELA

PUBLIC PROTECTOR OF THE REPUBLIC OF SOUTH AFRICA

March 2010

1.2 OVERVIEW BY THE CHIEF EXECUTIVE OFFICER



Under the strategic leadership and direction of the new Public Protector, Adv Thuli Madonsela, the organisation embarked on the strategic planning process that culminated in this Strategic Plan. Advocate Madonsela encouraged widespread participation in the strategy formulation process, which was invaluable enhanced by the inputs received from all our stakeholders, both internal and external. A consensus view, shared by the senior management team, was that after 15 years the organisation was ripe for the new vision as it was nearing the top of what is referred to as the 'Sigmund Curve'. This positioned it well for a new growth phase

that would build on the existing organisational foundation. We have remained true to the constitutional mandate of strengthening constitutional democracy. We have re-emphasised our commitment to being a values driven organisation, acting with trust and integrity.

In dealing with the assessment of the internal and external environments, we have critiqued the organisation, holding up a mirror to see the reflection through our eyes and through the eyes of our stakeholders. From this we have been able to develop strategic and operational plans that use the strengths of the organisation to grasp the available opportunities. This is the value-creating process which extracts and grows the inherent value of the organisation created from its past investments in people, process and technology. We have used the strengths of the organisation to build counter-strategies to the threats in the environment that have been identified.

We have candidly looked at the weaknesses and past organisational failures and developed corrective operational and tactical plans aimed at turning the identified weakness into strengths and to prevent the weaknesses from developing into threats to our

existence. Giving effect to our strategic commitments has necessitated several operational adjustments in response to the challenges identified during the assessment of our operational environment.

First and foremost, we seek to ensure that all persons and communities in the country know about, trust and are able to access the services of the Public Protector regardless of socio-economic status, language or geographic location. Supporting operational changes in this regard include additional regional offices and expanded outreach activities, incorporating more community visits, strengthened use of the media particularly community radios, strengthened awareness materials production and distribution, a focus week called the *Public Protector Good Governance Week*, popularization of legislation governing the Public Protector, and leveraging stakeholder relationships for compliance and the accessing of more communities through stakeholder support and collaboration.

We further seek to ensure that every complainant is treated responsively and that prompt remedial action is afforded all those that have been wronged by public authorities. It is important that there is no impunity for any improper or prejudicial conduct by a public official, officer bearer or an organ of state. In this regard, both individual and institutional accountability for improper or prejudicial conduct are critical. We accordingly place a premium on turnaround times, particularly on none complex yet life defining matters such as social grants, pension funds, workers compensation applications, and ID applications. Operational changes in this regard include an early resolution mechanism and specialization. They also include strengthened professional capabilities especially in the areas of investigation rigor, forensic competence, ADR skills and value alignment.

It is also important to us that our interventions result in systemic change in state organs evidenced by none recurrence of the same kind of complaints. Our main target is the promotion of good governance, incorporating a culture of legal compliance. Our operational changes in this regard include strategic interventions to help identify system malfunctions that breed habitual improper conduct and poor service delivery. They also include strengthened administrative mechanisms for the enforcement of the Executive Members' Ethics Act and the general promotion of good governance and integrity.

In support of our strategic objectives, we have reprioritized resources and enhanced organizational efficiency to achieve more with less. We are also constantly monitoring and enhancing our own institutional compliance with the public sector regulatory framework especially provisions on fiscal discipline and performance monitoring.

However, It must be pointed out that the current budget of R106 million is inadequate for the Public Protector's optimal compliance with the constitutional mandate, particularly the requirement of accessibility to all persons and communities and the goal of prompt remedial action for all administrative wrongs brought to the attention of this constitutional institution on a daily basis. In the few months that I have been at the helm of this institution I've noted that the small staff complement of less than 80 investigators is increasingly struggling to balance the competing goals of rigor and acceptable turnaround times.

The premier activities under the new strategic thrust that need additional funding beyond the small seed funding redirected the current already stretched budget are the following:

1. **Access enhancing measures** such as additional regional offices, expanded media activities, additional materials, including a Pocket Book on Public Protector Legislation and additional posters/brochures; and a Public Protector Good Governance Week
2. Roll out of a newly established **Early Resolution Mechanism**
3. Development and Consultation on **Public Protector Rules** as envisaged in the Public Protector Act of 1994, incorporating ADR procedures.
4. Establishment of a specialized **Good Governance and Integrity Unit** to support the Executive Members' Ethics Act and general promotion of good governance

I am confident that we will successfully see visible progress in the forthcoming years as we implement our strategic vision, in constant obedience to the Constitution of South Africa.



Themba Mthethwa

Chief Executive Officer

STRATEGIC OVERVIEW

2.1 MANDATE

2.1 The mandate of the Public Protector is to strengthen constitutional democracy by investigating and redressing improper and prejudicial conduct, maladministration and abuse of power in all state affairs; resolving administrative disputes or rectifying any act or omission in administrative conduct through mediation, conciliation or negotiation; advising on appropriate remedies or employing any other expedient means; reporting and recommending; advising and investigating violations of the Executive Members Ethics Act of 1994; resolving disputes relating to the operation of the Promotion of Access to Information Act of 2000 and discharging other responsibilities as mandated by the following legislation:

- 1) Constitution of the Republic of South Africa Act 108 of 1996;
- 2) Public Protector Act 23 of 1994;
- 3) Executive Members' Ethics Act 82 of 1998;
- 4) Promotion of Access to Information Act 2 of 2000
- 5) Prevention and Combating of corrupt Activities Act 12 of 2004
- 6) Electoral Commission Act 51 of 1996

- 7) Protected Disclosures Act 26 of 2000;
- 8) National Archives and Record Service Act 43 of 1996;
- 9) National Energy Act 40 of 2004
- 10) Housing Protection Measures Act 95 of 1998;
- 11) Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000;
- 12) Public Finance Management Act of 1999;
- 13) Lotteries Act 57 of 1997;
- 14) Special Investigation Units and Special Tribunals Act 74 of 1996; and
- 15) National Environmental Management Act 108 of 1999.

The work of the Public Protector is further informed by the provisions of the Promotion of Administrative Justice Act 3 of 2000 (PAJA) and other laws that regulate the conduct of state organs and public administration.

2.2 VISION

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

2.3 MISSION

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

2.4 CORE VALUES AND PRINCIPLES

2.4.1 Core Values

Anchored in the supremacy of the Constitution and the rule of law, all operations and communications are informed by the following values:

- 1) **Independence and Impartiality** – *we perform our constitutional duties without fear or favour, and without deference to any person or institution*
- 2) **Human Dignity** – *we respect the constitutionally protected dignity of all those we interact with as we deliver services and manage our affairs*
- 3) **Equality** – *we treat all those we serve or interact with equal consideration, taking into account human diversity and related needs*
- 4) **Ubuntu**– *we serve with humanity, empathy, compassion, understanding, and respect for every person’s human rights*
- 5) **Redress** – *we strive to achieve remedial action where wrong has been done*
- 6) **Accountability** – *we always give an account of our actions and decisions and promote the same within the state*
- 7) **Integrity** – *we keep our promises and maintain high standards of trustworthiness, mindful of our obligation of confidentiality*
- 8) **Responsiveness** – *we expeditiously deliver services that equally address the needs of all persons and communities*
- 9) **Transparency** – *we maintain openness in all our actions keeping affected parties informed at all times*

- 10) **Justice and Fairness** – we investigate and resolve complaints and treat all persons in a manner that promotes fair administrative action and lawfulness

2.4.2 Core Principles

In addition to the core values, the work of the Public Protector and its interaction with the public and the state are anchored in the core principles of: **Accountability, Integrity and Responsiveness (AIR)**. We further remain committed to and seek to promote public sector adherence to the following eight *Batho Pele* Principles that constitute the cornerstone of public sector service delivery:

- 1) Consultation
- 2) Setting Service Standards;
- 3) Increasing Access;
- 4) Ensuring Courtesy;
- 5) Providing Information;
- 6) Openness and Transparency;
- 7) Redress; and
- 8) Value for Money.

ORGANISATIONAL STRATEGY

3.1 ORGANISATIONAL ENVIRONMENT

3.1.1 Broad Situation Analysis

3.1.1.1 The processes undertaken during the 2010/11 Strategic planning cycle included an assessment of the internal and external operational environments within which the Public Protector discharges its constitutional mandate. Having determined a vision mapping up the impact the institution seeks to achieve in the future, the processes identified changes that need to be made to achieve that future. This process included an analysis of forces for change and forces against.

3.1.1.2 The key change imperative emerged as the need to reposition the Public Protector to achieve real **accessibility to all those among the 48 million plus** population that need remedies for administrative wrongs. Achieving trust among all persons and communities while being accessible in terms of physical access, processes and opportunities, were identified as non negotiables. Public consultations and figures of other regulatory agencies confirmed that the Public Protector complaint statistics that currently sit at below 20 000 are clearly not representative of public needs regarding the conduct and decisions of public authorities in the three spheres of government and nine provinces. It was also a source of concern that the complaints did not represent the full spectrum of the public sector. Media exposures suggest that administrative problems transcend the sectors where the bulk of the complaints currently come from.

- 3.1.1.3 The need for **responsiveness to, particularly prompt remedial action** for all administrative wrongs emerged as another critical change imperative. It further emerged that currently, non-complex matters such as simply obtaining an administrator's reasons for a delayed decision or service often take unduly lengthy periods that often exceed a year. Needless to say that this compounds the distress of complainants that approach the Public Protector as a last resort, particularly those seeking decisions or services on social grants, government pension fund payments, Unemployment Insurance Fund (UIF) benefits, Identity Documents (ID) applications, Workers Compensation and court appeals, among others. An Intake and Early Resolution mechanism has been established in partial response. In addition to internal efficiency adjustments and stakeholder relations management was identified as a key part of the solution and is currently being pursued vigorously.
- 3.1.1.4 The need for **effecting durable systemic change in promotion of good governance** emerged as another important change imperative. When it emerged that the bulk of the complaints come from institutions that the Public Protector has interacted with for years, it became clear that interactions with organs of state need to impact in a manner that eradicates systemic maladministration and other forms of improper or prejudicial conduct. This observation has led to a decision to extend current systemic investigations to systemic interventions, involving the selection of at least two organs of state per year.
- 3.1.1.5 The need to achieve trust among all was underscored by **service delivery protests** that were engulfing the country at the time of the Public Protector national consultative process. During consultative forums it emerged that many communities or groups either did not know that the Public Protector could help with their group service delivery concerns or did not trust that this institution would deliver the desired outcomes expeditiously. Institutional visibility and assuring the public regarding responsive service and institutional

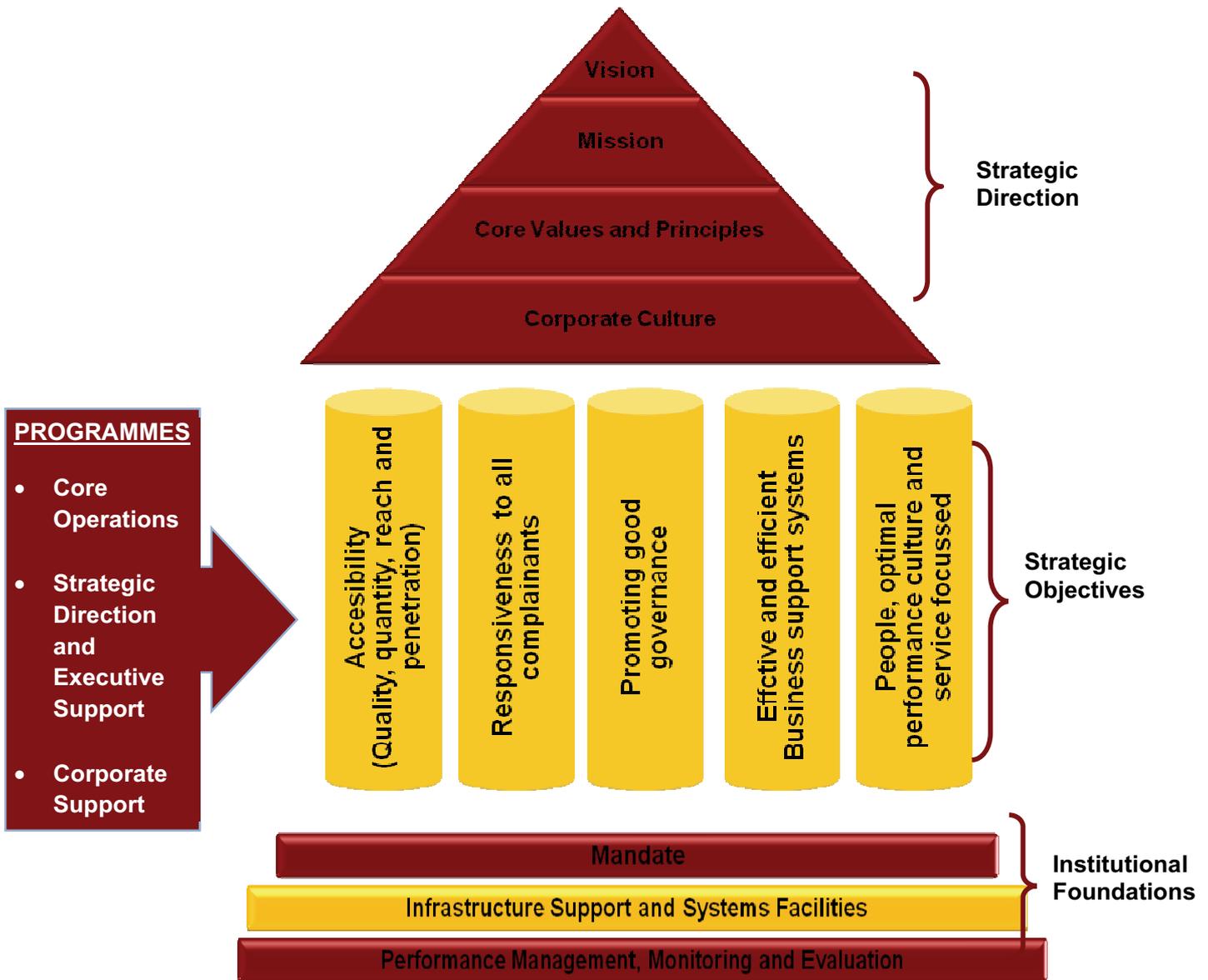
independence and authority emerged as critical factors to inform institutional changes.

3.1.1.6 Internally, the strategic conversation examined organizational behaviour that supports or undermines the above mandate alignment deficiencies. Key areas of focus emerged as business systems, people and organizational culture. Business system improvements such as the automated Case Management System (CMS), which is in its infancy, were noted. Matters needing improvement included stronger enforcement of adherence to treasury regulations, the full operationalisation of the CMS and the full automation of other business processes. Impact conscious performance monitoring was also identified as a change imperative.

3.1.1.7 One of the key strengths is organizational professionalism and the pride that members have in working in an institution that is a **globally respected ombudsman institution**. Previously identified and new **human resources challenges** also came to the fore. Among these are issues such as skills retention, high workloads particularly for investigators, inadequacy of capabilities such as forensic competencies, inadequate depth in key areas of law regulating services or conduct that is regularly the subject of complaints and inadequate team cohesion. Effective **management of stakeholder relations** particularly to leverage relationships for institutional visibility and cooperation of organs of state in investigations, emerged as a continuing challenge.

3.1.2 Environmental Analysis and Strategic Planning Framework

3.1.2.1. The organizational environmental analysis and forward looking planning were conducted using a strategic framework for an optimally functional and performing organization. Five strategic pillars underpin the framework, which is represented by the following diagram:



3.1.2.2. The organizational environment analysis was informed by the following strategic outcomes for an optimally functioning Office of the Public Protector in support of the constitutional and statutory mandate of the Public Protector:

3.1.2.2.1. **Accessibility to all persons and communities:** This pillar is aimed at fulfilling the constitutional mandate to be accessible to all persons and communities and includes the quality, quantity, reach and penetration of the service.

- 3.1.2.2.2 **Responsiveness to all complainants** This pillar is aimed at fulfilling the mandate of the Public Protector to strengthen constitutional democracy by maintain the focus on the complainant through prompt resolution of all complaints and redressing any improper or prejudicial conduct in state affairs.
- 3.1.2.2.3 **Promoting good governance:** This relates to sustainable transformation of the state to ensure good governance and responsive service delivery through systemic investigations and other interventions that target structural changes in organs of state.
- 3.1.2.2.4 **Effective and efficient business support systems:** This relates to the systems, policies, procedures, processes and resources required and managed to ensure an effective and efficient service focused organization and necessary to support the Public Protector in optimally fulfilling the constitutional mandate.
- 3.1.2.2.5 **Optimal performance and service focused culture with committed people:** This is aimed at addressing people issues which is one of the key success factors that anchor an optimally performing and service focused organisation. Internally, this pillar relates to learning and development, recruitment and retention, proficiency, remuneration and retention. It also covers the leadership and alignment of the values and culture with the vision and strategic objectives. Externally it relates to partnerships, collaboration, and stakeholder buy-in.

3.2 ORGANISATIONAL ENVIRONMENT ANALYSIS

STRATEGIC OUTCOME	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
3.2.1 Accessibility to all Persons and Communities	<p>To foster greater accessibility through the establishment of Outreach, Education and Communications at all levels of government</p> <p>Being multi located and present in all Provinces</p> <p>Good relationship with community development workers, Non-governmental organisations and other Chapter nine (9) institutions</p>	<p>Not fully taking advantage of partnerships and collaboration with nongovernmental organisations at local levels</p> <p>Limited geographic points of accessibility creates a structural barrier to reaching all population with regard to local centres and mobile units</p> <p>Not accessible to all communities with respect to language, people with disabilities, income groups and places of work</p>	<p>Collaborating with other institutions to reach out to most communities including reviewing and co-operative agreements</p> <p>Constitutional injunction requiring the Public Protector to be accessible to all persons and communities</p> <p>Collaboration with Auditor-General and other Constitutional Institutions and reviewing memorandum of understanding</p>	<p>Lack of adequate funding to reach most communities</p> <p>Inadequate support and understanding of constitutional mandate of the Public Protector</p> <p>Different and often conflicting institutional objectives and expectations</p>

STRATEGIC OUTCOME	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>3.2.2 Responsiveness to all Complainants</p>	<p>The Public Protector is a constitutional entity with constitutional powers and is impartial and independent</p> <p>Ability to reposition and build on the goodwill created by the appointment of new leadership</p> <p>Creation of Intake and Early Resolution Unit</p>	<p>Focus is currently on the investigation of complaints with minimum focus on remedial action addressing root caused and eliminating systemic deficiencies</p> <p>The long turnaround time in the investigation process caused by delays due to external interdependencies</p> <p>Non-utilisation of alternative dispute resolution methods and limited specialization</p>	<p>The establishment of the Government Hotline as an identifier of complaints</p> <p>The government's strong emphasis on improvement of service delivery</p> <p>To reduce response time by consolidating and rolling out the Early Resolution mechanisms throughout the country</p>	<p>Budget constraints and cuts which hampers capacity development and service delivery</p> <p>Inadequate co-operation from the organs of state</p> <p>Inadequate funding</p>

STRATEGIC OUTCOME	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
3.2.2 Responsiveness to all Complainants	Dedicated and well motivated staff	High workload for Investigators in Provinces	Use of statutory powers to source support from other state organs and civil society	Fear or resentment of use of powers such as subpoenas and contempt of the Public Protector
	Extensive constitution and legislative mandate	Lack of common understanding of procedures and processes	Develop and implement regulations under the Public Protector Act	
3.2.3 Promoting Good Governance	There is an opportunity for wide interpretation of the OPP findings of the mandate thereby strengthening constitutional democracy	The perception that the findings of the Public Protector are biased in favour of government	Government has committed to eradication of corruption and improvement of service delivery	Weak political will and support of the decision of the public Protector regardless of the findings

STRATEGIC OUTCOME	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
3.2.3 Promoting Good Governance	Increased co-operation from state organs following stakeholder engagements	Inadequate attention to the Executive Members' Ethics Act and promotion of good governance	Collaboration with the state and other constitutional institutions	Independence and impartiality to be guarded
	Globally respected and have peer credibility	Limited impact on maladministration evidenced by recurring complaints in state organs that have received extensive attention	Creation of the Good Governance and Integrity Unit and enhanced forensic capability	International demand for assistance may over stretch limited resources
3.2.4 Effective and Efficient Business Support Systems	Case Management System has reporting capabilities	OPP cases are not easily accessible and retrievable for both operational efficiency and precedent setting	Potential to gain access to information and databases of other state institutions	Budgetary constraints

STRATEGIC OUTCOME	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
3.2.4 Effective and Efficient Business Support Systems	Basic technology Infrastructure in place	Lack of enterprise wide integrated information technology support systems and Knowledge Management system is limited	Potential for synergies and cost-sharing with other Chapter 9 Institutions e.g. Planning – IEC, GIS	Budgetary constraints
	Framework for Communication strategy developed	Operational problems in co-ordination of Provinces and lack of proper internal communication with Provinces	Access media avenues for promoting the office of the Public Protector and create awareness, including the Press Club	Lack of co-operation by the media and insufficient funding
	Established HR support function	Limited HR automated systems and misalignment in the allocation of skilled resources to job functions	To galvanise and enhance people skills and service focused culture	Insufficient funding
	Strategic plan reviews and adjustment have been conducted	Lack of formal change management strategy	Enhance strategic plans with change management and organisational alignment	Lack of follow-up

STRATEGIC OUTCOME	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	Established administrative functions	Lack of delegation of authority framework	Commensurate devolution of powers and responsibilities	Administrative delays and non-compliance with financial prescripts e.g. PFMA and Treasury Regulations
3.3.5 Optimal Performance and Service	Strong and critical investigation staff	High turnover of skilled and specialized staff	Building and consolidating human capacity through training in specialised investigative and complaints resolution	Poaching of skilled staff by other institutions
Focused Culture with Committed People	Skilled staff that could be used more effectively	Insufficient forensic capabilities for effective investigations	Consolidate and strengthen human capital development and harnessing the cultural and gender diversity of staff in servicing the needs of a diverse community	Budgetary constraints
	Establishment peer network for benchmarking	Lack of a compendium of best forensic and investigation best practices	Establishment of African Ombudsman and Mediators Association (AOMA) and willingness of other institutions to share skills and resources	Insufficient funding

3.3 MEDIUM TERM STRATEGIC OBJECTIVES

3.3.1 In pursuit of its constitutional and legislative mandate, vision and mission the Public Protector will focus on five (5) strategic objectives in the medium term period 2010-2013. These strategic objectives constitute the pillars to focus organisational energies, decisions and performance management in the next 3-5 years.

3.3.2 Informed by the logical framework planning methodology entailed in the Treasury Guidelines, the strategic objectives collectively seek to generate the desired impact for the realisation of the organisational vision. These are further supported by strategies which are further devolved into programmes with each programme's strategies geared at generating the outputs and outcomes that will collectively achieve a given strategic objective.

3.3.3 The strategic objectives to underpin and guide the operations of the Public Protector in the next 3-5 years are:

- a) **Strategic Objective 1:** Accessible to and trusted by all persons and communities;
- b) **Strategic Objective 2:** Prompt remedial action;
- c) **Strategic Objective 3:** Promotion of good governance in the conduct of all state affairs;
- d) **Strategic Objective 4:** An efficient and effective organization; and
- e) **Strategic Objective 5:** Optimal performance and service focused culture.

3.3.4 The first three strategic objectives focus on service delivery whereas the last two focus on leveraging systems and people to achieve the outputs, outcomes and impacts necessary for the realization of the strategic objectives in pursuit of the institutional vision.

PROGRAMMES AND SUB- PROGRAMMES

4.1 OVERVIEW

Programme	Sub-Programme
Strategic Direction And Executive Support Services	a) Public Protector b) Deputy Public Protector c) Executive Support: <ul style="list-style-type: none"> • Administration & Policy, International Relations and, Parliamentary Liaison, • Media Relations & Corporate Branding d) Chief Executive Officer <ul style="list-style-type: none"> • Internal Audit & Risk Management • Strategy and Organisational Performance • Provincial Liaison
Core Operations	a) Outreach ,Education and Communication b) Intake and Early Resolution c) Service Delivery d) Good Governance and Integrity e) Public Protector Provincial Representation
Corporate Support Services	a) Finance and Supply Chain Management (Chief Financial Officer) b) Human Resource Management and Development c) Information and Communications Technology; d) Legal Advisory Services and Knowledge Management e) Facilities Management, Logistics and Security

4.2 PROGRAMME AND SUB PROGRAMME DETAILED BREAKDOWN

4.2.1 PROGRAMME 1: STRATEGIC DIRECTION AND EXECUTIVE SUPPORT SERVICES

4.2.1.1 Purpose:

- a) To provide leadership, oversight and strategic direction;
- b) Provide effective support services to the Executive Authority;

4.2.1.2 Sub-Programmes

- a) Public Protector ;
- b) Deputy Public Protector;
- c) Executive Support:
 - Administration, International Relations, Parliamentary Liaison, Registry, Policy, Rules/ regulations and guidelines
 - Media Relations and Corporate Branding
- d) Chief Executive Officer
 - Internal Audit & Risk Management
 - Strategy and Organisational Performance
 - Provincial Liaison

4.2.1.2.1 Sub-programme 1: Public Protector

Purpose: To strengthen constitutional democracy by investigating any conduct in state affairs, or in the public administration in any sphere of government, that is alleged or suspected to be improper or to result in any impropriety or prejudice, to report on that conduct, resolve related disputes and to take appropriate remedial action.

4.2.1.2.2 Sub-programme 1: Deputy Public Protector

Purpose: To support the Public Protector's role of strengthening constitutional democracy by investigating any conduct in state affairs, or in the public administration in any sphere of government, that is alleged or suspected to be improper or to result in any impropriety or prejudice, to report on that conduct, resolve related disputes and to take appropriate remedial action.

4.2.1.2.3 Sub-programme 1: Chief Executive Officer

Purpose: Develop, implement and monitor organisational strategic plan in support of the Public Protector

Functions:

- a) Accounting Officer in terms of Public Finance Management Act (PFMA)
- b) Develop, implement and monitor the Strategic plan;
- c) Ensure effective and efficient financial management and related services;
- d) Render corporate support services;
- e) Overall Administration & Management of the OPP;
- f) Manage Organisational Performance

4.2.1.2.4 Sub-programme 4: Executive Support

Purpose: To provide Strategic and administrative support to the Executive Authority

Functions:

- a) Administrative and Policy Support to the Executive (Public Protector and Deputy Public Protector)
- b) International Relations and Parliamentary Liaison
- c) Monitor implementation of service delivery charter and case management

4.2.2. PROGRAMME 2: CORE OPERATIONS

4.2.2.1 Sub-Programme 1: Outreach Education and Communication

Purpose: Undertake comprehensive outreach, education and communication support services to ensure accessibility to all persons and communities.

Functions:

- a) Develop and implement Outreach, Advocacy, Public Education and Communication programmes
- b) Facilitate complaint lodging
- c) Awareness campaigns
- d) Development of Public Protector initiatives on rights
- e) Develop Communication Strategy addressing the public and organs of state

4.2.2.2 Sub-Programme 2: Intake and Early Resolution Unit

Purpose: Intake of new complaints, provision of prompt responses and urgent resolution of complaints

Functions:

- a) Undertake preliminary investigations, finalise simple investigations and prepare appropriate matters for formal investigation
- b) Ensure speedy resolution of complaints through mediation conciliation and negotiation
- c) Intake and complaints data/ case management

- d) Executive Support in Developing rules/ regulations, guidelines and procedures relating to compliant handling and investigations.
- e) Assist with training relating to complaints handling and prompt dispute resolution

4.2.2.3. Sub-Programme 3: Good Governance and Integrity Unit

Purpose: To deal with complaints and allegations in terms of the Executive Members' Ethics Act, good governance and integrity

Functions:

- a) Investigation and resolution of assigned special attention complaints
- b) Undertake specialised forensic investigations
- c) Training of investigators to enhance forensic capability of OPP
- d) Deal with complaints relating to Good governance
- e) Deal with complaints in terms of Executive Members' Ethics Act
- f) Assist with training relating complaints handling in Special Attention Matters(SAM) and those relating to the Executive Members' Ethics Act and dispute resolution
- g) Monitor the implementation of findings on good governance and integrity

4.2.2.4 Sub-Programme 4: Service Delivery Unit

Purpose: Deal with general complaints received by OPP

Functions:

- a) General complaints handling and resolution

- b) Develop and issue Good practice Guidelines and practice notes
- c) Impact on the formulation and amendment of policies and prescripts of organs of state
- d) Foster accountability and integrity responsiveness and legal compliance
- e) Ensure speedy resolution of complaints through mediation conciliation and negotiation
- f) Oversee overall review and quality assurance of service delivery
- g) Assist with training relating to general complaints handling and resolution relating to service delivery
- h) Deal with assigned Special Attention Matters(SAM)
- i) Monitoring implementation of Public Protector findings.

4.2.2.5 Sub-Programme 5: Public Protector Provincial Representatives

Purpose: Manage Provincial and Regional offices.

Functions:

- a) Undertake preliminary investigations, finalise simple investigations and prepare appropriate matters for formal investigation
- b) Ensure speedy resolution of complaints through mediation conciliation and negotiation
- c) Intake and public complaints handling
- d) Oversee overall review and quality assurance of service delivery
- e) Assist with training relating to general complaints handling and resolution relating to service delivery
- f) Monitoring implementation of Public Protector findings

- g) Implement Outreach Education and Communication programme.
- h) Manage Provincial and Regional offices
- i) Provincial liaison and collaboration with stakeholders

4.2.3 PROGRAMME 3: CORPORATE SUPPORT SERVICES

4.2.3.1 Overall purpose: To provide effective and efficient corporate support Services.

4.2.3.2 Functions:

- a) Provide human resources management support
- b) Provide financial management and supply chain management support
- c) Provide information and communications technology (ICT) and information communication technology support
- d) Provide legal and knowledge management support
- e) Provide, facilities management, and auxiliary support services
- f) Provide security services

4.2.3.3. Sub-Programmes

4.2.3.3.1 Sub-Programme 1: Finance and Supply Chain Management (CFO)

Purpose: To provide effective and efficient financial management, payroll and supply chain management services.

Functions:

- a) Budgeting
- b) Expenditure management and financial controls
- c) Provide and maintain financial management system

- d) Provide and manage supply chain management services
- e) Payroll management

4.2.3.3.2 Sub-programme 2: Human Resource Management and Development

Purpose: To facilitate human resources management and development services

Functions:

- a) Render efficient human resources administration services
- b) Provide sound employee relations
- c) Manage employee wellness programmes
- d) Provide recruitment and selection services
- e) Manage performance management and development system
- f) Organisational development
- g) Training and Development

4.2.3.3.3 Sub-programme 3: Information and Communication Technology

Purpose: To provide information and communication technology support services.

Functions:

- a) Manage the IT infrastructure which includes hardware, software, network facility and associated services;
- b) Provide support for all ICT and related services;
- c) Develop IT solutions including programs;
- d) Stakeholder and Service Level management;
- e) Develop policies and enforce compliance thereto; and

- f) Provide IT Training to the user community.

4.2.3.3.4 Sub-programme 4: Facilities Management, Logistics and Security Management

Purpose: To manage physical infrastructure, provide logistics, auxiliary and security support services.

Functions:

- a) Provide building management services.
- b) Provide building management services
- c) Provide logistics support services (including fleet management, cleaning telephone management, messenger services and record management services).
- d) Develop and implement security Strategies and policies
- e) Ensure information and document security
- f) Manage and implement occupational health and safety provisions.
- g) Provide physical security services

4.2.3.3.5 Sub-programme 5: Legal Services and Knowledge Management

Purpose: To provide legal and knowledge management service

Functions:

- a) Provide litigation services
- b) Provide legal advisory support services
- c) Provide contract management support
- d) Provide knowledge management and repository support services
- e) Provide research services

4.3 SUMMARY OF THE PROGRAMME AND SUB-PROGRAMMES BUDGET FOR 2010/11

Strategic Direction And Executive Support Services		
Public Protector		889,000
Deputy Public Protector		296,000
Executive Support		
	Administration & Policy, International Relations and Parliamentary Liaison	1000,000
	Media Relations & Corporate Branding	500,000
SUB TOTAL		2,685,000
CEO		
	Internal Audit & Risk Management	536,000
	Strategic Planning & Performance Management	589,000
	Provincial Liaison	276,000
SUB TOTAL		1,401,000
TOTAL BUDGET FOR PROGRAMME 1		4,228,000
CORE OPERATIONS		
Outreach, Education and Communication		3,063,000
Intake and Early Resolution		395,000
Good Governance and Integrity		436,000
Service Delivery		553,000
PP Provincial Representation		6,201,000
TOTAL BUDGET FOR PROGRAMME 2		10,648,000

CORPORATE SUPPORT SERVICES	
Finance, Payroll & SCM (Chief Financial Officer)	1,433,000
Security	364,000
Facilities Management, Logistics and Security	3,465,000
Human Resources Management & Development	3,437,000
Information Communication Technology	7,175,000
Legal Services and Knowledge Management	692,000
TOTAL BUDGET FOR PROGRAMME 3	16,902,000
SUB TOTAL	30,936,000

PART 5:

PERFORMANCE PLAN

5.1 PROGRAMME 1: CORE OPERATIONS

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATOR	SUB-PROGRAMME	TARGET			RISK
				2010/11	2011/12	2012/13	
5.1.1 Accessible to and trusted by all Persons and Communities	5.1.1.1 To extend and take the services of the Public Protector to all persons and communities	Number of regions and district to be reached	Outreach, Education and Communication Provincial Offices	80%	85%	90%	Insufficient budget allocation
	5.1.1.2 To effectively engage and partner with stakeholders to reach all persons and communities	Number of engagements with community based organisations	Outreach, Education and Communication Provincial Offices	4 engagements Province per annum	4 engagements Province per annum	4 engagements Province per annum	Lack of co-operation
	5.1.1.3 Annual Public Protector Good Governance week	Number of events held per annum	Outreach, Education and Communication Provincial Offices	1 Event per province per annum	1 Event per province per annum	1 Event per province per annum	
	5.1.1.4 To produce periodic newsletters and publications	Bi- Annual News letter	Outreach, Education and Communication Provincial Offices	100%	100%	100%	None
	5.1.1.5 To develop and implement an outreach strategy, with integrated communications that promotes education and awareness	Percentage implementation of outreach strategic plan	Outreach, Education and Communication Provincial Offices	100%	100%	100%	None

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATOR	SUB-PROGRAMME	Target			RISK
				2010//11	2011/12	2012/13	
5.1.2 Prompt Remedial Action	5.1.2.1 Consolidate and roll out Intake and Early Resolution components throughout the country	Percentage of Intake and Early Resolution components rolled out throughout the country	Intake and Early on Resolution	100%	100%	100%	Capacity constraints
	5.1.2.2 Speedy resolution of complaints	Average number of working days from complaint to resolution for matters allocated to the Early Resolution Unit	Good Governance & Integrity, Service Delivery; Intake and Early Resolution, Provincial Offices	30 days	25 days	20 days	Insufficient capacity
	5.1.2.3 Develop Alternative Dispute Resolution procedures, processes and competencies	Approved ADR procedures, processes and competencies	Intake and Early Resolution	100%	100%	100%	None
	5.1.2.4 Establish response protocols with an approved priority list of organs of state that fall under Public Protector's scope and mandate	Number of state organs on the priority list with formally authorised response protocols	Good Governance & Integrity, Service Delivery; Intake and Early Resolution, Provincial Offices	75%	85%	95%	None
	5.1.2.5 Design and implement measures under the Public Protector Act to ensure remedial action	Approved measures to ensure remedial action	Intake and Early on Resolution	100%	100%	100%	None

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATOR	SUB-PROGRAMME	TARGET			RISK
				2010/11	2011/12	2012/13	
5.1.3 Promotion of Good Governance in the Conduct of all State Affairs	5.1.3.1 To investigate and resolve complaints of improper conduct, maladministration and corruption by state organs and take appropriate remedial action	Percentage of complaints investigated and resolved within service standards per annum	Good Governance & Integrity, Service Delivery; Early Resolution, Provincial Offices	85%	90%	95%	Resistance by affected state organs
	5.1.3.2 Through complaint handling or on own initiative, identify and resolve systemic administrative deficiencies relating to service delivery and resolve incidents of maladministration and corruption	Number of service delivery and maladministration weaknesses recommended and addressed per investigative unit/province	Good Governance & Integrity, Service Delivery; Early Resolution, Provincial Offices	12	12	12	Resistance by affected state organs
	5.1.3.3. To investigate and handle all complaints relating to the Executive Members Ethics Act	Compliance with the Executive Members Ethics Act	Good Governance & Integrity	100% compliance	100% compliance	100% compliance	Lack of co-operation by organs of state

5.1 PROGRAMME 2: CORPORATE SUPPORT SERVICES

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATOR	SUB-PROGRAMME	TARGET			RISK
				2010/11	2011/12	2012/13	
5.2.1 An Efficient and Effective Organisation	5.2.1.1 Automate the identified business processes and systems, and improving the Case Management System application (CMS)	Percentage of Development and implementation	Information Communication Technology	Feasibility study and approval of viable Enterprise Resource Solution	100% development and implementation of Enterprise Resource Plan	Implementation of Enterprise Resource Plan	Budget constraints
	5.2.1.2 Develop and implement a security and risk management plan	Approved security and risk plan	Security Support Services And Internal Audit	100%	100%	100%	None
	5.2.1.3 Effectively monitor and report organisational performance against the strategic objectives	Quarterly report	CEO	100% Compliance	100% Compliance	100% Compliance	None

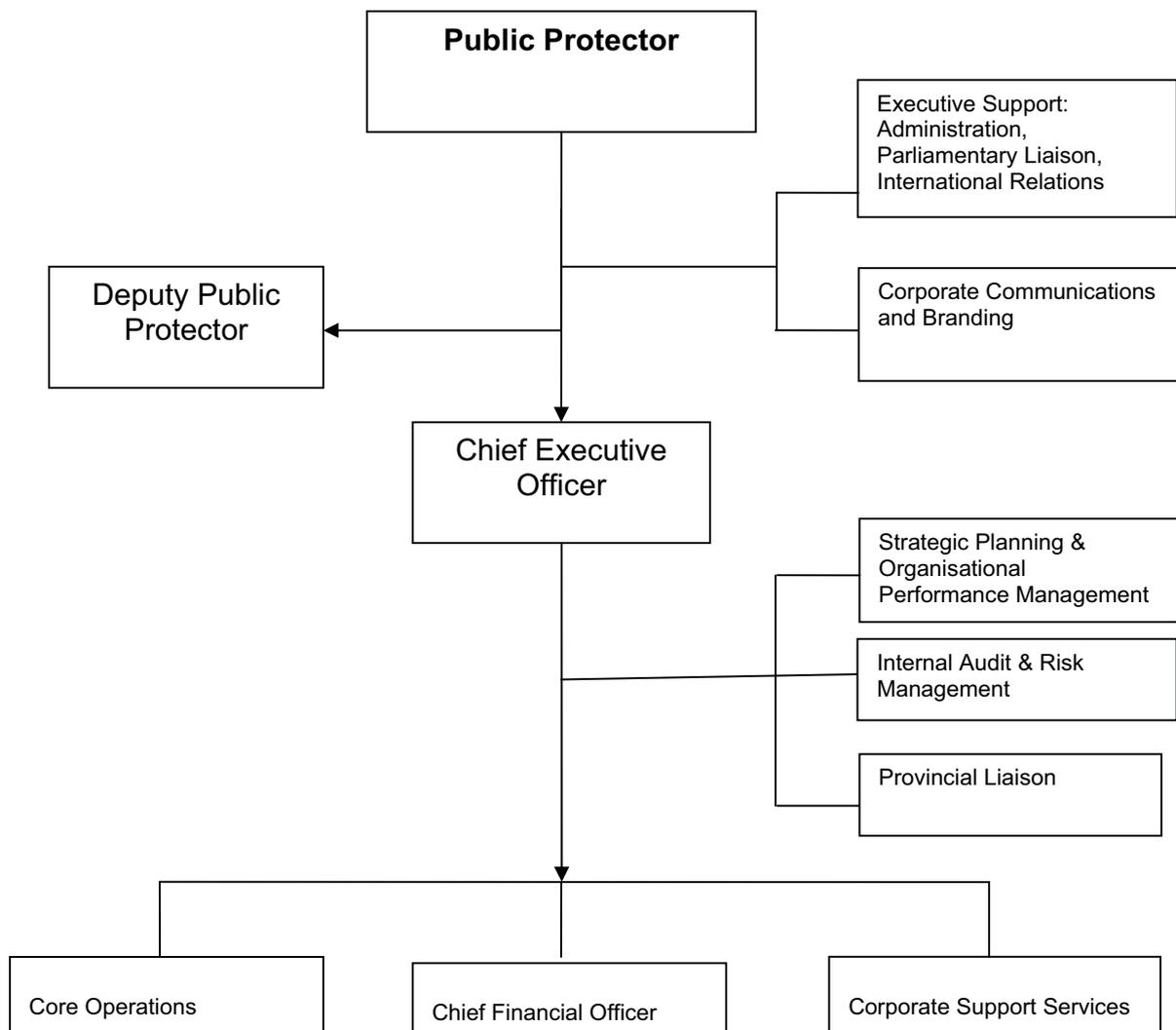
STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATOR	SUB-PROGRAM ME	TARGET			RISK
				<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	
5.2.1. An Efficient and Effective Organisation	5.2.1.4 Develop and implement a case precedent system and Legal Research facility	Percentage completion of case precedent system and utilization of Legal research facility	Knowledge Management	100% Development	100% Implementation	100% Implementation	Insufficient funds
	5.2.1.5 Realign the Organisation in terms of the strategic plan	Implementation of new structure Filling of all vacancies	CEO & HR Human Resources	100%	100%	100%	Staff resistance Long internal processes
	5.2.1.6 Develop, implement and maintain financial management, policies and systems and governance according to best practice and audit findings	Unqualified audit report and compliance with all statutory reporting regulations	CFO	85%	90%	100% compliance	100% Compliance Non-compliance by staff

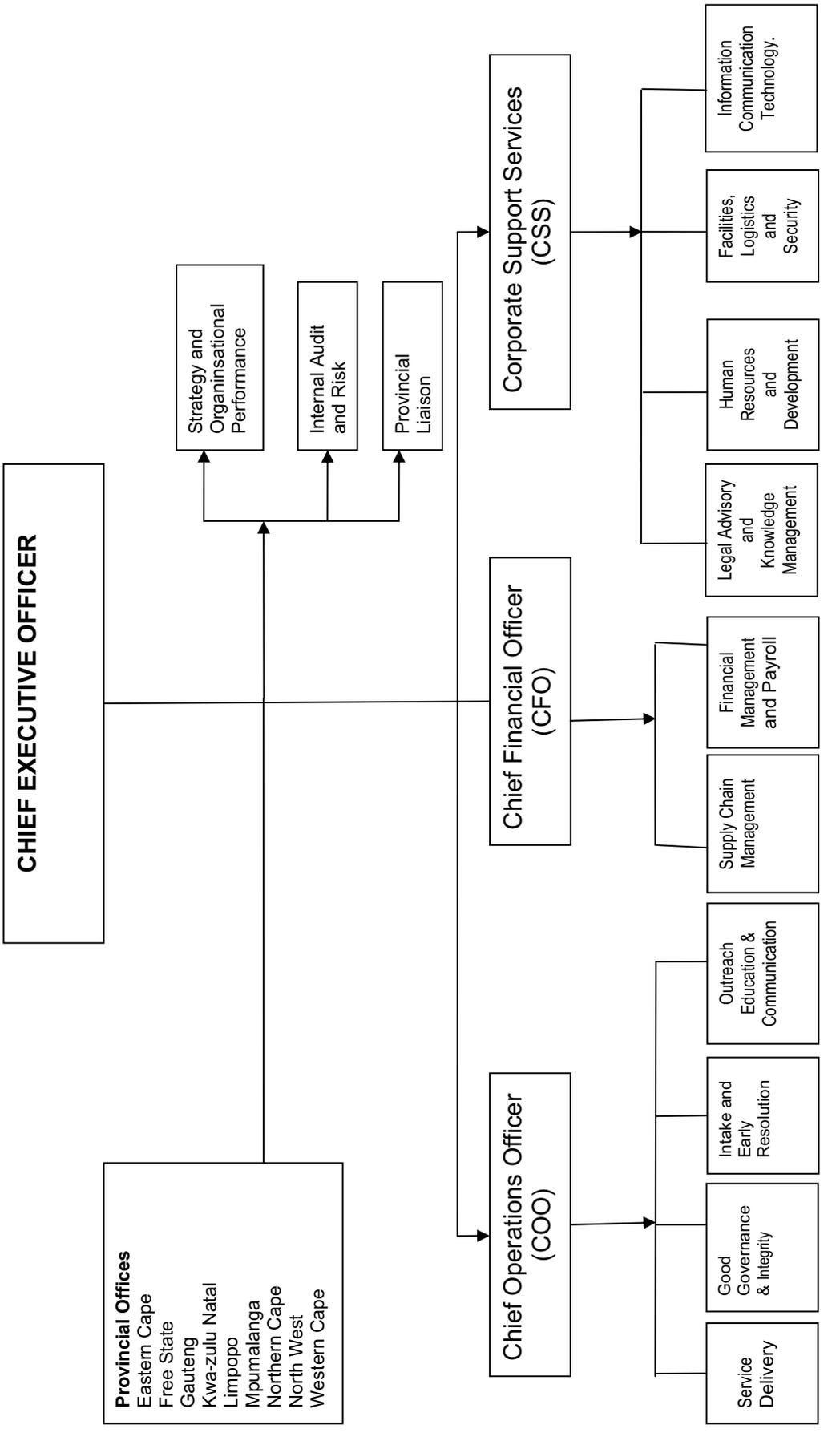
STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATOR	SUB-PROGRAM ME	TARGET			RISK
				2011	2012	2013	
5.2.2 Optimal Performance and Service Focused Culture	5.2.2.1 Review and Align the Human Resources Strategy with the organisational strategy	Approved Integrated Human Resources strategy	Human Resources	100%	100%	100%	None
	5.2.2.2 Training and development of staff	Develop and implement Human Resources development strategy and plan	Human Resources	100%	100%	100%	Budget constraints
	5.2.2.3 Implement an employment wellness programme	Percentage of total employee usage	Human Resources	10%	12%	15%	Non-usage by staff
	5.2.2.4 Integrate organisational values into the employee behaviour	Periodic surveys on employee behavior	Human Resources	1 per annum	1 per annum	2 per annum	Non-compliance by employees
	5.2.1.5 Improved organisational teamwork	Number of team-building and people management interventions	Human Resources	1 per Quarter	1 per Quarter	1 per Quarter	Transformational and change behavioural barriers

ORGANISATIONAL STRUCTURE AND BUDGET

6.1 ORGANISATIONAL STRUCTURE

6.1 Structure and strategy are dependent on each other. The following structure has been developed as the ideal structure for the optimal implementation of this Strategic Plan. However, due to funding limitations the current structure will be initially retained with minimal changes that can be accommodated within existing funds.





6.2 BUDGET PER STRATEGIC OBJECTIVE

Description	Budget Financial Year ended 31 March		
	2011	2012	2013
Accessible to and Trusted by all Persons and Communities	4,693,582	4,937,648	5,169,718
Prompt Remedial Action	3,524,460	3,707,732	3,881,995
Promotion of Good Governance in the Conduct of all State Affairs	3,585,158	3,771,586	3,948,851
An Efficient and Effective Organisation	15,977,800	16,808,646	17,598,652
Optimal Performance and Service Focused Culture	2,642,200	2,779,594	2,910,235
Total: Strategic Objectives	30 936 000	31,228,094	32,695,814
Contingencies	1 903 000	2 001 956	2 096 048
Capital Costs	1 969 000	2 071 388	2 168 743
Total: Goods and Services	34 808 000	36 618 016	38 339 063
Personnel Costs	75 879 000	80 583 498	85 176 757
Total Annual Budget	110 687 000	117 201 514	123 515 820

6.3 BUDGET PER STRATEGIES

Strategic Objective 1: Accessible to and Trusted By all Persons and Communities			
Strategies	BUDGET Financial Year ended 31 March		
	2011	2012	2013
1. To extend and take the services of the Public Protector to all persons and communities	2,849,487	2,997,660	3,138,550
2. To effectively engage and partner with stakeholders to reach all persons and communities	980,286	1,031,261	1,079,730
3. Annual Public Protector Good Governance week	200,000	210,400	220,289
4. To implement an outreach strategy, including an integrated outreach communication plan that promotes education and awareness and partnering with media	317,286	333,785	349,473
5. To produce periodic newsletters	346,523	364,542	381,676
Total Budget Strategic Objective 1	4,693,582	4,937,648	5,169,718

Strategic Objective : 2. Prompt Remedial Action			
Strategies	BUDGET Financial Year ended 31 March		
	2011	2012	2013
1. Consolidate and roll out Intake and Early Resolution components throughout the country	1,437,200	1,511,934	1,582,995
2. Speedy resolution of complaints	483,192	508,318	532,209
3. Develop and implement Alternative Dispute Resolution procedures, processes and competencies	1,110,712	1,168,469	1,223,387
4. Establish response protocols with all organs of state and monitor implementation of decisions	304,592	320,431	335,491
5. Design and implement rules and other measures under the Public Protector Act to ensure remedial action	188,764	198,580	207,913
Total Budget Strategic Objective 2	3,524,460	3,707,732	3,881,995

Strategic Objective 3: Promotion of Good Governance in the Conduct of all State Affairs			
Strategies	BUDGET Financial Year ended 31 March		
	2011	2012	2013
1. To investigate and resolve complaints of improper conduct, maladministration and corruption by state organs and take appropriate remedial action	1,086,004	1,142,476	1,196,173
2. Through complaint handling or on own initiative, identify and resolve systemic administrative deficiencies in service delivery and corruption	1,773,094	1,865,295	1,952,964
3. To investigate complaints relating to the Executive Members Ethics Act	409,410	430,699	450,942
4. To comply with the mandate specified in all Acts referring to the Public Protector	316,650	333,116	348,772
Total Budget Strategic Objective 3	3,585,158	3,771,586	3,948,851

Strategic Objective 4: An Efficient and Effective Organisation			
Strategies	BUDGET Financial Year ended 31 March		
	2011	2012	2013
1. Automate the identified business processes and systems, and improving the Case Management System application (CMS)	6,638,000	6,983,176	7,311,385
2. Develop and implement a security and risk management plan	901,500	948,378	992,952
3. Develop and implement of a Case precedent system and establish a Legal research facility	1,029,000	1,082,508	1,133,386
4. Realign the Organisation in terms of the strategic plan	5,228,800	5,500,698	5,759,230
5. Develop, implement and maintain financial management, policies, systems and governance according to best practice and audit findings	2,080,500	2,188,686	2,291,554
6. Effectively monitor and report organisational performance against the strategic objectives	100,000	105,200	110,144
Total Budget Strategic Objective 4	15,977,800	16,808,646	17,598,652

Strategic 5: Optimal Performance and Service Focused Culture			
Strategies	BUDGET Financial Year ended 31 March		
	2011	2012	2013
1. Review and Align the Human Resources Strategy with the organisational strategy	270,000	284,040	297,390
2. Training and development of staff	2,072,000	2,179,744	2,282,192
3. Implement an employment wellness programme	178,000	187,256	196,057
4. Integrate organisational values into the employee behavior including Change management interventions	375,000	394,500	413,042
5. Improved organisational teamwork	260,000	273,520	286,375
Total Budget Strategic Objective 5	3,155,000	3,319,060	3,475,056

Total budget per strategic Objectives	30,936,000
Contingency Budget	1,903,000
Capital Costs	1,969,000
Budget available for goods and services	34,808,000
Personnel Costs	75,879,000
Total Annual Budget	110,687,000

DETAILED MANDATE AND STAKEHOLDER ANALYSIS

7.1 DETAILED MANDATE OF THE PUBLIC PROTECTOR

7.1.1 The mandate of the Public Protector is principally defined by the following legislation:

7.1.1.1 ***Constitution of the Republic of South Africa, Act 108 of 1996,***

The Constitution Act 108, 1996 mandates the Public Protector to investigate any conduct in state affairs, or in the public administration in any sphere of government, that is alleged or suspected to be improper or to result in any impropriety or prejudice, to report on that conduct and to take appropriate remedial action. Section 182(4) specifically requires that the Public Protector must be accessible to all persons and communities.

7.1.1.2 ***Public Protector Act 23 of 1994***

The additional powers of the Public Protector are stated in sections 6 to 10. Section 6(4)(b) provides that the Public Protector is competent to endeavour, in his or her sole discretion, to resolve any dispute or rectify any act or omission by mediation, conciliation or negotiation, advising, where necessary, any complainant regarding appropriate remedies; or any other means that may be expedient in the circumstances”.

7.1.1.3 ***Executive Members’ Ethics Act 82 of 1998***

The Executive Members’ Ethics Act in section 4 mandates the Public Protector to investigate allegations of any breach of the Executive Ethics Code on receipt of a complaint by the President, a member of the National

Assembly or a permanent delegate to the National Council of Provinces, if the complaint is against a Cabinet member or Deputy Minister; or the Premier or a member of the provincial legislature of a province, if the complaint is against an MEC of the province.

7.1.1.4 *Promotion of Access to Information Act 2 of 2000*

The Promotion of Access to Information Act in section 4 mandates the Public Protector to investigate complaints relating to the operation or administration of the Act.

7.1.1.5 *Prevention and Combating of Corrupt Activities Act 12 of 2004*

The Prevention and Combating of Corrupt Activities Act in section 4 mandates the Public Protector to improper or dishonest act, or omission or offences referred to in Part 1 to 4, or section 17, 20 or 21 of Chapter 2 of the Prevention and Combating of Corrupt Activities Act, 2004, with respect to public money.

7.1.1.6 *Electoral Commission Act 51 of 1996*

The Electoral Commission Act in section 6(3) mandates the Public Protector to be a member of the panel that appoints the Independent Electoral Commission.

7.1.1.7 *Special Investigating Units and Special Tribunals Act 74 of 1996*

The Special Investigations Act in section 6 provides that the Head of the Special Investigating Unit must provide the Public Protector with a copy of all section 2(1) proclamations and may refer matters to the Public Protector.

7.1.1.8 Protected Disclosures Act 26 of 2000

The Protected Disclosures Act in section 8 provides that any disclosure made in good faith to the Public Protector is a protected disclosure. Section 10 provides that the Minister may make regulations regarding matters which may be referred to the Public Protector.

7.1.1.9 National Archives And Record Service Act 43 of 1996

The National Archives and Record Service Act provides in section 4 that the Council shall consult with the Public Protector on investigations into the unauthorised destruction of records otherwise protected under this Act.

7.1.10 National Energy Act 40 of 2004

The National Energy Act in section 51 provides that no person is liable or may suffer for disclosing evidence of a health or safety risk or a duty under the Act, if the disclosure was made to the Public Protector.

7.1.11 Housing Protection Measures Act 95 of 1998

The Housing Protection Measures Act mandates the Public Protector to review any decision of the National Home Builders Registration Council, its staff or its agents.

7.1.12 Promotion of Equality & Prevention of Unfair Discrimination Act 4 of 2000

Promotion of Equality & Prevention of Unfair Discrimination Act in section 25 requires that the responsible Minister consults with the Public Protector in the preparation of an equality plan by the State.

7.1.13 *Public Finance Management Act 1 of 1999*

The Public Finance Management Act provides in section 21 that when a donor or sponsor requests to remain anonymous, the accounting officer must submit to the relevant treasury a certificate from both the **Public Protector** and the Auditor-General, which states that the identity of the donor or sponsor has been revealed to them, that they have noted it and have no objection.

7.1.14 *Lotteries Act 57 of 1997*

The Lotteries Act in section 8 exempts bona fide confidential disclosure or publication made to the Public Protector.

7.1 PUBLIC PROTECTOR STAKEHOLDERS

7.2.1 In addition to our staff, we identify below in alphabetic order our many stakeholders.

We will consult and engage our stakeholders, for in so doing we strive to serve our principal customer – *all persons and communities of South Africa* while supporting *Parliamentary oversight*.

Stakeholders	Category
Parliament and Provincial Legislatures	Oversight/Initiators/Influencers
Cabinet and Provincial Executive Committees	Complying Bodies/Initiators
Government Departments	Complying Bodies/Initiators
Other Chapter 9 Institutions	Partners
Statutory Bodies	Complying Bodies/Initiators
Academics	Facilitators
Human Rights and Integrity Monitoring NGOs	Facilitators/Partners
Legal Aid Board	Facilitator
National Prosecuting Authority	Partner/Referral Body
Independent Complaints Directorate	Partner/Referral Body
Public Service Commission	Partner/Referral Body
Professional Bodies	Initiator/Facilitator/Partner
Organised Labour	Initiator/Facilitator
Organised Business	Initiator/Partner

Stakeholders	Category
The Media	Initiator/Facilitator/Partner/Influencer
Private Sector and Institutional Ombud Entities	Partners/Referral Bodies
Non Governmental Organizations' (NGOS) Community Based Organizations(CBOs) and Community Development Workers (CDWs)	Initiators,/ Facilitators/ Partners
Consumer Council	Partners
Legal Aid Clinics	Facilitators
Municipalities	Complying Institutions
Public	Initiator / Principal Customer
Traditional Authorities	Complying Bodies/facilitators
International Ombud Entities	Partners
Interest Group Organisations	Initiators/Facilitators
Political Parties	Initiators
Faith Community	Initiators/Facilitators

GLOSSARY OF TERMS

GLOSSARY OF TERMS		
Align	:	Arrange in a line; be arranged in a line; straighten.
Alignment	:	Act of forming into a line, act of straightening; positioning, arrangement; placement and direction.
Capacity	:	Function, role.
Capability	:	Ability, skill.
Coordinate	:	Arrange in proper order, reference point, and coordinate point.
Core Values	:	Principles that guide the Office of the Public Protector to deliver qualitative services.
Develop	:	Build, improve; mature, grow.
Development	:	Evolution, gradual growth, evolution, maturation; progression.
Enhance	:	Increase; intensify; improve; raise the value of.
Evaluate	:	Appraise, judge the worth or quality.
Facilitators	:	These are bodies or parties who refer people / act on behalf of other parties to acquire the services of Office of the Public Protector.
Impact	:	The final effect realised by stakeholders upon delivery of a programme.
Implementation	:	Executions, carrying out, performing; putting into effect.
Indicator	:	Instrument which shows performance, sign, signal.
Influencer	:	These are bodies or parties whose actions will positively or negatively affect the operations of Office of the Public Protector.
Initiators	:	These are the bodies or parties who trigger the services of the Office of the Public Protector.
Leadership	:	Leadership, guidance; advance position, first place; person that leads.
Level	:	Status or rank.
Maintain	:	Keep in existence, sustain; keep in good condition, preserve.
Management	:	Act of managing or supervising; person or group of people that manages an enterprise(s); ability to manage or supervise, managerial skill.
Mission	:	A statement that answers questions about why Office of the Public

	:	Protector exists, whom it serves and what value it delivers.
Monitor	:	Supervise, observe; follow up on, check up on; regulate the quality of, keep track of.
Strategic Objective	:	Aim, purpose, goal of a programme.
Strategic Outcome	:	The ultimate impact of a scorecard (pillars)
Outcome	:	Result, effect.
Output	:	Defines the end results, i.e. tangible deliverables expected from the objectives.
Partner	:	Entities or individuals who collaborate or work closely with the Office of the Public Protector.
Policy	:	A definite course of action adopted for the sake of expediency, facility.
Plan(s)	:	Programme, scheme, plot, design.
Principles	:	Doctrine, tenet, precept; fundamental law, primary law on which other laws are based.
Process	:	Procedure, routine, course of action, advance.
Programme	:	A plan to achieve our mission and vision; also referred to as key focus areas, strategic result areas, and goals.
Research	:	Diligent and systematic inquiry or investigation into a subject in order to discover or revise facts, theories, applications, etc.
Resources	:	A source of supply, support, or aid, esp. one that can be readily drawn upon when needed.
Review	:	Survey, conduct a general study; inspect, examine; reconsider, rethink.
Stakeholder	:	A person or group that has an interest in an organisation.
Strategic	:	Based on strategy, designed to achieve a goal; extremely important or beneficial (especially with regard to organisational advantage).
Strategy (Strategies)	:	Plans or methods created for the purpose of achieving a goal; science of preparing long-term plans.
Vision	:	The statement that reflects what the organisation wants to be

Published by the Office of the Public Protector
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