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Centre for Human Rights

Strategic

Plan

2023 - 2027



**Centre for
Human Rights**
UNIVERSITY OF PRETORIA

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Background and context

The Centre's previous five-year Strategic Plan came to an end in 2020, thereby necessitating the development of a new Strategic Plan 2022–2026. The 2017–2020 Strategic Plans steered the Centre over a period of notable growth, including considerable expansion of its academic programmes, advocacy and research projects, and human and financial resources. The process of the development of the current Plan began in 2020, but suffered delays attributable to the disruptions occasioned by the COVID-19 pandemic. As a result, 2021 was a bridge year, guided by the strategic priorities under the 2017-2020 Plan and the emerging priorities now incorporated into the new Strategic Plan.

The operational context of the Centre has also evolved over the course of the previous Strategic Plan. First, the end of the period of the last Strategic Plan in 2020 coincided with the onset of the COVID-19 pandemic, which has redefined the methods and substance of work for a majority of institutions, including the Centre. Further, the University

of Pretoria's prioritisation of curriculum transformation and engagement with the Sustainable Development Goals, have had implications for the Centre's academic and other programmes. Furthermore, the ongoing process of institutional reforms at the African Union level has implications for human rights protection, and hence for the work of the Centre. Furthermore, the global post COVID-19 reconstruction effort, and the emerging impact on the protection of human rights and democracy, as well as on the world of work, has significant implications for the Centre's substantive and operational engagement. Besides the COVID-19 pandemic, other global challenges such as climate change and activities of multinational corporations have driven marginalised and vulnerable groups deeper into poverty and widened the inequality divide. These and other factors call for a critical re-evaluation of the Centre's positioning and responsiveness to the context.

The current Strategic Plan therefore articulates a renewed vision for the Centre, refines our priorities and commitments to impact, and aligns us with the evolving local, national, regional and international context.

Who we are

The Centre is an internationally recognised university-based institution combining academic excellence and effective activism to advance human rights, particularly in Africa. The Centre therefore occupies a strategic position with its focus on the rights of marginalised and vulnerable people and democratisation on the African continent. Its hybrid nature as an academic institution and a civil society organisation gives it an added advantage to enhance the capacity of both rights holders and duty bearers through research, strategic engagement and teaching, train the next generation of human rights advocates and conduct advocacy at the national, regional and global levels.

Vision and mission

The **vision** of the Centre is a world in which everyone enjoys human rights and democracy.

The **mission** of the Centre is to work towards the realisation of human rights particularly of the most vulnerable, with a focus on Africa, through innovative, cutting-edge and impactful teaching, training, research, capacity building, strategic litigation, advocacy, and publications.



Centre values

The Centre subscribes to the following set of values:

- **Non-discrimination, equality and respect:** The Centre is guided by human rights, in particular the principle of non-discrimination, equality, human dignity, and respect for everyone. It adopts a human rights-based approach to all its activities.
- **We are bound by and uphold all UP policies.** In particular, we strongly disapprove of sexual harassment, misuse of authority, racism, homophobia, sexism, xenophobia, religious and other forms of intolerance.
- **Spirit of Ubuntu:** We strive to advance the spirit of Ubuntu by cultivating acceptance of diversity and difference, and by working in solidarity with each other and our partners.
- **Inclusiveness:** We act with compassion to ensure the inclusion and protection

of those most vulnerable to human rights violations.

- **We aim to provide a non-judgmental and participatory convening space** where intellectual freedom prospers.
- **Integrity and fairness:** We commit ourselves to act with integrity in all our endeavours, by acting with fairness to all.
- **Accountability:** We consider ourselves to be accountable to everyone involved in our work, our partners, our colleagues, the Faculty and broader University, and our donors. We uphold the principle of transparency.
- **Professionalism:** We commit ourselves to act with professionalism, and be effective and efficient in our use of human and material resources.
- **We foster a pan-African identity.**
- **We commit ourselves to invest in the future of Africa's youth.**

Review of Strategic Plan 2017–2020

The Centre's Strategic Plan 2017--2020 had 15 strategic objectives, as follows: The Centre's formal (Master's and Doctoral) academic programmes equip human rights advocates in Africa with knowledge, skills and expertise

- The Centre's research is relevant, accessible and has a local/ African impact and global reach

- The journals edited and published by the Centre are internationally recognised for their quality and impact
- PULP is well-known for its quality and accessible publications of relevance to Africa
- The Centre's internal functioning is efficient and effective
- The Centre's Human Rights Short Courses mould and equip human rights advocates in Africa with knowledge, skills and expertise
- The Centre presents/organises Moot Court Competitions with impact to advance human rights in Africa



- The Centre builds capacity on international human rights of state parties and African Union (AU) human rights institutions
- The Centre fosters university, national, regional and global relationships to advance human rights, particularly in Africa
- The Centre's activities, research and publications are visible, accessible and user-friendly

The Centre engages in effective advocacy for human rights in Africa, including in South Africa

- The Centre databases and publications are updated, accessible and are useful to advance human rights in Africa
- The Centre engages in strategic litigation and effective follow-up on implementation of cases before AU human rights bodies
- The Centre enhances its work on democracy in Africa, including in South Africa
- The Centre enhances its capacity in technology, science and human rights

While quite numerous, these objectives were largely aligned to the programmatic and project focus of the Centre, and with the exception of some few sub-priorities, were largely achieved during the life of the previous plan. There were also other outcomes that were not anticipated in the Strategic Plan, but which contributed to the overall success of the Centre's mission, such as the Podcast and regular Webinars, as well as the Africalaw blog.

A number of the strategic priorities remain relevant beyond the period of the previous SP, and are therefore carried over in the current Plan. The Centre was also able to obtain and competently manage a significantly diverse pool of funding sources, as evident in the consistent growth of the year-on-year budget, and consistently clean audit of its books. In addition, the Centre sustained and expanded its partnerships, including partnerships with treaty mechanisms, universities, funders and other non-governmental organisations during the past strategic planning period.

SWOT analysis

To inform the development of the current SP, the Centre embarked on an introspective exercise involving all staff members. The table below presents some of the reflections emerging from the consultations.

STRENGTH

- Good working relationships between Units, finance and communications teams
- Diverse identities from Africa/ non-discriminatory working environment
- Extensive network of alumni of academic programmes
- Wide array of skills of staff/experienced and dedicated multidisciplinary staff
- Strong reputation of organisation in human rights teaching and research
- Positioning as both NGO and academic centre
- Strong linkages with decision making bodies of the AU
- Observer/consultative status with African Commission, African Children's Committee, UN ECOSOC

WEAKNESS

- Limited synergy and collaboration between Units
- Administrative bureaucracy (link to University processes and bureaucracy)
- Limited academic support from wider UP community (eg TILA supervision)
- Longevity of Units relying on doctoral candidates to coordinate activities (complex and challenging work/study balance)
- Lack of succession planning
- Remuneration is not competitive
- Local visibility is minimal
- Only based in SA
- Not enough engagement with SA
- Dependency on donor funding
- No job security/limited career trajectory

- Membership of Master's in HRDA in Global Campus of Human Rights
- Publications: degree of autonomy/relationship with PULP
- Flexible working environment
- Link to UP – academic reputation and institutional support (dual function of NGO and academic department)
- Edit and publish leading journals on human rights in Africa
- Quantity and quality of doctoral researchers
- Consistency in the delivery of programmes
- Ability to reach out and engage with civil society groups and governments
- Strong financial integrity/clean audits
- World class, renowned institution; influential
- Exemplary leadership
- Influential alumni networks/strong collaborations
- Outputs accessible
- Ability to innovate
- Ability to sustain projects
- Human resources are overstretched (workload too heavy)
- Lack of synergy between activities within a Unit
- M & E not what it should be
- Lack of writing with a 'human touch'
- Limited inclusion of other languages

OPPORTUNITIES

- Large alumni network
- Partner organisations and faculties/universities
- UP relationship
- Access to technology
- Synergy between Units
- Friday/bi-weekly/Zoom forums
- Funding for MDHR
- Work with local organisations
- Strategized self-sustaining income generation
- Incorporate staff within UP salary structures
- Draw from skills of wider UP community
- PULP as open access publishing house
- Collaboration opportunities: ICLA & IDLU
- Network across the globe – help to establish satellite offices
- Strong network of collaborators (staff that leave often become partners and initiate new projects)
- Potential to pool resources and improve effectiveness

THREATS

- COVID-19/pandemics/sociopolitical emergencies
- Funding model
- UP relationship
- Immigration policies (SA)
- Threats to human rights generally, and in the AU in particular
- Reflection
- Donor fatigue/shifting donor priorities
- High staff turnover
- Shrinking civic space in most African countries
- Political instability in African countries
- Climate change and its impact on our work

The SWOT analysis revealed a generally positive outlook for the Centre's capacities, with significant strengths and opportunities that can be leveraged for future growth and success, as well as clarity on the gaps that need to be addressed and threats to be mitigated.

A strong track record of the Centre as a premier human rights education, research and advocacy institution in the African region is one of the notable strengths, which contributes to our credibility on human rights issues within the region and beyond. The track record of integrity in the management of resources has also provided a strong foundation for sustaining long term partnerships, strengthening existing partnerships, and building new ones.

The Centre's long established relationship with the mechanisms of the African human rights system (the Commission, Committee, Court), and the fledgling relationship with other institutions and organs of the AU, particularly the PAP, ECOSOC, and the AGA Secretariat, is a strong advantage that can be harnessed to amplify, accelerate or catalyse human rights protection in the region. Engagement with these mechanisms is there integral to most of the work of the Centre in the current strategic plan.

Externally, the opportunities presented by technological advancements, including the

fourth industrial revolution (4IR), and the Sustainable Development Goals (SDGs) are particularly relevant to the work of the Centre. Besides the obvious concerns on the impact of technology on the protection of human rights, the 4IR has significant implications for the Centre's methods of work, including for the curriculums of the various programs that it hosts. The 4IR revolution is fundamentally changing the world of work, education, and society in general. It is therefore essential that, in addition to harnessing the power of technological advancement to enhance delivery of learning, the Centre's education remains relevant and responsive to an increasingly data and technology-driven environment.

These opportunities notwithstanding, the Centre is cautious of the shrinking basket of resources available to human rights courses, partly as a result of the global pushback on multilateralism, and the rise of nationalistic sentiment in traditional donor environments. The shifts in global power and priorities, economic turmoil in the aftermath of the COVID-19 pandemic, emergence of conflict in Ukraine and hence re-prioritisation of resources in western countries, and the higher incidence of extreme weather events and crises that are increasingly straining the public purse, has implications for access to resources and overall sustainability of a donor driven mode of work.

Changes in the (national) operational environment of the Centre, particularly in as far as labour mobility, and ease of travel also has significant impact on the operations of the Centre. As an organisation whose scope of work reaches across the continent and beyond, the Centre has been well served by a diverse staff component, concomitant with the geographic reach of its work. However, recent and incrementally restrictive immigration laws and policies in South Africa,

and the University's efforts to conform to these new standards, threaten the capacity of the Centre to obtain the relevant human resources, who are likely to be located outside the borders of South Africa. The Centre is therefore bound to consider alternative ways of availing itself the services of the necessary and appropriately qualified human resources.

In summary, the Centre's main strengths, weaknesses, threats and opportunities are:

STRENGTH

- Dual identity as both NGO and academic department
- Pan-African identity and reach
- Strong track record
- Institutional credibility
- Established relationship with regional and international institutions

OPPORTUNITIES

- Alumni and other networks
- Working with local organisations
- Agenda 2063
- SDGS
- 4IR

WEAKNESSES

- Limited geographical location
- Staffing model
- Underdeveloped monitoring and evaluation systems and practice
- Access constraints for persons with disabilities

THREATS

- Sustainability of funding
- Regulatory and policy changes, (Immigration and work permit related)
- Global and regional threats to human rights protection, including the impact of AU

Key cross-cutting imperatives for the Centre's work

The Centre's scope and focus is Pan-African, while emphasising the local relevance of continental human rights norms and institutions

The African Union (AU)'s vision is an integrated, prosperous and peaceful Africa driven by its own citizens. The Centre is strategically positioned to advance the rights of people in Africa without leaving anyone behind. The African people have suffered egregious human rights violations as a result of global injustices, poor governance and decision-making by African states as well as lack of capacity by citizens to demand protection and accountability. The solutions to the continent's problem are more effectively developed and implemented by people and institutions located in Africa. For change to occur on the continent it is crucial for the Centre to focus on issues affecting the

African continent and to be on the ground collaborating with partners and empowering victims of human rights violations and engaging state and non-state actors operating in Africa. In acknowledgement of its geographical location in South Africa, the Centre is also strategically positioned to promote human rights in South Africa.

The Centre engages with the African and United Nations human rights systems and institutions

To advance the rights of the people of Africa, the Centre engages AU and UN human rights protection mechanisms through advocacy, research (for example by conducting studies), capacity building and training. For many years the Centre has worked closely with the AU's three primary human rights bodies, the African Commission on Human and Peoples' Rights, the African Committee of Experts on the Rights and Welfare of Children and the African Court on Human and Peoples' Rights in promoting respect for and protection of human rights on the continent. The Centre also has well-established relationships with other AU organs that form part of the African Governance Architecture (AGA), including the Pan-African Parliament (PAP), ECOSOCC and the APRM. The Centre enjoys observer status with the African Commission and African Children's Rights Committee. While it

has engaged less frequently and intensively with the UN human rights system, the Centre also engages with the UN human rights system. The Centre has consultative status with the UN ECOSOC.

The Centre works to advocate for and protect the rights of vulnerable groups

Vulnerable and marginalised persons and communities usually suffer the most whenever there is a crisis at the domestic or international level. The Centre in collaboration with its partners has found it obligatory to fight against injustices and human rights violations suffered by vulnerable people on the continent as they are often overlooked by states, business entities and other key stakeholders in development projects and social justice initiatives.



The Centre's thematic priorities

The Centre's work over the next five years is aimed at the following **strategic thematic priorities**:

Right to equality and non-discrimination of vulnerable groups

Historically, the Centre has championed the rights of vulnerable groups. The scope of groups covered has expanded over the period. During the previous Strategic Plan, the Centre focused efforts on the promotion and protection of the rights of children, women, persons with disabilities,

as well as sexual and gender minorities. During the gap year (2021), a Migration Unit was launched, thereby expanding the scope of protected groups to include migrants (broadly understood to include refugees, asylum seekers, internally displaced persons, stateless persons and migrant workers). The Centre has also been presenting a short course on indigenous peoples, and conducted studies on realising their rights; and previously worked towards the protection of the rights of persons living with HIV. Over the next five years, the Centre will work towards advancing the protection and promotion of the rights of women, children, persons with disabilities, sexual and gender minorities, migrants, indigenous peoples and persons living with HIV.

Rights that support and facilitate participatory, transparent and accountable democracies

While multi-party democracies have been established in most of Africa, recent times have seen the resurgence of authoritarianism through unconstitutional changes of government, the entrenchment of illiberal democracies and increasing populism. The Centre aims to work towards supporting and entrenching relevant civil and political rights, such as freedom of expression, access to information, the right to political participation and elections.

Engagement on socio-economic rights and the right to development

Our world (at the local, national, regional and global level) is characterised by widening inequality within states and between states across the globe. Inequality affects the material well-being of people across the world, and in Africa, in particular. The COVID-19 pandemic has also clearly shown that increasing attention needs to be focused on the material conditions of the majority of the African peoples. Justiciable socio-economic rights provides one avenue through which the effect of these inequalities can be addressed. While the Centre has

presented a short course on this topic, much more needs to be done. Over the next five years, socio-economic concerns, and the role of justiciable socio-economic rights, should be fully integrated into all Centre programmes and projects of the various Centre Units and be prioritised in the Centre's working methods. For example, the Centre's advocacy campaigns should extend to the wider ratification by African states (including South Africa) of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights.

Climate change

Climate change is the most fundamental threat to human rights of our time. In sub-Saharan Africa cyclones and floods have destroyed livelihoods, damaged schools, hospitals, roads, and killed and displaced many people in Madagascar, Malawi, Mozambique, South Africa and Zimbabwe. Several African states must deal with serious threats to food security, loss of houses, destruction of infrastructure and debilitating droughts. In the horn of Africa several states are facing starvation caused by the incessant droughts that have destroyed crops and livestock. The marginalised, poor and vulnerable communities in these regions are disproportionately bearing the brunt of climate change as they do not have the requisite capacity to adapt and mitigate

the effects of nature's vagaries. The activities of multinational corporations have also contributed to increased greenhouse gas emissions and environmental degradation. It is imperative to address the climate crisis using a human rights-based approach and holding perpetrators accountable, to fully protect the rights of those most vulnerable. The Centre should therefore conduct a sustained advocacy campaign for climate justice, that includes strategic litigation and capacity building. The Centre also aims, in its internal operations, to follow and implement environmentally-friendly policies, as set out in the Global Campus of Human Rights and University of Pretoria Environmental Policies.

Business and human rights

The business sector plays a central role in the economic development of most countries, including in the African region. Most national development agendas on the continent are private sector led. Whereas the private sector remains key in economic development and can further contribute to the realisation and enjoyment of human rights, many corporate activities on the continent have been heavily associated with human rights abuses and violations. As private actors, corporations and other business formations may sometimes occupy spaces where their work has direct

and indirect impact on the human rights of their workers, consumers, the environment and host communities. This impact is however not necessarily framed as human rights violations, and the responsibility for respecting human rights may not necessarily be adhered to. In the African region, where the regulatory frameworks are more likely to be weak and ineffective, both in design and implementation, the risk of abuse of the rights of citizens by the business community is much more heightened. This is particularly the case in the extractives sector where the circumstances of host communities expose them to abuses and violations. The COVID-19 pandemic has also heightened the need to regulate private actors involved in the provision of social services including education, health, water and electricity among others. Similarly, the issues around public private partnerships and state-owned enterprises remain critical areas requiring targeted interventions. It is thus important to sustain advocacy and evidence-based engagement on the protection of human rights in the context of business, particularly in the area of the right to health and to a clean environment for sustainable development, including corporate accountability for any violations as a result of the activities of business entities.

Critically reconsider operational priorities

To enable the Centre to effectively deliver on its strategic objectives, the Centre will seek to:

Retain existing funding and ensure financial sustainability by diversifying the pool and nature of funding sources

- Strengthen and cultivate relationships with current donors (for example, by regular meetings and ensuring visibility)
- Professionalise funding proposals
- Approach suitable donors with cross-cutting proposals (for example, covering communications and advocacy)
- Explore possible African and other Southern donors
- Inclusion of cross-cutting staff costs in all proposals
- Putting expertise in Centre to use as source of funding support

Retain and increase sources of core funding

- Ensure retention of core/operational funding sources (such as Wellspring)
- Identify potential donors/foundations that would work on this basis (such as Bill & Melinda Gates Foundation, Sigrid Rausing Trust, Ford Foundation, Five Rights Foundation)

Widen the scope of cooperation, especially South-South cooperation

- Increase the involvement of Global Campus of Human Rights partners in the South (Argentina, Nepal, Thailand) in Centre activities
- Develop links and relationships with NGOs and members of Association of Human Rights Institutes (AHRI) in the South, such as *Dejusticia* (Colombia); *Conectas* (Brazil); and Indian NGOs

Increase engagement with UN human rights system

- Increase engagement with UN human rights work of UNHCR Council (intergovernmental Working Bodies and UN Expert Mechanisms; race)

Be guided by and advocate for the SDGs and Agenda 2063

- Integrate relevant SDGs (4, 5, 10, 13 and 16) and Agenda 2063 into Centre programming and projects, including in funding proposal, reflecting this in the website and communications documents of the Centre

Improved engagement with state organs, civil society, communities and embassies within South Africa

- Identify new partners and build relationships (for example, SAWID on migration)
- Increase engagement with state institutions, and Chapter 9 institutions
- Cultivate cooperative relationship with High Commissions/Embassies in Pretoria, in particular of African countries

Strengthen internal capacity for resilience and adaptation by enhancing flexibility to quickly respond to emerging issues

- Response in situation of human rights defenders - focus on our staff, alumni and partners when in situations of danger or other threats

- Security protocol for staff members when doing work outside of the offices
- Create a Centre resource with contacts in various countries, including amongst alumni who can assist in emergency situations.

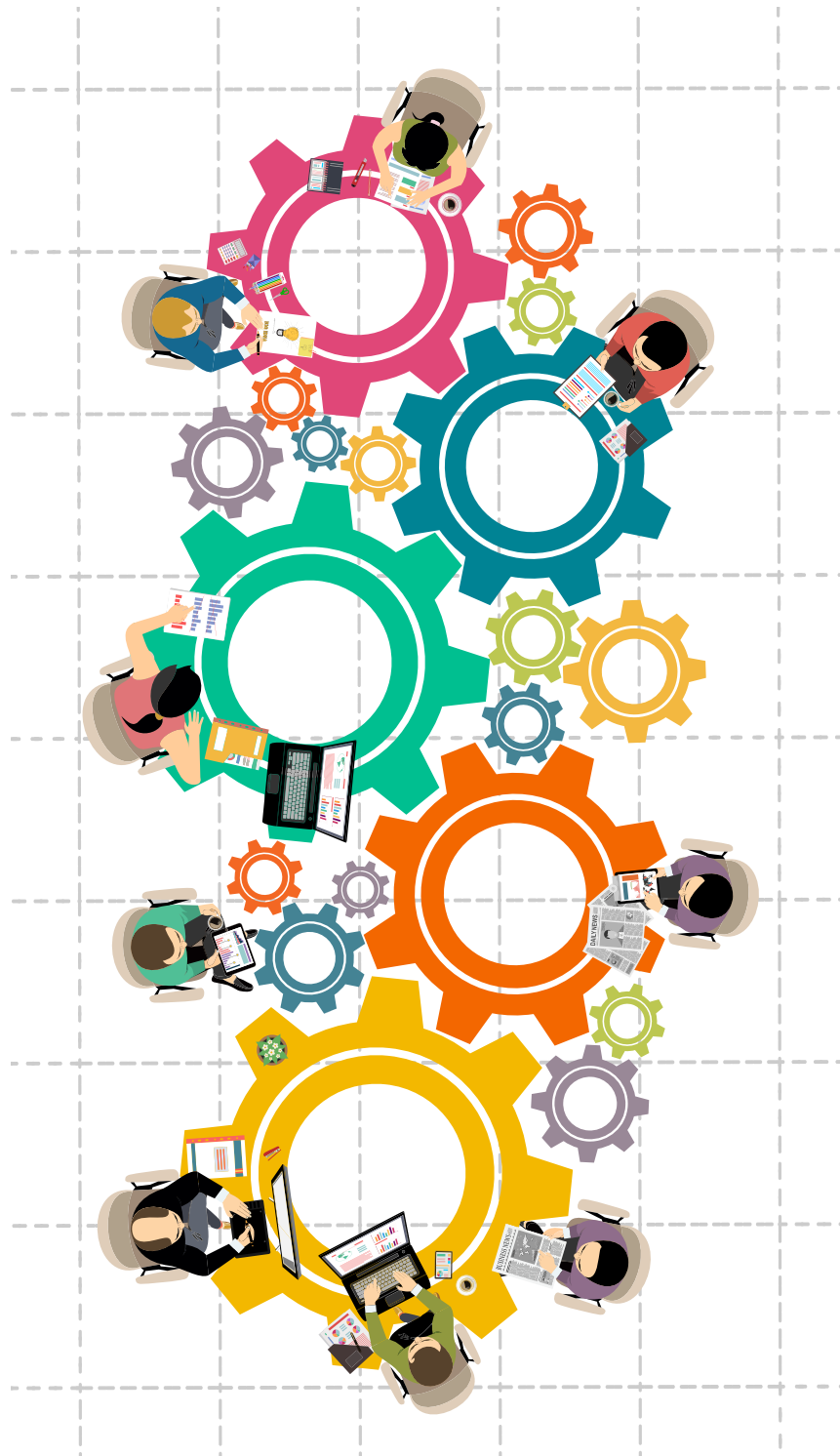
Consistently consider how the Centre can best operate in a way that is responsive to environmental changes and challenges, and that is environmentally responsible

- We commit to regularly review and evaluate our policies based on an ever-evolving situation and changing technological developments.
- We undertake to make efficient and environmentally responsible use of energy, water and other natural resources
- We embrace the impact of the climate crisis as a central dimension of comprehensive human rights research and education.

Address Centre-specific human resource concerns

- Long term contracts for non-permanent staff - discuss this with the Executive

- Make a representation to the UP Executive and do so on a regular basis.
- Explore the changing world of work (for example, institutionalise where relevant potential to work offsite)



Consolidate, innovate and improve methods of work

Academic human rights education

As an academic department within a University, the Centre has a responsibility for the delivery of quality academic education and research in line with the goals and objectives of the University. Since its establishment, the Centre has offered accredited and highly acclaimed academic programmes, whose reach covers the entire continent, and beyond. These programmes are the Master's in Human Rights and Democratisation in Africa Programme (HRDA); the Master's in Multidisciplinary Human Rights (MDHR); Master's Sexual and Reproductive Rights in Africa (SRRA); Master's in International Trade and Investment Law, and the Master's Programme in Disability Rights in Africa. The latter was launched during the period of the previous Strategic Plan. The academic portfolio of the Centre also includes a doctoral programme. These programmes remain highly relevant to

the African context, and often are the only ones of their kind. Taking into account the institutional imperatives, particularly the curriculum transformation and internationalisation drive of the University, these programmes will be continuously reviewed to reflect the changing landscape and continental imperatives.

Human rights capacity building and strengthening (CSOs, academics, states, judiciaries)

The Centre builds the capacity from various target groups, through a variety of stakeholders and target groups. The most intensive of these are the one-week Advanced Human Rights Courses, aimed in large part to provide an update of or introduction to developments in cutting-edge fields of contemporary human rights application to government officials and practitioners. The Centre also targets specific groups for capacity building with specific objectives, such as training of government officials responsible for state reporting, and activists working in particular thematic areas. The Christoff Henys Rights Moot

Court Competition and Nelson Mandela World Human Rights Moot Court Competition strengthen the capacity of young law professionals to litigate cases to advance human rights.

Advocacy

Advocacy is an important element to advance the promotion and protection of human rights. The Centre, through its Units and Communications and Advocacy team, engages in advocacy for improved ratification and implementation of African Union and UN human rights treaties, through for example campaign for the formal acceptance of norms; and for decriminalisation of same-sex relationships, by organising conferences and campaigns, together with civil society and academics from the relevant countries. The Centre conducts an annual advocacy campaign, to bring attention to issues of contemporary concern to Africa, and to add African voices to matters of global concern. These annual campaigns include: **#AfricanMigrantsMatter**; **#AgeWithRights**; **#CelebratingWomenwithAlbinism**; **#RatifyADRP**; **#StopCameroonViolations**; **#Tech4Rights** and **#GreenJustice Africa**. While these campaigns get launched in a particular year, they remain part of the Centre activities as long as the issue remains relevant.

Litigation and implementation

Litigation is essential for the protection of rights, because it provides an opportunity to enforce accountability, whether at the national or international level. Litigation before the mechanisms of the African human rights system, particularly the Commission, Court and Committee, has been a key aspect of the Centre's advocacy efforts in advancing the rights of marginalised persons and communities. It is generally recognised that the utilisation of these mechanisms, particularly in terms of litigation, has been far below their potential. The Centre's involvement in litigation therefore responds to a specific gap necessary to enhance the protection of human rights across the continent. Working closely with NGOs within different countries, and cases in which domestic remedies have been exhausted, or where these remedies may be exempted, suitable cases will be identified and pursued. By bringing more cases, states will potentially be held accountable, and other potential complainants may be encouraged to do the same. Similarly, significant progress has been made across the African continent, in terms of norm setting and adoption. However, the domestic implementation of the respective normative instruments, including monitoring the implementation efforts, has generally lagged behind. During the previous strategic planning

period, the Centre embarked on a number of initiatives to document the efforts of African countries to implement international human rights treaty obligations, including the implementation of the decisions of the various treaty bodies. There is a need to continue with this work, to align with the shift from norm setting to norm implementation, and to safeguard meaningful protection of the citizenry of Africa on the basis of the respective instruments.

Research

To conduct research and institute dialogues for effective monitoring of African Union human rights treaty obligations through evidence-based research targeting those working in the fields of marginalised rights, in particular, the rights of women persons with disabilities, sexual minority rights, the rights of forcibly displaced persons (rights-based durable solutions to protracted refugee situations in Africa) and excessive use of force/freedom from violence, to disseminate norms and ensure wide awareness and buy-in; and support the capacity-building, litigation and advocacy objectives of the project.

Publication and dissemination

The Centre contributes to African scholarship by editing and producing a

number of publications related to human rights and democracy in Africa. The Centre edits the *African Human Rights Law Journal*, the *African Disability Rights Yearbook*, and the *African Human Rights Yearbook*. The Pretoria University Law Press (PULP) is located in and supported by the Centre. PULP publishes journals and monographs, and reference materials on human rights in Africa.

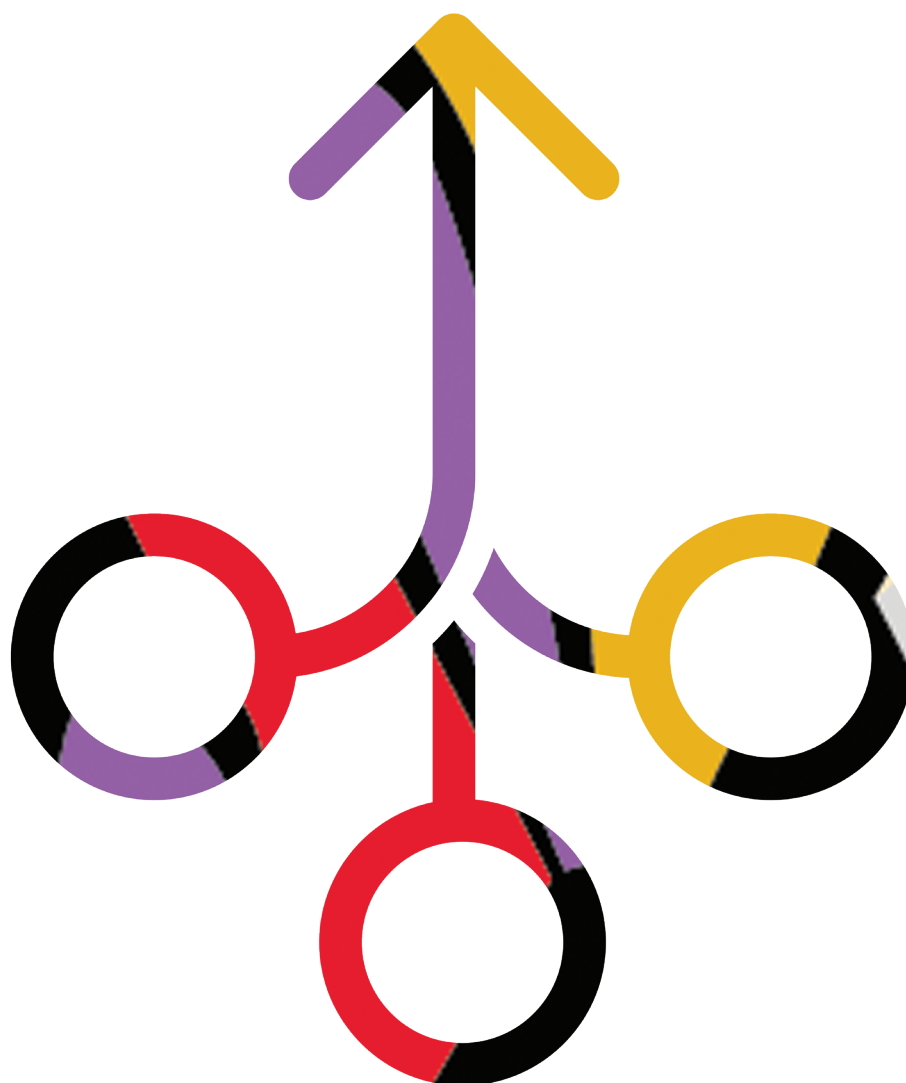
Making use of and strengthen alumni networks

The Centre has numerous networks of alumni, including students graduating from its various Master's programmes and doctoral programme, and participating in its other capacity-building projects such as the Moot Court Competitions, Advanced Human Rights Courses and training workshops. The Centre uses these networks to build communities of practice, forge close collaboration between like-minded professionals, and enhance the impact of its work.

Engagement with regional and international human rights and related mechanisms

The Centre engages with AU and UN human rights bodies, and related bodies such as the PAP, ECOSOCC and APRM, taking into account what has worked and what needs to still be worked on. The opportunities

presented by engagement at the subregional level, in particular with the Southern African Development Community (SADC), will be explored more fully. Engagement with political bodies, such as the Permanent Representatives' Committee (PRC) will also receive more attention.





Consolidate and expand partnerships

The Centre deeply treasures its partnerships. Its longest-standing funding partners include the European Union/European Commission, the Open Society Foundation (in all its manifestations), the Wellspring Charitable Fund, and the Government of Belgium, Flanders, the Netherlands, Norway, Sweden, and Switzerland (through their Embassies in South Africa/departments of foreign affairs). Implementing partners differ from programme to programme and project to project. The Centre presents its academic programmes in partnership with other universities, particular on the continent. The longest-standing network of partners

is that of the Master's in Human Rights and Democratisation in Africa, comprising the following institutional partners: Addis Ababa University, Ethiopia; University of Ghana; University of Mauritius; Universidade Eduardo Mondlane, Mozambique; Université Gaston Berger de Saint Louis, Sénégal; University of the Western Cape, South Africa; Makerere University, Uganda; University of Nairobi, Kenya; University of Venda, South Africa; University of Lagos, Nigeria; Université Catholique d'Afrique Centrale, Cameroon; and Université d'Abomey Calavi, Benin. States are also important partners, in particular in capacity buildings and advocacy campaigns. The Centre aims to formalise all these partnerships through MOUs, where suitable; to cultivate and strengthen existing partnerships; and to forge and develop further partnerships.

Resources

Monetary: The Centre has in the last years been fortunate to receive core funding. In addition, and mostly, it relies on programme- or project-specific funding. An expansion of the donor pool is consistently explored. Increasingly, alternative fundraising sources are and should be further explored, including consultancies.

Technical: The Centre staff members are highly skilled experts in their thematic areas. More opportunities should be provided for skills development

Technological equipment and tools:

The Centre is equipped with the requisite number of modern technological equipment for the performance of its work, including computers and audio-visual equipment to facilitate hosting of meetings and virtual communication learning.

Contributions from UP: The Centre is located on two levels in the Faculty of Law building, and in an additional house ('Centre House'). Two associated units, IDLU and ICLA, have their own houses. Cost for this office space is covered by the University. As an academic department, the Centre is staffed with six academic staff members, employed by the University of Pretoria.

Extra-ordinary staff: A number of extraordinary lecturers and professors are appointed in the Centre. They assist

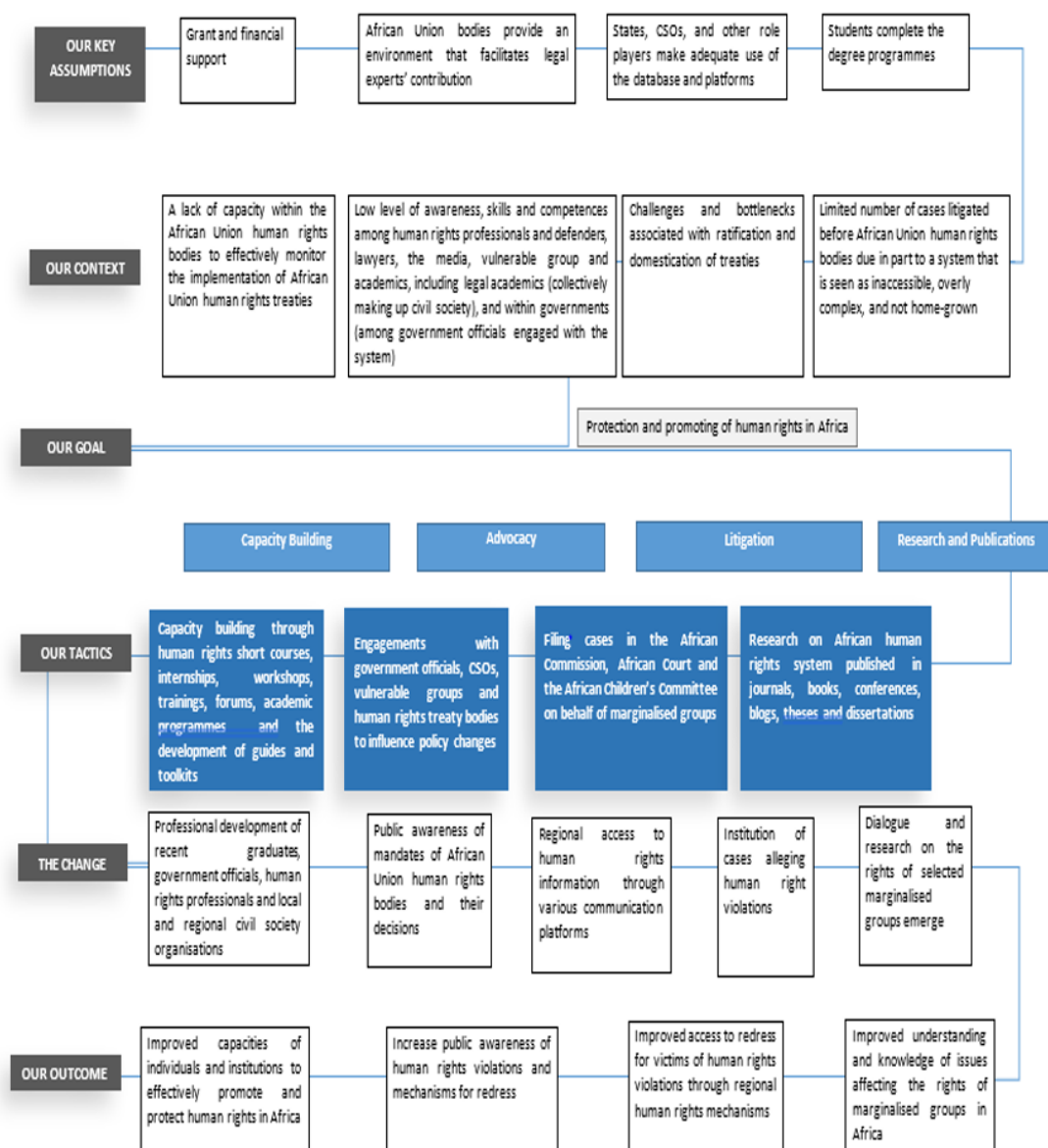
with teaching, research and other Centre activities.

Post-doctoral fellows: The Centre has been fortunate to have post-doctoral fellows in place – supported mostly by external donor funding.

The Advisory Board: The current Board consists of: Dean; Justice Johann Kriegler; Justice Johann van der Westhuizen; Prof Sylvia Tamale; Dr David Padilla; Mr Eduardo Jacot-Guillarmod. As the terms of a number of Board members come to an end, an opportunity for renewal and extension of Board membership presents itself.

Implementation and monitoring

The main elements of implementation and monitoring in the Centre are: annual review and planning; quarterly progress reviews ('quarterly meetings') of all Units, programmes and teams; quarterly Managers' meetings; and quarterly staff meetings. The Centre has over the last two years devoted much more attention to implementation and monitoring. A Centre-wide M & E Plan will be developed. It will serve as the basis to monitor the Strategic Plan rather than assess the M & E of each of the Units, programmes or projects. For each of the Units, a log-frame (the annual work plans) is developed as the basis for continuous M & E. The Centre's Theory of Change is a work-in-progress. It stands as follows:



RISK assessment

RISK	LOW	MED	HIGH	MITIGATION
Funding shortfalls and changes in the donor context			●	<ul style="list-style-type: none"> • Focus on more core funding • Diversify funding pools • Have some positions taken over by University, especially academic positions
The changes in the University that could affect how we work			●	<ul style="list-style-type: none"> • Regular engagement with the University structures to convey and address the concerns
Staff turnover		●		<ul style="list-style-type: none"> • Improve working conditions • Assistance with visa and permits • Balancing the kind of contracts in Units • Clear handover protocols • Strengthen the Unit staffing component

RISK	LOW	MED	HIGH	MITIGATION
SA Immigration regulations and operational environment			●	<ul style="list-style-type: none"> Use University resources such as the legal advisor to advise on requirements Centre engagement with DHA to inform them of what we do
SAQA requirements for academic programs		●		<ul style="list-style-type: none"> Engage the University and or DHA on the potential impact of these on academic- programs
Safety and security of Centre staff and clients/ participants in Centre events, e.g. the Moot				<ul style="list-style-type: none"> Use university approved vendors Adopt security protocols for specific activities before implementation
Staff stress and burnout		●		<ul style="list-style-type: none"> Investment in staff wellness Flexibility in work environment Outsourcing work where possible

Implementation plan

Based on the above, an annual Implementation Plan is prepared, per Unit, project and programme, containing the following elements:

Impact	Overarching
Outcomes	Overarching (linked to programme areas)
Intermediate outcomes	Unit / Programme specific
Outputs	Unit/Programme Specific
Activities	Unit / Programme specific
Input	Unit / Programme specific