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இலங்கை மனித உரிமைகள் ஆணைக்குழு  
Human Rights Commission of Sri Lanka

# Human Rights Commission of Sri Lanka

## Strategic Plan

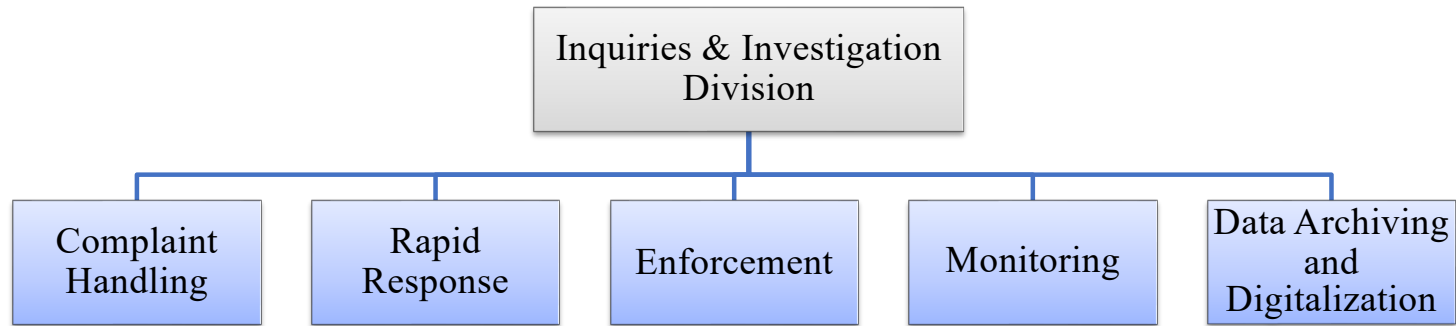
2024-2026



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# Inquiries and Investigation Division

# CURRENT WORK



## COMPLAINT HANDLING

- Accept complaints and ascertain the admissibility of the complaints
- Initiate Suo Motu cases
- Conduct inquiries and investigations
- Provide observation, recommendations and directives
- Mediate/conciliate (where applicable)
- Issue settlement notices to relevant parties
- Review appeals

# CURRENT WORK

## **RAPID RESPONSE**

- Conduct rapid response visits to relevant locations

## **ENFORCEMENT**

- Follow up with respondent on the status of implementing recommendations

## **MONITORING**

- Conduct routine visits to police stations for monitoring purposes
- Take immediate action if any violations are observed during the visits
- Submit observation reports

## **DATA ARCHIVING & DIGITALISATION**

- Occasionally updates the HURIN system
- Maintain the record room

# SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<p>Experience of the Officers</p> <p>Good legal framework to conduct inquiries and investigations</p> <p>Regional footprint of the HRCSL through the 10 regional offices and 5 sub-offices</p> <p>Reputation of the HRCSL</p>	<p>Space to improve the number of officers proficient in Tamil</p> <p>Space to improve the functionality of the 24/7 hotline (technical issues of the existing devices, lack of a stand-by officer fluent in either Sinhala/Tamil at all times)</p> <p>Lack of up-to-date infrastructural facilities, equipment and devices</p> <p>Lack of a sustainable Standard Operating Procedures (SOPs)</p> <p>Commitment and motivation of the staff</p> <p>Lack of support from support divisions</p>	<p>Positive relationship with the UN agencies, APF, diplomatic missions, GANHRI</p> <p>Receptiveness of some institutions in certain cases</p> <p>Positive relationship with some Civil Society Organizations</p>	<p>Delays of the respondents to submit responses</p> <p>Lack of political will to adopt a human rights-based approach in governance</p> <p>Negative attitude of certain government officers</p> <p>Non-recognition of the recommendations issued by the Commission</p> <p>Refusal of respondents to respond to the calls of the Commission as a result of other organizations misusing the name of the Commission</p>

# SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
	<p>Lack of coordination with other divisions</p> <p>Lack of resources to immediately visit the places when necessary</p> <p>Lack of resources to conduct routine police visits</p> <p>Lack of a security policy for the officers engaging in visits (no insurance)</p> <p>Lack of responsiveness of the officers to petitioners' calls</p> <p>Lack of knowledge of the officers to advise the petitioners on next steps, in particular regarding referral systems</p>		

# FUTURE OF THE DIVISION

## MISSION

**Uphold human rights of all through effective and efficient protective mechanisms**

## CORE OBJECTIVES

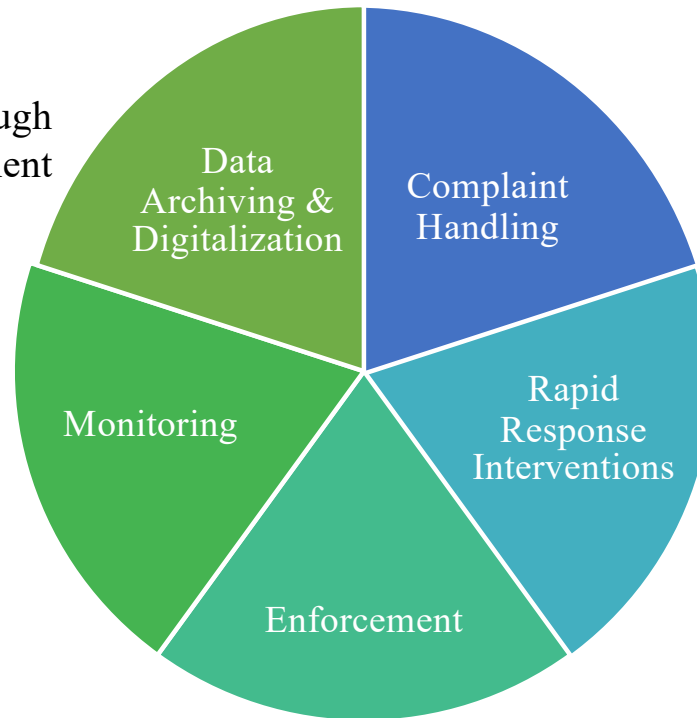
- To protect human rights of the people through effectively processing complaints/alleged violations
- To prevent the happening and/or aggravation of human rights violations by intervening forthwith
- To ensure protection of human rights through full implementation of the Commission's recommendations
- To prevent all forms of human rights violations through continuous inspections
- To increase efficiency through a smooth data management process



# OUTCOME AREAS

## Objective 5:

To increase efficiency through a smooth data management process



## Objective 1:

To protect the human rights of the people through effectively processing complaints/alleged violations

## Objective 2:

To prevent the happening and/or aggravation of human rights violations by intervening forthwith

## Objective 4:

To prevent all forms of human rights violations through continuous inspections

## Objective 3:

To ensure protection of human rights through full implementation of the Commission's recommendations

# Future Activities

## **OUTCOME 1: COMPLAINT HANDLING**

- Develop an SOP for the Division
- Review the practicality of the SOP bi-annually
- Take steps to amend the circular on implementation of the recommendations of the Commission
- Upgrade the inquiry rooms
- Develop a guideline enumerating the admissibility criteria of complaints
- Establish a quarterly evaluation process to ensure a uniform standard of the case files

## **OUTCOME 2: RAPID RESPONSE INTERVENTIONS**

- Revise the Rapid Response Unit SOP
- Develop a TOR for a specialized officer assigned to handle all Rapid Response and Suo Motu inquiries

## **OUTCOME 3: ENFORCEMENT**

- Reform Establishment Code to ensure disciplinary action against any officer failing to implement HRCSL recommendations
- Expedite the appeal process and follow up process on implementation of recommendations

# Future Activities

## **OUTCOME 4: MONITORING**

- Review the SOP of the monitoring function of the Division
- Develop a security policy for officers engaging in police visits
- Inform the IGP and CGP to issue an internal circular enumerating the monitoring functions of the HRCSL

## **OUTCOME 5: DATA ARCHIVING AND DIGITALISATION**

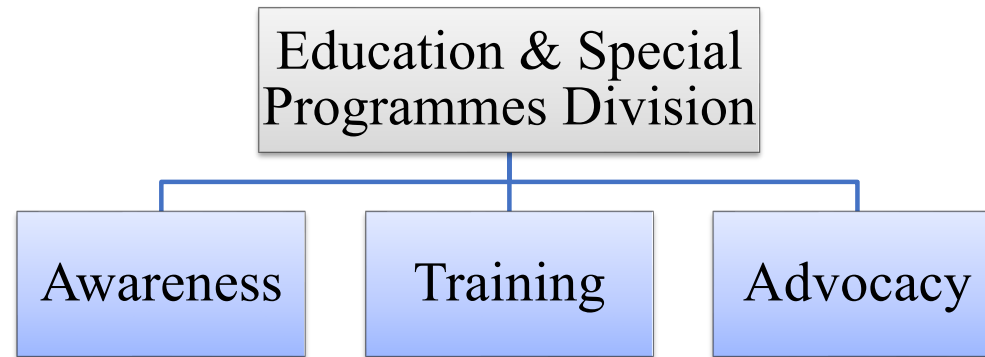
- Establish a mechanism to ensure all officers of the Division mandatorily utilize the HURIN system



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# Education and Special Programmes Division

# CURRENT WORK



## **AWARENESS**

- Conducted awareness sessions for HRC Staff
- Conducted awareness sessions for external beneficiaries
- Collaborated with other organizations to conduct awareness programmes
- Participated in awareness programmes organized by other organizations
- Celebration of International Days

# CURRENT WORK

## TRAINING

- Conducted training programmes for HRC Staff
- Conducted training programmes for external beneficiaries
- Facilitated training sessions in training programmes organized by other organizations
- Participated in training programmes organized by other organizations

## ADVOCACY

- Conducted consultations regarding issues faced by women, children, plantation workers, persons with disabilities, and LGBTIQ community
- Issued gender recognition certificate
- Issued guidelines for police officers to protect the rights of Transgender persons

# SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<p>Strong legal framework</p> <p>Good relationship with potential donors</p> <p>Good relationship with state institutions</p> <p>Good network with the regions via the regional offices</p> <p>Dedication of the staff</p> <p>Guidance and expertise of the Commissioners</p>	<p>Lack of staff</p> <p>Lack of staff sustainability</p> <p>Capacity of staff</p> <p>Lack of financial sustainability</p> <p>Lack of media competency</p>	<p>Relatively more open space for discussion on human rights issues</p> <p>Concerns of Diplomatic Missions and International Organizations on the status of human rights in Sri Lanka</p> <p>Support of the Regional Human Rights Organizations (E.g.: APF)</p> <p>Enthusiasm of the youth on human rights issues</p>	<p>Opposition from political actors that do not recognize the state's human rights obligations</p> <p>Cultural barriers</p> <p>Changes in the legal framework that are inconsistent with the state's human rights obligations</p> <p>Erosions of the trust of state institutions with regard to the HRCSL</p> <p>Economic crisis</p>

# FUTURE OF THE DIVISION

## MISSION

**Create a human rights culture through education, training, reform and advocacy**

## CORE OBJECTIVES

- To raise awareness on human rights among public and duty bearers
- To enhance knowledge and skills, and develop positive attitudes towards human rights among public and duty bearers
- To ensure human rights is introduced into the school and teacher education curricula
- To advocate for the recognition and the rights of vulnerable groups



# OUTCOME AREAS

## **Objective 4:**

To ensure human rights is introduced into the school and teacher education curricula



## **Objective 1:**

To raise awareness on human rights among public and duty bearers

## **Objective 3:**

To advocate for the recognition and the rights of the vulnerable groups

## **Objective 2:**

To enhance knowledge and skills, and develop positive attitudes towards human rights among public and duty bearers

# Future Activities

## OUTCOME 1: AWARENESS

### Internal

- Conduct special lecture series for all staff on:
  - Evolving thematic areas on human rights (e.g: Digital and media literacy, Human rights and climate change)
  - Ongoing issues and developments locally and globally
- Conducting awareness for gender focal point

### External

- Conduct awareness programmes for selected target groups on basic human rights, child rights, right to health, rights of PWDs, Human Rights and Climate change, Business and Human rights, Women's rights
- Develop e-learning course
- Conduct awareness programmes to relevant stakeholders on the HRCSL's guidelines
- Printing Human Rights Documents

# Future Activities

## OUTCOME 2: TRAINING

### Internal

- Develop a training manual for HRCSL staff on '*Conducting child-friendly investigations*'
- Conduct training programmes for all staff on selected human rights
- Conduct training programmes for support staff on personal development

### External

- Develop new training manuals on selected rights to streamline and standardize the training conducted by the HRCSL
- Review and update the existing training manuals to bring them in line with new standards
- Conduct TOTs for selected target groups on selected human rights issues
- Organize a youth camp for members of youth organizations

# Future Activities

## **OUTCOME 3: Advocacy**

- Formulate general guidelines for health sector officers on adopting a human rights approach to reproductive rights
- Protection and promotion of the rights of Malaiyaha Tamil Community
- Protection & Promotion of the Rights of PWDs
- Protection & Promotion of the Rights of Children
- Commemorate International Days

## **OUTCOME 4: Reform**

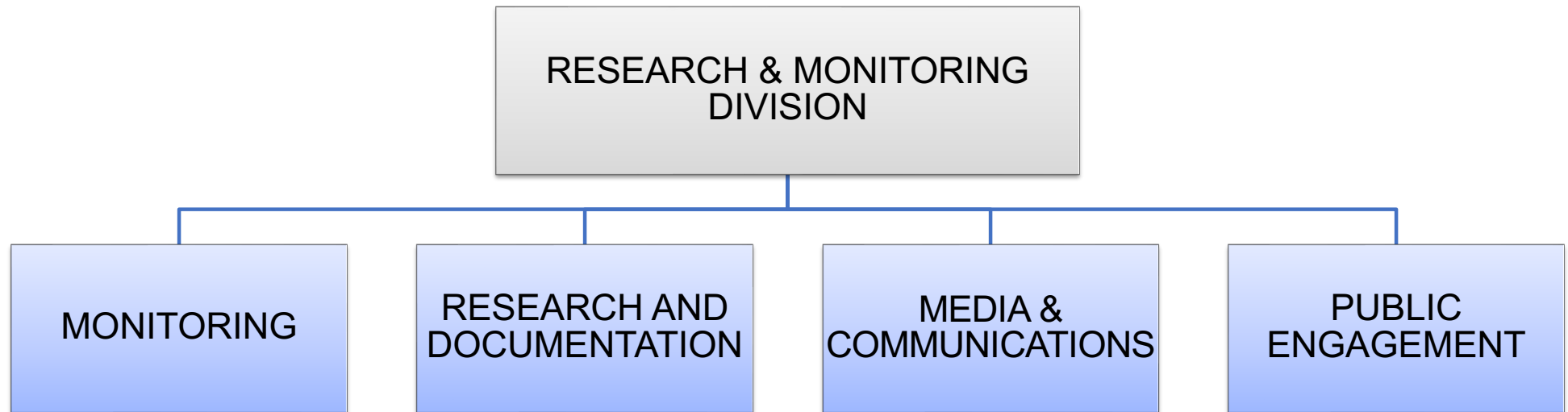
- Review existing curricula relating to human rights of Primary and Secondary school textbooks
- Compile a model curriculum for school curricula on Human Rights and Child Rights
- Compile a module for National College of Education & Government Universities on Human Rights and Child Rights
- Established Gender Focal Point



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# Research & Monitoring Division

# CURRENT WORK



# CURRENT WORK – MONITORING

- National Preventive Mechanism
- Media monitoring
- Election monitoring
- Monitoring and reporting on the human rights of migrant workers and their families
- Monitoring and reporting on the human rights of refugees/asylum seekers and stateless persons
- Monitoring the detention and care facilities of elders
- Monitor the status of human rights during disaster situations

## CURRENT WORK – RESEARCH AND DOCUMENTATION

- Studying the cycle of poverty in Sri Lanka and intervening on the poverty reduction programme: *Aswasuma*
- Ensuring implementation of the recommendations listed in the Commission's Prison Study report

# CURRENT WORK – MEDIA & COMMUNICATIONS

- Press releases
- Updating the website
- Social media engagement

# CURRENT WORK – PUBLIC ENGAGEMENT

- Collaborating with Civil Society Organizations
- Public consultations

# SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<p>The HRCSL Act</p> <p>Strong legal framework designating the HRCSL as the National Preventive Mechanism</p> <p>Dynamic resource pool (E.g. through the internship programme)</p> <p>Experienced leadership</p> <p>Reputation of the HRCSL</p> <p>Strong network through the regional offices</p>	<p>Lack of financial resources and budgetary allocations (E.g. unable to pay an allowance to the interns)</p> <p>Delay in obtaining funds to execute the projects/tasks</p> <p>Lack of vehicles for visiting</p> <p>Lack of experienced mid-level staff</p> <p>Need to increase the technical expertise of staff</p>	<p>Training and knowledge sharing opportunities</p> <p>Support of UN agencies</p> <p>State cooperation in recruitment</p> <p>Civil society network</p>	<p>Personal attacks through media</p> <p>Financial de-prioritization</p> <p>Economic crisis</p> <p>Misleading media reports</p> <p>Conflict of culture</p> <p>Delay in responsiveness of state authorities</p>

# FUTURE OF THE DIVISION

## MISSION

**Protect and promote human rights through research, monitoring and public engagement**

## CORE OBJECTIVES

- To assess the status of human rights through continuous monitoring
- To create an evidence base to make informed policy decisions and recommendations relating to human rights
- To effectively communicate the Commission's activities and output to stakeholders
- To enhance trust and strengthen the relationship between the HRCSL and stakeholders
- To advocate for the implementation of recommended institutional and policy changes



# OUTCOME AREAS

## Objective 5:

To advocate for the implementation of recommended institutional and policy changes

## Objective 4:

To enhance trust and strengthen the relationship between the HRCSL and stakeholders



## Objective 1:

To assess the status of human rights through continuous monitoring

## Objective 2:

To create an evidence base to make informed policy decisions and recommendations relating to human rights

## Objective 3:

To effectively communicate the Commission's activities and output to stakeholders

# Future Activities

## **OUTCOME 1: Monitoring and Reporting**

- National Preventive Mechanism
- Media monitoring
- Election monitoring
- Monitoring the status of human rights in the private sector and issue relevant guidelines and recommendations
- Monitoring the status of human rights during disaster situations

# Future Activities

## **OUTCOME 2: Research and Documentation**

### **❖ Conducting research**

- Status of the rights of the indigenous people and trends in mobility
- Cycle of poverty in Sri Lanka
- Economic, social and cultural rights of persons in the plantation sector

### **❖ Follow up on research findings and recommendations**

- Ensure implementation of the Prison Study report

### **❖ Capacity building of staff**

- Training on report writing

# Future Activities

## **OUTCOME 3: Communications**

- Develop a media strategy
- Revamp and update the website
- Streamline the procedure of issuing press releases

# Future Activities

## **OUTCOME 4: Public Engagement**

### **❖ Consultations**

- National Consultation on NPM
- Consultation with officers involved in elections
- Consultation with relevant stakeholders on ESC rights of persons in the plantation sector

### **❖ Civil Society Meetings**

- Regarding rights of migrant workers

### **❖ Strengthening relationship with other organizations**

- NGOs working with refugees/asylum seekers

# Future Activities

## **OUTCOME 5: Advocacy**

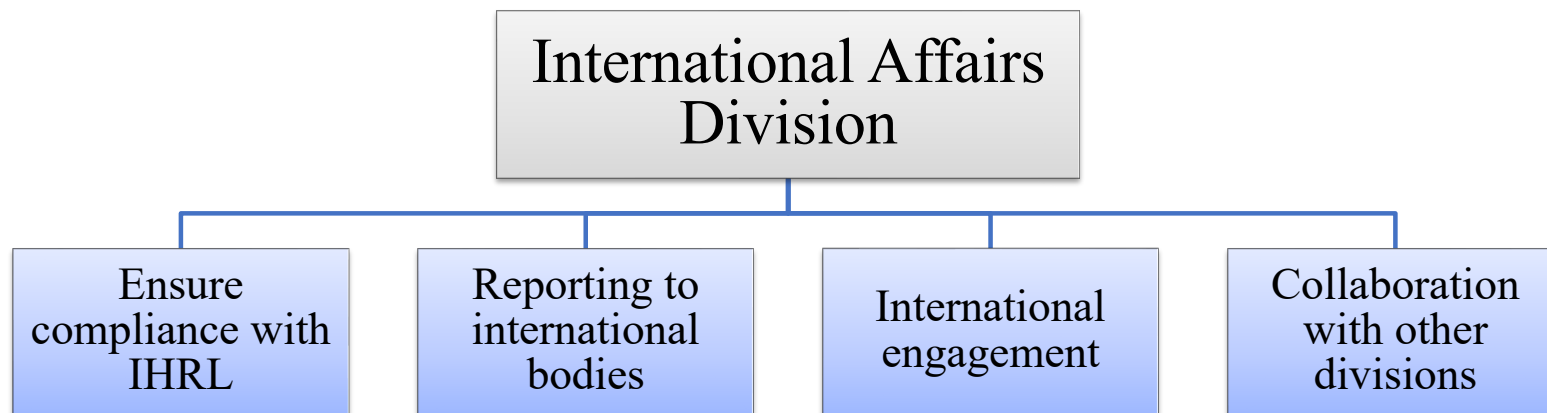
- Advise the relevant institutions on required changes to ensure compliance with the state's human rights obligations
- Advise the state on required legal and policy changes based on research findings



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# International Affairs Division

# CURRENT WORK



## **ENSURE COMPLIANCE WITH IHRL**

- Submitted observations & recommendations on Bills presented to Parliament
- Provided feedback on policy recommendations to government bodies (INSS under the Ministry of Defense)

# CURRENT WORK

## REPORTING TO INTERNATIONAL BODIES

- Submitted the parallel report on Civil and Political Rights in Sri Lanka for the 6<sup>th</sup> Periodic Review
- Collected information and prepared a parallel report on CRC to be submitted to the Committee on the Rights of the Child
- Submitted information to the OHCHR
- Submitted Statement of Compliance to the Sub-Committee on Accreditation (GANHRI) to regain 'A' Status
- Submitted Parallel report on the Convention on the Protection of the Rights of Persons with Disabilities

# CURRENT WORK

## INTERNATIONAL ENGAGEMENT

- Provided briefing at the 137<sup>th</sup> session of the Human Rights Committee
- Co-ordinated on matters relating to the EU JURE project
- Held discussions with Diplomatic Missions, UN agencies and EU
- Participated in a workshop aimed at developing an action plan for implementing the recommendations of the UNFPA reproductive rights report
- Participated at the CFNHRI steering committee meeting

# SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<p>Strong legal framework</p> <p>Recognition and credibility of the reports submitted by the HRCSL to a certain extent</p> <p>Positive relationship with UN agencies in particular with UNDP and UNICEF</p> <p>Good collaboration between divisions (e.g. ability to source required data through other divisions of the HRCSL)</p>	<p>Lack of staff</p> <p>Lack of material resources (equipment, workspace, furniture)</p> <p>Room for improvement in communication with OHCHR, GANHRI and Foreign Ministry</p> <p>Lack of technical expertise required to prepare thematic reports</p> <p>Lack of internal capacity to adopt international treaties and policies</p> <p>Lack of capacity to utilise social media optimally</p>	<p>Need to make periodic submissions to treaty bodies on the State's implementation of IHRL obligations (CRC, Enforced Disappearances Convention)</p> <p>Potential budgets that will be allocated by UN agencies and Diplomatic Missions to promote human rights in the country</p> <p>Mandate of APF, CFNHRI, and GANHRI to support and enhance capacity of NHRIs</p> <p>Willingness of staff to enhance thematic expertise</p>	<p>Political opposition to the state's human rights obligations(e.g. reflected through statements made by MPs)</p> <p>Economic crisis resulting in deprioritizing of certain human rights</p> <p>International politics (International propaganda and disinformation)</p> <p>Global crises</p>

# FUTURE OF THE DIVISION

## MISSION

**Contribute towards the national implementation of Sri Lanka's international human rights obligations**

## CORE OBJECTIVES

- To assess laws, policies and procedures for their compliance with international human rights law
- To prepare and submit reports to treaty bodies and other relevant international institutions
- To engage and cooperate with UN special procedures, UN agencies, regional organizations, NHRIs, INGOs, diplomatic missions and donor agencies
- To advise and advocate for the protection and promotion of international human rights amongst state and non-state actors



# OUTCOME AREAS

## Objective 4:

To advise and advocate for the protection and promotion of international human rights amongst state and non-state actors

## Objective 3:

To engage and cooperate with UN special procedures, UN agencies, regional organizations, NHRIs, INGOs, diplomatic missions and donor agencies



## Objective 1:

To assess laws, policies and procedures for their compliance with international human rights law

## Objective 2:

To prepare and submit reports to treaty bodies and other relevant international institutions

# Future Activities

## **OUTCOME 1: COMPLIANCE**

- Make recommendations to the government on ensuring national laws/administrative practices comply with IHRL
- Make recommendations to the government on ratifying/acceding to human rights treaties and instruments
- Monitor the implementation of the UPR recommendations
- Monitor the implementation of the Human Rights Committee recommendations
- Draft Indigenous People's Bill

## **OUTCOME 2: REPORTING**

- Prepare and submit periodic reports to the UPR process
- Prepare and submit periodic reports to treaty bodies

# Future Activities

## **OUTCOME 3: ENGAGEMENT**

- Convene regular meetings with the Foreign Ministry
- Convene quarterly meetings with the UNOHCHR
- Proactively engage with the Asia Pacific Forum
- Connect with other NHRIs in the region
- Convene Annual Meetings with Diplomatic Missions and follow up on the meeting outcomes
- Actively participate in meetings such as APF Annual Meeting, GANHRI Annual Meeting
- Cooperate with UN Special Procedures, UN agencies, regional HR mechanism, INGOs, and donor agencies

## **OUTCOME 4: ADVICE AND ADVOCACY**

- Advise the government on formulating administrative directives/procedures
- Advise MOFA on matters relating to UN human rights mechanisms
- Promote awareness on UN mechanisms among government institutions and civil society



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## Administration & Finance Division

# CURRENT WORK



## HUMAN RESOURCE MANAGEMENT

- Assess cadre requirements
- Recruitment
- Maintain personal files of all employees (promotions/increments)
- Maintain leave and overtime records
- Oversee the disciplinary inquiry process

# CURRENT WORK

## **LOGISTIC MANAGEMENT**

- Procurement
- Maintain stores and inventory
- Building maintenance
- Payment of utility bills (electricity, water, telephone)
- Payment of rent (HQ+ROs)
- Manage transport services (Includes maintenance and repairs)
- Coordinate and oversee security services
- Coordinate and oversee cleaning services

## **REPORTING & COMMUNICATION**

- Prepare and submit Quarterly Reports, Annual Reports
- Coordinate with the relevant Ministries, Treasury, Government Departments etc.

# CURRENT WORK

## FINANCE

- Return the previous years cash balance to the treasury and verify the accounts of the cash balance
- Determine the Annual Maximum Limit
- Release petty cash and interim advances
- Prepare and maintain the ledger, expenditure ledger, salary register, deposit register, cash book & other documents
- Prepare the ITMIS & CIGAS system/payroll for the relevant year
- Submit the cash book balance along with the ITMIS/CIGAS to the treasury
- Submit previous year's accounts
- Submit relevant documents for auditing purposes
- Prepare bank reconciliation statement
- Prepare the budget for each year and obtain approval

# CURRENT WORK

## **DOCUMENTATION & LIBRARY MANAGEMENT**

- Manage the Library
- Upload HRCSL recommendations to the website
- Ensure compliance with the Right to Information Act

## **IT**

- Network administration
- System administration
- Infrastructure administration
- Conduct needs assessments
- Maintain social media pages
- Web maintenance

# SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<p>Experienced administrative staff</p> <p>Good relationship with the Treasury – Management Services</p> <p>Smooth purchasing procedure</p>	<p>Unfilled vacancies</p> <p>Lack of staff</p> <p>Lack of additional computers required for the library</p> <p>Lack of knowledge of the HRCSL staff on finance procedures</p>	<p>Trainings by National Human Resources Development Council</p>	<p>Budget restrictions</p>

# FUTURE OF THE DIVISION

## MISSION

**To ensure the smooth functioning of the HRCSL in line with the relevant administrative and finance rules and regulations**

## CORE OBJECTIVES

- To equip the HRCSL with the required human resources and ensure their rights
- To provide the infrastructure required to execute the HRCSL's functions
- To report and effectively communicate the work done by the HRCSL to the stakeholders
- To archive all HRCSL activities and relevant subject material
- To effectively manage the financial resources of the HRCSL
- To digitize all activities of the HRCSL



# OUTCOME AREAS

## Objective 6:

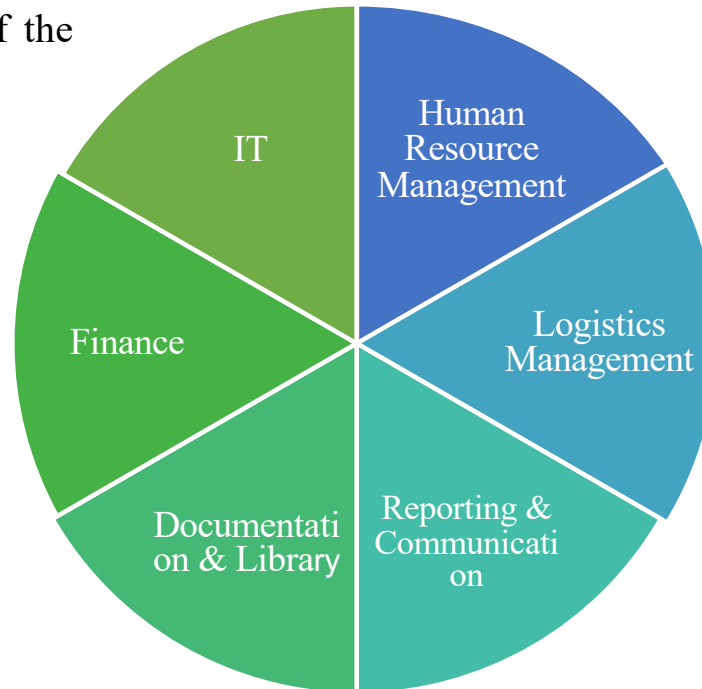
To digitize all activities of the HRCSL

## Objective 5:

To effectively manage the financial resources of the HRCSL

## Objective 4:

To archive all HRCSL activities and relevant subject material



## Objective 1:

To equip the HRCSL with the required human resources and ensure their rights

## Objective 2:

To provide the infrastructure required to execute the HRCSL's functions

## Objective 3:

To report and effectively communicate the work done by the HRCSL to the stakeholders

# Future Activities

## **OUTCOME 1: HUMAN RESOURCE MANAGEMENT**

- Finalize and approve the SOR
- Formulate and adopt a Code of Conduct
- Prepare the Human Resource Development Plan as per the Public Administration Circular 02/2018 (I)

## **OUTCOME 2: LOGISTICS MANAGEMENT**

- Restructure/organize the record room

## **OUTCOME 3: REPORTING & COMMUNICATION**

- Systemize the procedure of formulating and finalizing the Quarterly Reports, Annual Reports and any other reports
- Develop the Citizens Charter as per Public Administration Circular 05/2008
- Strengthen communication with the Treasury, UNDP, UNICEF, Presidential Secretariat

# Future Activities

## **OUTCOME 4: DOCUMENTATION & LIBRARY**

- Digitize the library
- Library automation
- Upgrade the website
- Create a database of all Supreme Court judgments of torture cases
- Obtain institutional login access to online journals and e-books

## **OUTCOME 5: FINANCE**

- Conduct frequent awareness sessions on finance procedures to all staff

## **OUTCOME 5: IT**

- Develop a manual on '*How to use the HURIN system*'