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SAHRC ANNUAL PERFORMANCE PLAN 2021 - 2022

31 January 2021

OFFICIAL APPROVAL

It is hereby certified that this annual performance plan:

(i)   Was developed by the Secretariat (management) of the South African Human Rights Commission under the guidance of the Executive Authority (Commissioners);

(ii)   Takes into account all the relevant policies, legislation and other mandates for which the Commission is responsible;

(iii)   Accurately reflects the performance outputs which the South African Human Rights Commission will endeavour to achieve over the period of 2021 to 2022; and

(iv)   Will be tabled for final approval by the Commissioners Strategic Oversight meeting of 27 – 28 January 2021.

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Part A: Our Mandate

1. Updates to the relevant legislative and policy mandates

The South African Human Rights Commission is established in terms of Section 181 of the Constitution. It is one of six State Institutions established to strengthen constitutional democracy in South Africa. In terms of Section 181(2) of the Constitution the SAHRC is "independent and subject only to the Constitution and the law". It is required to be impartial and to exercise its powers and perform its functions without fear, favour or prejudice.

Further detail as to the relevant constitutional and other legislative provisions is contained in our accompanying Revised 2020 – 2025 Strategic Plan document.

Part B: Our Strategic Focus

2. Updated Situational Analysis

The situational analysis is as presented in our accompanying Revised 2020 – 2025 strategic plan as this is the second financial year of the 5 year plan.

Part C: Measuring Our Performance

3. Institutional Programme Performance Information

The Commission is structured into four Programmes:

a) Programme 1: Administration;
b) Programme 2: Promotion of human rights;
c) Programme 3: Protection of human rights; and
d) Programme 4: Monitoring observance of human rights.

These Programmes are further structured into business units (sub-programmes) responsible for operations for the realisation of the desired outcomes. It must be noted that some of the business units' work cuts across all the programmes. However, for programme budgeting purposes, these have been allocated to specific Programmes and include the Commissioners' Unit, Office of the Chief Executive Officer; Office of the Chief Operations Officer; and the Provincial Offices.

Programme 1: Administration

The purpose of this programme is to provide administrative support services to the Commission. The main services provided are further categorised into the following sub-programmes.

Sub-programme: Finance

Finance provides effective and efficient management of the budget to allow for successful achievement of strategic objectives within limited resources. The unit also facilitates and monitors the management of identified organisational risks to minimise threats to operations.

Sub=programme: Corporate services

This unit encompasses the functions of human resources management, administration and supply chain management, and information communications technology. The unit aligns the Commission's human resource objectives to its planning processes, enabling recruitment and retention of staff with capacity to support the achievement of strategic objectives. It establishes and manages integrated supply chain management, asset management and coordination of all administrative functions of the Commission within defined regulatory frameworks. It is also responsible for ensuring effective and efficient information communications technology systems and services.

Sub-programme: Internal Audit

The internal audit unit assesses the adequacy and reliability of internal controls and governance processes.

It identifies gaps and recommends corrective action to the controls and processes.

Sub-programme: Strategic support and governance

The unit is responsible for coordination of the processes including institutional strategic planning, performance monitoring, evaluation, and reporting.

Sub-programme: Office of the Chief Executive Officer

The Chief Executive Officer (CEO) is responsible for establishing and maintaining an effective and efficient corporate governance framework that ensures management accountability through improved mechanisms for controlling and directing management activities. It further provides guidance and oversight to the core operations programmes.

Programme 2: Promotion of human rights

This programme is responsible for the promotional aspects of the Commission's mandate. It consists of the following sub-programmes (business units):

Sub-programme: Commissioners' programme (Office of the Commissioners)

Commissioners provide leadership and guidance on the professional work of the Commission through facilitating the South African human rights agenda at international, regional, national, provincial and local levels.

Sub-programme: Advocacy and communications

The human rights' advocacy and communications (Advocom) unit promotes awareness of human rights and contributes to the development of a sustainable human rights' culture in South Africa. It also serves to promote the Commission activities and enhance understanding through comprehensive communications and media relations.

Sub-programme: Provincial offices

Provincial offices are responsible for carrying out the Commission's mandate through core operations and actual implementation at provincial level.

Programme 3: Protection of human rights

The programme is responsible for carrying out the protective component of the Commission's constitutional mandate.

Sub-programme: Legal Services Unit

The unit is responsible for providing quality legal services in the protection of human rights in the country through the efficient and effective investigation of complaints of human rights violations, the provision of quality legal advice and assistance, as well as seeking redress through the courts for victims of human rights violations.

Sub-programme: Office of the Chief Operations Officer

The Chief Operations Officer (COO) coordinates core operations business units (Legal Services, Research, Advocacy and Communications, and provincial offices); operational process improvements to ensure efficient delivery on the core business of the Commission.

Programme 4: Monitoring of human rights

This programme is responsible for the Commission's constitutional monitoring and reporting mandate.

Sub-programme: Research

The unit plans, designs, conducts and manages research on the promotion and protection of human rights aimed at monitoring, assessing and documenting developments in human rights' policy within the Republic.

3.1   Programme 1: Administration Programme

Outcome	A stable institution with capacity to effectively deliver on planned priorities		
Output	Legislative compliance		
Output Indicator 1.1	Percentage compliance with key legislative requirements		
Targets	2021-22	2022-23	2023-24
	80% − 100% compliance	80% − 100% compliance	80% − 100% compliance

Output	Expenditure against total budget		
Output Indicator 1.2	Percentage expenditure against total budget		
Targets	2021-22	2022-23	2023-24
	98% - 102% Expenditure	98% - 102% Expenditure	98% - 102% Expenditure

Output	Risk management		
Output Indicator 1.3	Percentage implementation of Risk Treatment Plans		
Targets	2021-22	2022-23	2023-24
	80% - 100% Implementation	80% - 100% Implementation	80% - 100% Implementation

Output	Remuneration Structure and Conditions of Service		
Output Indicator 1.4	Implementation of recommendations from 2020-21 Remuneration Structure and Conditions of Service Report		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation	90% - 100% implementation	100% implementation

Output	Human Capital Management Plan		
Output Indicator 1.5	Percentage Implementation of Human Capital Management (HCM) Plan		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation	80% - 100% implementation	80% - 100% implementation

Output	Organisational Culture Renewal Plan		
Output Indicator 1.6	Percentage Implementation of Organisational Culture Renewal Plan		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation	80% - 100% implementation	80% - 100% implementation

Output	Information and Communications Technology Plan		
Output Indicator 1.7	Percentage Implementation of Information and Communications (ICT) Plan		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation	80% - 100% implementation	80% - 100% implementation

Output	Knowledge Management Plan		
Output Indicator 1.8	Implementation of Knowledge Management Plan		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation	80% - 100% implementation	80% - 100% implementation

Output	Internal Audit Plan		
Output Indicator 1.9	Percentage Implementation of Internal Audit Plan		
Targets	2021-22	2022-23	2023-24
	80% - 100% Implementation	80% - 100% Implementation	80% - 100% Implementation

Output	Audit Findings Resolved		
Output Indicator 1.10	Percentage Resolution of Audit Findings		
Targets	2021-22	2022-23	2023-24
	80% - 100% Resolution	80% - 100% Resolution	80% - 100% Resolution

Output	Institutional Governance Framework Report and Compliance		
Output Indicator 1.11	Compliance with Institutional Governance Framework		
Targets	2021-22	2022-23	2023-24
	Complete Governance Assessment Report by 31 March 2022	80% - 100% Compliance with identified aspects of Institutional Governance Framework	80% - 100% Compliance with identified aspects of Institutional Governance Framework

Output	Impact Monitoring and Evaluation Report		
Output Indicator 1.12	Completion of Impact Monitoring and Evaluation Report		
Targets	2021-22	2022-23	2023-24
	Complete Midterm Impact Evaluation Report	Complete Impact Monitoring and Evaluation Report	Complete Impact Monitoring and Evaluation Report

Output	Report on Sufficient SAHRC Budget		
Output Indicator 1.13	Completion of Report on the sufficiency of the SAHRC Budget		
Targets	2021-22	2022-23	2023-24
	Complete Report by September 2021	Engage Strategic Stakeholders on ideal SAHRC Budget	Engage Strategic Stakeholders on ideal SAHRC Budget

3.2   Programme 2: Promotion of Human Rights Programme

Outcome	Pro-Human Rights policies, legislation, service delivery and awareness		
Output	Programme of Action for strategic interventions towards policy and legislative reform, service delivery improvements, and creating awareness implemented		
Output Indicator 2.1	Percentage implementation of Programme of Action (POA) for promotional strategic interventions to influence policy, legislation, service delivery, and create awareness		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation of POA for promotional strategic interventions	80% - 100% implementation of POA for promotional strategic interventions	80% - 100% implementation of POA for promotional strategic interventions

Output	Action Plan based on 202-21 Racial Polarisation Conference Resolutions implemented		
Output Indicator 2.2	Percentage implementation of Action Plan based on 2020-21 Racial Polarisation Conference Resolutions		
Targets	2021-22	2022-23	2023-24
	Implement 80% - 100% of Action Plan on Racial Polarisation Conference Resolutions	Implement 80% - 100% of Action Plan on Racial Polarisation Conference Resolutions	Implement 80% - 100% of Action Plan on Racial Polarisation Conference Resolutions

Output	Action Plan based on 2012 Amman Declaration and Programme of Action for promoting Gender Equality implemented		
Output Indicator 2.3	Percentage implementation of Action Plan based on 2012 Amman Declaration and Programme of Action for promoting Gender Equality		
Targets	2021-22	2022-23	2023-24
	Implement 80% - 100% of Action Plan on Amman Declaration to promote Gender Equality	Implement 80% - 100% of Action Plan on Amman Declaration to promote Gender Equality	Implement 80% - 100% of Action Plan on Amman Declaration to promote Gender Equality

Output	Equality Programme Toolkit Action Plan implemented		
Output Indicator 2.4	Percentage implementation of Equality Programme Toolkit Action Plan		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation of Equality Programme Toolkit Action Plan	Promote and monitor implementation of Toolkit	Promote and monitor implementation of Toolkit

Output	Action Plan to promote functionality of Equality Courts implemented		
Output Indicator 2.5	Percentage implementation of Action Plan to promote functionality of Equality Courts		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation of Action Plan to promote functionality of Equality Courts	80% - 100% implementation of Action Plan to promote functionality of Equality Courts	80% - 100% implementation of Action Plan to promote functionality of Equality Courts

Output	Action Plan on Impact of Covid-19 on children and youth Conference Resolutions implemented		
Output Indicator 2.6	Percentage implementation of Action Plan on Impact of Covid-19 on children and youth Conference Resolutions		
Targets	2021-22	2022-23	2023-24
	Host Conference by June 2021. Implement 80% - 100% of Action Plan	Implement 80% - 100% of Action Plan	Implement 80% - 100% of Action Plan

Output	Action Plans on Provincial Human Rights Dialogues Resolutions implemented		
Output Indicator 2.7	Percentage implementation of Action Plans on Provincial Human Rights Dialogues Resolutions		
Targets	2021-22	2022-23	2023-24
	Host 9 Provincial HR Dialogues by June 2021. Implement 80% - 100% of Action Plan.	Implement 80% - 100% of Action Plan.	Implement 80% - 100% of Action Plan.

Output	Action Plan on National Human Rights Dialogue Resolutions implemented		
Output Indicator 2.8	Percentage implementation of Action Plan on National Human Rights Dialogue Resolutions		
Targets	2021-22	2022-23	2023-24
	Host National HR Dialogue by August 2021. Implement 80% - 100% of Action Plan.	Implement 80% - 100% of Action Plan.	Implement 80% - 100% of Action Plan.

Output	Human Rights Calendar Days Events hosted		
Output Indicator 2.9	Hosting of Human Rights Calendar Days Events		
Targets	2021-22	2022-23	2023-24
	Host 10 Human Rights Calendar Days Events (9 provincial; 1 national)	Host 10 Human Rights Calendar Days Events (9 provincial; 1 national)	Host 10 Human Rights Calendar Days Events (9 provincial; 1 national)

Output	Action Plan based on 2020–21 Anti-Corruption Conference Resolutions implemented		
Output Indicator 2.10	Percentage Implementation of Action Plan based on 2020-21 Anti-Corruption Conference Resolutions		
Targets	2021-22	2022-23	2023-24
	80% - 100% implementation of Action Plan on Anti-Corruption Conference Resolutions	80% - 100% implementation of Action Plan on Anti-Corruption Conference Resolutions	80% - 100% implementation of Action Plan on Anti-Corruption Conference Resolutions

Output	Annual Provincial Human Rights Stakeholder Engagements convened		
Output Indicator 2.11	Convening of Annual Provincial Human Rights Stakeholder Engagements		
Targets	2021-22	2022-23	2023-24
	Convene 9 Engagements by August 2021	Convene 9 Engagements by August 2022	Convene 9 Engagements by August 2023

Output	Action Plan to empower Community Human Rights Champions implemented		
Output Indicator 2.12	Percentage implementation of Action Plan to empower Community Human Rights Champions		
Targets	2021-22	2022-23	2023-24
	Implement 80% - 100% of Action Plan to empower Community Human Rights Champions	Implement 80% - 100% of Action Plan to empower Community Human Rights Champions	Implement 80% - 100% of Action Plan to empower Community Human Rights Champions

Outcome	Increased visibility of the Commission through the media: Readership, Viewership, Listenership		
Output	Media and Communications Plan implemented		
Output Indicator 2.13	Percentage Implementation of Media and Communications Plan		
Targets	2021-22	2022-23	2023-24
	Implement 80% -100% of Media & Communications Plan	Implement 80% -100% of Media & Communications Plan	Implement 80% -100% of Media & Communications Plan

Outcome	Pro-Human Rights policies, legislation, service delivery and awareness		
Output	Human Rights Advocacy and Communications (Advocom) Report completed		
Output Indicator 2.14	Completion of Human Rights Advocacy and Communications Report		
Targets	2021-22	2022-23	2023-24
	Complete Advocom Report by June 2021	Complete Advocom Report by June 2022	Complete Advocom Report by June 2023

Output	Virtual National Schools Moot Court Competition hosted		
Output Indicator 2.15	Hosting of Virtual National Schools Moot Court Competition		
Targets	2021-22	2022-23	2023-24
	Host Virtual National Schools Moot Court Competition by September 2021	Host Virtual National Schools Moot Court Competition by September 2022	Host Virtual National Schools Moot Court Competition by September 2023

3.3   Programme 3: Protection of Human Rights Programme

Outcome	Appropriate redress secured for the protection of human rights		
Output	Complaints and enquiries finalised		
Output Indicator 3.1	Number of complaints and enquiries finalised		
Targets	2021-22	2022-23	2023-24
	Finalise 5000 complaints and enquiries	Finalise 5000 complaints and enquiries	Finalise 5000 complaints and enquiries

Output	Initiatives undertaken to address systemic human rights violations		
Output Indicator 3.2	Number of initiatives undertaken to address systemic human rights violations		
Targets	2021-22	2022-23	2023-24
	Undertake 26 initiatives	Undertake 26 initiatives	Undertake 26 initiatives

Output	Strategic impact litigation matters instituted		
Output Indicator 3.3	Number of strategic impact litigation matters instituted		
Targets	2021-22	2022-23	2023-24
	Institute 15 matters	Institute 15 matters	Institute 15 matters

Output	2020-21 Complaints Trends Analysis Report completed		
Output Indicator 3.4	Completion of 2020-21 Complaints Trends Analysis Report		
Targets	2021-22	2022-23	2023-24
	Complete 2020-21 Complaints Trends Analysis Report by 31 December 2021	Complete 2021-22 Complaints Trends Analysis Report by 31 December 2022	Complete 2022-23 Complaints Trends Analysis Report by 31 December 2023

Output	National Inquiries held		
Output Indicator 3.5	Number of National Inquiries held		
Targets	2021-22	2022-23	2023-24
	Hold 2 National Inquiries	Hold 2 National Inquiries	Hold 2 National Inquiries

Output	Strategic stakeholder engagements conducted for the protection of human rights		
Output Indicator 3.6	Number of strategic stakeholder engagements conducted for the protection of human rights		
Targets	2021-22	2022-23	2023-24
	Conduct 18 strategic stakeholder engagements for the protection of human rights	Conduct 18 strategic stakeholder engagements for the protection of human rights	Conduct 18 strategic stakeholder engagements for the protection of human rights

Output	CRM System utilised		
Output Indicator 3.7	Percentage utilisation of the CRM System to promote efficient and effective complaints handling		
Targets	2021-22	2022-23	2023-24
	100% utilisation of the CRM System	100% utilisation of the CRM System	100% utilisation of the CRM System

Output	Revised Complaints Handling Procedures		
Output Indicator 3.8	Review of the SAHRC Complaints Handling Procedures		
Targets	2021-22	2022-23	2023-24
	Revised Complaints Handling Procedures	Implement Revised Complaints Handling Procedures	Implement Revised Complaints Handling Procedures

3.4 Programme 4: Monitoring of Human Rights Programme

Outcome	Improved state accountability for human rights in the country		
Output	Updated Human Rights Monitoring and Assessment System		
Output Indicator 4.1	Review of Human Rights Monitoring and Assessment System		
Targets	2021-22	2022-23	2023-24
	Implement 80% - 100% of Action Plan from Children's Rights Mapping Exercise. [Further key focus on Vaccine Roll Out, National Preventive Mechanism, and Schools Monitoring]	Implement 80% - 100% of System Review Recommendations	Implement 80% - 100% of System Review Recommendations

Output	State of Human Rights in South Africa Report completed		
Output Indicator 4.2	Completion of State of Human Rights (SOHR) in SA Report		
Targets	2021-22	2022-23	2023-24
	Complete State of Human Rights in SA Report by 31 March 2022	Complete 3 State of Human Rights Research Outputs	Complete State of Human Rights in SA Report by 31 March 2024

Output	Provincial State of Human Rights Reports completed		
Output Indicator 4.3	Completion of Provincial State of Human Rights (PSOHR) Reports		
Targets	2021-22	2022-23	2023-24
	Complete 9 Provincial Reports by February 2022	Complete 9 Provincial Reports by February 2023	Complete 9 Provincial Reports by February 2024

Output	International and Regional Human Rights Report completed		
Output Indicator 4.4	Completion of International and Regional Human Rights (IRHR) Report		
Targets	2021-22	2022-23	2023-24
	Complete International and Regional Human Rights Report by 31 March 2022	Complete International and Regional Human Rights Research Output	Complete International and Regional Human Rights Report by 31 March 2024

Output	Monitoring Report of the National Preventive Mechanism under the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (NPM-OPCAT) submitted		
Output Indicator 4.5	Submission of NPM-OPCAT Monitoring Report		
Targets	2021-22	2022-23	2023-24
	Submit NPM-OPCAT Monitoring Report by September 2021	Submit NPM-OPCAT Monitoring Report by September 2022	Submit NPM-OPCAT Monitoring Report by September 2023

Output	Identified NHRI Reports submitted		
Output Indicator 4.6	Percentage submission of identified NHRI Reports		
Targets	2021-22	2022-23	2023-24
	Submit 100% of identified NHRI Reports and Submissions by deadline	Submit 100% of identified NHRI Reports and Submissions by deadline	Submit 100% of identified NHRI Reports and Submissions by deadline

Output	Submissions made on Identified legislation		
Output Indicator 4.6	Percentage submission on identified legislation		
Targets	2021-22	2022-23	2023-24
	100% submission on identified legislation by deadline	100% submission on identified legislation by deadline	100% submission on identified legislation by deadline

Output	Annual Report on Promotion of Access to Information Act (PAIA) completed		
Output Indicator 4.6	Completion of PAIA Annual Report		
Targets	2021-22	2022-23	2023-24
	PAIA Annual Report completed by September 2021	Not applicable	Not applicable

4 Programme Resource Considerations

Budget allocation 2021/22

BUDGET COST CENTRE	
Personnel cost	130 609 662
Commissioners Unit	1 240 000
CEO Office	785 000
NPM	6 038 279
Special Projects	7 500 000
COO Office	400 000
Strategic Support & Governance	1 600 000
Legal Services Unit	2 500 000
Research Unit	150 000
Library	500 000
Advocacy & Communication	1 230 000
Provincial offices	6 121 000
Human Resources	4 600 933
Information Communication	6 006 054
Finance	2 709 116
Admin & Supply Management	30 820 149
Capex	3 000 000
Internal Audit	220 806
TOTAL SPEND	206 031 000
Total Revenue	206 031 000
Grant	195 031 000
Interest Income	1 000 000
Rental Income	-
Rollover	10 000 000
Excess / (shortfall) Available for Operations	0

4.1 Financial projections

The Commission performed an exercise taking into account the trends of grant amounts received as well as expenditure over the past few years, and then these trends were forecasted forward. The result of this forecast indicates the convergence of the receipt and spend trend that shows when the personnel and administrative spend will equal the grant receipt – thus leaving no funds to allocate for operational spend. This is indicated to take place in the 2025/26 financial year, coinciding with the beginning of the next 5 year planning cycle.

To this end, it is necessary for the Commission to be cognizant of the effect of any anticipated budget cuts in coming years in order to minimize this detrimental effect on the delivering of its mandate and the smooth running of the Commission.

5 Updated key Risks

The Commission has conducted a risk assessment profile, revised its risk management policy and strategy. It is in the process of analysing the key risks that may affect the achievement of the envisaged and desired outcomes, as well as developing mitigation plans.

Annexure to the Annual Performance Plan Indicators

Promotion Programme Annexure: Possible areas for Strategic Interventions

1	Full enactment and operationalization of Equality Act (Chapter 5).
2	Enhanced Anti-corruption law enforcement.
3	Promote public awareness of corruption: simplified promotional material; media messaging; empowering Community Human Rights Champions.
4	Pro-Human Rights Budgeting – interventions to assess and influence plans and budgets.
5	Legislative and Policy Reform on the Child Sex Offenders Register and the Children's Protection Register - Engage SACE.
6	Addressing administrative inefficiencies at Home Affairs.
7	Development of a Pro-Human Rights Migration Policy: address Border management; xenophobia and underlying socio-economic issues – policy review by the Monitoring Programme.
8	Participation in Working Groups and Task Teams on Migration.
9	Promoting awareness of Trafficking in Persons: collaborate with civil society and academia; domestic workers; distribute Fact Sheet; Participation in stakeholder structures.
10	Provincial engagements with business on their corporate social responsibility for advancement of Human Rights: engage Regional Chambers of Business.
11	Right to Protest (and in view of LG elections): Legal reform; policing and crowd control; Training Interventions for Law Enforcement officers; (Roundtables).
12	Legislative reform to provide Secure Tenure in Traditional Communities: Replacement of Communal Land Rights Act, as was declared unconstitutional in 2010.
13	Legislative Reform on Food Security: Regulation of Food Price increases.
14	Promote access to basic services in Farm areas.
15	Promote environmental awareness on mining-affected communities.
16	Promote community awareness of municipal environmental degradation – e.g. pollution.
17	Promote awareness of the Right to Health in the context of Covid-19, and including Intersex concerns.
18	Promote awareness on human settlements, water and sanitation rights and minimum standards; Empowering Community Human Rights Champions.
19	Propose Human Settlements, Water and Sanitation Standards to government – to ensure protection of vulnerable groups – including engagements to prevent Evictions.
20	Induction of Politicians to embed a culture of human rights and service delivery – Through SALGA: and building relations.
21	Interventions in education: Ensuring Pro-Human Rights Language policies; Admissions policies; Codes of Conduct; and diversity and sensitivity training programmes.

Protection Programme Annexure: Possible areas for Litigation and Initiatives to address systemic violations

1	Enforcement of SAHRC Recommendations / Directives: water and sanitation, and other selected areas.
2	Eliminating the use of Asbestos.
3	Water and sanitation (including in schools) – Limpopo, Eastern Cape, Free State.
4	Adequacy of Protection for Human Rights Defenders – s205 of the Constitution.
5	Police brutality and torture - Decriminalisation of Petty Offences.
6	Race classification – challenging constitutionality thereof – pending racial polarisation conference resolutions.
7	Use of 'H' word.
8	Equality Act amendments and operationalisation – subject to engagements with government.
9	Caster Semenya – supporting litigation matter – subject to European Court of Human Rights.
10	Violation of the rights of persons with disability: inclusive education; access to social grants; access of public buildings Northern Cape; impact of Covid-19.
11	Access to funding by NGOs for Older Persons.
12	Litigation on undocumented children / Stateless children - systemic response to complaints.
13	Social cohesion, non-racialism and unfair discrimination in schools.
14	Government response and readiness to address Covid-19 challenges: Health; Education; and other focus areas.
15	Violation of human rights by Business.
16	Identified corruption matters.
17	Environmental concerns.
18	Food security concerns.
19	Influencing transformation: race and gender; economy – using our mandate to accelerate transformation.
20	Acting on findings relating to key race related litigation matters awaiting judgements: Affirmative Action and Socio-Economic Rights.