



PUBLIC PROTECTOR  
SOUTH AFRICA

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**OFFICE OF THE PUBLIC PROTECTOR  
(OPP)**

**THREE-YEAR STRATEGIC PLAN AND ANNUAL PLAN**

**01 April 2009 - 31 March 2012**

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# 1. ABOUT THE OFFICE OF THE PUBLIC PROTECTOR

- 1.1 The institution of the Public Protector was established in terms of Chapter 9 of the Constitution of the Republic of South Africa, 1996 as one of a cluster of institutions whose primary objective is to strengthen the constitutional democracy of our country.
- 1.2 The constitutional mandate of the Public Protector is:
  - 1.2.1 To investigate any conduct in state affairs or the public administration in any sphere of government, that is alleged or suspected to be improper or to result in impropriety or prejudice;
  - 1.2.2 To report on that conduct to the appropriate body; and
  - 1.2.3 To take the appropriate remedial action, which includes mediation, conciliation, negotiation and the making of appropriate recommendations regarding redress of the prejudice concerned, to the affected body or authority.
- 1.3 The Public Protector has additional powers and functions as prescribed by national legislation, such as the Public Protector Act, 1994 that empowered the institution to also investigate, amongst others, any alleged:
  - 1.3.1 maladministration in connection with the affairs of any institution in which the State is the majority or controlling shareholder or of any public entity, such as Transnet, Telkom and Eskom;
  - 1.3.2 abuse or unjustifiable exercise of power or unfair, capricious, discourteous or other improper conduct or undue delay by a person performing a public function connected with his/her employment by an institution or entity referred to in paragraph 1.3.1 above;
  - 1.3.3 Improper or unlawful enrichment or receipt of any improper advantage by a person as a result of an act or omission in connection with the affairs of an institution or entity contemplated in paragraph 1.3.1 above; and
  - 1.3.4 act or omission by a person in the employ of an institution or entity referred to in paragraph 1.3.1 above, which results in unlawful or improper prejudice to any other person.

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**PART 1**

**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.
Analysis	(1) A process as a method of studying the nature of something or of determining its essential features and their relations. (2) A presentation, usually in writing, of the results of this process. (3) A philosophical method of exhibiting complex concepts or propositions as compounds or functions of more basic ones.
Agenda	Schedule, outline of things to be done.
Capacity	Function, role.
Capability	Ability, skill.
Coordinate	Arrange in proper order, reference point, coordinate point.
Cohesion	Cohering, sticking together, act of uniting, union.
Core Values	Principles that guide the Office of the Public Protector to deliver qualitative services.
Develop	Build, improve; mature, grow.
Development	Evolvement, gradual growth, evolution, maturation; progression.
Enhance	Increase; intensify; improve; raise the value of.
Evaluate	Appraise, judge the worth or quality.
Execution	Accomplishment, putting into practice, putting into effect.
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.
Goals	The purpose towards which an endeavour is directed; an objective.
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.
Interventions	Mediation.
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.
Network	An association of individuals having a common interest, formed to provide mutual assistance, helpful information, or the like.
Objective	Aim, purpose, goal.
Operational	Working; functional.
Outcome	Result, effect.
Output	Defines the end results, i.e. tangible deliverables expected from the objectives.
Oversight	Supervision.
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.
Promote	Further, advance; advance in rank or position
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.
Target	Situation one intends to achieve.
Vision	The statement that reflects future intent, referring to the level of growth and success.

## ACRONYMS

ADR	Alternative Dispute Resolution
AG	The Auditor General
AOMA	African Ombudsman and Mediators Association
AORC	African Ombudsman Research Centre
CGE	The Commission for Gender Equality
CMS	Case Management System
CRL	The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities
CSAP	Civil Society Advocacy Programme
EE	Employment Equity
EWP	Employee Wellness Programme
GEPF	Government Employee's Pension Fund
HR	Human Resources
HRMIS	Human Resources Management Information System
ICD	Independent Complaints Directorate
ICT	Information and Communications Technology
IOI	International Ombudsman Institution
IT	Information Technology
KM	Knowledge Management
KPI	Key Performance Indicators
MOU	Memorandum of Understanding
MP	Member of Parliament
MPL	Member of Provincial Legislature
MSP	Master Systems Plan

NDPP	National Directorate of Public Prosecutions
NGO	Non Governmental Organisation
NHBRC	National Home Building Regulatory Council
NT	National Treasury
OPP	The Office of the Public Protector
PAJA	Promotion of Administrative Justice Act, 2000
PDA	Protected Disclosures Act, 2000
PFMA	The Public Finance Management, 1999
PMS	Performance Management System
PP	The Public Protector
PPA	Public Protector Act, 1994
PRO	Public Relations Officer
PSC	Public Service Commission
PSCA	Public Service Commission Act, 1997
SAHRC	South African Human Rights Commission
SAP	Systems Applications Programme
SAPS	South African Police Service
SCM	Supply Chain Management
SDI	Service Delivery Indicators
SDS	Service Delivery Standards
SLA	Service Level Agreement

## PART 2: INTRODUCTION

### 2.1 PUBLIC PROTECTOR OVERVIEW

1. It is an honour and privilege for me to present the sixth Strategic Plan of the Office of the Public Protector (OPP) which is the final one before the end of my term.
2. The strategic planning review process afforded the OPP an opportunity to reflect on the challenges and successes of the office and to build on the lessons learnt as the basis for future planning.
3. The development and adoption of a new vision highlights the aspiration of the OPP to be amongst the leading Ombudsman institutions in the world. The mission however remains fundamental to the OPP.
4. We continuously strive to improve our operations and value proposition in the context of our mandate. To fulfill this undertaking we formulated and incorporated strategic objectives at organisational level which is the consolidation of programme objectives into high level strategic thrusts. These strategic objectives outline our aspirations and the impact we wish to make in the long term.
5. The plan has the following strategic objectives at organisational level:
  - 5.1 To be one of the leading Public Protector (Ombudsman) institutions in the world.
  - 5.2 To ensure that all allegations of improper conduct by the state and its entities are investigated, reported and appropriate remedial action taken.
  - 5.3 To ensure accessibility of the Office of the Public Protector services to all persons and communities.
  - 5.4 To ensure the efficient and effective management/leadership of the Office of the Public Protector.
  - 5.5 To ensure high performance culture by attracting and retaining highly competent and skilled individuals.
6. Further, operations have been revised to three programmes namely: Investigations and Outreach, Executive Support and Corporate Services. This new realignment will support our strategic drive for the OPP to remain lean and highly professional.
7. The challenges at the beginning of my term were as follows:
  - 7.1 OPP did not have a single document containing a clearly defined strategic plan;
  - 7.2 OPP operated without documented and approved internal policies and procedures;
  - 7.3 The offices of the Public Protector are mainly located in the main cities and towns, thereby not accessible to the poorest of the poor. There was no co-ordinated Outreach programme;

- 7.4 The internal processes and Information Technology systems were not adequate to support the organisational needs;
  - 7.5 Low staff morale as a result of *inter alia*; the interpretation and implementation of the OPP's mandate and salary discrepancies;
  - 7.6 Implementation of the Employment Equity Act;
  - 7.7 Capacity constraints leading to backlogs in the finalisation of complaints; and
  - 7.8 The investigation function reflected an emphasis on writing letters to request appropriate information, instead of utilising the powers provided by the Public Protector Act to physically obtain appropriate information from relevant organs of state.
8. The following are some of the significant highlights during my term of office:
- 8.1 The number of formal reports on investigations has increased. Most recommendations made in investigative reports have either been implemented or are in the process of being implemented;
  - 8.2 Outreach was introduced and established as a new programme to ensure that OPP is accessible to all persons and communities;
  - 8.3 The establishment of additional provincial and regional offices as well as increased number of clinics further attest to the commitment to the constitutional imperative; thus improving accessibility of OPP services. The office also successfully launched a Mobile Office Pilot Project (MOPP) in the Eastern Cape, KwaZulu-Natal and Limpopo provinces;
  - 8.4 The internal business processes and information technology have improved. IT department has been fully capacitated and infrastructure upgraded with new technologies including a knowledge management function;
  - 8.5 The defunct electronic Ombudsman Case System (OCS) has been replaced with an electronic Case Management System (CMS) which is being implemented;
  - 8.6 We reviewed, developed and consolidated internal policies and procedures. This included the reviewing of the Employment Equity Plan, Employee Wellness Programme and the Performance Management and Development System;
  - 8.7 Occupation Specific Dispensation (OSD) is now being implemented in phases;
  - 8.8 Improved relationship with the media;
  - 8.9 We adhere to corporate governance standards and the office has received unqualified audit reports.

Adv. Lawrence Mushwana  
The Public Protector of South Africa

## PART 3: STRATEGIC OVERVIEW

### 3.1 MANDATE

3.1.1 The mandate, powers and functions of the Office of the Public Protector are provided for by:

3.1.1.1 The Constitution of the Republic of South Africa Act, 1996

3.1.1.2 The Public Protector Act, 1994

3.1.1.3 Executive Members Ethics Act, 1998

3.1.2 **The mandate of the Office of the Public Protector is:**

*“To strengthen constitutional democracy by investigating matters such as maladministration, undue delay, abuse of power and/or any conduct resulting in improper prejudice by an organ of State in order to enhance fairness and efficiency in public administration.”*

### 3.2 PURPOSE

3.2.1 **Why does the Office of the Public Protector exist?**

3.2.1.1 To improve service delivery by organs of state.

3.2.1.2 To ensure that the citizens of the country realise their human rights.

3.2.1.3 To investigate alleged improper conduct by organs of state.

3.2.1.4 Ensure compliance by organs of state.

3.2.2 **The purpose of the Office of the Public Protector is:**

*“To ensure fair and equitable service delivery by organs of state”*

### 3.3 VISION

#### 3.3.1 The vision of Office of the Public Protector is:

*“To be one of the leading Public Protector (Ombudsman) institutions in the world”*

#### 3.3.2 The respective Programmes contribute to the revised vision statement for Office of the Public Protector as follows:

##### **Programme 1:**

*“To conduct excellent investigations and be accessible to all”*

##### **Programme 2:**

*“To provide world class strategic direction”*

##### **Programme 3:**

*“To provide excellent support services to enable the organisation to deliver on its mandate”*

### 3.4 MISSION

#### 3.4.1 The mission of Office of the Public Protector is:

*“To strengthen constitutional democracy by conducting investigations into alleged or suspected improper conduct by organs of state, reporting and recommending remedial action, and enhancing awareness and accessibility to all. “*

### 3.5 CORE VALUES

#### 3.5.1 Impartiality:

We ensure impartiality in our interactions with our stakeholders. We perform our duties without fear or favour, mindful of the independence of our office.

**3.5.2 Courtesy:**

We display courtesy to all and treat people with dignity and respect.

**3.5.3 Empathy:**

We are sensitive towards and understand our stakeholders' needs and feelings.

**3.5.4 Integrity:**

We strive to maintain high standards of trustworthiness, mindful of our obligation to confidentiality.

**3.5.5 Accountability:**

We always give an account of our actions and decisions.

**3.5.6 Service Oriented:**

We strive to execute our responsibilities timeously, fairly and consistently, with due regard given to the facts of each matter before us.

## 3.6 SWOT ANALYSIS

3.6.1 The Office of the Public Protector adopted the Macro, Meso and Micro factor approach.

3.6.1.1 **The Macro** perspective focused on possible factors impacting the Office of the Public Protector from outside the borders of South Africa.

3.6.1.2 **The Meso** perspective focused on possible factors impacting the Office of the Public Protector nationally.

3.6.1.3 **The Micro** perspective focused on factors impacting the Office of the Public Protector from a constitutional or legal perspective.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ There is a fair degree of commitment displayed by staff and the leadership to ensuring the Office of the Public Protector succeeds.</li> <li>▪ Adherence to corporate governance.</li> <li>▪ The Office of the Public Protector is a developing and learning organisation (embracing transformations).</li> <li>▪ Constitutional mandate.</li> <li>▪ Strong &amp; credible leadership.</li> <li>▪ Three year strategic plan adopted.</li> <li>▪ SAP is being implemented.</li> <li>▪ Implementation of the performance management system.</li> <li>▪ Lack of enforcement on the implementation of recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Systems and processes must be automated to release staff to concentrate on strategic issues.</li> <li>▪ There is a lack of succession planning for key posts.</li> <li>▪ The inability of Office of the Public Protector to retain staff is a challenge.</li> <li>▪ The organisational structure is not aligned to the strategy.</li> <li>▪ Inadequate co-operation and team work.</li> <li>▪ Managers not asserting their leadership /management roles.</li> <li>▪ The way the Office of the Public Protector communicates internally is a challenge.</li> <li>▪ Some staff members do not always display the values of the organisation.</li> <li>▪ There is no common understanding of the organisational culture.</li> <li>▪ There is some sense of mistrust or distrust among staff in the office.</li> <li>▪ Operational plans are not costed and aligned to the budget.</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Increase in complaints lodged as a result of the socio-economic impact of recession, poverty and crime.</li> <li>▪ Collaborative initiatives with other institutions that offer complementary services.</li> <li>▪ Increasing workload (resulting in the growth of the organisation).</li> <li>▪ No competition.</li> <li>▪ Wide enabling legislation.</li> <li>▪ Access to other ombudsman offices worldwide.</li> <li>▪ Access to international organizations /associations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Global recession.</li> <li>▪ Budget constraints.</li> <li>▪ More complaints lodged as a result of the socio-economic impact of recession, poverty and crime.</li> <li>▪ Instability around neighbouring states could increase the number of complaints about government departments.</li> <li>▪ Change in the political climate - a new policy change.</li> <li>▪ 2009 elections and possible change in leadership.</li> <li>▪ Office of the Public Protector functions could be absorbed into a state department- and the organisation could become redundant.</li> <li>▪ Perception that the Office of the Public Protector is leaning towards the ruling party.</li> <li>▪ Insufficient funding.</li> <li>▪ Bureaucracy (long and cumbersome processes in engagements with other government departments).</li> <li>▪ Social issues – escalating crime levels, xenophobia, poverty, unemployment, HIV and AIDS.</li> </ul>

## 3.7 STAKEHOLDERS

3.7.1 The organisation has a stakeholder map that has categorises stakeholders into Initiators, Partners, Facilitators and Influencers and it is well articulated in the table here under.

3.7.2 **The nature of the relationship between the Office of the Public Protector and key stakeholders**

3.7.2.1 **Agreed Definitions:**

**Good**

Win-win, proactive two-way communication, information sharing, trust and getting the job done, knowledge of self and other.

**Average**

Win-win / lose, respect, but not satisfied, opportunities to improve the relationship, bare minimum.

**Unsatisfactory**

Lose – lose, friction, finger pointing, forced to relate together, undermining.

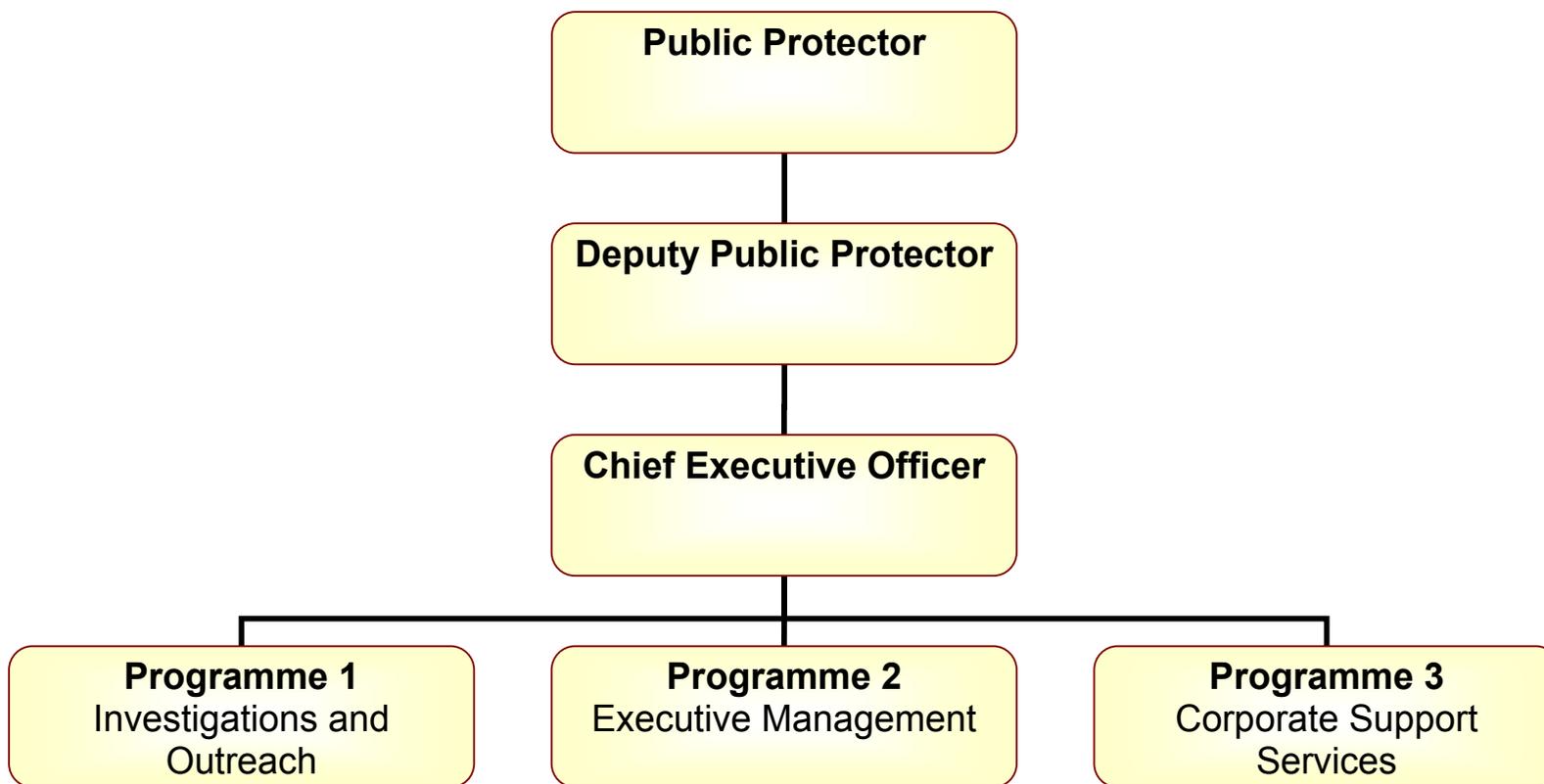
Office of the Public Protector's Stakeholders	Category	Rate relationship	Why do we say so?	What must we do to improve the relationship?
Academic Institutions	Partners	Average	Do not have a strategy	<ul style="list-style-type: none"> <li>Develop strategy of engagement</li> </ul>
Chapter 9 Institutions	Partner	Average	<p>Not been successful in formalising the collaboration relationship</p> <p>Work on joint projects, promotion and protection of human rights, while the Office of the Public Protector investigate complaints of human rights violations</p>	<ul style="list-style-type: none"> <li>Address the matter with Parliament in order to assist with formalising the relationship and commit on the collaboration plan and framework at a high level.</li> </ul>
Community Based Organisations	Facilitators	Good	Assisting with Outreach	<ul style="list-style-type: none"> <li>Acknowledge and appreciate</li> <li>Assist with resources, e.g. donate old assets</li> </ul>
Community Development Workers	Initiator / Facilitator/ Partner	Average	<p>Assist the Office of the Public Protector in reaching out to communities</p> <p>Dissemination of information, for example – pamphlets.</p>	<ul style="list-style-type: none"> <li>Formalise the relationship</li> </ul>
Complaint-Handling Institutions (e.g., Municipal Ombudsman, Pension Fund Adjudicator)	Partner	Good	General understanding and mutual referral of complaints	<ul style="list-style-type: none"> <li>Maintain</li> </ul>
Consumer Affairs	Partner	Good	General understanding and mutual referral of complaints	<ul style="list-style-type: none"> <li>Maintain</li> </ul>
Independent Complaints Directorate	Partner	Good	General understanding and mutual referral of complaints	<ul style="list-style-type: none"> <li>Maintain</li> </ul>
Legal Aid Board	Facilitators	Good	Dual referral	<ul style="list-style-type: none"> <li>Formalise and strengthen liaison</li> </ul>

Office of the Public Protector's Stakeholders	Category	Rate relationship	Why do we say so?	What must we do to improve the relationship?
Legal Aid Clinics	Facilitators	Average	Referrals only	<ul style="list-style-type: none"> <li>Establish dual referral</li> </ul>
Media (Print, Electronic)	Initiator / Facilitators / Influencers / Partners	Average	<p>They respond positively to invitations</p> <p>They publish media statements when requested</p> <p>They respond to press statements/release</p>	<ul style="list-style-type: none"> <li>Media relations strategy</li> </ul>
Municipalities	Initiator / Partner / Facilitator	Average	They cooperate during outreach events	<ul style="list-style-type: none"> <li>Strengthen communication</li> </ul>
National Prosecuting Authority	Partner	Good	General understanding and referral of complaints	<ul style="list-style-type: none"> <li>Maintain</li> </ul>
NGOs	Facilitators / Partner	Average	Good relationship with some	<ul style="list-style-type: none"> <li>Improve and where possible formalise the relationship</li> </ul>
Organ of State / Public Servants	Initiator / Partner / Facilitator	Average	Office of the Public Protector investigates them	<ul style="list-style-type: none"> <li>Advocacy programme</li> <li>Effective communication</li> </ul>
Organised Labour	Partners	Average	Ongoing discussion for engagement	<ul style="list-style-type: none"> <li>Sign recognition agreement</li> </ul>
Other Ombudsman Institutions (e.g. International Ombudsman Institute, African Ombudsman and Mediators Association)	Partners	Good	For the exchange programme	<ul style="list-style-type: none"> <li>Maintain</li> </ul>
Parliament	Initiator / Influencers	Good	<p>Source of our authority</p> <p>Improving relationship regarding implementation of recommendations and budget</p>	<ul style="list-style-type: none"> <li>Maintain accurate reporting</li> <li>Contingency plan to respond to unplanned parliamentary instructions</li> </ul>

Office of the Public Protector's Stakeholders	Category	Rate relationship	Why do we say so?	What must we do to improve the relationship?
			review	<ul style="list-style-type: none"> <li>▪ Improving relationship regarding implementation of recommendations, budget review</li> </ul>
Public	Initiator	Average	They are complainants	<ul style="list-style-type: none"> <li>▪ Outreach programme</li> <li>▪ Effective communication</li> </ul>

**PART 4: ORGANISATIONAL STRATEGY**

**4.1 ORGANISATIONAL STRUCTURE**



## 4.2 OUTLINE OF PROGRAMMES AND SUB-PROGRAMMES

Programme	Sub-Programme
4.2.1 <b>Investigations and Outreach</b>	4.2.1.1 National Investigations 4.2.1.2 Provincial Investigations 4.2.1.3 Special Investigations 4.2.1.4 Outreach Programme
4.2.2 <b>Executive Management</b>	4.2.2.1 Public Protector 4.2.2.2 Deputy Public Protector 4.2.2.3 Chief Executive Officer 4.2.2.4 Executive Support 4.2.2.5 Security and Risk Management
4.2.3 <b>Corporate Support Services</b>	4.2.3.1 Human Resource Management and Development 4.2.3.2 Finance and Supply Chain Management 4.2.3.3 Information Technology and Knowledge Management 4.2.3.4 Administration Support 4.2.3.5 Communications

## **4.3 THE STRATEGIC OBJECTIVES OF THE OFFICE OF THE PUBLIC PROTECTOR**

### **4.3.1 The strategic objectives of the Office of the Public Protector are as follows:**

- 4.3.1.1 To be one of the leading Public Protector (Ombudsman) institutions in the world.
- 4.3.1.2 To ensure that all allegations of improper conduct by the state and its entities are investigated, reported and appropriate remedial action taken.
- 4.3.1.3 To ensure accessibility of Office of the Public Protector services to all persons and communities.
- 4.3.1.4 To ensure the efficient and effective management/ leadership of the Office of the Public Protector.
- 4.3.1.5 To ensure a high performance culture by attracting and retaining highly competent and skilled individuals.

**4.4 STRATEGIES OF THE OFFICE OF THE PUBLIC PROTECTOR PER OBJECTIVE**

Strategic Objectives	Strategies (Elements of the Strategic Objectives)
<p><b>1. To be one of the leading Public Protector (Ombudsman) institutions in the world.</b></p>	<p>1.1. To enhance international participation.</p> <p>1.2. To establish an effective relationship with organs of state.</p> <p>1.3. To establish the media as a critical partner for enhancing the work of the Office of the Public Protector.</p> <p>1.4. To establish strategic partnerships with stakeholders.</p> <p>1.5. An effective integrated internal and external communications strategy</p>
<p><b>2. To ensure that all allegations of improper conduct by the state and its entities are investigated, reported on and appropriate remedial action taken</b></p>	<p>2.1. To investigate alleged improper conduct.</p> <p>2.2. To produce reports on investigations.</p> <p>2.3. To take remedial action.</p> <p>2.4. To monitor the implementation of recommendations.</p>
<p><b>3. To ensure accessibility of Office of the Public Protector services to all persons and communities</b></p>	<p>3.1. To raise awareness of the mandate of the Office of the Public Protector.</p> <p>3.2. To take the services of the Office of the Public Protector to communities.</p>

Strategic Objectives	Strategies (Elements of the Strategic Objectives)
<p><b>4. To ensure the efficient and effective management/ leadership of the Office of the Public Protector</b></p>	<p>4.1. Ensure automation of business systems and processes.</p> <p>4.2. Ensure good governance.</p> <p>4.3. Ensure that the organisational structure is aligned to the strategy.</p> <p>4.4. Monitor and evaluate the overall institutional performance.</p> <p>4.5. Ensure the implementation of the Service Delivery Charter.</p> <p>4.6. Institutionalise organisational memory, research and knowledge products.</p>
<p><b>5. To ensure a high performance culture by attracting and retaining highly competent and skilled individuals</b></p>	<p>5.1. Integrated HR strategy and policies implemented.</p> <p>5.2. Instil a conducive environment to support a high performance culture.</p> <p>5.3. Ensure that organisational values are displayed in the behaviour of employees.</p> <p>5.4. Further development, review and implementation of the Employee Wellness Programme.</p>



PUBLIC PROTECTOR  
SOUTH AFRICA

**OFFICE OF THE PUBLIC PROTECTOR  
(OPP)**

**STRATEGIC AND TACTICAL PLAN (2009-2012)**

Strategic Objective	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Baseline 2008/9 Actual	Annual Targets (OPP Level)			Programme Delegation				Budget Allocation
								to complete by: 2009/10	to complete by: 2010/11	to complete by: 2011/12	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible for the "Input into the Output")	Define Secondary Role	Year One 2009/10
1. To be one of the leading Public Protector (Ombudsman) institutions in the world	1.1	To enhance international participation	1.1.1	Increased visibility and participation	1.1.1.1	Evidence of international exchange strategy enhancement and implementation  Quarterly reports on participation and impact	Exchange strategy in place  Affiliation to AOA exists  Participation in workshops has been evident	Ensure international exchange strategy enhanced and implemented	Ensure international exchange strategy enhanced and implemented	Ensure international exchange strategy enhanced and implemented	Programme 2 (Executive Support)	Compile the report  Enhance and implement international exchange strategy	N/A		R1 000 000
								Quarterly report on participation and impact of - AOA and IOI  - international human rights / ombudsman workshops	Quarterly report on participation and impact of - AOA and IOI  - international human rights / ombudsman workshops	Quarterly report on participation and impact of - AOA and IOI  - international human rights / ombudsman workshops					
	1.2	To establish an effective relationship with organs of state	1.2.1	Timeous and qualitative responses	1.2.1.1	Evidence of timeous and qualitative responses	Gaps Identified	Quarterly and Annual consolidated report on the initiatives/ programmes undertaken to increase publicity of the OPP	Quarterly and Annual consolidated report on the initiatives/ programmes undertaken to increase publicity of the OPP	Quarterly and Annual consolidated report on the initiatives/ programmes undertaken to increase publicity of the OPP	Programmes 1, 2 & 3	To achieve quarterly and annual targets	N/A		R450 201
								Timeous and qualitative responses	Timeous and qualitative responses	Timeous and qualitative responses					
1.3	To establish the media as a critical partner for enhancing the work of the OPP	1.3.1	Media considers OPP a valued partner and in turn produces balanced and objective media reports	1.3.1.1	Evidence of media relations plan implemented and enhanced	Draft media plan completed and submitted for inputs	Media relations plan approved and implemented	Review and enhance the media relations plan	Review and enhance the media relations plan	Programme 3 (Communications)	To achieve quarterly and annual targets			R500 000	
							Media relations plan approved and implemented	Review and enhance the media relations plan	Review and enhance the media relations plan						

Strategic Objective <b>Long Term</b>	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Baseline 2008/9 Actual	Annual Targets (OPP Level)			Programme Delegation				Budget Allocation
								to complete by: 2009/10	to complete by: 2010/11	to complete by: 2011/12	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible for the "Input into the Output")	Define Secondary Role	Year One 2009/10
	1.4	To establish strategic partnerships with stakeholders	1.4.1	Robust engagements with stakeholders resulting in OPP being viewed as a value adding partner	1.4.1.1	Evidence of a comprehensive integrated stakeholder plan implemented and enhanced	Evidence of some stakeholder plans in place	Comprehensive integrated stakeholder management plan approved	Comprehensive integrated stakeholder management plan implemented	Integrated stakeholder management plan reviewed and enhanced	Programme 2 (Executive Support)	To achieve quarterly and annual targets	Programmes 1, 2 & 3	To provide stakeholder plans to Exec Support  To give inputs to the OPP stakeholder plan	R715 000
	1.5	An effective integrated internal and external communications strategy	1.5.1	Communications Strategy	1.5.1.1	Approved communications plan	Communications framework	Integrated external and internal communications strategy	Implementation of the integrated strategy	Review and enhancement of the strategy	Programme 3 (Communications)				R800 000

Strategic Objective <b>Long Term</b>	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Baseline 2008/9 Actual	Annual Targets (OPP Level)			Programme Delegation				Budget Allocation
								to complete by: 2009/10	to complete by: 2010/11	to complete by: 2011/12	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible for the "Input into the Output")	Define Secondary Role	Year One 2009/10
<b>2. To ensure that all allegations of improper conduct by the state and its entities are investigated, reported on and appropriate remedial action taken.</b>	2.1	To investigate alleged improper conduct	2.1.1	All complaints investigated  1 Own - initiative investigation finalised and 1 systemic investigation finalised	2.1.1.1	No of investigations completed within approved timelines, agreed standards and quality	Review turnaround times and establish revised targets	Completion of targeted number of investigations within approved timelines, agreed standards and quality	Completion of targeted number of investigations within approved timelines, agreed standards and quality	Completion of targeted number of investigations within approved timelines, agreed standards and quality	Programme 1	To achieve quarterly and annual targets			R3 646 661
	2.2	To produce reports on investigations	2.2.1	Published results	2.2.1.1	Reports signed by PP  Quarterly report on the number of reports signed by PP	Gaps identified	To produce quality reports on appropriate investigations signed by the PP  Quarterly report on the number of reports signed by PP	To produce quality reports on appropriate investigations signed by the PP  Quarterly report on the number of reports signed by PP	To produce quality reports on appropriate investigations signed by the PP  Quarterly report on the number of reports signed by PP	Programme 1	To achieve quarterly and annual targets			R865 900
	2.3	To take remedial action	2.3.1	Rectified and prevented improper and inappropriate conduct	2.3.1.1	Evidence of remedial action taken and monitored	Evidence of remedial action taken and monitored	Ensure remedial action is taken and monitored	Ensure remedial action is taken and monitored	Ensure remedial action is taken and monitored	Programme 1	To achieve quarterly and annual targets			R383 811
	2.4	To monitor the implementation of recommendations	2.4.1	Compliance with recommendations	2.4.1.1	Quarterly report on the implementation of recommendations	All recommendations monitored	Quarterly report on the implementation of recommendations	Quarterly report on the implementation of recommendations	Quarterly report on the implementation of recommendations	Programme 1	To achieve quarterly and annual targets			

Strategic Objective <b>Long Term</b>	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Baseline 2008/9 Actual	Annual Targets (OPP Level)			Programme Delegation				Budget Allocation
								to complete by: 2009/10	to complete by: 2010/11	to complete by: 2011/12	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible for the "Input into the Output")	Define Secondary Role	Year One 2009/10
3. To ensure accessibility of OPP services to all persons and communities	3.1	To raise awareness of the mandate of the OPP	3.1.1	Empowered communities	3.1.1.1	Annual report on the impact of the awareness programme  Year on year increase in outreach activities	100 information's sessions conducted  To develop an impact assessment methodology for the awareness programme	To develop an impact assessment methodology for the awareness programme  Annual report on the impact of the awareness programme  Year on year increase in outreach activities	Annual report on the impact of the awareness programme  Year on year increase in outreach activities	Annual report on the impact of the awareness programme  Year on year increase in outreach activities	Programme 1 (Outreach)	To achieve quarterly and annual targets			R2 320 347
	3.2	To take the services of the OPP to communities	3.2.1	Increased presence of OPP	3.2.1.1	Quarterly report on the number of clinics conducted	852 Clinics conducted	Annual report on the number of clinics conducted	Annual report on the number of clinics conducted	Annual report on the number of clinics conducted	Programme 1 (Outreach)		Programme 3 (Communication)	To assist with ensuring maximum publicity for the initiative	R2 097 438

Strategic Objective <b>Long Term</b>	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Baseline 2008/9 Actual	Annual Targets (OPP Level)			Programme Delegation				Budget Allocation
								to complete by: 2009/10	to complete by: 2010/11	to complete by: 2011/12	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible for the "Input into the Output")	Define Secondary Role	Year One 2009/10
<b>4. To ensure the efficient and effective management/ leadership of the OPP</b>	4.1	Ensure automation of business systems and processes	4.1.1	Re-engineered and integrated business processes, Stable and reliable infrastructure	4.1.1.1	MSP reviewed, approved and implemented Implementation of the MSP monitored and evaluated	MSP reviewed, approved and implemented Monitor and evaluate the implementation of the MSP	MSP reviewed, approved and implemented Monitor and evaluate the implementation of the MSP	MSP reviewed, approved and implemented Monitor and evaluate the implementation of the MSP	MSP reviewed, approved and implemented Monitor and evaluate the implementation of the MSP	Programme 3 (IT)	To achieve quarterly and annual targets	Programme 1, 2 & 3	To implement the revised plan	R8 210 374
	4.2	Ensure good governance	4.2.1	Adherence to applicable legislation, policies and corporate governance principles and synergy	4.2.1.1	OPP compliant to all applicable legislation and regulations		Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	Programme 3	To achieve quarterly and annual targets	Programme 1, 2 & 3	To comply with policies and procedures	R4 840 000
			4.2.2	Organisational risk managed	4.2.2.1	Evidence of organisational risk assessed and managed		Organisational risk assessed and managed	Organisational risk assessed and managed	Organisational risk assessed and managed	Programme 2 (Sec and Risk Management)	To achieve quarterly and annual targets	Programme 1, 2 & 3	Each programme to provide a report to Security and Risk on their actions to monitor identified risks	R420 000
			4.2.3	Protection of assets and information ensured	4.2.3.1	Evidence of security management policy reviewed and changes implemented	Approved and implemented security management strategy, policy and procedure manual	Review of policy and implement changes	Review of policy and implement changes	Review of policy and implement changes	Programme 2 (Security and Risk Management)				R70 000

Strategic Objective <b>Long Term</b>	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Baseline 2008/9 Actual	Annual Targets (OPP Level)			Programme Delegation				Budget Allocation
								to complete by: 2009/10	to complete by: 2010/11	to complete by: 2011/12	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible for the "Input into the Output")	Define Secondary Role	Year One 2009/10
			4.2.4	Clean audits maintained	4.2.4.1	Clean audits maintained	Gaps identified	Clean audit maintained	Clean audit maintained	Clean audit maintained	Programme 2	To consolidate and ensure action plans are effected	Programme 1, 2 & 3	Each programme to provide a report to Finance on their actions against audit findings	R1 100 000
			4.2.5	Best practice cost management institutionalised	4.2.5.1	Cost model implemented, reviewed and enhanced	Draft cost model completed	Cost model implemented	Cost model reviewed and enhanced	Cost model reviewed and enhanced	Programme 2		Programme 3 (Finance)		No Budget
	4.3	Ensure that the organisational structure is aligned to the strategy	4.3.1	Organisational structure aligned to strategy	4.3.1.1	Evidence of organisational structure aligned to strategy	Revised organisational structure implemented	Ensure that the organisational structure is aligned to strategy	Ensure that the organisational structure is aligned to strategy	Ensure that the organisational structure is aligned to strategy			Programme 3 (HR)	To provide support and guidance to the organisation	
	4.4	Monitor and evaluate the overall institutional performance	4.4.1	OPP performance aligned to mandate	4.4.1.1	Evidence of OPP performance monitored and evaluated	Annual reporting currently in practice	Ensure the monitoring and evaluation of business performance	Ensure the monitoring and evaluation of business performance	Ensure the monitoring and evaluation of business performance			Programme 1, 2 & 3	To report quarterly on programme performance	R400 000
	4.5	Ensure the implementation of the Service Delivery Charter	4.5.1	Aligning OPP to the Service Delivery Charter	4.5.1.1	Evidence of the implementation of the Service Delivery Charter Service Delivery Charter reviewed	Service Delivery Charter adopted	Ensure the implementation of the Service Delivery Charter Review the Service Delivery Charter	Ensure the implementation of the Service Delivery Charter Review the Service Delivery Charter	Ensure the implementation of the Service Delivery Charter Review the Service Delivery Charter			Programme 1, 2 & 3	To implement the Service Delivery Charter in the programme	
	4.6	Institutionalise organisational memory, research and knowledge products	4.6.1	Organisational memory, research and knowledge products institutionalised	4.6.1.1	Organisational memory, research and knowledge products institutionalised	KM and Research strategy approved	Monitor and evaluate the implementation of the strategy Review and enhance the strategy	Review and enhance strategy	Review and enhance strategy	Programme 3 (KM)	To achieve quarterly and annual targets			R500 000

Strategic Objective <b>Long Term</b>	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Baseline 2008/9 Actual	Annual Targets (OPP Level)			Programme Delegation				Budget Allocation
								to complete by: 2009/10	to complete by: 2010/11	to complete by: 2011/12	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible for the "Input into the Output")	Define Secondary Role	Year One 2009/10
<b>5. To ensure a high performance culture by attracting and retaining highly competent and skilled individuals</b>	5.1	Integrated HR strategy and policies implemented	5.1.1	Best practice approach to managing Human Resources	5.1.1.1	Evidence of the approval, communication and implementation of the HR policies  Evidence of HR strategy and policies reviewed and enhanced	Integrated HR strategy approved and adopted  HR policies approved	HR policies approved, communicated and implemented	HR strategy and policies reviewed and enhanced	HR strategy and policies reviewed and enhanced	Programme 3 (HR)	To achieve quarterly and annual targets	Programme 1, 2 & 3	To implement the HR policies in the respective programmes	R1 150 000
	5.2	Instil a conducive environment to support a high performance culture	5.2.1	Performance management instilled in the organisational ethos	5.2.1.1	Annual performance agreements aligned to operational plans	Annual performance agreements signed  Revised and approved performance management system	Implementation and monitoring of annual performance agreements	Implementation and monitoring of annual performance agreements	Implementation and monitoring of annual performance agreements			Programme 1, 2 & 3	All programmes to ensure performance management culture in their business	R957 748
	5.3	Ensure that the organisational values are displayed in the behaviours of employees	5.3.1	Organisational core values evidenced in the behaviour of staff	5.3.1.1	Organisational core values evidenced in the behaviour of staff	Gaps and weaknesses identified	Organisational core values evidenced in the behaviour of staff	Organisational core values evidenced in the behaviour of staff	Organisational core values evidenced in the behaviour of staff			Programme 1, 2 & 3	All programmes to ensure core organisational values are evidenced in their business	R300 000
	5.4	Further development, review and implementation of the Employee Wellness Programme	5.4.1	Productive and healthy employees	5.4.1.1	Quarterly report on the implementation and impact of the Wellness and Disease Management Programme  Evidence of the Wellness and Disease Management Programme having been reviewed and enhanced	Implementation of the approved Wellness and Disease Management Programme	Annual report on the implementation and impact of the Integrated Wellness and Disease Management Programme  Wellness and Disease Management Programme reviewed and enhanced	Annual report on the implementation and impact of the integrated Wellness and Disease Management Programme  Wellness and Disease Management Programme reviewed and enhanced	Annual report on the implementation and impact of the integrated Wellness and Disease Management Programme  Wellness and Disease Management Programme reviewed and enhanced	Programme 3 (HR)	To achieve quarterly and annual targets			R400 000



PUBLIC PROTECTOR  
SOUTH AFRICA

**OFFICE OF THE PUBLIC PROTECTOR  
(OPP)**

**ANNUAL PERFORMANCE PLAN (2009-2010)**

Strategic Objective	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level)	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation
							2009/10 to complete by:	Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible or the "Input into the Output")	Define Secondary Role	to complete by: 1 Apr to 30 Jun	to complete by: 1 Jul to 30 Sep	to complete by: 1 Oct to 31 Dec	to complete by: 1 Jan to 31 Mar	Year One 2009/10
1. To be one of the leading Public Protector (Ombudsman institutions in the world)	1.1	To enhance international participation	1.1.1	Increased visibility and participation	1.1.1.1	Evidence of international exchange strategy enhanced and implemented  Quarterly report on participation and impact of  Quarterly reports on participation and impact  - AOA and IOI  - international human rights / ombudsman workshops	Ensure international exchange strategy enhanced and implemented  Quarterly report on participation and impact of  - AOA and IOI  - international human rights / ombudsman workshops	Programme 2 (Executive Support)	Compile the report  Enhance and implement international exchange strategy	N/A		International exchange strategy reviewed  Quarterly report on participation and impact of  - AOA and IOI  - international human rights / ombudsman workshops	Amendments to International exchange strategy approved and implemented  Quarterly report on participation and impact of  - AOA and IOI  - international human rights / ombudsman workshops	Implementation of revised international exchange strategy  Quarterly report on participation and impact of  - AOA and IOI  - international human rights / ombudsman workshops	Quarterly report on participation and impact of  - AOA and IOI  - international human rights / ombudsman workshops	R1 000 000
					1.1.1.2	Quarterly and annual consolidated reports  Quarterly and Annual consolidated report on the initiatives/ programmes undertaken to increase the publicity of the OPP	Quarterly and Annual consolidated report on the initiatives/ programmes undertaken to increase the publicity of the OPP	Programme 2 (Communications)	To achieve annual and quarterly targets	N/A		Consolidated quarterly report on the initiatives / programmes undertaken to increase the publicity of OPP	Consolidated quarterly report on the initiatives / programmes undertaken to increase the publicity of OPP	Consolidated quarterly report on the initiatives / programmes undertaken to increase the publicity of OPP	Consolidated annual report on the initiatives / programmes undertaken to increase the publicity of the OPP	R300 000
	1.2	To establish an effective relationship with organs of state	1.2.1	Timeous and qualitative responses	1.2.1.1	Evidence of timeous and qualitative responses  Timeous and qualitative responses	Timeous and qualitative responses	Programmes 1, 2 & 3		N/A		Minimum of 1 engagement per quarter	Minimum of 1 engagement per quarter	Minimum of 1 engagement per quarter	Minimum of 1 engagement per quarter	R450 201

Strategic Objective	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level) 2009/10 to complete by:	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation Year One 2009/10
								Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible or the "Input into the Output")	Define Secondary Role	to complete by: 1 Apr to 30 Jun	to complete by: 1 Jul to 30 Sep	to complete by: 1 Oct to 31 Dec	to complete by: 1 Jan to 31 Mar	
Long Term	1.3	To establish the media as a critical partner for enhancing the work of the OPP	1.3.1	Media considers OPP a valued partner and in turn produces balanced and objective media reports	1.3.1.1	Evidence of media relations plan implemented and enhanced	Media relations plan approved and implemented	Programme 2 (Communications)	To achieve quarterly and annual targets			Approval of the media relations plan	Implementation as per the approved plan	Implementation as per the approved plan	Implementation as per the approved plan	R500 000
	1.4	To establish strategic partnerships with stakeholders	1.4.1	Robust engagements with stakeholders resulting in OPP being viewed as a value adding partner	1.4.1.1	Evidence of an comprehensive integrated stakeholder plan implemented and enhanced	Comprehensive integrated stakeholder management plan approved	Programme 2 (Executive Support)	To achieve quarterly and annual targets	Programmes 1, 2 & 3	To provide stakeholder plans to Executive Support To give inputs to the OPP stakeholder plan	Identification of stakeholders	Draft MOU for prioritized stakeholders	Adoption of the stakeholder plan	Finalisation and implementation	R715 000
	1.5	An effective integrated internal and external communications strategy	1.5.1	An effective integrated internal and external communications strategy	1.5.1.1	Approved communications strategy	Integrated external and internal communications strategy	Programme 2 Communications				Review framework and draft strategy	Circulation for inputs & comments	Adoption of the strategy	Finalisation and implementation	R800 000

Strategic Objective <b>Long Term</b>	S/I No.:	OPP Strategies - Beyond 2012+  Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+  End Product / Service Produced	Indicator No.:	Indicator at OPP Level  (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level)  2009/10 to complete by:	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation  Year One 2009/10
								Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible or the "Input into the Output")	Define Secondary Role	to complete by: 1 Apr to 30 Jun	to complete by: 1 Jul to 30 Sep	to complete by: 1 Oct to 31 Dec	to complete by: 1 Jan to 31 Mar	
<b>2. To ensure that all allegations of improper conduct by the state and its entities are investigated, reported on and appropriate remedial action taken</b>	2.1	To investigate alleged improper conduct	2.1.1	All complaints investigated  1 Own-initiative investigation finalised and 1 systemic investigation finalised	2.1.1.1	No of investigations completed within approved timelines, agreed standards and quality	Completion of targeted number of investigations within approved timelines, agreed standards and quality	Programme 1	To achieve quarterly and annual targets			12 investigations per investigator per month	R3 646 661			
	2.2	To produce reports on investigations	2.2.1	Published results	2.2.1.1	Reports signed by PP  Quarterly report on the number of reports signed by PP	To produce quality reports on appropriate investigations signed by the PP  Quarterly report on the number of reports signed by PP	Programme 1	To achieve quarterly and annual targets			Quarterly report on the number of reports signed by PP	Quarterly report on the number of reports signed by PP	Quarterly report on the number of reports signed by PP	Quarterly report on the number of reports signed by PP	R865 900
	2.3	To take remedial action	2.3.1	Rectified and prevented improper and inappropriate conduct	2.3.1.1	Evidence of remedial action taken and monitored	Ensure remedial action is taken and monitored	Programme 1	To achieve quarterly and annual targets			Ensure remedial action is taken and monitored	R383 811			
	2.4	To monitor the implementation of recommendations	2.4.1	Compliance with recommendations	2.4.1.1	Quarterly report on the implementation of recommendations	Quarterly report on the implementation of recommendations	Programme 1	To achieve quarterly and annual targets			Quarterly report on the implementation of recommendations				

Strategic Objective  Long Term	S/I No.:	OPP Strategies - Beyond 2012+  Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+  End Product / Service Produced	Indicator No.:	Indicator at OPP Level  (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level)	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation
							2009/10  to complete by:	Primary  (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary  (Responsible or the "Input into the Output")	Define Secondary Role	to complete by: 1 Apr to 30 Jun	to complete by: 1 Jul to 30 Sep	to complete by: 1 Oct to 31 Dec	to complete by: 1 Jan to 31 Mar	Year One  2009/10
3. To ensure accessibility of OPP services to all persons and communities	3.1	To raise awareness of the mandate of the OPP	3.1.1	Empowered communities	3.1.1.1	Annual report on the impact of the awareness programme  Year on year increase in outreach activities  Annual report on the impact of the awareness programme  Year on year increase in outreach activities	To develop an impact assessment methodology for the awareness programme  Annual report on the impact of the awareness programme  Year on year increase in outreach activities	Programme 1 (Outreach)	To achieve annual and quarterly targets					Quarterly report on the number of sessions conducted  Annual report on the impact of the awareness programme	R2 320 347	
	3.2	To take the services of the OPP to communities	3.2.1	Increased presence of OPP	3.2.1.1	Quarterly report on the number of clinics conducted  Annual report on the number of clinics conducted	Annual report on the number of clinics conducted	Programme 1 (Outreach)		Programme 3 (Communication)	To assist with ensuring maximum publicity for the initiative	Quarterly report on the number of clinics conducted  Minimum of 249 clinics conducted	Quarterly report on the number of clinics conducted  Minimum of 249 clinics conducted	Quarterly report on the number of clinics conducted  Minimum of 249 clinics conducted	Quarterly report on the number of clinics conducted  Minimum of 249 clinics conducted	R2 097 438

Strategic Objective	S/I No.:	OPP Strategies - Beyond 2012+ Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+ End Product / Service Produced	Indicator No.:	Indicator at OPP Level (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level) 2009/10 to complete by:	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation
								Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible or the "Input into the Output")	Define Secondary Role	to complete by: 1 Apr to 30 Jun	to complete by: 1 Jul to 30 Sep	to complete by: 1 Oct to 31 Dec	to complete by: 1 Jan to 31 Mar	Year One 2009/10
4. To ensure the efficient and effective management / leadership of the OPP	4.1	Ensure automation of business systems and processes	4.1.1	Re-engineered and integrated business processes, Stable and reliable infrastructure	4.1.1.1	MSP reviewed, approved and implemented Implementation of the MSP monitored and evaluated	MSP reviewed, approved and implemented Monitor and evaluate the implementation of the MSP	Programme 3 (IT)	To achieve quarterly and annual targets	Programme 1, 2 & 3	To implement the revised plan	Quarterly report on the MSP projects	R8 210 374			
	4.2	Ensure good governance	4.2.1	Adherence to applicable legislation, policies and corporate governance principles and synergy	4.2.1.1	OPP compliant to all applicable legislation and regulations	Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	Programme 3	To achieve quarterly and annual targets	Programme 1, 2 & 3	To comply with policies and procedures	Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	Ensure compliance to applicable legislation and regulations e.g. PFMA, Treasury regulations, etc	R4 840 000
			4.2.2	Organisational Risk Managed	4.2.2.1	Evidence of Organisational risk assessed and managed	Organisational risk assessed and managed	Programme 2 (Security and Risk Management)	To achieve quarterly and annual targets	Programme 1, 2 & 3	Each programme to provide a report to Security and Risk on their actions to monitor identified risks	Consolidated quarterly report on the monitoring of identified risks	Consolidated quarterly report on the monitoring of identified risks	Consolidated quarterly report on the monitoring of identified risks	Consolidated quarterly report on the monitoring of identified risks	R420 000
			4.2.3	Protection of assets and information ensured	4.2.3.1	Evidence of security management policy reviewed and changes implemented	Review of policy and implement changes	Programme 2 (Security and Risk Management)				Quarterly report	Quarterly report	Quarterly report	Review policy and implement changes	R70 000

Strategic Objective  Long Term	S/I No.:	OPP Strategies - Beyond 2012+  Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+  End Product / Service Produced	Indicator No.:	Indicator at OPP Level  (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level)	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation
							2009/10  to complete by:	Primary  (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary  (Responsible or the "Input into the Output")	Define Secondary Role	to complete by:  1 Apr to 30 Jun	to complete by:  1 Jul to 30 Sep	to complete by:  1 Oct to 31 Dec	to complete by:  1 Jan to 31 Mar	Year One  2009/10
			4.2.4	Clean audits maintained	4.2.4.1	Clean audits maintained	Clean audit maintained	Programme 3	To consolidate and ensure action plans are effected	Programme 1,2 & 3	Each programme to provide a report to Finance on their actions against audit findings	Quarterly report on the action plan against the audit findings	Quarterly report on the action plan against the audit findings	Quarterly report on the action plan against the audit findings	Quarterly report on the action plan against the audit findings	R1 100 000
			4.2.5	Best practice cost management institutionalised	4.2.5.1	Cost model implemented, reviewed and enhanced	Cost model implemented	Programme 3 (Finance)				Quarterly report on the expenditure on budget vs. actual per line item per BU	Quarterly report on the expenditure on budget vs. actual per line item per BU	Quarterly report on the expenditure on budget vs. actual per line item per BU	Quarterly report on the expenditure on budget vs. actual per line item per BU	No Budget
	4.3	Ensure that the organisational structure is aligned to strategy	4.3.1	Organisational structure aligned to strategy	4.3.1.1	Evidence of organisational structure aligned to strategy	Ensure that the organisational structure is aligned to strategy	Programme 2		Programme 3 (HR)	To provide support and guidance to the organisation	Implementation	Implementation	Implementation	Implementation	
	4.4	Monitor and evaluate the overall institutional performance	4.4.1	OPP performance aligned to mandate	4.4.1.1	Evidence of OPP performance monitored and evaluated	Ensure the monitoring and evaluation of business performance	Programme 2		Programme 1,2 & 3	To report quarterly on programme performance	Ensure quarterly monitoring and evaluation of the organisation's annual plan	Ensure quarterly monitoring and evaluation of the organisation's annual plan	Ensure quarterly monitoring and evaluation of the organisation's annual plan	Ensure quarterly monitoring and evaluation of the organisation's annual plan	R400 000
	4.5	Ensure the implementation of the Service Delivery Charter	4.5.1	Aligning OPP to the Service Delivery Charter	4.5.1.1	Evidence of the implementation of the Service Delivery Charter  Service Delivery Charter reviewed	Ensure the implementation of the Service Delivery Charter  Review the Service Delivery Charter	Programme 2		Programme 1,2 & 3	To implement the Service Delivery Charter in the programme	Ensure the quarterly implementation of the Service Delivery Charter  Review the Service Delivery Charter	Ensure the quarterly implementation of the Service Delivery Charter  Review the Service Delivery Charter	Ensure the quarterly implementation of the Service Delivery Charter  Review the Service Delivery Charter	Ensure the quarterly implementation of the Service Delivery Charter  Review the Service Delivery Charter	

Strategic Objective  Long Term	S/I No.:	OPP Strategies - Beyond 2012+  Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+  End Product / Service Produced	Indicator No.:	Indicator at OPP Level  (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level)	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation
							2009/10  to complete by:	Primary  (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary  (Responsible or the "Input into the Output")	Define Secondary Role	to complete by:  1 Apr to 30 Jun	to complete by:  1 Jul to 30 Sep	to complete by:  1 Oct to 31 Dec	to complete by:  1 Jan to 31 Mar	Year One  2009/10
	4.6	Institutionalise organisational memory, research and knowledge products	4.6.1	Organisational memory, research and knowledge products institutionalised	4.6.1.1	Integrated strategy on organisational memory, research and knowledge products  Monitor and evaluate the implementation of the strategy  Review and enhance the strategy	Programme 3 (KM)	To achieve quarterly and annual targets			Quarterly report on the implementation of the Knowledge Management and Research Strategy	Quarterly report on the implementation of the Knowledge Management and Research Strategy	Quarterly report on the implementation of the Knowledge Management and Research Strategy	Quarterly report on the implementation of the Knowledge Management and Research Strategy	R500 000	

Strategic Objective  Long Term	S/I No.:	OPP Strategies - Beyond 2012+  Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+  End Product / Service Produced	Indicator No.:	Indicator at OPP Level  (Cost, Quality, Quantity, Compliance, Time)	Annual Targets (OPP Level)  2009/10 to complete by:	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation  Year One 2009/10
								Primary (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary (Responsible or the "Input into the Output")	Define Secondary Role	to complete by: 1 Apr to 30 Jun	to complete by: 1 Jul to 30 Sep	to complete by: 1 Oct to 31 Dec	to complete by: 1 Jan to 31 Mar	
5. To ensure a high performance culture by attracting and retaining highly competent and skilled individuals	5.1	Integrated HR strategy and policies implemented	5.1.1	Best practice approach to managing Human Resources	5.1.1.1	Approved, communication and implementation of the HR policies  Evidence of HR strategy and policies reviewed and enhanced	HR policies approved, communicated and implemented	Programme 3 (HR)	To achieve quarterly and annual targets	Programme 1, 2 & 3	To implement the HR policies in the respective programmes	Quarterly monitoring and report on the implementation of HR policies	Quarterly monitoring and reporting on the implementation of HR policies	Quarterly monitoring and reporting on the implementation of HR policies	Quarterly monitoring and reporting on the implementation of HR policies	R1 150 000
	5.2	Instil a conducive environment to support a high performance culture	5.2.1	Performance management instilled in the organisational ethos	5.2.1.1	Signed annual performance agreements aligned to operational plans	Signed annual performance agreements aligned to operational plans			Programme 1, 2 & 3	All programmes to ensure performance management culture in their business	Finalise final assessments for the previous performance cycle (2008/9)  All Performance agreements signed for the 2009/10 performance cycle	Quarterly report on the review of performance agreements in terms of the quality and alignment.	Quarterly report on the Finalised interim performance assessments	Quarterly Communication of the final assessment process	R957 748
	5.3	Ensure that the organisational values are displayed in the behaviours of employees	5.3.1	Organisational core values displayed in the behaviour of staff	5.3.1.1	Organisational core values displayed in the behaviour of staff	Organisational core values displayed in the behaviour of staff			Programme 1, 2 & 3	All programmes to ensure core organisational values are evidenced in their business	Review code of conduct  Ensure values are incorporated in the performance plans	Values workshop conducted	Report on the impact of the values workshop	Organisational core values evidenced in the behaviour of staff	R300 000

Strategic Objective  Long Term	S/I No.:	OPP Strategies - Beyond 2012+  Elements of the Strategy Objective	Outcome No.:	OPP Outcome - 2012+  End Product / Service Produced	Indicator No.:	Indicator at OPP Level  (Cost, Quality, Compliance, Time)	Annual Targets (OPP Level)	Programme Delegation				Annual Performance Plan 2009/10				Budget Allocation
							2009/10  to complete by:	Primary  (Responsible for the "Output" / "Outcome")	Define Primary Role	Secondary  (Responsible or the "Input into the Output")	Define Secondary Role	to complete by: 1 Apr to 30 Jun	to complete by: 1 Jul to 30 Sep	to complete by: 1 Oct to 31 Dec	to complete by: 1 Jan to 31 Mar	Year One  2009/10
	5.4	Further development, review and implementation of the Employee Wellness Programme	5.4.1	Productive and healthy employees	5.4.1.1	Quarterly report on the implementation and impact of the Wellness and Disease Management Programme  Evidence of the Wellness and Disease Management Programme having been reviewed and enhanced	Annularly report on the implementation and impact of the Wellness and Disease Management Programme  Wellness and Disease Management Programme reviewed and enhanced	Programme 3 (HR)	To achieve quarterly and annual targets			Quarterly report on the implementation and impact of the Wellness and Disease Management Programme	Quarterly report on the implementation and impact of the Wellness and Disease Management Programme	Quarterly report on the implementation and impact of the Wellness and Disease Management Programme	Quarterly report on the implementation and impact of the Wellness and Disease Management Programme	R400 000

## PART 5

### 5.1 CONCLUSION

1. We remain steadfast in fulfilling our mandate in strengthening constitutional democracy. We will continue to ensure that we add value to our stakeholders.
2. Some of the remaining challenges can be summarised as follows:
  - 2.1 To continue to strengthen our relationship with our stakeholders
  - 2.2 To optimise and prioritise the utilisation of financial resources;
  - 2.3 To continually review and improve internal business processes to be in line with best international practices;
  - 2.4 To continue to improve efficiency in organs of state;
  - 2.5 To further improve and reduce turnaround times in the finalisation of investigations;
  - 2.6 To continue to attract and retain skilled personnel; and
  - 2.7 To continue to reach out to the 44 million citizens.
3. The strategic plan is by nature a living document, we are certain that it will mature and grow as we move forward. Although this year marks the end of my term, I am certain that the management team and staff of the OPP will remain unified and committed in maintaining and sustaining the constitutional mandate of the OPP.