



HUMAN RIGHTS COMMISSION OF SRI LANKA

STRATEGIC PLAN 2017-2019

26 SEPTEMBER 2016

THE COMMISSION AND THE PLAN

Human Rights Commission of Sri Lanka

The Human Rights Commission of Sri Lanka (HRC) was established in 1996 by the *Human Rights Commission of Sri Lanka Act*, No. 21 of 1996. The Act sets out the legal basis and operational principles of the HRC. The HRC is referred to in the Constitution of Sri Lanka but it is not formally established by the Constitution. The Chairperson and Members of the Commission are appointed under Constitutional provisions.

The Act defines the HRC's jurisdiction in terms of fundamental rights and human rights. Fundamental rights are certain civil and political rights as well as economic, social and cultural rights guaranteed in Chapter III of the Constitution of the Democratic Socialist Republic of Sri Lanka. Human rights are defined in international law.

The statutory functions of the Commission are

- to inquire into, and investigate, complaints relating to procedures, or infringements or imminent infringements of fundamental rights to ensure compliance with the provisions and to provide for resolution through conciliation and mediation¹
- to advise and assist the government in formulating legislation and administrative directives and procedures to promote and protect fundamental rights²
- to make recommendations to the Government to ensure that national laws and administrative practices are in accordance with international human rights norms and standards³
- to make recommendations to Government on the subscribing or acceding to treaties and other international human rights instruments⁴
- to promote awareness of, and provide education in relation to, human rights.⁵

The HRC has accountability obligations for its activities and its finances. It must submit to Parliament an annual report of all its activities, with a list of all matters referred to it, the action taken in respect of them and any recommendations made by the Commission.⁶ Whenever it considers it necessary, it can also submit to Parliament periodic or special reports on any matter referred to it and the action taken.⁷

Under the HRC Act “[t]he State shall provide the Commission with adequate funds to enable the Commission to discharge [its] functions...”.⁸ For its part the Commission must keep proper

¹ HRC Act s 10(a) and (b).

² HRC Act s 10(c).

³ HRC Act s 10(d).

⁴ HRC Act s 10(e).

⁵ HRC Act s 10(f).

⁶ HRC Act s 30.

⁷ HRC Act s 30.

⁸ HRC Act s 29(1).

accounts of its income, expenditure, assets and liabilities.⁹ These must be audited by the Auditor General.¹⁰

To carry out its functions the HRC has powers to

- investigate
- appoint sub-committees at provincial level and delegate to them
- intervene in proceedings related to fundamental rights before any court, with the permission of the court
- monitor the welfare of persons detained
- take such steps as it may be directed to take by the Supreme Court, in respect to any matter referred to it by the Court
- undertake research into and promote awareness of human rights through programmes, seminars and workshops and by disseminating and distributing the results of such research
- award a sum of money to meet the expenses of someone making a complaint to the HRC
- make recommendations in instances where human rights are violated.¹¹

There is also a general provision that empowers the HRC to do “all such other things as are necessary or conducive to the discharge of its functions”.¹²

The HRC is accredited internationally by the Global Alliance of National Human Rights Institutions.¹³ In 2007 its accreditation was reviewed and it was given B status as not fully compliant with the Paris Principles, the international standards for national human rights institutions. That status was renewed in 2009. The HRC considers that it is now fully compliant and proposes to apply for full A status later in 2016.

The development of this strategic plan

The HRC developed this strategic plan through internal reflection and analysis and external consultation with key stakeholders. HRC Commissioners and managers (the Secretary, Deputy Secretary, directors of divisions and regional coordinators of all regional offices) participated in a workshop early in June 2016 to undertake a situation analysis and prepare the first draft of the plan. That draft, in Sinhala, Tamil and English, was posted on the HRC website and public submissions were invited. The HRC organised 22 consultations with key stakeholders – almost 400 people from civil society organisations, state ministries and institutions, and international organisations – in all HRC regions of Sri Lanka. After the consultations a further workshop was held early in September 2016, again with Commissioners and managers, to consider the comments from consultants and finalise the plan. This strategic plan, therefore, is the product of broad discussion and contribution.

⁹ HRC Act s 29(2).

¹⁰ Constitution s 154.

¹¹ HRC Act s 11.

¹² HRC Act s 11(h).

¹³ The Global Alliance of National Human Rights Institutions was formerly known as the International Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights. The name was changed early in 2016.

PRINCIPAL COMMITMENTS OF THE HRC

Vision

A society that recognises diversity and respects the human rights of all

Mission

To provide leadership in Sri Lanka in promoting and protecting human rights, human dignity and the rule of law within a democracy based on the sovereignty of the people

Values

- Respect for human dignity
- Respect for diversity
- Equality and non-discrimination
- Peace, truth and justice
- Independence
- Accountability
- Service
- Humility
- Integrity
- Transparency

CONTEXT AND ANALYSIS

In preparing this Strategic Plan the HRC undertook an analysis of the context in which the HRC will work during the life of the Plan. The most significant dimension of the external context is the nation's transition following presidential and parliamentary elections in 2015. After the end of the thirty-year civil war in 2009 and a post-war period, the new government is promising a major reform process, including constitutional reform, that will provide an environment where the HRC can pursue new directions in its work. The HRC has already been strengthened through the reform process, with its independence enhanced and assured by the Nineteenth Amendment to the Constitution, enacted in 2015.

As part of the transition Sri Lanka is commencing a process of truth, justice and reconciliation to deal with the legacies of the three-decade long conflict. This process is of great importance to the people of Sri Lanka, offering hope for victims and opportunities for the nation to move forward together. The process will raise issues of serious human rights in the past. It is therefore directly relevant to the HRC's statutory mandate.

The reform process also presents opportunities to recognise and address the facts of diversity in Sri Lanka. Sri Lanka is an ethnically, linguistically and religiously diverse country. The 2012 census recorded Sinhalese (74.9%), Sri Lankan Tamils (11.1%), up-country Tamils (4.1%), Sri Lankan Moors (Muslims) (9.3%) and "others", including a small aboriginal community (just

under 1%). Buddhism (70.1%), Hinduism (12.6%), Islam (9.7%) and Christianity (7.6%) are the main religions. The official languages are Sinhala and Tamil, with English defined as a link language.

The context of the HRC’s work has internal and external dimensions. Internally it has strengths on which it can build and weaknesses that it must address. Externally it faces opportunities that it can exploit and threats that it must overcome. The matrix below summarises these characteristics in context of the directions in the Strategic Plan. A characteristic may appear under two or more headings, for example, as both a strength and a weakness. This reflects the analysis of HRC Commissioners and staff. It is not necessarily contradictory. For example, the extent of existing public recognition is a strength but its limitation is a weakness.

STRENGTHS	WEAKNESSES
<p><i>The law</i></p> <ul style="list-style-type: none"> • Independence under the Nineteenth Amendment to the Constitution • Strong legislation with a good mandate, broad functions and strong powers, including <ul style="list-style-type: none"> ○ power to visit places of detention ○ power to call for information, summon witnesses etc ○ power to take action on its own initiative (suo moto) ○ power to provide remedies outside court procedures and the judicial framework ○ power to make recommendations to the Government ○ power to provide advice to the Government ○ general power under s 11(h) of the HRC Act to do all things necessary or conducive to the discharge of the HRC’s functions <p><i>The community</i></p> <ul style="list-style-type: none"> • Public recognition and acceptance • Seen as trustworthy and dependable • Networks with civil society • Interest among civil society actors in the HRC • Capacity and will to interact with all communities • International and regional support 	<p><i>The law</i></p> <ul style="list-style-type: none"> • The Commission was established by an Act, not by the Constitution • Non-implementation of HRC recommendations • Private actors not within the purview of the Act • Term of Commissioners (three years) is short and there is no continuity of membership • Act does not require some fulltime commissioners • Tendency for human rights complaints to be handled too formally and quasi-judicially • B status of the Commission • Limitation imposed by the Constitution, for example, absence of judicial review of legislation <p><i>The community</i></p> <ul style="list-style-type: none"> • Lack of knowledge/awareness of role of HRC among the community, State officials and media, due to poor communications • Weak relationships with civil society • Public perceptions of ineffectiveness due to inordinate delays in responding to complaints, non-compliance with recommendations in a considerable number of cases and lack of enforcement powers • Failure of government (certain institutions) to understand and respect the mandate of the Commission and abide by its

<p><i>The organisation</i></p> <ul style="list-style-type: none"> • General acceptance of the mandate and role of the HRC among State officials • Experience and knowledge of Commissioners and staff • Regional offices and sub-offices • Donor support for the HRC • International recognition of the HRC as an independent and effective NHRI • Specialised divisions in the HRC • Approval of the HRC’s Scheme of Recruitment 	<p>recommendations</p> <p><i>The organisation</i></p> <ul style="list-style-type: none"> • Inadequate human and physical resources and under-utilised financial resources • Limited coordination, communication and interaction between regional offices, and between regional offices and head office • Insufficient regional offices for accessibility • Inadequate administrative mechanisms and processes, including transfer procedures and staff evaluation • Inadequate administrative procedures to facilitate activities to fulfil the HRC’s core mandate • Inadequate procedures for complaint handling, including giving priority to serious human rights cases • Insufficient staff training and expertise, including language proficiency, legal knowledge, report writing, public communications • Lack of self motivation to seek and update knowledge, work ethic and accountability • Low salaries and lack of benefits for staff • Lack of stability and security in office premises as HRC does not own its buildings (head office and regional)
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • HRC being seen as the leading institution to promote and protect human rights in Sri Lanka • Opening up of political space in Sri Lanka presents increased opportunities to advise and work with executive and legislature • Constitutional reform process provides the opportunity to expand fundamental rights, provide a constitutional basis for the HRC and to strengthen the HRC’s work • Possibility of amending the HRC Act and other relevant legal instruments, for example the Establishments Code, to strengthen enforcement powers • Transitional justice process increases the 	<p>THREATS</p> <ul style="list-style-type: none"> • End or failure of national reform process • Lack of respect for the rule of law • Political and religious extremism and communalism • Institutional resistance and weaknesses of key State actors, including civil servants, police, prison officers etc • Difficulty in changing the attitudes of people towards respect for human rights due to socio-cultural barriers • Negative public perception of HRC • Lack of knowledge of human rights and the HRC, its powers etc by certain stakeholders • Weak mechanisms for protection from human rights violations

<p>focus on human rights and provides a role for the HRC in monitoring the process and ensure it adheres to international human rights standards and the rights of victims are protected</p> <ul style="list-style-type: none"> • Heightened public expectations of government and of the HRC • Enhanced public perception of the HRC and its work • Increased opportunities to protect and assist marginalised people • Increased interest in awareness programs, including school curriculum, training for public servants, police, prison officers and armed forces and programs for changing attitudes • Strengthen links with State institutions to encourage implementation of HRC recommendations, for example, by training State officials • Possibility of interventions in fundamental rights cases in the Supreme Court • Possibility to use s 11(h) of the HRC Act, to do all things necessary or conducive to the discharge of the HRC's functions, to further HRC activities and interventions • Better coordination with civil society and stakeholders both national, regional and international • Ability to mobilise people at the <i>grama niladari</i> level and above throughout Sri Lanka • Sri Lanka's record of ratification of international human rights treaties • International focus on human rights 	<ul style="list-style-type: none"> • Failure to achieve A status accreditation at the international level
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This Strategic Plan seeks to seize the opportunities and meet the challenges presented by this context.

Risks to the implementation of the strategic plan

The HRC has identified seven external risks and four internal risks to the effective implementation of the Strategic Plan during the three year life of the Plan.

External risks

- Cultural intolerance towards human rights
- End or failure of the national reform process
- Impact of international geo-political factors, such as acts of violence perpetrated by external groups, leading to the enactment of restrictive national security legislation
- Political and religious extremism and communalism
- Political climate that is unfriendly to human rights
- Political instability or armed conflict
- Repeal of the 19th Amendment

The seven external risks are largely outside the HRC's control. The HRC can contribute to broader cultural, political and social developments that can assist in minimising both the occurrence of the risks and the severity of the impact should any occur. However, it can have little impact on avoidance of the risks acting alone. Its main challenge is to limit the harm done to the HRC should any occur.

Internal risks

- Crisis within the Commission
- Failure to achieve targets within the given period
- Loss of financial independence
- Running out of time to implement the strategic plan

The four internal risks are more within the control of the HRC. All are assessed as having a very low or low likelihood of occurrence during the next three years. The HRC's response to the risks is good leadership by the Commission, good management by the HRC's senior managers and good strategic planning.

PRIORITIES AND PLANS

Priority issues

Reflecting on the context of its work, its strengths, weaknesses, opportunities and threats, and the risks posed externally and internally, the HRC has identified ten issues as its priorities during the three years of this plan:

1. torture/custodial violence
2. the rights of migrant workers
3. economic, social and cultural rights, including education, health and land rights
4. gender issues
5. minority rights
6. up-country Tamils and plantation workers
7. disaster management and recovery
8. the rights of people with disability
9. the rights of lesbian, gay, bisexual, transgender, intersex and queer people
10. the rights of the elderly

11. prisoners and detainees.

Cross cutting concerns

The HRC has also identified three key concerns that cut across all its priority areas and its goals and strategies:

- accessibility of the HRC and its services to all people, especially the poor and marginalised
- gender mainstreaming within and through the HRC and its programs and services
- recognition of and respect for diversity within the HRC and through its programs and services

These concerns will be addressed throughout the implementation of this strategic plan.

Goals

1. Create a human rights culture through public education and awareness raising
2. Advise and recommend to the Government, Parliament and State entities on laws and policies in line with Constitutional and international human rights standards and practices
3. Engage in advocacy to promote and protect human rights through monitoring, research, reporting and *amicus curiae* interventions in court proceedings
4. Provide prompt and effective remedies by strengthening the inquiry, investigation and monitoring mechanism of the HRC
5. Protect and promote human rights through engagement with and utilisation of international human rights mechanisms
6. Transitional justice
7. Achieve institutional excellence and quality management

Goals, strategies, activities and performance indicators

Goal 1: Create a human rights culture through public education and awareness raising		
Strategies	Activities	Performance indicators
Strategy 1: create a vibrant human rights culture through the mass communications media to change public perceptions and attitudes	<ol style="list-style-type: none"> 1. media conferences on a regular basis, at national and regional levels 2. highlighting key human rights issues in the media 3. seek and designate media sponsors for specific human rights issues 4. receiving exclusive support of the media in commemorating international events and days 	<ol style="list-style-type: none"> 1. survey of general community awareness of the HRC and of human rights issues, undertaken at the beginning of the plan as a baseline and at the end 2. survey of school children on HRC indicators for a human rights friendly education system, undertaken at the beginning of the plan as a baseline and at the end

	5. annual training program for journalists and editors	
Strategy 2: develop and promote an overall education policy for schools to become human rights friendly schools	<ol style="list-style-type: none"> 1. development of an overall education policy for schools with a human rights/democracy orientation by the HRC Sub-Committee on Education Policy 2. training and awareness programs on the policy for Education Ministry and other relevant departments 3. teacher training on methodologies 4. human rights competitions at school level 	
Strategy 3: propagate community-based human rights education in collaboration with State, non-state, professional and community based organisations	<ol style="list-style-type: none"> 1. awareness programs through radio, social and other relevant and inexpensive media 2. human rights manuals for HRC trainers, with priority for manuals on human rights education and on gender rights 3. production of audio-visual material for public education on human rights 4. community education through commemorations of international days 	
Goal 2: Advise and recommend to the Government, Parliament and State entities on laws and policies in line with Constitutional and international human rights standards and practices		
Strategies	Activities	Performance indicators
Strategy 1: establish good relations with key personnel in the executive branch and the legislature of both national and provincial government	<ol style="list-style-type: none"> 1. regular briefings with the President, the Prime Minister and key ministers 2. recommend that the parliament/government establish a parliamentary caucus or subcommittee on human rights 3. annual workshop for parliamentarians and 	<ol style="list-style-type: none"> 1. number of mentions of the HRC and its work in newspapers and on the internet 2. number of HRC recommendations accepted and incorporated into legislation and government policies, consistently with constitutional and

	parliamentary staff 4. workshop of secretaries of ministries and chief secretaries 5. regional workshops with provincial and local authorities	international human rights standards
Strategy 2: conduct research to facilitate the advisory role	1. identify research priorities	
Strategy 3: establish mechanisms within HRC to consult civil society and other experts	1. establish advisory committees and thematic sub-committees 2. establish regional thematic committees and advisory committees with civil society	
Strategy 4: develop advocacy capacity within HRC, both at national and grassroots levels	1. identify specific issues and advocate on them	
Goal 3: Engage in advocacy to promote and protect human rights through monitoring, research, reporting and <i>amicus curiae</i> interventions in court proceedings		
Strategies	Activities	Performance indicators
Strategy 1: respond to emerging and current human rights violations and make more timely interventions Strategy 2: research on marginalised and discriminated groups with specific focus on the historically marginalised and structurally systemic violations	1. media monitoring 2. fact finding missions 3. consultation with stakeholders 4. adoption of HRC guidelines and directives, including on arrest and detention of children and young people and the treatment of prisoners 5. appointment of HRC special rapporteurs and research officers on specific issues 6. HRC recommendations to the government on policy issues 7. regular situation reports by regional offices 8. HRC as a catalyst/facilitator to respond to human rights crises (Strategy 1 only)	1. number of HRC recommendations accepted and incorporated into legislation and government policies, consistently with constitutional and international human rights standards 2. survey of civil society advocates to determine the extent of their usage of HRC reports and recommendations and their satisfaction with the quality of HRC reports and recommendations
Strategy 3: regular public reporting and dissemination	1. website to be accessible and interactive, with substantial information on human	

	<p>rights and the work of the HRC</p> <ol style="list-style-type: none"> 2. work systems support the inclusion on the website of all relevant information about human rights and the work of the HRC in a timely way 3. develop and implement social media presences, including facebook and twitter 4. regular press conferences 5. publish and disseminate annual, periodic and special reports on major human rights issues in Sri Lanka, under s 30 of the Human Rights Commission of Sri Lanka Act 	
<p>Strategy 4: strengthen civil society and the HRC's relationship with civil society to enhance the impact of HRC research, monitoring and advocacy activities</p>	<ol style="list-style-type: none"> 1. support and encourage the work of HRC thematic committees with civil society organisations 2. regular meetings with civil society organisations on general human rights situation both at regional and head offices 3. designate contact persons for civil society relations 4. interventions to protect human rights defenders, including in relation to freedom of association 5. human rights education and training programs for civil society at regional levels 	
<p>Strategy 5: undertake amicus curiae intervention in court proceedings, with the leave of the court, to present submissions on human rights law</p>	<ol style="list-style-type: none"> 1. develop guidelines for amicus curiae interventions, including criteria for deciding whether to seek to intervene 2. identify suitable cases in which the HRC should seek to intervene 3. 	

Goal 4: Provide prompt and effective remedies by strengthening the inquiry, investigation and monitoring mechanism of the HRC

Strategies	Activities	Performance indicators
Strategy 1: review existing inquiry and recommendation mechanisms and procedures and formulate changes	1. roundtable discussion with stakeholders on procedures and monitoring	1. annual survey of persons involved in complaints including complainants and respondents, to determine their satisfaction as to process, timeliness, effectiveness and staff performance
Strategy 2: identify the reasons for delay in concluding inquiries and propose changes to reduce the delay	2. adoption of revisions to legal instruments, for example the Establishments Code, to strengthen regarding implementation of HRC recommendations	2. proportion of complaints that are successfully resolved, either through conciliation or implementation of recommendations
Strategy 3: prepare an action plan for inspection of prisons, detention facilities, police stations, children’s homes, mental hospitals, elders’ homes, disability homes, immigration detention and other places of detention	3. manuals of procedures on inquiries and inspections 4. backlog clearing program 5. monitor complaint statistics, including number received, number rejected at intake, number of reports and recommendations and number of recommendations granting relief	3. proportion of complaints that met HRC timelines for complaint handling
Strategy 4: formulate an action plan to eradicate custodial deaths and torture	6. establishment of a rapid action taskforce on complaints 7. streamlined hotline mechanism and build up strong coordination with regional offices 6. special procedures on investigating custodial deaths 7. conduct national inquiries, possibly on education, torture and the rights of the elderly and people with disabilities 8. conduct regional inquiries 9. public hearings on selected cases	
Strategy 5: seek the appointment of human rights focal points in all relevant State institutions and agencies	1. Liaise with government agencies to ensure the timely and effective implementation of recommendations by HRCSL	

Goal 5: Protect and promote human rights through engagement with and utilisation of international human rights mechanisms		
Strategies	Activities	Performance indicators
Strategy 1: encouraging ratification of treaties	<ol style="list-style-type: none"> 1. identify treaties to be ratified 2. identify key personnel within government who can advocate ratification 3. raising awareness of international human rights laws and mechanisms among key government personnel 4. advising government on enacting enabling legislation 	<ol style="list-style-type: none"> 1. extent of adoption by international human rights mechanisms of HRC recommendations 2. extent of Sri Lankan Government adoption of HRC recommendations made to international human rights mechanisms 3. extent of Sri Lankan Government implementation of recommendations of treaty bodies on communications
Strategy 2: engage with treaty bodies	<ol style="list-style-type: none"> 1. information sharing with government and civil society about the work of treaty bodies, especially as it relates to Sri Lanka 2. training for key government personnel involved in the reporting process 3. training for key personnel in civil society about treaty bodies 4. follow up on government implementation of concluding observations of treaty bodies 	
Strategy 3: Engage with UN Universal Periodic Review mechanism and with Special Procedures, Rapporteurs and Working Groups	<ol style="list-style-type: none"> 1. information sharing with government and civil society about the work of the UPR and Special Procedures, especially as it relates to Sri Lanka 2. training for key personnel in civil society about the UPR and SPs 3. follow up on government implementation of recommendations 	
Strategy 4: monitor individual communications from Sri Lanka to treaty	<ol style="list-style-type: none"> 1. staff capacity development to advise complainants on accessing individual 	

bodies	communications procedures 2. monitoring implementation by government of recommendations given in individual communications	
Goal 6: Advise the government and state institutions, and monitor human rights compliance in the establishment and implementation of transitional justice mechanisms in Sri Lanka		
Strategies	Activities	Performance indicators
Strategy 1: Review laws and mechanisms relating to TJ to ensure adherence to HR law and standards and provide advice and recommendations for human rights protection	<ol style="list-style-type: none"> 1. Undertake legal analysis of legislation re to the TJ process for compliance with HR standards and make recommendations on amendments to legislation and proposed legislation to increase compliance. This shall include enacting domestic legislation to give effect to SL's intl legal obligation 2. Undertake advocacy as required to ensure implementation of HRCSL's recommendations 3. Public awareness raising on HRCSL's recommendation 	<ol style="list-style-type: none"> 1. extent of Government acceptance of HRC advice and recommendations on transitional justice to ensure that transition justice mechanisms are consistent with human rights standards 2. extent of acceptance by transitional justice mechanisms of HRC advice and recommendations on ensuring that transition justice mechanisms and procedures are consistent with human rights standards
Strategy 2: Monitor and report on the HR compliance in re to the functioning of the TJ mechanisms.	<ol style="list-style-type: none"> 1. Establish a dedicated unit 2. Monitor the work and procedures of TJ mechanisms including: <ol style="list-style-type: none"> a. regularly monitoring public meetings b. regular meetings with mechanism members and staff c. meetings with victims and CSOs to obtain their assessment of the functioning of TJ mechanisms. 3. Publish regular observation reports and disseminate through media conference 4. Dedicated website page and social media engagement 	

Strategy 3: Ensure protection of those who are threatened /intimidated in the context of the TJ process	<ol style="list-style-type: none"> 1. The TJ Unit to monitor the ground situation and seek information from relevant CSOs on the protection needs of victims and witnesses. 2. Liaise with relevant authorities to establish and strengthen processes to protect victims and witnesses. 	
Strategy 4: Raise public awareness of TJ issues and process, including targeted programme for specific groups, such as victims and state officials	<ol style="list-style-type: none"> 1. See activities 3 and 4 of Strategy 2 2. Dissemination information through DS Office, CSOs and volunteer network 3. Raise awareness of the TJ process amongst state officials 	
Goal 7: Achieve institutional excellence and quality management		
Strategies	Activities	Performance indicators
Strategy 1: build the capacity of HRC staff at head office and regional offices, including in research and report writing, education and training, complaint handling and investigation, and detention monitoring	<ol style="list-style-type: none"> 1. implementation of the SOR 2. recruitment of qualified staff and annual staff training programs, to ensure qualified staff with skills in research, report writing, advocacy at national and international levels, investigation and complaint handling 3. improve IT, regional libraries and online library facilities 4. recruit interns and volunteers 5. training programs and knowledge sharing with other institutions 6. assessment of staff requirements and the development of commensurate policies (e.g. transfer policy) 7. recruitment of qualified and competent staff 8. development and 	<ol style="list-style-type: none"> 1. quality of HRC's services measured through survey of users, including complainants and respondents to complaints, civil society organisations and participants in HRC education, awareness and training programs 2. proportion of staff annually assessed as performing at a high or very high standard
Strategy 2: enhance the HRC's physical resources		
Strategy 3: adopt best practices in management and administration		

	implementation of a staff evaluation system 9. introduction of new organisational methods (filing systems) 10. compensation scheme for special duties (following 22/93 Circular) 11. enhanced physical resources	
Strategy 4: extend and strengthen the HRC's capacity by implementing the Scheme of Recruitment and opening seven new regional offices		

Annual activity plans

The HRC will develop and adopt an annual activity plan for implementation of this Strategic Plan on a year by year basis. The annual plan will include the specific activities to be undertaken and indicators or targets that contribute towards the realisation of the indicators of the Strategic Plan over the Plan's three year period.