



2021-2025 STRATEGIC PLAN

www.suhakam.org.my



TABLE OF CONTENTS

05 INTRODUCTION TO SUHAKAM

07 Preface

08 Brief History of the Commission

09 Who We Are and How We Work

10 Organizational Structure of the Commission

11 Principal Legislations

13 STRATEGIC FOCUS

14 Vision & Mission

15 Shared Value

16 Functions and Power of the Commission

18 Our Strategic Context

20 Strategic Objectives

21 Strategic Objective 1:
Strengthening SUHAKAM's Role and Leadership as Malaysia's National Human Rights Institution and as an Independent Body for the Protection and Promotion of Human Rights in Malaysia

24 Strategic Objective 2:
Advancing the Economic, Social and Cultural Rights of Vulnerable Groups in Malaysia

29 Strategic Objective 3:
Combating Racism, Racial Discrimination and Xenophobia

33 Strategic Objective 4:
Enhancing the Realisation of Children's Rights

38 Strategic Objective 5:
Strengthening the Organisational Capacity of the Commission and Improving Human Capital

41 IMPLEMENTATION, MONITORING AND EVALUATION

44 Acronyms



05

**INTRODUCTION
TO SUHAKAM**



Photo by LEE SHING YAW

Preface

The Strategic Plan of The Human Rights Commission of Malaysia (SUHAKAM or Commission) covers the period 2021 – 2025. This plan builds on SUHAKAM's initial strategic plan which have been implemented since 2012.

In 2014, SUHAKAM adopted the theme "Human Rights Education (Taught and Practised) in All Schools by 2020" as a Focus Area in an effort to cultivate respect towards human rights from a young age. Interdivisional strategies and corresponding activities were outlined and implemented to make human rights education more prominent in schools. As a result of the close partnership with the Ministry of Education (MoE), the number of schools involved in the Human Rights Best Practices in Schools (ATHAM) Programme, today, stands at 468 schools. SUHAKAM and MoE had also developed and rolled out two human rights exercise modules for Post-UPSR and PT3 pupils.

In light of the Covid-19 pandemic, SUHAKAM shall up its ante, in responding to human rights needs in the country. While action taken by the authorities to stem the pandemic and save lives was unavoidable, the Movement Control Order (MCO) and subsequent phases, which lasted for many months, had an unfortunate negative impact upon everyone in the country. The disadvantaged and vulnerable communities were disproportionately affected specifically the indigenous people, rural and urban poor, refugees, asylum seekers and migrant workers. Most had lost their source of income, access to education, food and healthcare, or subjected to xenophobic treatment, penalties and detention for allegations of flouting the MCO regulations.

This Strategic Plan will guide SUHAKAM's work from 2021 until 2025.
The 5 Strategic Priority areas

1

Strengthening SUHAKAM's Role and Leadership as Malaysia's National Human Rights Institution and as an Independent Body for the Protection and Promotion of Human Rights in Malaysia

2

Advancing the Economic, Social and Cultural Rights of Vulnerable Groups in Malaysia

3

Combating Racism, Racial Discrimination and Xenophobia

4

Enhancing the Realisation of Children's Rights

5

Strengthening the Organisational Capacity of the Commission and Improving Human Capital

It is SUHAKAM's commitment to focus greater attention, design its programmes and commit substantial resources on these areas. Commission will consciously incorporate gender perspectives, throughout all its programmes and activities thereby ensuring that achieving intended outputs/outcomes will apply equally to women and others, as it does to men.

As a result of implementing this Strategic Plan, it is anticipated that there will be some measure of improvement in the livelihood, education, health, housing and social security of those from the vulnerable communities in Malaysia. Similarly there should be a reduction in xenophobic and racial discriminatory incidences occurring, which will augur well for the future of Malaysia. The Office of Children's Commissioner (OCC) have also outlined its operational strategy to address issues related to rights of children in the country.

Taking into account the (a) scope and depth of human rights issues; (b) population size and differing features (economic status, level of education, cultural background, vulnerability, accessibility, sexual orientation etc) and (c) the context of the Malaysian climate (including political scene, level of public awareness, economic stability, religious acceptance); the work moving forward to pursue the human rights agenda must continue regardless of circumstances.



Photo by ABDUL HAFIZ BIN AB HAMID

Malaysia has shown some progress in terms of women's rights, right to vote, to education, employment and healthcare which are generally enjoyed by its citizens. SUHAKAM, stands ready to cooperate and support Government's efforts to further improve the human rights standards in the country, whilst it moves forward with the roll-out of the 12th Malaysia Plan and other national action plans. There are numerous opportunities for Commission to form synergistic collaborations with local and international civil society organisations, UN human rights bodies and mechanisms based in Malaysia and regionally, to achieve shared and common goals.

The Commission records its deepest appreciation to all Commissioners, Secretariat officers and staff, all consultative and advisory groups, external stakeholders whose continuous support and active participation have contributed to the development of this strategic plan.

Brief History of the Commission

The Human Rights Commission of Malaysia (SUHAKAM) was established by Parliament under the Human Rights Commission of Malaysia Act 1999 (Act 597). The Act came into force on 9 September 1999, with the inaugural meeting of SUHAKAM held on 24 April 2000.

Malaysia's active involvement in the United Nations Commission on Human Rights (UNCHR) was an impetus for the Malaysian Government to finally consider the establishment of a national human rights institution. There was international attention on human rights as a result of the success of the 1993 World Conference on Human Rights in Vienna where governments, including Malaysia, agreed that human rights are universal and indivisible, and they recognized the importance of setting up national human rights institutions.

A recent important milestone on its 20th Anniversary, was the successful debate, following the tabling of SUHAKAM's 2018 Annual Report by Members of Parliament on 5 December 2019.



Photo by MOHD SAMSI BIN SUMAIRI



Photo by SYADAN BIN GINU

Who We Are and How We Work

SUHAKAM as a National Human Rights Institution (NHRI), was established with due compliance with the 1993 Paris Principles Relating to the Status of National Institutions.

SUHAKAM may exercise its powers and functions anywhere in Malaysia, SUHAKAM currently has three offices; each in Peninsular Malaysia (headquarters), Sabah and Sarawak. SUHAKAM seeks to contribute to integrate human development in Malaysia through full compliance with international human rights standards

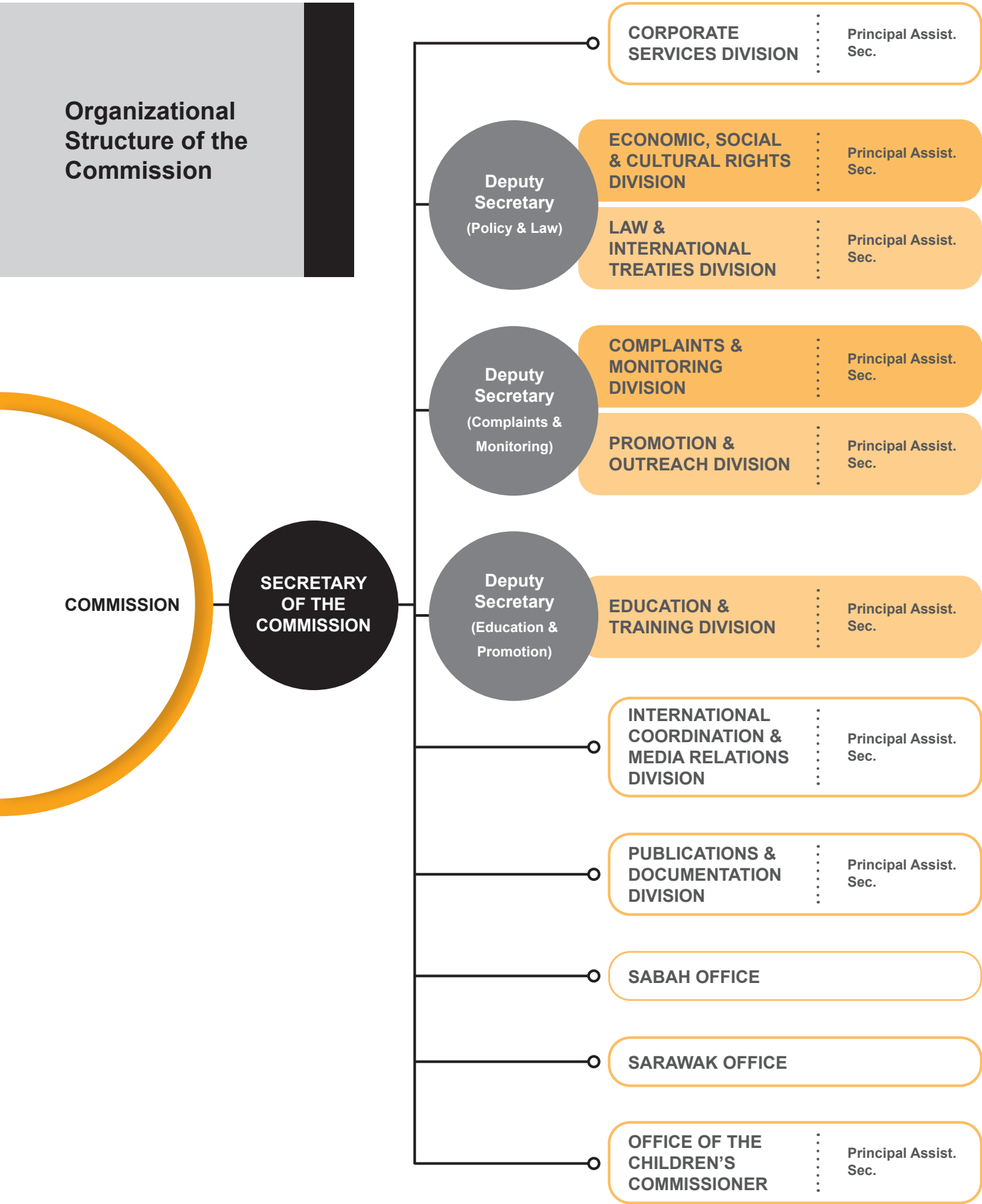
It fulfils these responsibilities by:

- Promoting awareness of human rights, undertaking research by conducting programmes, seminars and workshops and disseminating and distributing the results of its research;
- Advising the Government and/or relevant authorities of complaints against them and recommending appropriate measures to be taken;
- Investigating and verifying any infringement of human rights;
- Visiting places of detention in accordance with procedures as prescribed by laws relating to places of detention and to make necessary recommendations,
- Issuing public statements on human rights as and when necessary;
- Working with civil society organisations and human rights defenders for the promotion and protection of human rights;
- Conducting public inquiries into major infringements of human rights;
- Undertaking appropriate activities as are necessary.



Photo by MOHAMMAD KHAIRIZAL AFENDY

Organizational
Structure of the
Commission



Principal Legislations

Section 2 of the Human Rights Commission of Malaysia Act 1999, Act 597 defines “human rights” as referring to the “fundamental liberties as enshrined in Part II of the Federal Constitution”.

To date, Act 597 had been amended twice in 2009 by way of Act A1353 and A1357, in response to the Global Alliance of National Human Rights Institutions (GANHRI)] Sub-Committee on Accreditation (SCA) recommendations in relation to SUHAKAM’s compliance to the Paris Principles.

These amendments, in particular, relate to the transparency of appointment of members of the Commission. In recent times, SUHAKAM has been engaging the Government to undertake further amendments to the Act, which are crucial to enhance SUHAKAM’s effectiveness, clarifying ambiguous provisions, and bringing the Act to be fully in line with the Paris Principles and Belgrade Principles as recommended by SCA at previous reviews.





13

STRATEGIC
FOCUS

Vision

A society in which human rights are fully respected, protected and enjoyed equally by all.

Mission

To strive, to promote, protect and fulfil human rights for all in Malaysia on the basis of equality and non-discrimination, through:

- Action, education engagement and the empowerment of society;
- The promotion of the understanding of human rights;
- The integration of human rights into all aspects of life.



Photo by MOHD. JOHALIZAN BIN MOHAMED ALI

Shared Values

As an independent human rights institution, SUHAKAM framework of operation shall be guided by the following core values:

Commitment

Towards protection and enhancement of universal human rights

Encouraging dialogue and mutual respect between peoples of different faiths, beliefs and values in societies where people come from diverse background

Respect

Independence

Exerting independence in the performance of its functions in relation to the legislative, judiciary and executive branches of the Government

Ensuring that the Commission and its members operate to the highest level of integrity, responsibility and accountability in performing their tasks and responsibilities

Integrity

Engagements

Enhancing relations with all stakeholders which include the Government, Parliament, Judiciary, civil societies, regional and international networks and United Nations (UN) human rights bodies and mechanisms

Promptly responding to public complaints, through active assistance to resolve difficulties, within the provisions of existing laws and regulations

Efficiency

Openness

Maintaining transparency and providing sufficient avenues to obtain feedbacks and opinions from the public

Recognizing the value of human resources and the important need for continuous capacity building for Commission members, staff and other stakeholders (attainability)

Capacity Development

Inclusiveness

Creating an environment for mutual dialogues both for internal and external partners

Functions and Powers of The Commission

The Commissioners as the governing body of the Commission, are empowered with authority to perform the statutory functions and to exercise the powers of the Commission in its name, as set out in Section 4 of Act 597.

According to the Act, the functions of the Commission are:

- i. To promote awareness of and provide education in relation to human rights;
- ii. To advise and assist the Government in formulating legislation and administrative directives and procedures and recommend the necessary measures to be taken;
- iii. To recommend to the Government with regard to the subscription or accession to treaties and other international instruments in the field of human rights; and
- iv. To inquire into complaints regarding infringements of human rights.

Its mandates and functions are delivered through various Divisions within the Commission as described below:

MANDATE	DIVISION
To promote awareness and provide education on human rights	Education and Training Division Promotion and Outreach Division
To advise and assist the Government in formulating legislation and administrative directives and procedures	Law and International Treaties Division Economic, Social and Cultural Rights Division
To provide recommendation to the Government on accession to international human rights instruments	Law and International Treaties Division
To inquire into complaints regarding human rights infringements	Complaints and Monitoring Division
To visit places of detention and make recommendations	Complaints and Monitoring Division
To issue public statements on human rights as and when necessary	International Coordination and Media Relations Division
To undertake any other appropriate activities	The relevant Divisions/depending on the issues/ activity

The Office of Children’s Commissioners (OCC) was officially established within the ambit of SUHAKAM, in August 2019. The Children’s Commissioner (CC) focuses mainly on advocating, advising, promoting and protecting children’s rights nationwide, corresponding with core SUHAKAM operational mandates.

One of SUHAKAM’s mandate is to recommend to the Government on the accession to international human rights treaties. Out of 9 international human rights treaties, Malaysia has to date, only acceded to three which are the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Convention on the Rights of the Child (CRC) and Convention on the Rights of Persons with Disabilities (CRPD). In acceding to these treaties, the Government had exercised its rights to include ‘reservations’ on certain articles, and protocols to the treaties.

SUHAKAM will continue to advocate for the withdrawal of the reservations to the treaties above, as well as for the accession to the remaining 6 treaties which are:

- i. International Convention on the Elimination of All Forms of Racial Discrimination (ICERD);
- ii. International Covenant on Civil and Political Rights (ICCPR);
- iii. International Covenant on Economic, Social and Cultural Rights (ICESCR);
- iv. Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (UNCAT);
- v. International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW);
- vi. International Convention for the Protection of All Persons from Enforced Disappearance (ICPPED).

Besides the remaining six core instruments, Malaysia has yet to fully embrace the importance of acceding to the Rome Statute of the International Criminal Court or the Convention Relating to the Status of Refugees 1951 and Protocol Relating to the Status of Refugees 1967. The accession and adoption of international instruments, and the domestication of international human rights instruments to local legislations, will require amendment of or drafting of new national laws.



Photo by MUHAMMAD SAIFUL BIN MUCHSIN

Our Strategic Context

Human rights continue to be an issue of great interest in Malaysia. The debates illustrate the discourse on human rights in the country has become more prominent in comparison to, when SUHAKAM was first established. This signifies the heightened awareness amongst the public about human rights. Parallel to the increased knowledge, the Government has taken some steps to reflect human rights elements in the new laws, policies and development plans for the country. For instance, the Peaceful Assembly Act 2012 was introduced to allow peaceful demonstrations in the country. Laws and policies are reviewed gradually to reflect international human rights commitments such as the domestication of CEDAW, CRC and CRPD. Malaysia introduced its maiden National Human Rights Action Plan (NHRAP) in 2018.

More enforcement agencies as well as universities have approached SUHAKAM to provide human rights talks and to work with them to introduce human rights courses. The Education Ministry cooperated closely with SUHAKAM, which culminated in the introduction of human rights exercise modules for schools. As a next step, SUHAKAM continues to work with the Education Ministry to introduce human rights courses in teachers' training institutes.

Alongside the above, we are also seeing more complex human rights issues being brought to light; for instance, the issues of enforced disappearance, racism and xenophobia are increasingly discussed demanding government and SUHAKAM's response. Consequently, SUHAKAM as the sole national human rights institution, must be able to address the proliferating issues, efficiently and effectively, to ensure that it continues to be considered a leader and main interlocutor in championing for human rights in the country.

As such, the first priority area in SUHAKAM's current Strategic Plan will focus on the strengthening of SUHAKAM's role and leadership as Malaysia's independent National Human Rights Institution for the protection and promotion of human rights in Malaysia. Towards this end, SUHAKAM's strategies will include enhancing the Commission's capacity to ensure effective implementation of its role as NHRI, strategically engage with all relevant stakeholders and partners, and continue to monitor both general and specific human rights situations in Malaysia.

Whilst the first and fifth priority areas focus on SUHAKAM's core statutory functions and its internal capacity and capabilities respectively, the other three strategic objectives are dedicated to (i) advancing economic, social and cultural rights (ESCR) of vulnerable groups in Malaysia; (ii) combating racism, racial discrimination and xenophobia and (iii) enhancing the realisation of children's rights.

The human rights principle of equality underscores the equal worth of each human being and that no one should have less life opportunities because of their descent, race, religion, gender, skin colour, financial status, and other backgrounds. This principle is the cornerstone of international human rights law and is also guaranteed by the Federal Constitution of Malaysia. Despite these guarantees, within society there are individuals and groups who are unable to enjoy the full range of human rights. This state of vulnerability is typically caused by discrimination, whether direct, indirect or structural.¹ In addition, there is increasing awareness that poverty is a key source of vulnerability and violation of human rights.² Consequently, one of the hallmarks of the human rights approach is the protection of the rights of vulnerable communities so as to ensure they are able to enjoy, at the very least, the minimum standards of a dignified life set forth by the Universal Declaration of Human Rights (UDHR).

As such, SUHAKAM's 5-Year Strategic Plan (2021-2025) will focus its second strategic objective to address vulnerable groups, in particular, their economic, social and cultural rights. The decision to address ESCR in this particular Strategic Plan period is timely as Malaysia begins its journey to economic and social recovery following the COVID-19 pandemic. Like the rest of the world, Malaysia's economy was badly impacted by the COVID-19 pandemic in 2020. In the midst of the health crisis, many people lost their jobs and livelihood as the nation's economy was forced to pause, whilst the necessary MCO was imposed to decelerate the spread of the virus. Even with the heavy financial assistance provided by the government in the form of economic stimulus packages including the *Bantuan Prihatin Nasional* and *PENJANA* to help industries stay afloat and for them to retain their workers, by mid-year, numerous businesses such as those in the tourism, retail and restaurant industries had to close down permanently due to lack of cash flow to remain operational.

Consequently, vulnerable populations in Malaysia will be impacted more severely, especially those who have been pushed into the bottom 40% (B40) income group, or worse, below the poverty level in Malaysia. As illustrated during the MCO, the government has a responsibility to ensure that proper assistance and facilities are delivered to those affected. In this context, SUHAKAM will seek to ensure that the human rights perspective, in particular, ESCR are given due consideration in line with international laws and fitting with human rights commitments made by Malaysia at the international level. In particular, we will seek to ensure that those deserving are provided with basic needs for their survival and wellbeing on the basis of equality and non-discrimination, while at the same time, they are enabled and provided fair opportunities to uplift themselves from socio-economic vulnerabilities. We will focus on raising awareness for the public and building capacity for relevant agencies on ESCR as basic rights. We will utilise our research and investigation skills to ascertain the lived realities of vulnerable groups, in particular, shedding light onto ESCR deprivations. In addition, to advocating for Malaysia's accession to the International Covenant on Economic, Social and Cultural Rights (ICESCR), we will also work closely with the government and provide advice in the formulation and review of relevant laws and policies guided by the ICESCR and fitting with Malaysia's commitments to the Sustainable Development Goals (SDG), as well as accepted ESCR-related recommendations in the Universal Periodic Review (UPR).

SUHAKAM's third priority area is to address racism, racial discrimination and xenophobia that has contributed to the state of vulnerability and impair the achievement of the Federal Constitution of Malaysia's guarantee of equality.

Racism in Malaysia, while not apparently seen on the surface, remains persistent and very strong, which in turn, had been shaped and allowed by a long-standing socio-political system that results in entrenched inequality. SUHAKAM's third Strategic Objective will see concerted efforts by SUHAKAM to combat racism, racial discrimination and xenophobia. While efforts to discuss and address the issue appear to be continuously suppressed, over the past few years, we are seeing spikes of incidents motivated or aggravated by racial and xenophobic sentiments. In August 2019, the then Home Minister Tan Sri Muhyiddin Yassin, who is currently the Prime Minister of Malaysia, had expressed concerns over rising sentiments regarding race among others in the country. Based on police data, the number of incidents involving these issues had doubled since January the same year.³

³ Nurul Azwa Aris, "Don't trigger issues on race, religion, royalty, Muhyiddin warns" (FMT News, 24 August 2019) <<https://www.freemalaysiatoday.com/category/nation/2019/08/24/dont-trigger-issues-on-race-religion-royalty-muhyiddin-warns/>>

¹ Chapman, Audrey & Carbonetti, Benjamin. (2011). "Human Rights Protections for Vulnerable and Disadvantaged Groups: The Contributions of the UN Committee on Economic, Social and Cultural Rights. Human Rights Quarterly". 33. 682-732. 10.1353/hrq.2011.0033; Mirjana Najcevska, "Structural Discrimination -Definitions, Approaches and Trends" (OHCHR) <<https://www.ohchr.org/Documents/Issues/Racism/IWG/Session8/MirjanaNajcevska.doc>>

² OHCHR, "Human Rights Dimension on Poverty", <[https://www.ohchr.org/EN/Issues/Poverty/DimensionOfPoverty/Pages/Index.aspx#:~:text=Poverty%20erodes%20or%20nullifies%20economic,and%20the%20right%20to%20education.&text=It%20gives%20due%20attention%20to,human%20dignity%20that%20accompany%20poverty.](https://www.ohchr.org/EN/Issues/Poverty/DimensionOfPoverty/Pages/Index.aspx#:~:text=Poverty%20erodes%20or%20nullifies%20economic,and%20the%20right%20to%20education.&text=It%20gives%20due%20attention%20to,human%20dignity%20that%20accompany%20poverty.;)>; Chapman, Audrey & Carbonetti, Benjamin. (2011). "Human Rights Protections for Vulnerable and Disadvantaged Groups: The Contributions of the UN Committee on Economic, Social and Cultural Rights. Human Rights Quarterly". 33. 682-732. 10.1353/hrq.2011.0033; Ontario Human Rights Commission, "Strategic Plan. Putting People and their Rights at the Centre. Building Human Rights Accountability 2017-2022" <http://www.ohrc.on.ca/sites/default/files/Strategic%20Plan_2017-2022_accessible_EN.pdf>



Photo by ZAWAWI BIN GENDOT

Henceforth, there is the critical need to foster good relations between communities in this context. SUHAKAM will implement efforts to eliminate racial prejudices, stereotypes and hatred while at the same time promote respect towards cultural, racial and religious diversities by way of increasing public awareness on racism, racial discrimination and xenophobia; and fostering constructive intercultural dialogues. Further, through its research and advocacy functions, SUHAKAM will ascertain and bring to light incidences of racism, racial discrimination and xenophobia in the country and how these could curtail and even deteriorate the enjoyment of other human rights. SUHAKAM will also continue its advocacy for Malaysia to introduce an anti-discrimination law and accede to the ICERD, while at the same time, work closely with the government to review existing laws, policies and programmes to ensure that promote harmony as well as embody the principles of equality and non-discrimination in line with international standards. Aside from this, SUHAKAM will advocate for the establishment of a reliable and effective mechanism that is mandated to not only receive complaints, but also provide remedial measures for victims of racial discrimination and xenophobia.

The fourth strategic objective will focus on enhancing the realisation of children’s rights, of which efforts will be spearheaded by the newly established Office of the Children’s Commissioner within SUHAKAM. Towards achieving this objective, the OCC will play a role in monitoring the government and other relevant actors’ actions – or inactions – for the realisation of children’s rights, in line with the obligations Malaysia subscribed to when it ratified the CRC. The Children’s Commissioner of SUHAKAM will promote and work for the protection of children’s rights; including to sensitize the Government, public agencies and the general public to the provisions of the Convention, assist in the implementation of human rights education in schools, and ensure human rights education include a focus on children. The OCC will also work towards strengthening child-friendly practices in its own operations, using a child rights approach in all its work.

In employing the strategies above, SUHAKAM will take into account domestic laws, policies and programmes including, but not limited to, Malaysia’s national budgets and 5-year national plans, as well as Malaysia’s international commitments relevant to human rights like the SDGs, UPR and the various human rights mechanisms and platforms under the United Nations.

Strategic Objectives

Strategic Objective 1:
Strengthening SUHAKAM’s Role and Leadership as Malaysia’s National Human Rights Institution and as an Independent Body for the Protection and Promotion of Human Rights in Malaysia

2020 marks the end of Vision 2020 and the Eleventh Malaysia Plan, 2016-2020 period. The Twelfth Malaysia Plan 2021-2025 (12MP)⁴ will be aligned with the shared prosperity initiative encompassing three dimensions, namely economic empowerment, environmental sustainability and social re-engineering. It aims to ensure an inclusive and meaningful socioeconomic development towards a more prosperous society.

SUHAKAM believes that in line with this effort, the nation should concurrently strive to be fully compliant with international human rights standards. It should go hand in hand with Malaysia being a full participant in the international human rights system, as a party to all core human rights treaties, and that these treaties should be implemented domestically, in law and practice.

Priorities

SUHAKAM commits itself during the period of this Strategic Plan to contribute to the nation building, by promoting and protecting human rights through the effective exercise of its statutory responsibilities.

- To enhance the capacity of the Commission to ensure effective implementation of its role as a National Human Rights Institution
- To engage strategically with all relevant stakeholders, including parliamentarians and other political leaders, government officials, non government and community organisations, professional associations and the media
- To monitor the human rights situation in Malaysia generally and in specific areas and locations, including places of detention, and at specific events

⁴ Twelve Malaysia Plan by Economic Planning Unit <http://rmke12.epu.gov.my/about-us>

Strategic Objective 1: Strengthening SUHAKAM’s Role and Leadership as Malaysia’s National Human Rights Institution and as an Independent Body for the Protection and Promotion of Human Rights in Malaysia

	Description	Timeframe	Indicators
Outcome	i. To enhance public awareness, respect and support for human rights and empower the public to act for human rights	Long Term	Proportion of population are aware of human rights concepts and principles
	ii. To ensure that domestic laws, policies and procedures comply with, and are enforced in accordance with international human rights standards	Long Term	Reduction in cases which involve violation of human rights as reported in the media
	iii. To ensure that complaints of infringement of human rights are handled effectively, so that as many as possible are resolved successfully	Medium Term – Long Term	Number of complaints received and resolved through SUHAKAM complaints mechanism Number of complaints received by selected civil society organisations
Impact	i. Increased knowledge and better practices on human rights among teachers, students and school administrators	Short Term	Proportion of teachers and students with human rights knowledge
	ii. Increased compliance of domestic laws with international treaty obligation	Long Term	Number of domestic laws and policies are in line with international human rights standards
	iii. Increased recognition and adoption of human rights principles by courts	Medium Term	Number of successful interventions in judicial proceedings

Strategy: Promote awareness of and provide education in relation human rights			
	Description	Timeframe	Indicators
Output	i. Training targeting enforcement agencies, government agencies, schools, higher learning institutions, vulnerable groups (people with disability, women, children, elderly, indigenous peoples, refugees, migrant workers, and others) and media – and assist in building up the curricula/syllabus	Short Term – Medium Term	Number of participants trained per year
	ii. Publication, translation and dissemination of human rights report and materials	Short Term – Medium Term	Number of reports/ materials published and disseminated per year
	iii. Community-based awareness raising activities	Short Term	Number of activities held per year

Photo by SYADAN BIN GINU



Strategy: i. To advise and assist the Government in formulating legislation and administrative directives and procedures and recommend the necessary measures to be taken ii. To recommend to the Government with regards to the subscription or accession to treaties and other international instruments in the field of human rights			
	Description	Timeframe	Indicators
Output	i. Review of relevant laws and policies under state's treaty obligations	Medium Term	Submission of reports approved by the Commission to relevant government agencies or bodies
	ii. Roundtable discussions, meetings, seminars or workshops with stakeholders in a year to obtain views on the implementation of the state's treaty obligations	Short Term – Long Term	Number of events organised
Strategy: Inquire into complaints regarding infringements of human rights			
Output	i. Complaints of infringements of human rights are handled effectively	Short Term – Medium Term	Percentage of complaints resolved Percentage of successful resolution of human rights related complaints to 50% – satisfied complainants
	ii. Visits to places of detention and monitor visits to observe progress on compliance	Medium Term	Number of monitoring visits
	iii. Memorandum of Agreement (MoA) with enforcement agencies to recognise human rights infringements and formulate joint action plan to improve human rights compliance	Medium Term	Number of MoA signed and implemented

NB: Short Term: 2 years and below Medium Term: 3 to 4 years Long Term: 5 years

Strategic Objective 2: Advancing the Economic, Social and Cultural Rights of Vulnerable Groups in Malaysia

Economic, social and cultural rights are recognised under the UDHR as fundamental rights inherent to all persons without discrimination. Yet in reality, numerous vulnerable communities and individuals could not enjoy the full range of ESCR due to various factors such as direct, indirect or structural, as well as poverty. As such, one of the hallmarks of the human rights approach is the protection of the rights of vulnerable communities so as to ensure they are able to achieve, at the very least, the minimum conditions of a dignified life set forth by the UDHR.

The COVID-19 pandemic has pushed vulnerable communities and individuals into more dire situations. In Malaysia, among the groups of concern include the indigenous peoples, persons with disabilities, women, children, migrant workers and refugees. The Prime Minister of Malaysia has emphasised numerous times that no one will be left behind during the recovery phase, and that the government will address socio-economic development imbalances in the impending Twelfth Malaysia Plan.

Priorities

In line with the current national direction for the improvement of economic and social wellbeing in Malaysia in the face of COVID-19, SUHAKAM will work towards advancing the economic, social and cultural rights of vulnerable groups in Malaysia. Towards this end, SUHAKAM will apply the following strategies to advance the ESCR of vulnerable communities in Malaysia.



Photo by SYADAN BIN GINU



Photo by MUSLIANSHAH BIN MASRIE

Strategic Objective 2: Advancing the Economic, Social and Cultural Rights of Vulnerable Groups in Malaysia

	Description	Timeframe	Indicators
Outcome	Plan of Action for the uplifting of the wellbeing of vulnerable groups in Malaysia are embedded with human rights elements	Long Term	National strategies for the advancement of ESCR of vulnerable groups in Malaysia adopts the human rights approach.
Impact	i. Relevant laws and policies relating to the ESCR of vulnerable groups are introduced or reviewed which include SUHAKAM's recommendations on the human rights perspective recommendations on the human rights perspective	Long Term	SUHAKAM's recommendations are reflected in reviewed laws and policies
	ii. Malaysia accedes to the ICESCR	Long Term	Malaysia accedes to the ICESCR
	iii. General public and Government are aware of ESCR as human rights, and related domestic issues.	Long Term	Proportion of public and Government officials who have participated in SUHAKAM events are aware of ESCR, and related domestic issues
	iv. Government adopts a human rights-based budgetary process	Long Term	Government adopts a human rights-based budgetary process



Photo by LIN JOE YIN

Strategy: Enhance public awareness on ESCR as human rights and on the vulnerable populations in Malaysia			
	Description	Timeframe	Indicators
Output	i. Public promotional programmes and government capacity building activities on ESCR, issues in Malaysia and SUHAKAM's recommendations	Medium Term	Number of promotion and capacity building activities on ESCR conducted by SUHAKAM in a year
	ii. Publication and publicity of SUHAKAM's research and investigation reports relating to ESCR of vulnerable groups	Medium Term – Long Term	Number of reports on ESCR released by SUHAKAM for public consumption
	iii. Issue press statements relating to ESCR of vulnerable groups, relevant issues in Malaysia and SUHAKAM's recommendations	Long Term	Number of press statements related to ESCR in Malaysia issued by SUHAKAM in a year
Strategy: Provide advice on the human rights approach to the government in the development of strategies to uplift the socio-economic conditions of vulnerable populations especially those severely affected post-COVID-19 and MCO			
Output	i. Conduct and submit to the government, research and investigation reports that highlights the lived realities of vulnerable groups in Malaysia and SUHAKAM's recommendations pertaining to the human rights approach	Medium Term	Number of reports on ESCR completed and submitted by SUHAKAM to the government
	ii. Engagement with Ministries responsible for issues on livelihood, education, health, housing and social security to advocate for the adoption of the human rights approach in the development of their strategies and programmes	Long Term	Number of engagements with each of the relevant agencies in the Strategic Plan Period.

Strategy: Promote the adoption of international human rights standards on ESCR in relevant domestic laws, policies as well as budgetary and development strategies by the government ministries, in particular, the translation of Malaysia's international ESCR obligations made through various mechanisms including the SDG, UPR, HRC, as well as relevant articles in CEDAW, CRC and CRPD			
	Description	Timeframe	Indicators
Output	i. Collation and publicity on information on all international commitments made by the government relating to ESCR through the SDG, UPR, HRC, CEDAW, CRC and CRPD	Short Term	Collation is ready for SUHAKAM's utilisation latest by the second year
	ii. SUHAKAM's participation in drafting and review of laws and policies relating to the ESCR in Malaysia to take into consideration the human rights approach, especially those that have received Malaysia's international commitments	Long Term	Number of laws and policies reviewed with inclusion of the human rights elements
	iii. SUHAKAM's participation in Government annual budget processes and 5-year development plans to advocate for the human rights approach, especially those that have received Malaysia's international commitment	Long Term	SUHAKAM is involved in the development of Malaysia's annual budget and 5-year development plan



Strategy: Develop or utilise a monitoring mechanism to assess the progressive realisation of ESCR			
	Description	Timeframe	Indicators
Output	i. Development and utilisation of a mechanism to monitor the progressive realisation of the listed ESCR by utilising statistical indicators, national policies and budgets, and international commitments (eg through ratified conventions, SDGs, UPR, HRC etc)	Medium Term	Monitoring mechanism is ready for SUHAKAM's utilisation latest by the third year
	ii. Finalisation and publicity of the monitoring outcome report	Long Term	SUHAKAM publishes its monitoring reports, and with it, engages the government, and publicise the results to public and partners
Strategy: Advocate for Malaysia's accession to the ICESCR			
Output	i. Submission of SUHAKAM's position paper to the government, including, but not limited to the Inter-Agency Standing Committee on ICESCR, JPM, MOFA and AGC on the benefits of acceding to the ICESCR	Medium Term	SUHAKAM submits its position paper to the relevant agencies
	ii. Engagement with the Inter-Agency Standing Committee on ICESCR to present SUHAKAM's position and information on benefits of acceding to the ICESCR	Long Term	Number of engagements with the IASC-ICESCR in the Strategic Plan Period

NB: Short Term: 2 years and below Medium Term: 3 to 4 years Long Term: 5 years

Strategic Objective 3: Combating Racism, Racial Discrimination and Xenophobia

Article 1
1. In this Convention, the term "racial discrimination" shall mean any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.

International Convention on the Elimination of All Forms of Racial Discrimination

Given the Malaysian scenario of multi-racial, multicultural society, subjects like race, religion and language are very sensitive and has sparked many unwanted incidents in the past, and in recent times. While institutional racism has a more long-term ramification to society as a whole, tackling individual racism is just as important as the systematic elimination of racism in Malaysia. Accusations of racial discrimination in Malaysia stem from racial preferences embodied within the social and economic policy of the government. The underlying factor for this is the racially divided political system and political parties in our country. Racism is deep-rooted in our political system. As a result, the prejudices lead to broader tension, prejudice and stereotype between various ethnic groups.

In order to curb unwanted incidents, the authorities have resorted to tough responses, and many people have been taken to task by various laws in the country. Although people become victims of racial discrimination, they do not dare discuss it in the public domain due to its sensitive nature and the repercussions they may end up facing.

Article 8 of Federal Constitution is the cornerstone of constitutional protection of the rights to equality and non-discrimination in Malaysia. Article 8(1) states that: "All persons are equal before the law and entitled to the equal protection of the law". While article 8(2) states that "There shall be no discrimination against citizens on the ground only of religion, race, descent, place of birth or gender in any law or in the appointment to any office or employment under a public authority or in the administration of any law relating to the acquisition, holding or disposition of property or the establishing or carrying on of any trade, business, profession, vocation or employment."

Malaysia has embraced and expressed its commitment in implementing the 17 goals underlining the SDGs.

Building on the principle of "leaving no one behind", Agenda 2030 emphasizes a holistic approach to achieving sustainable development for all. The SDGs places the human rights principles of equality and non-discrimination at its heart, ensuring the inclusion of marginalized, disempowered and excluded groups, and reducing inequalities within and between States, as part of poverty eradication. Although Goal 10 aims at reducing inequality in particular, all other goals promotes the value of non-discrimination.

Priorities

The Commission shall formulate some concrete strategies to address the problem. The Commission shall begin by developing internal policy against racism and racial discrimination in order to create awareness among its staff and to be exemplary to external parties. This subject matter is not alien to Malaysia alone and it is also not a simple matter to be resolved. Malaysia is a multi-ethnic, multicultural, and multilingual society, and the many ethnic groups in Malaysia continue to maintain separate cultural identities. The transborder migration makes Malaysia an even more complex society. The subject is perceived as a sensitive matter and any approach deemed 'wrong' could lead to backlash. The problem cannot be resolved overnight, and requires a comprehensive plan together with support from many stakeholders. It is time to learn to accept the reality of Malaysia's heterogeneity and celebrate our differences without prejudice. The Commission, with its action plans, should form collaborations with strategic partners in tackling this long overdue human rights issue.

It is SUHAKAM's hope that one day soon, there will be a culture of understanding and respect for human rights, regardless of race, religion, background, or status throughout the country, amongst all people, young and old, or those who are privileged or marginalised.

Strategic Objective 3: Combating Racism, Racial Discrimination and Xenophobia			
	Description	Timeframe	Indicators
Outcome	Reduction in racism, racial discrimination, and xenophobia	Long Term	Decrease in number of incidences of racism e.g. hate speech, racial stereotyping, politicisation of race issues etc
Impact	i. Increased general awareness on racism, racial-discrimination, equality	Medium Term	Proportion of public and Government officials who have participated in SUHAKAM events are aware of anti-discrimination and equality
	ii. Mainstreaming of anti-discrimination in the Malaysian education system	Long Term	Anti-racial discrimination elements and harmony promoting syllabus in national curriculum
	iii. Malaysian national laws that promote and advance harmony and non-discrimination in line with international human rights standards	Long Term	Introduction of anti-discrimination law that contains redress mechanism and remedy for victim of racial discrimination and xenophobia
	iv. Malaysia accedes to ICERD	Long Term	Malaysia as state party to ICERD

Photo by ABHIJAY JAYARAJ MENON



Strategy: Promoting respect for cultural, racial and religious diversities and correcting misperceptions and fostering intercultural dialogue and tolerance			
	Description	Timeframe	Indicators
Output	i. Instil a culture of respecting differences amongst school children, and promote non-discrimination and equality amongst youth programmes at school level, possibly through ATHAM	Short Term	Number of programmes organised by SUHAKAM
	ii. Dialogues and seminar for greater awareness on racial and religious diversities and fostering intercultural tolerance	Short Term	Number of dialogues and seminars organised by SUHAKAM
	iii. Develop educational and teaching materials, and publicize the international standards on combating racism, considering local context	Short Term	Number of promotional and teaching materials produced and circulated/distributed
Strategy: Ensure Malaysian national laws promote harmony and non-discrimination in line with international human rights standards			
Output	i. Collect data / information and carry out studies on racism, racial discrimination and xenophobia for comprehensive assessment and to produce reports	Medium Term	Number of studies/reports published by SUHAKAM
	ii. Advise and advocate for domestic laws and policies with Government and key stakeholders to promote non-discrimination and equality amongst all communities in Malaysia	Short Term – Medium Term	Number of meetings, RTDs with government agencies and stakeholders on this topic

Strategy: Advocate for Malaysia’s accession to the ICERD			
	Description	Timeframe	Indicators
Output	Prepare & submit SUHAKAM’s position paper to the government, including, but not limited to the Inter-Agency Standing Committee on ICERD, JPM, MOFA and AGC on the benefits of acceding to the ICERD	Short Term – Medium Term	SUHAKAM submits its position paper to relevant agencies Number of meetings with the interagency standing committee looking into the feasibility of Malaysia’s accession to the ICERD
Strategy: To advocate for a reliable and effective complaints and remedy mechanism for the victims of racial discrimination and xenophobia			
Output	i. Facilitating individuals and groups to raise allegations of racial discrimination and lodge complaints ii. Investigating and resolving complaints of discriminatory practices, incidences, and cases	Short Term	Proportion of complaints related to racial discrimination violations are resolved

NB: Short Term: 2 years and below Medium Term: 3 to 4 years Long Term: 5 years



Strategic Objective 4: Enhancing the Realisation of Children's Rights

Enhancing the realisation of children’s rights is pivotal. Although there has been some progress for children’s rights in both law and practice, the violation of children’s rights remains widespread in Malaysia. The OCC in SUHAKAM believes that a more adequate approach to enhance children’s rights in Malaysia is by way of upholding the four (4) guiding principles under the Convention of the Children’s Rights (CRC)⁵, i.e., non-discrimination⁶, devotion to the best interests of the child⁷, the right to life, survival and development⁸, and respect for the views of the child⁹, and using them as both objectives and practical approaches to achieving these objectives.

Under **Article 42**¹⁰ of the CRC, States Parties shall bear the responsibility to enhance the realisation of children’s rights in their states. In respect of Malaysia, OCC, as part of SUHAKAM an independent national human rights institution for the state, shall play a role in assisting the government to carry out the obligation.

Nonetheless, to materialize the above, it is pertinent for the OCC to have a strategic plan. Thus, The United Nations Children Fund (UNICEF) Malaysia has appointed a consultancy team to support OCC in strengthening its capacities to promote and protect the rights of children in line with its mandate under the SUHAKAM’s Act i.e. protection and promotion of human rights in Malaysia, by developing a strategic plan for OCC. In doing so, the consultants will be guided by the *UNICEF, National Human Rights Institutions (NHRI) Series: Tools to support child friendly practices (2019)*.

⁵ These four guiding principles were identified in the CRC Committee guidelines on initial States parties reports adopted in 1991 (CRC/C/5)

⁶ Article 2 of the CRC, the first paragraph of which reads: “States parties shall respect and ensure the rights set forth in the present convention to each child within their jurisdiction without discrimination of any kind, irrespective of the child’s parents or legal guardian, race, color, sex, language, religion, political or other opinion, national, ethnic or social origin, poverty, disability, birth or other status.”

⁷ Article 3 (1) of the CRC which states, “In all actions concerning children whether undertaken by public or private social welfare institution, courts of law, administrative authorities or legislative bodies, the best interest of the child shall be a primary consideration”

⁸ Article 6 (2) of the CRC, which states “State parties shall ensure to the maximum extent possible the survival and development of the child”

⁹ Article 12(1) of the CRC which states that “States parties shall assure to the child who is capable of forming his or her own views the rights to express those views freely in all matters affecting the child, the view of the child being given due weight in accordance with the age and maturity of the child”

¹⁰ Article 42 CRC: States Parties undertake to make the principles and provisions of the Convention widely known, by appropriate and active means, to adults and children alike Non-Discrimination as outlined in the Preamble to the Child Act, read together with Article 8 of the Federal Constitution



Strategic Objective 4: Enhancing the Realisation of Children’s Rights			
Strategy I: End discrimination against children ¹¹			
	Description	Timeframe	Indicators
Outcome	By 2025, more children are able to realize their rights without regard to distinction of any kind, such as race, colour, sex, language, religion, social origin or physical, disabilities or any other status	Long Term	Discriminatory laws and practices impairing the realisation of children’s rights are removed
Impact	i. By 2023, law enforcement officers are better aware of children’s rights to non-discrimination	Medium Term	Proportion of law enforcement officers who have participated in OCC’s awareness-raising programme
	ii. By 2025, more children in Malaysia are given access to public education without discrimination of any kind	Long Term	Amendment to Federal Constitution and Education Act to address legal barriers to access to public education
Output	i. Strengthening evidence generation on discrimination against children	Medium Term	Number of studies/reports published by OCC on discrimination against children
	ii. To increase awareness on children’s right to non-discrimination amongst public	Medium Term	Number of dialogues and seminars organised by OCC on children’s right to non-discrimination
	iii. To prepare and present policy recommendations on non-discrimination and equality amongst children in Malaysia to government and key stakeholders	Medium Term	Number of policy recommendations on non-discrimination submitted to government
	iv. Strengthening complaints mechanism at OCC to address discrimination against children	Short Term – Medium Term	Procedural guidelines on handling and processing complaints filed by or on behalf of children, (considering their life circumstances, including in relation to age, gender, disability and equity) are available at OCC

¹¹ Non-Discrimination as outlined in the Preamble to the Child Act, read together with Article 8 of the Federal Constitution

Strategy II: Best interests of children are taken into due consideration at all levels of society, including by decision-makers			
	Description	Timeframe	Indicators
Outcome	By 2025, best interests of children are considered in most decisions involving children by decision-makers, and monitoring and reporting on children’s rights is strengthened	Long Term	Proportion of decisions where children’s best interests are considered
Impact	By 2024, most decision-making mechanisms have a framework in place in order to assess children’s best interests and take them as a primary consideration	Medium Term	Framework is established
Output	i. Increasing awareness and knowledge on the principle of the best interest of children	Short Term	Number of dialogues and seminars organised by OCC on best interest of the child
	ii. Strengthening evidence generation on consideration of best interest of children in decisions that affect children	Long Term	Assessment of consideration of children’s best interests in Malaysia in all decisions affecting children
	iii. Preparing and advocating recommendations to government and key stakeholders on the centrality of the best interests of the child in child protection system, through holistic approaches and effective best interest’s determination mechanisms	Medium Term	Number of recommendations presented to government to strengthen the consideration of best interests of children in all decisions involving children Number of meetings, RTDs with the relevant government agencies and stakeholder on this idea



Strategy III: Promote the protection of children’s right to life, survival and development			
	Description	Timeframe	Indicators
Outcome	i. By 2025, percentage of life expectancy for children in Malaysia increased	Long Term	Reduction of child mortality rate (under the age of 5) recorded by DoSM & MoH
	ii. By 2025, the amount of violence against children are reduced	Long Term	Decrease in percentage of violence against children
Impact	i. By 2024, children in Malaysia, including the most vulnerable, have access to quality health care services increased	Medium Term	Percentage increase in the number of children accessing quality health care
	ii. By 2025, legislatures on child protection are strengthened to ensure better protection of children from violence	Long Term	Child Act amended
Output	i. Strengthening the understanding on the principle of children’s right to life, survival and development amongst key stakeholders	Short Term	Number of dialogues and seminars organised by OCC
	ii. To develop and present recommendations for amendments of all existing domestic and Syariah laws on the age of marriage to be 18 years for both males and females	Medium Term	Number of existing domestic and Syariah laws are amended accordingly

Strategy IV: Promote the right of children’s view			
	Description	Timeframe	Indicators
Outcome	By 2025, children have their views increasingly heard at most levels of society	Long Term	Percentage of children who indicate that their views are taken seriously in homes, schools and community
Impact	i. By 2024, platforms for children to express their views in most decisions that affect children’s lives are increased	Medium Term	Number of available platforms for children to express their views
	ii. By 2025, more children’s views are heard in policy-making decisions on topics affecting their lives	Long Term	Number of policies drafted in consultation with children, with their views being included
Output	i. To establish a child-consultative body under OCC in enabling OCC to consider the views of children for the Office’s future programs	Short Term	The establishment of Children Consultative Council
	ii. To identify and recommend the development of tools and guidance on facilitating child participation in the decision-making process affecting children	Medium Term	Tools and guidance on child participation are developed in relevant government agencies

Photo by SYADAN BIN GINU



Photo by SYADAN BIN GINU



NB: Short Term: 2 years and below
Medium Term: 3 to 4 years
Long Term: 5 years

Strategic Objective 5: Strengthening the Organisational Capacity of the Commission and Improving Human Capital

In preparation to undertake the earlier 4 strategic objectives, SUHAKAM shall concurrently develop its internal capability, in order to support the implementation of relevant programmes and activities year on year. In tandem with on-going efforts to improve on various aspects of its internal capability as identified in the 2017 Capacity Assessment report; the strategies as outlined below will be undertaken to strengthen its independence and autonomy, human resources capacity and its communication outreach.

Strategic Objective 5: Strengthening the Organisational Capacity of the Commission and Improving Human Capital			
Description		Timeframe	Indicators
Outcome	SUHAKAM as an independent, respected and effective human rights proponent	Long Term	SUHAKAM's views and advise on human rights-based approach is regularly sought and accepted by the executive, legislative and judiciary branches of Government
Impact	i. Enhanced independence and effectiveness of SUHAKAM	Medium Term	Maintain as A-status NHRI, by SCA following the reaccreditation process Meeting SUHAKAM's Capacity Assessment objectives
	ii. Well-resourced Commission to deliver its mandates	Medium Term	Sufficient annual grant to undertake and deliver its mandates
Strategy: Empowering and strengthening SUHAKAM to be an independent, and effective human rights proponent and defender			
Output	i. Amending Act 597 to reinforce and strengthen its independence and autonomy	Medium Term	Amendment to Act 597 is completed

	Description	Timeframe	Indicators
	ii. Structurally adept and capable in responding to operational needs and demands	Short Term	Installation of suitable knowledge management system for the organisation Upgrade of IT and other infrastructural equipment to meet operational and programmatic needs
Strategy: Strengthening human resources capacity to be more responsive to human rights needs in the country			
Output	i. Organisational structure review	Short Term	Completion of organisational re-structure, which are filled by appropriate and competent persons
	ii. Capacity building of its human resources to be able to address developing, new rights subject areas	Medium Term	80% of officers and staff attend at least 7 days of relevant training per year
	iii. Develop relevant policies for both internal and external operations, including gender perspectives	Medium Term	Relevant SoPs are developed and implemented organisation-wide
Strategy: Strengthening SUHAKAM's external profile			
Output	i. Reinvigorate media engagement, optimising the use of alternative channels including information technology	Short Term	Number of media engagement channels utilised to reach various target groups
	ii. Strengthen networks and partnerships in both human rights or non-human rights spheres	Short Term – Medium Term	Number of collaborative partnerships with other organisations
	iii. Explore new channels of engagement and cooperation at the regional and international level	Short Term	Number of engagements with other regional and international organisations

NB: Short Term: 2 years and below Medium Term: 3 to 4 years Long Term: 5 years



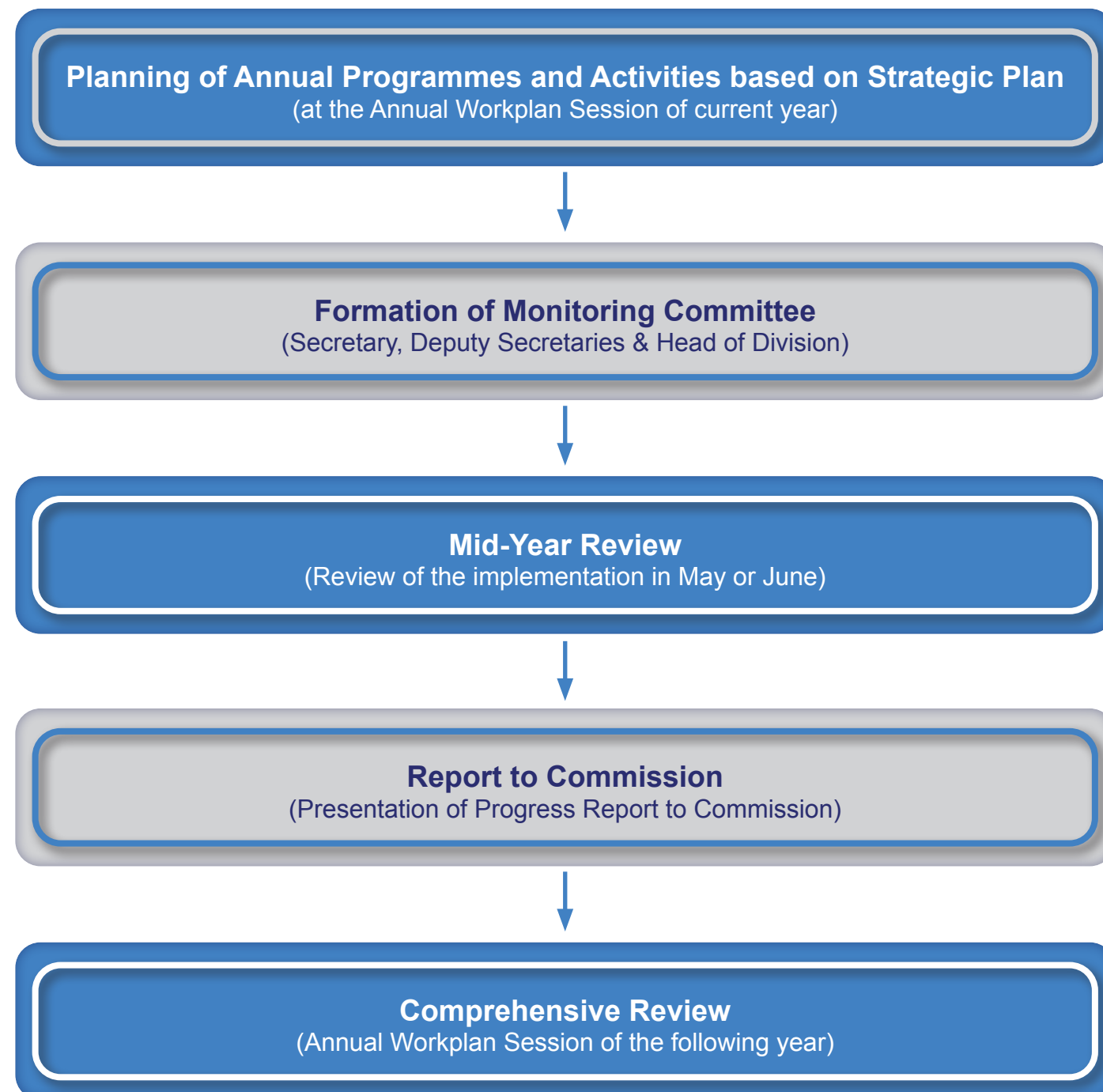
41

**IMPLEMENTATION,
MONITORING
AND EVALUATION**

It is important that the implementation and progress of the Strategic Plan is monitored closely by the Commission. Since the Strategic Plan serves as long term workplan document, a mechanism for operation, monitoring and evaluation should be developed by the Commission. For effective implementation of the Strategic Plan, it must be translated into programmes and activities through the Annual Workplan which would spell out details such as division responsibilities, timeline, budget etc.

There shall be two level monitoring and evaluation of the implementation of the Strategic Plan:

Level 1: Annual Monitoring & Evaluation – this is an internal review process. A monitoring committee should be formed consisting of Secretary and senior officers to monitor the implementation and evaluate its effectiveness. The annual monitoring and evaluation shall be carried out throughout the period of the Strategic Plan.



Level 2: Mid-term Evaluation – this is a combination of internal and external evaluation of the implementation of Strategic Plan. The in-depth review of the Strategic Plan can take place between two and half years to three year after its launching in 2021.

Below is the administrative guidelines for the reference of the Divisions and Commission in implementing, monitoring and evaluating the Strategic Plan.

Details	Remarks
Ensure the Strategic Plan is translated into Operational Plan	All Divisions shall refer to Strategic Plan during the pre-retreat of Workplan Session and during the Annual Workplan Retreat.
Annual activities shall be consistent with the Strategic Plan	Most of the resources should be dedicated for the implementation of the priorities of the Strategic Plan. Some flexibility should be allowed to address the new or arising human rights issues in the country during the year. This is to ensure that the Commission could carry out the implementation of the Strategic Plan and have the resources to address the current and on-going activities as well.
Review of implementation of activities. Internal Review ▶ Annual Review ▶ Mid-term Review	Benchmarks and Indicators: - What have we delivered, and how has that progressed? Are these according to the target/indicators in the Strategic Plan - What have we not delivered? Why did we miss the target? What do we need to do to get back on track? - Is there anything that we need to change or add because of changing internal or external circumstances? - Are there any implications for resources? If so, what trade-offs do we need to make? - How well have we delivered on our gender mainstreaming goals?

Acronyms

AGC	Attorney General’s Office
ATHAM	Human Rights Best Practices in Schools
B40	Bottom 40%
CC	Children’s Commissioner
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
COVID-19	Coronavirus disease
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSOs	Civil Society Organisations
DOSM	Department of Statistics Malaysia
ESCR	Economic, social and cultural rights
GANHRI	Global Alliance of National Human Rights Institution
HRC	United Nations Human Rights Committee
ICCPR	International Covenant on Civil and Political Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICRMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
ICPPED	International Convention for the Protection of All Persons from Enforced Disappearance
IT	Information technology
JPM	Prime Minister’s Department
MCO	Movement Control Order
MoFA	Ministry of Foreign Affairs
MoE	Ministry of Education
MoH	Ministry of Health
NHRAP	National Human Rights Action Plan 2018
NHRI	National Human Rights Institution
OCC	Office of Children’s Commissioner
PT3	<i>Pentaksiran Tingkatan 3</i>
SCA	Sub-Committee on Accreditation
SDGs	Sustainable Development Goals
SoPs	Standard Operation Procedures
SUHAKAM	Human Rights Commission of Malaysia
SUHAKAM Act	Human Rights Commission of Malaysia Act 1999 /Act 597
ToR	Terms of Reference
UDHR	Universal Declaration of Human Rights
UNCAT	United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
UNHCR	United Nations Refugee Agency
UNICEF	United Nations International Children’s Emergency Fund
UPR	Universal Periodic Review
UPSR	<i>Ujian Pencapaian Sekolah Rendah</i>
12MP	12th Malaysia Plan



Photo by NG WEI CHEAN



Photo by MOHD KHALIS AZIZI BIN WAN IBRAHIM

SUHAKAM HEADQUARTERS

11th Floor, Menara TH Perdana, Jalan Sultan Ismail,
50250 Wilayah Persekutuan Kuala Lumpur.

Tel : 03-2612 5600 Fax : 03-2612 5620

humanrights@suhakam.org.my