

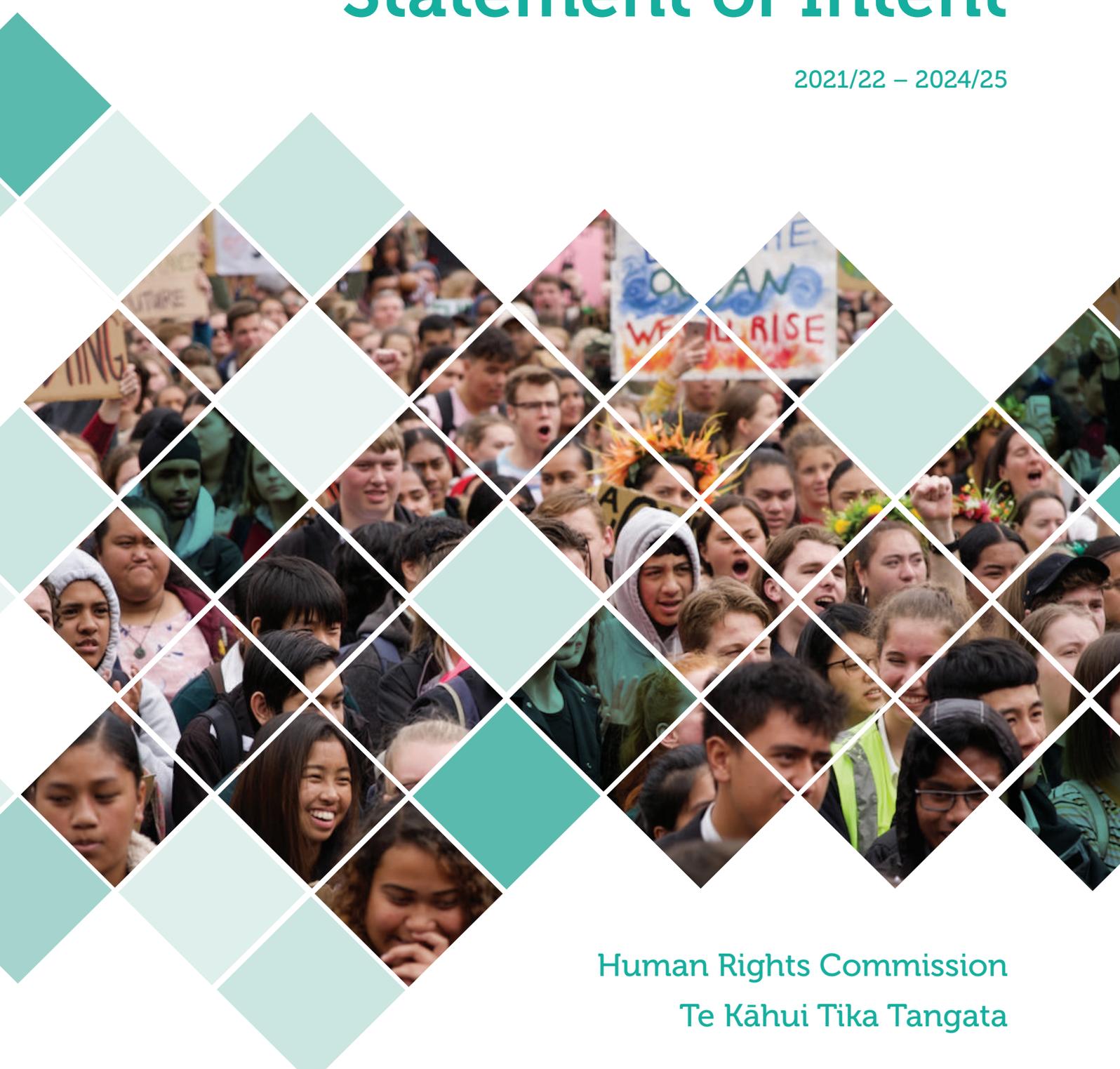


**NZ
Human
Rights.**

Te Kāhui Tika Tangata
Human Rights Commission

Statement of Intent

2021/22 – 2024/25



Human Rights Commission
Te Kāhui Tika Tangata



**NZ
Human
Rights.**

Te Kāhui Tika Tangata
Human Rights Commission

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Introduction

The Human Rights Commission (the Commission) is New Zealand's National Human Rights Institution (NHRI). It is an independent Crown entity responsible for promoting and encouraging the protection of human rights and harmonious relations between all people in Aotearoa New Zealand.

The Board of the Commission determines the strategic direction and general activities of the Commission consistent with the Human Rights Act 1993 and Crown Entities Act 2004.

The Commission is accredited with "A" status by the United Nations (UN) Office of the High Commissioner for Human Rights and the Global Alliance of National Human Rights Institutions. This status is the highest recognition of independence that a national human rights institution can achieve and provides the Commission with speaking rights at relevant UN Human Rights Council and committee sessions. This means we operate in accordance with the principles relating to the Status of National Institutions, commonly known as the 'Paris Principles'. These principles set out the minimum international standards required for NHRIs to be considered credible and to operate independently.



Paul Hunt
Chief Commissioner
Te Amokapua



Saunoamaali'i Karanina Sumeo
Equal Employment Opportunities Commissioner
Kaihautū Ōritenga Mahi



From left: Chief Commissioner Paul Hunt, Disability Rights Commissioner Paula Tesoriero, Equal Employment Opportunities Commissioner Saunoamaali'i Karanina Sumeo and Race Relations Commissioner Meng Foon.

The Office of Human Rights Proceedings (OHRP) is part of the Commission. The Director of OHRP independently provides legal representation under the Human Rights Act 1993 and brings proceedings under the Privacy Act 2020.

This Statement of Intent (SOI) has been prepared in accordance with the requirements of section 149C of the Crown Entities Act 2004. It outlines how we will contribute over the next year and beyond to preserving and protecting human rights and promoting harmonious relations for all people in Aotearoa.



Paula Tesoriero MNZM
Disability Rights Commissioner
Kaihautū Tika Hauātanga



Meng Foon
Race Relations Commissioner
Kaihautū Whakawhanaungatanga-ā-lwi



Nature and Scope of the Commission's Functions

The Commission's primary functions as set out in section 5(1) of the Human Rights Act 1993 are to:

- (a) advocate and promote respect for, and an understanding and appreciation of human rights in New Zealand society
- (b) encourage the maintenance and development of harmonious relations between individuals and among the diverse groups in New Zealand society
- (c) promote racial equality and cultural diversity
- (d) promote equal employment opportunities (including pay equity)
- (e) promote and protect the full and equal enjoyment of human rights by persons with disabilities.

Section 5(2) of the Human Rights Act 1993 lists the detailed functions of the Commission. In addition to this Act 1993, important human rights principles are enshrined in New Zealand's constitutional arrangements or legislation, including in:

- He Whakaputanga o te Rangatiratanga o Nu Tirenī 1835¹
- Te Tiriti o Waitangi 1840
- New Zealand Bill of Rights Act 1990
- Crimes of Torture Act 1989

The human rights dimensions of Te Tiriti o Waitangi guide our work. We have a genuine opportunity to make a significant contribution to upholding indigenous justice in Aotearoa. We can show leadership in helping to turn the tide and begin to address 180 years of colonisation

that has deprived tangata whenua of their lives, beliefs, language, culture, sovereignty, self-determination and lands.

As a member of the UN, New Zealand supports the human rights provisions of the UN Charter and the Universal Declaration of Human Rights 1948. New Zealand is obliged under international law to meet its human rights obligations to people in Aotearoa as set out in the international human rights treaties New Zealand has ratified.

These include:

- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social and Cultural Rights (ICESCR)
- International Convention on the Elimination of All Forms of Racial Discrimination (CERD)
- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT)
- Convention on the Rights of the Child (CRC)
- Convention on the Rights of Persons with Disabilities (CRPD).

Others that are non-binding but guide our work include:

- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- United Nations Guiding Principles on Business and Human Rights.

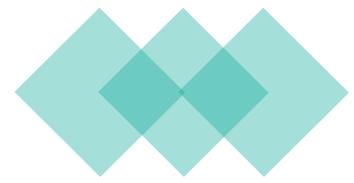
¹ The Declaration of the Independence of New Zealand, signed by the United Tribes of New Zealand



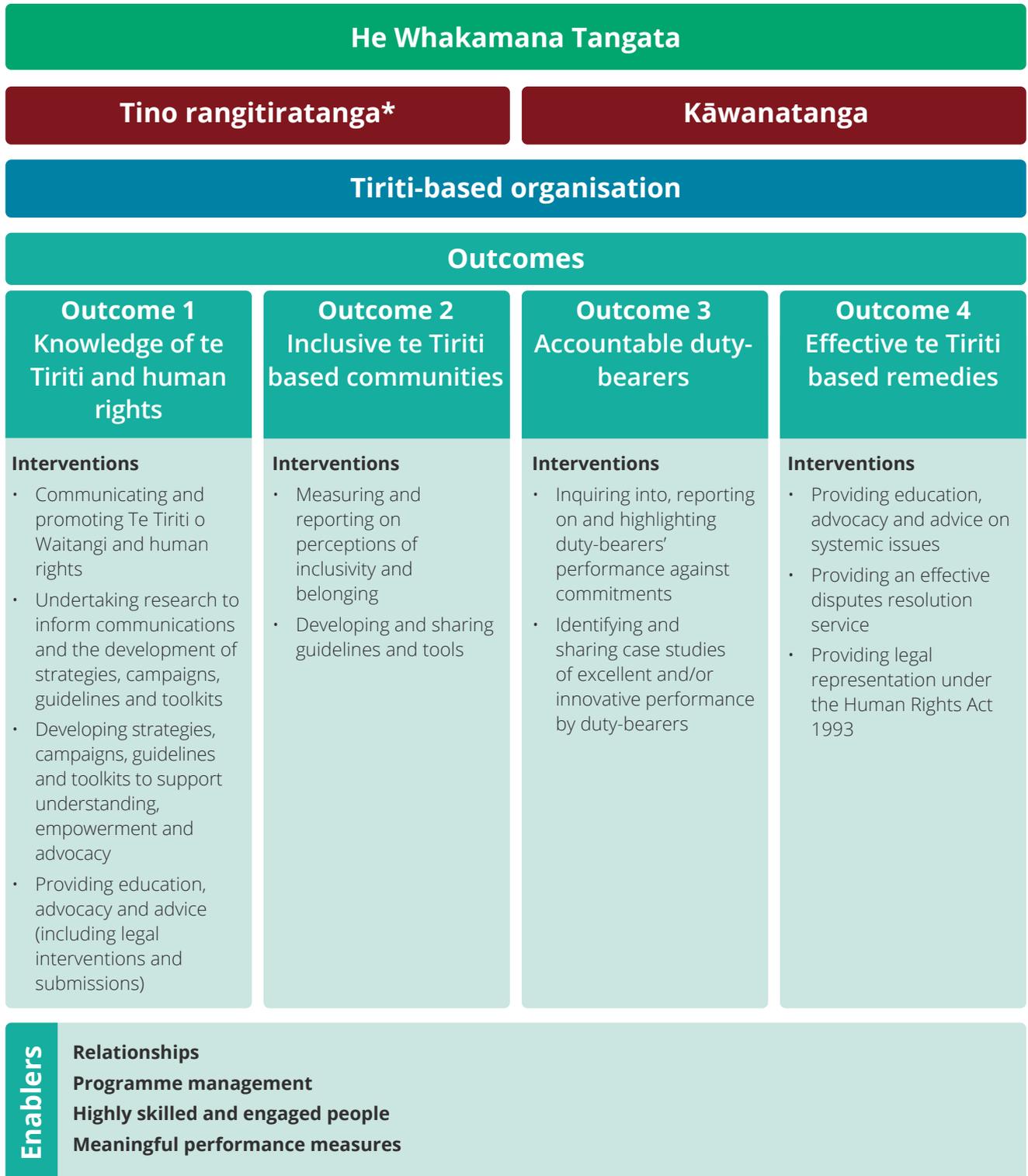
Out in the Park hīkoi from Civic Square to Waitangi Park, Wellington was attended by Commission staff.

The Commission's role is also to facilitate the resolution of disputes, involving unlawful discrimination in the most efficient, informal, and cost-effective manner possible. The Commission has no adjudicative or judicial function in respect of individual complaints or disputes. Those functions are carried out by the Human Rights Review Tribunal and the courts.

Our Strategic Direction 2021-2025 *He Whakamana Tāngata A Life of Dignity for All* sets out an ambitious new agenda – both for ourselves in the Commission, and for the country. We want to work with duty-bearers – government and business – to make real, positive change. We are committed to walking our talk, solidifying and confirming our commitment to be a Tiriti-based organisation and an exemplar of human rights. We may not always get it right, but we will learn, improve and strive to demonstrate that this foundational approach can make a real difference.



Our strategic framework



* Greater clarity on tino rangitiratanga outcomes will emerge as the relationship matures

Our operating environment

Our operating environment is not static. Strategic direction can be disrupted by external events. Two recent examples are Covid-19 and the tragic events in Christchurch on 15 March 2019.

When significant events occur such as the terrorist attacks, the Commission must respond quickly and appropriately. Since 15 March 2019, the Commission has focused on demonstrating solidarity with our Muslim brothers and sisters, engaged with the Royal Commission of Inquiry on multiple occasions, and repeatedly called for systemic change and greater social inclusion.

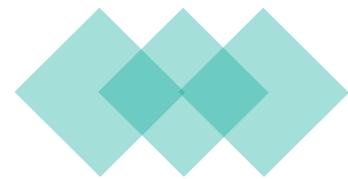
In line with our statutory responsibilities, we will continue to do all we can to build on the Royal Commission's report published in December 2020 and advance real change in Aotearoa, consistent with the country's national and international human rights commitments and Te Tiriti o Waitangi.

The restrictions that have been in place to manage the Covid-19 pandemic across Aotearoa place exceptional limits on people's freedoms and rights. Consequently, the Commission established a Covid-19 response programme to ensure that we fulfil our critical role during these extraordinary times. We did this by offering assistance to support the Government's response to *explicitly* consider human rights, connecting with - and giving voice to - community experiences of the response, and holding duty-bearers to account for their actions.

The Government is right to prioritise the pandemic, and the country's response to it, at this time and into the near future. The Commission has an important role in ensuring that the rights of tangata whenua and critical issues for vulnerable groups remain core to the overall approach being taken. There is a clear pattern of the Crown ignoring, and even contributing to, the severe and unequal impacts of introduced disease on tangata whenua. Covid-19 raises core human rights issues of poverty and health inequities that are experienced by many communities in Aotearoa. These issues disproportionately impact tangata whenua and are likely to be exacerbated by the pandemic. Other vulnerable groups are likely to be impacted negatively as well.

Crises that impact human rights are by no means unprecedented, including in our recent history. The Canterbury earthquakes and the tragic events in Christchurch on 15 March 2019 point clearly to the need for us to be prepared to respond to unplanned and unplannable events in agile and adaptive ways.

While each situation is unique, we continue to discharge our responsibilities in distinctive contexts that make our role both more important and more challenging. Furthermore, planned work may need to be adjusted to allow the focus on responsive unplanned work.



Alignment to justice sector and Government priorities

While recognising the Commission's independence from government, our Statement of Intent aligns with the Minister of Justice's priorities for the justice sector as well as the Government's priorities. Specifically the Government's focus on wellbeing and creating a fairer New Zealand to continue to strengthen social inclusion in Aotearoa, and supporting diversity and creating a country where all people feel safe, have equal access to opportunities and do not experience discrimination. The Government has a particular focus on tangata whenua, Pacific and disabled peoples. These are also key groups for the Commission.

The Government's priorities are to put the wellbeing of people and the environment at the centre of what it does, and to introduce policies that will allow the economy to work

smarter, make better use of our resources and to ensure that the benefits of growth are spread more evenly across society. The human rights to housing, work (and issues around unpaid work), equity, equal employment opportunities, education and health are core to any wellbeing strategy, hence our strategic priority of eliminating poverty.

The Ministry of Justice's vision is for safer communities with increased trust in the justice system, that the wellbeing of everyone is a central priority for the justice system, and for the integrity of our constitutional arrangements to be maintained. The Commission will contribute to these priorities by striving to ensure human rights are explicitly upheld and considered in the development of justice sector strategy and implementation.



Chief Commissioner Paul Hunt (left) visits the Ihumātoa. In August 2019 the Commission published the report *International human rights perspectives on Ihumātoa*.

Our challenge

Across Aotearoa the need for increased awareness of te Tiriti and human rights is essential to supporting the diverse needs of all people. Our purpose statement, A Life of Dignity for All, reflects our ambition to achieve this.

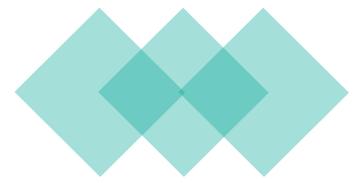
Yet in the news every day we see evidence that te Tiriti and human rights are being overlooked, ignored or trampled upon. The urgency for the Commission to make a meaningful difference has never been greater.

Part of our challenge is that te Tiriti and human rights are seen by some as vague and hard to quantify. Part of our role is to rectify this, by promoting and raising awareness of te Tiriti and human rights as relevant and useful in Aotearoa, including with government and business as duty-bearers.

To do that, we must have the difficult conversations that enable us to move towards concrete, tangible and (when appropriate) measurable changes that benefit people in real ways.

The Commission seeks to become a tauira (example) of a Tiriti-based organisation and indigenous and human rights exemplar as an NHRI and an independent Crown entity. Working alongside and acknowledging the mana and tino rangatiratanga of tangata whenua will help to instil hope for iwi, hapū, Māori communities, leaders, and other public and private sector organisations and communities. It will also further enable us as we encourage the Government to fully implement te Tiriti and take accountability of its Tiriti and international Indigenous rights obligations, as part of our core role as an NHRI. This will in turn lead to the development and greater advancement of tino rangatiratanga alongside kāwanatanga in Aotearoa.

The Commission is committed to an holistic expression of te Tiriti and human rights: respectful relationships, shared responsibilities, and all human rights.



Our vision

A **credible, effective, connected** and **highly** valued organisation that makes human rights real and relevant within and outside the organisation, confident in its Tiriti-based aspiration and making a positive impact for all individuals, whānau, communities and iwi in Aotearoa New Zealand.

Our purpose

He whakamana tāngata, A life of dignity for all

Ngā pou (Our pillars)

Waiho i te toipoto, kua i te toiroa²	He hono tangata e kore e motu; ka pa he taura waka e motu³	Tē tōia, tē haumatia⁴	He maurea kai whiria!⁵
Grounded with community: visible, relevant and responsive to what communities tell us.	Built on relationships: we respect and activate our te Tiriti relationships and work with people, and organisations to achieve our purpose.	Informed, relevant and credible: we provide unique human rights and te Tiriti perspectives that are informed by evidence.	Makes a difference: is measurable, holds to account, improves lives.

² Let us keep close together and not far apart.

³ Unlike a canoe rope, a human bond cannot be severed.

⁴ Nothing can be achieved without a plan, workforce and way of doing things.

⁵ Ignore small matters and direct effort toward important projects.

Our Values

Mana tangata – human dignity

We believe in the inherent dignity, mana and rights of all people and that all people deserve respect, even if we do not agree with them.

Dignity and mana are at the heart of human rights, as reflected in the Universal Declaration of Human Rights which underpins all international human rights.

Māia, tika pono – courage and integrity

The benefits of our work should be equally accessible to all.

We have a history and experience, including a knowledge base that gives us direction that we can use to advance what we know and believe in.

Courage helps the Commission be heard on the difficult and important issues.

We have to stand up for peace and harmony and disarm people of prejudice and hatred.

Our work will be trusted and credible, honest, effective and efficient. This is about maintaining the trust of those who need us.

We are true to our mandate, as found in documents such as the Human Rights Act 1993, the Paris Principles, Crown Entities Act 2004 and Te Tiriti o Waitangi.

‘Walking our talk’ – we do internally what we are charged with promoting.

Whanaungatanga – relationships

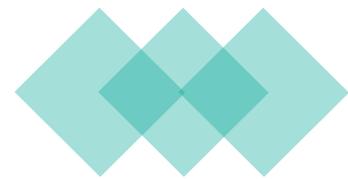
We believe in the interconnectedness and indivisibility of all things - unity is not uniformity, diversity is not division. This reflects the concept of kotahitanga.

Whānau are a base institution for communities and nationhood, and integral to the enjoyment of human rights. This reflects the importance of whakapapa.

Relationships are a medium for achieving our goals – kaupapa. How we form and conduct our relationships is informed by the concept of manaaki.

We believe in protecting the most vulnerable, so that they become the protectors of the next generation. Our relationships are intergenerational.

We believe in encouraging and empowering people and communities.



Our strategic priorities

We have articulated five very definitive strategic priorities. These are the areas where the Commission aims to make priority impacts for Aotearoa New Zealand in the form of realising the promises of Te Tiriti o Waitangi and human rights for everyone in Aotearoa.



Inclusion, equality and belonging – founded on te Tiriti

The Commission will make a meaningful contribution, taking a Tiriti-based approach, to create and uphold a shared vision for a fully inclusive Aotearoa New Zealand where the human rights of all people are respected.

Rationale

All people in Aotearoa should enjoy a sense of belonging and be welcomed, respected and valued for who they are, and they should have equal opportunity to participate in society.

Communities, workplaces and institutions should be free from discrimination and bias, including structural discrimination.

We want to live in an inclusive society where we genuinely value diversity, where we consider the human rights of others before we implement changes and where we treat each other with kindness, compassion and respect.

Popularising human rights and Te Tiriti o Waitangi

The Commission will bring international human rights home to Aotearoa New Zealand, demonstrating the relationship between Te Tiriti o Waitangi and human rights. It will enable human rights to be widely understood, holistically interpreted and it will approach its work in a way that demonstrates that human rights are real, practical, operational and able to be used by people to improve their wellbeing.

Rationale

Awareness of the Human Rights Commission and the services we offer is relatively low, especially among communities most likely to experience discrimination or harassment.

People are more likely to exercise their human rights and to respect the human rights of other people when they know what these rights are and feel empowered to expect them. Human rights language can be legalistic and technical at times, so we have an obligation to use language and

media that are accessible to the widest possible range of people and to do our very best to make sure they know the Commission is here and how it supports them.

Eliminating Poverty

The Commission will highlight, through research, education and advocacy, the human rights and te Tiriti dimensions of poverty and contribute practical, implementable human rights and Tiriti-based recommendations and insights for the reduction and elimination of poverty in Aotearoa.

Rationale

The experience of poverty creates real barriers to social inclusion and the enjoyment of human rights for individuals and communities.

In our external stakeholder engagement, 50 percent of respondents listed the right to an adequate standard of living as one of their top three issues.

Poverty is a human rights issue. It undermines the realisation of other rights, including the right to a decent home, access to healthcare and protection, participation in cultural life, equal access to justice, the right to education, the right to privacy and the right to rest and leisure. Disadvantaged communities tend to experience higher levels of crime and violence than more affluent communities.

Eliminating violence and abuse

The Commission will highlight, through research, education and advocacy, the disproportionate impacts of violence and abuse on particular population groups in Aotearoa. It will contribute practical human rights-based and Tiriti-based recommendations and insights for reducing and preventing physical and emotional violence and abuse towards people in their communities, families and residential and care services.

Rationale

All people in Aotearoa have the right to be free from violence and abuse. Aotearoa has some of the highest rates of reported domestic violence and family violence in the world. People living in fear for their personal safety or that of their loved ones are unlikely to participate fully in their community and society.

During our external stakeholder engagement, 44 percent of respondents listed the right to be free from violence (including family and sexual violence and violent hate crimes) as one of their top three issues.

Organisational excellence

The Commission aspires to be a human rights exemplar that fosters excellence and expertise in its people and its work. It also seeks to be a safe, supportive, respectful and diverse workplace that embeds its values and Te Tiriti o Waitangi in all we do, ensuring the Commission is an innovative and flexible workplace and a Tiriti-based organisation.

Rationale

In order to deliver effectively against our purpose and strategic priorities, it is essential that the Commission is an effective resilient high-performing organisation. We will need an organisational culture that supports and encourages our employees to engage effectively with each other and with our stakeholders. We must make progress towards being a Tiriti-based organisation and a human rights exemplar. There is no roadmap for either of these journeys, so we will need to navigate and correct our course together, building on the work outlined in our Haere Kotahi plan.

It is essential that the Commission has in place robust systems, processes and support mechanisms that can be operated effectively by the Board, Commissioners, Chief Executive, managers and all employees of the organisation.



Strategic objectives: 2021/22 to 2024/25

Outcomes we seek

OUTCOME 1: Knowledge of te Tiriti and human rights

Everyone in Aotearoa New Zealand knows what their Tiriti o Waitangi and human rights and responsibilities are and feels empowered to advocate on their own behalf.

Tangata whenua are able to exercise tino rangatiratanga affirmed in Te Whakaputanga and Te Tiriti o Waitangi. They also understand human rights and the relationship between te Tiriti and human rights.

There are four key intervention types contributing to this outcome:

- communicating and promoting Te Tiriti o Waitangi and human rights
- undertaking research to inform communications and the development of strategies, campaigns, guidelines and toolkits
- developing strategies, campaigns, guidelines and toolkits to support understanding, empowerment and advocacy
- providing education, advocacy and advice (including legal interventions and submissions).

OUTCOME 2: Inclusive Tiriti-based communities⁶

Communities are welcoming, inclusive and empowered to engage with each other and with government to enhance te Tiriti, human rights and harmonious relationships.

Tangata whenua are free from othering⁷, white supremacy, racism, and colonialism, and belong as mana whenua in their ūkaipōtanga. They exercise their tino rangatiratanga over their lands, resources, ways of life and beliefs.

In addition to relevant interventions in other outcomes, there are two key intervention types contributing to this outcome:

- measuring and reporting on perceptions of inclusivity and belonging
- developing and sharing guidelines and tools.

⁶ For clarity, the use of “communities” in this context includes (but isn’t limited to) tangata whenua, Pacific people, disabled people, ethnic communities, and so forth, but also includes businesses and workplaces.

⁷ ‘Othering’ is when an individual or group of people are attributed negative characteristics, so they can be set apart or excluded.



Disability Rights Commissioner Paula Tesoriero (fourth from left) attends an I.Lead conference in Parliament. I.Lead is a youth with disabilities movement led by youth, for youth.

OUTCOME 3: Accountable duty bearers⁸

Government and other duty bearers are held to account for improving performance against domestic and international Tiriti and human rights commitments. Tangata whenua have mechanisms to effectively hold government and other duty bearers to account for improving performance against pre-existing and Tiriti and human rights responsibilities and commitments.

In addition to relevant interventions in other outcomes, there are two key intervention types contributing to this outcome:

- inquiring into, reporting on and highlighting duty-bearers' performance against commitments
- identifying and sharing case studies of excellent and/or innovative performance by duty-bearers.

OUTCOME 4: Effective Tiriti-based remedies

Effective remedies are available to individuals and communities for breaches of their te Tiriti and human rights. Iwi, hapū and whānau are able to access remedies for breaches of their pre-existing rights affirmed in Te Whakaputanga, te Tiriti and their human rights.

In addition to relevant interventions in other outcomes, there are three key intervention types contributing to this outcome:

- providing education, advocacy and advice on systemic issues
- providing an effective disputes resolution service
- providing legal representation under the Human Rights Act 1993.

⁸ Duty-Bearers refers to businesses, workplaces, local and central government – all parties who have obligations under Te Tiriti o Waitangi, the Universal Declaration of Human Rights, and other Treaties and Declarations of the United Nations.



Te Tiriti o Waitangi

Reigniting our journey to become a Tiriti o Waitangi-based organisation

In 2015 the Human Rights Commission committed to becoming a Tiriti-based organisation. Since that time the organisation's action to implement this aspiration has seen highs and lows in terms of resourcing and activities.

In 2019 the decision was made to elevate that commitment and the Pou Ārahi role was created and recruited. The role has specialist ownership for Te Tiriti o Waitangi and indigenous rights, as well as Deputy CEO responsibilities in recognition of the Tiriti partnership in the organisation. We have reignited the flame and charted our course (project plan) towards becoming an exemplar of a Tiriti-based organisation.

This work is an ambitious and ground-breaking undertaking. It will need to be cognisant of every aspect of the Commission as an organisation including our identity, vision, mission and activities. It will bring the whakamana tangata into the core of everything we do in our strategic and daily mahi.

Exactly what will be required will emerge as we progress the design and planning to bring to life Te Hā o Te Tiriti and progress the UN Declaration on the Rights of Indigenous Peoples as a Tiriti-based organisation. Over time we would expect that the Commission's priorities themselves are decided within a Tiriti-based framework and support indigenous aspirations for self-determination.

Te Tiriti o Waitangi and our strategic framework

The Commission aspires to be a human rights exemplar that embeds Te Tiriti o Waitangi in everything we do. Our approach to our strategic framework makes space for both a tino rangatiratanga and a kāwanatanga view. It may appear repetitive. We are learning to work in a new way. As time goes on, we expect there to be greater divergence in the outputs/interventions for tino rangatiratanga and kāwanatanga.

In some respects, these two sections – Tino rangatiratanga and Kāwanatanga - align respectively with Article 2 and Article 1 of Te Tiriti o Waitangi.

Intervention Framework

Priority Impact

Inclusion, equality and belonging - founded on te Tiriti

The Commission will make a meaningful contribution, taking a Tiriti-based approach, to create and uphold a shared vision for a fully inclusive Aotearoa where the human rights of all people are respected.

Outcomes	Interventions	
	Tino rangatiratanga	Kāwanatanga
<p>Knowledge of te Tiriti and human rights</p> <p>Everyone in Aotearoa New Zealand knows what their Tiriti o Waitangi and human rights and responsibilities are and feels empowered to advocate on their own behalf.</p> <p>Tangata whenua are able to exercise tino rangatiratanga affirmed in Te Whakaputanga and Te Tiriti o Waitangi. They also understand human rights and the relationship between te Tiriti and human rights.</p>	<ul style="list-style-type: none"> • Communicate and promote the relationship between te Tiriti o Waitangi and human rights • Promote the exercise of tino rangatiratanga 	<ul style="list-style-type: none"> • Articulate, communicate and promote social inclusion at national, regional and local levels • Develop or support the development of relationships and strategies to build inclusion or reduce 'othering'
<p>Inclusive Tiriti-based communities</p> <p>Communities are welcoming, inclusive and empowered to engage with each other and with government to enhance te Tiriti, human rights and harmonious relationships.</p> <p>Tangata whenua are free from othering, white supremacy, racism, and colonialism, and belong as mana whenua in their ūkaipōtanga. They exercise their tino rangatiratanga over their lands, resources, ways of life and beliefs.</p>	<ul style="list-style-type: none"> • Measure and report on tangata whenua perceptions of inclusivity and belonging 	<ul style="list-style-type: none"> • Measure and report on community and individual perceptions of inclusivity and belonging
<p>Accountable duty bearers</p> <p>Government and other duty bearers are held to account for improving performance against domestic and international Tiriti and human rights commitments.</p> <p>Tangata whenua have mechanisms to effectively hold Government and other duty bearers to account for improving performance against pre-existing and Tiriti and human rights responsibilities and commitments.</p>	<ul style="list-style-type: none"> • Inquire into, report on, and highlight the performance of duty bearers in meeting their Tiriti o Waitangi and human rights responsibilities to tangata whenua, including upholding and embedding mana motuhake and tino rangatiratanga 	<ul style="list-style-type: none"> • Inquire into, report on, and highlight the performance of duty bearers in meeting their Tiriti o Waitangi and human rights responsibilities to individuals and communities
<p>Effective Tiriti-based remedies</p> <p>Effective remedies are available to individuals and communities for breaches of their Tiriti and human rights</p> <p>Iwi, hapū and whānau are able to access remedies for breaches of their pre-existing rights affirmed in Te Whakaputanga, te Tiriti and their human rights.</p>	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues – proactively or when invited – to support tangata whenua to exercise tino rangatiratanga and mana motuhake • Provide an effective disputes resolution service, and legal representation under the Human Rights Act 1993 	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues – proactively or when invited – to support individuals and communities to understand the human rights aspects of te Tiriti o Waitangi and to exercise their human rights • Provide an effective disputes resolution service, and legal representation under the Human Rights Act 1993



Priority Impact

Popularising Human Rights and Te Tiriti o Waitangi

The Commission will bring international human rights home to Aotearoa, demonstrating the relationship between Te Tiriti o Waitangi and human rights. It will enable human rights to be widely understood, holistically interpreted and it will approach its work in a way that demonstrates that human rights are real, practical, operational and able to be used by people to improve their wellbeing.

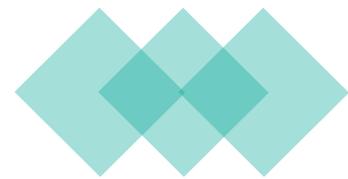
Outcomes	Interventions	
	Tino rangatiratanga	Kāwanatanga
<p>Knowledge of te Tiriti and human rights</p> <p>Everyone in Aotearoa New Zealand knows what their Tiriti o Waitangi and human rights and responsibilities are and feels empowered to advocate on their own behalf.</p> <p>Tangata whenua are able to exercise tino rangatiratanga affirmed in Te Whakaputanga and Te Tiriti o Waitangi. They also understand human rights and the relationship between te Tiriti and human rights.</p>	<ul style="list-style-type: none"> • Develop campaigns, guidelines and toolkits that “translate” the relationship between Te Tiriti o Waitangi and human rights, and that support tangata whenua to exercise tino rangatiratanga and human rights 	<ul style="list-style-type: none"> • Develop campaigns, guidelines and toolkits that “translate” international human rights into an Aotearoa New Zealand context, including the relationship between Te Tiriti o Waitangi and human rights, and that support people to exercise their human rights
<p>Inclusive Tiriti-based communities</p> <p>Communities are welcoming, inclusive and empowered to engage with each other and with government to enhance te Tiriti, human rights and harmonious relationships.</p> <p>Tangata whenua are free from othering, white supremacy, racism, and colonialism, and belong as mana whenua in their ūkaipōtanga. They exercise their tino rangatiratanga over their lands, resources, ways of life and beliefs.</p>	<ul style="list-style-type: none"> • In partnership with tangata whenua, develop and share tools that can be used to enhance inclusion and belonging, and the enjoyment of tino rangatiratanga 	<ul style="list-style-type: none"> • In partnership with communities, develop and share tools that can be used to enhance inclusion and belonging, and the enjoyment of human rights, based on Te Tiriti o Waitangi
<p>Accountable duty bearers</p> <p>Government and other duty bearers are held to account for improving performance against domestic and international Tiriti and human rights commitments.</p> <p>Tangata whenua have mechanisms to effectively hold Government and other duty bearers to account for improving performance against pre-existing and Tiriti and human rights responsibilities and commitments.</p>	<ul style="list-style-type: none"> • In partnership with tangata whenua, identify, document and share case studies of exceptional and/ or innovative practices in upholding Te Tiriti o Waitangi and human rights for Tangata Whenua 	<ul style="list-style-type: none"> • In partnership with communities, identify, document and share case studies of exceptional and/ or innovative practices in upholding Te Tiriti o Waitangi and human rights
<p>Effective Tiriti-based remedies</p> <p>Effective remedies are available to individuals and communities for breaches of their Tiriti and human rights</p> <p>Iwi, hapū and whānau are able to access remedies for breaches of their pre-existing rights affirmed in Te Whakaputanga, te Tiriti and their human rights.</p>	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues – proactively or when invited – to support tangata whenua to exercise tino rangatiratanga and mana motuhake • Provide an effective disputes resolution service, and legal representation under the Human Rights Act 1993 	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues – proactively or when invited – to support tangata whenua to exercise tino rangatiratanga and mana motuhake • Provide an effective disputes resolution service, and legal representation under the Human Rights Act 1993

Priority Impact

Eliminating poverty

The Commission will highlight, through research, education and advocacy, the human rights and te Tiriti dimensions of poverty and contribute practical, implementable human rights and Tiriti-based recommendations and insights for its reduction and elimination in Aotearoa.

Outcomes	Interventions	
	Tino rangatiratanga	Kāwanatanga
<p>Knowledge of te Tiriti and human rights</p> <p>Everyone in Aotearoa New Zealand knows what their Tiriti o Waitangi and human rights and responsibilities are and feels empowered to advocate on their own behalf.</p> <p>Tangata whenua are able to exercise tino rangatiratanga affirmed in Te Whakaputanga and Te Tiriti o Waitangi. They also understand human rights and the relationship between te Tiriti and human rights.</p>	<ul style="list-style-type: none"> • Undertake research that highlights the human rights and te Tiriti dimensions of poverty, including the impact of colonisation on tangata whenua • Provide education, advocacy and advice to reduce poverty for tangata whenua 	<ul style="list-style-type: none"> • Undertake research that highlights the human rights and te Tiriti dimensions of poverty • Provide education, advocacy and advice aimed to raise awareness that poverty is a human rights issue, and how human rights can assist in efforts to reduce poverty
<p>Inclusive Tiriti-based communities</p> <p>Communities are welcoming, inclusive and empowered to engage with each other and with government to enhance te Tiriti, human rights and harmonious relationships.</p> <p>Tangata whenua are free from othering, white supremacy, racism, and colonialism, and belong as mana whenua in their ūkaipōtanga. They exercise their tino rangatiratanga over their lands, resources, ways of life and beliefs.</p>	<ul style="list-style-type: none"> • In partnership with tangata whenua, develop and share guidelines and tools that can be used to address the causes and impacts of poverty for tangata whenua 	<ul style="list-style-type: none"> • In partnership with communities, develop and share guidelines and tools that can be used to address the causes and impacts of poverty for individuals and communities
<p>Accountable duty bearers</p> <p>Government and other duty bearers are held to account for improving performance against domestic and international Tiriti and human rights commitments.</p> <p>Tangata whenua have mechanisms to effectively hold Government and other duty bearers to account for improving performance against pre-existing and Tiriti and human rights responsibilities and commitments.</p>	<ul style="list-style-type: none"> • Inquire into and report upon duty bearers performance in addressing the causes and impacts of poverty for tangata whenua 	<ul style="list-style-type: none"> • Inquire into and report upon duty bearers performance in addressing the causes and impacts of poverty for individuals and communities
<p>Effective Tiriti-based remedies</p> <p>Effective remedies are available to individuals and communities for breaches of their Tiriti and human rights</p> <p>Iwi, hapū and whānau are able to access remedies for breaches of their pre-existing rights affirmed in Te Whakaputanga, te Tiriti and their human rights.</p>	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues relating to poverty – proactively or when invited – to support tangata whenua to exercise tino rangatiratanga and mana motuhake • Provide an effective disputes resolution service, and legal representation under the Human Rights Act 1993 	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues relating to poverty – proactively or when invited – to support tangata whenua to exercise tino rangatiratanga and mana motuhake • Provide an effective disputes resolution service, including legal representation under the Human Rights Act 1993



Priority Impact

Eliminating violence and abuse

The Commission will highlight, through research, education and advocacy, the disproportionate impacts of violence and abuse on particular population groups in Aotearoa. It will contribute practical human rights-based and Tiriti-based recommendations and insights for reducing and preventing physical and emotional violence and abuse towards people in their communities, families and residential and care services.

Outcomes	Interventions	
	Tino rangatiratanga	Kāwanatanga
<p>Knowledge of te Tiriti and human rights</p> <p>Everyone in Aotearoa New Zealand knows what their Tiriti o Waitangi and human rights and responsibilities are and feels empowered to advocate on their own behalf.</p> <p>Tangata whenua are able to exercise tino rangatiratanga affirmed in Te Whakaputanga and Te Tiriti o Waitangi. They also understand human rights and the relationship between te Tiriti and human rights.</p>	<ul style="list-style-type: none"> • Undertake research that highlights the human rights and te Tiriti dimensions of violence and abuse, including the impact of colonisation on tangata whenua • Provide education, advocacy and advice to reduce violence and abuse for tangata whenua 	<ul style="list-style-type: none"> • Undertake research that highlights the human rights and te Tiriti dimensions of violence and abuse • Provide education, advocacy and advice aimed to raise awareness that violence and abuse is a human rights issue, and how human rights can assist in efforts to reduce violence and abuse
<p>Inclusive Tiriti-based communities</p> <p>Communities are welcoming, inclusive and empowered to engage with each other and with government to enhance te Tiriti, human rights and harmonious relationships.</p> <p>Tangata whenua are free from othering, white supremacy, racism, and colonialism, and belong as mana whenua in their ūkaipōtanga. They exercise their tino rangatiratanga over their lands, resources, ways of life and beliefs.</p>	<ul style="list-style-type: none"> • In partnership with tangata whenua, develop and share guidelines and tools that can be used to address the causes and impacts of violence and abuse for tangata whenua 	<ul style="list-style-type: none"> • In partnership with communities, develop and share guidelines and tools that can be used to address the causes and impacts of violence and abuse for individuals and communities
<p>Accountable duty bearers</p> <p>Government and other duty bearers are held to account for improving performance against domestic and international Tiriti and human rights commitments.</p> <p>Tangata whenua have mechanisms to effectively hold Government and other duty bearers to account for improving performance against pre-existing and Tiriti and human rights responsibilities and commitments.</p>	<ul style="list-style-type: none"> • Inquire into and report upon duty bearers performance in addressing the causes and impacts of violence and abuse for tangata whenua 	<ul style="list-style-type: none"> • Inquire into and report upon duty bearers performance in addressing the causes and impacts of violence and abuse for individuals and communities
<p>Effective Tiriti-based remedies</p> <p>Effective remedies are available to individuals and communities for breaches of their Tiriti and human rights</p> <p>Iwi, hapū and whānau are able to access remedies for breaches of their pre-existing rights affirmed in Te Whakaputanga, te Tiriti and their human rights.</p>	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues relating to violence and abuse – proactively or when invited – to support tangata whenua to exercise tino rangatiratanga and mana motuhake • Provide an effective disputes resolution service, including legal representation under the Human Rights Act 1993 	<ul style="list-style-type: none"> • Provide effective strategic advocacy on systemic issues relating to violence and abuse – proactively or when invited – to support tangata whenua to exercise tino rangatiratanga and mana motuhake • Provide an effective disputes resolution service, including legal representation under the Human Rights Act 1993

Priority Impact

Organisational excellence

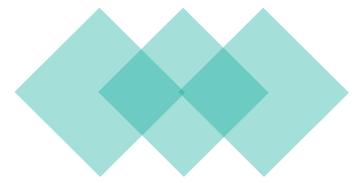
The Commission aspires to be a human rights exemplar that fosters excellence and expertise in its people and its work. It also seeks to be a safe, supportive, respectful and diverse workplace that embeds its values and Te Tiriti o Waitangi in all we do, ensuring the Commission is an innovative and flexible workplace and a Tiriti-based organisation.

Outcomes	Interventions	
	Tino rangatiratanga	Kāwanatanga
<p>Knowledge of te Tiriti and human rights</p> <p>Everyone in Aotearoa New Zealand knows what their Tiriti o Waitangi and human rights and responsibilities are and feels empowered to advocate on their own behalf.</p> <p>Tangata whenua are able to exercise tino rangatiratanga affirmed in Te Whakaputanga and Te Tiriti o Waitangi. They also understand human rights and the relationship between te Tiriti and human rights.</p>	<ul style="list-style-type: none"> In partnership with kāwanatanga, support the Commission to become a Tiriti-based organisation and where appropriate, share information about the Commission's Tiriti-based journey with other organisations 	<ul style="list-style-type: none"> In partnership with tino rangatiratanga, support the Commission to become a Tiriti-based organisation (TBO) and where appropriate, share information about the Commission's TBO journey with other organisations
<p>Inclusive te Tiriti based communities</p> <p>Communities are welcoming, inclusive and empowered to engage with each other and with government to enhance te Tiriti, human rights and harmonious relationships.</p> <p>Tangata whenua are free from othering, white supremacy, racism, and colonialism, and belong as mana whenua in their ūkaipōtanga. They exercise their tino rangatiratanga over their lands, resources, ways of life and beliefs.</p>	<ul style="list-style-type: none"> In partnership with kāwanatanga, support the Commission to become a workplace where all of its employees feel valued and free to be their full selves 	<ul style="list-style-type: none"> In partnership with tino rangatiratanga, support the Commission to become a workplace where all of its employees feel valued and free to be their full selves
<p>Accountable duty bearers</p> <p>Government and other duty bearers are held to account for improving performance against domestic and international Tiriti and human rights commitments.</p> <p>Tangata whenua have mechanisms to effectively hold Government and other duty bearers to account for improving performance against pre-existing and Tiriti and human rights responsibilities and commitments.</p>	<ul style="list-style-type: none"> In partnership with kāwanatanga, ensure the Commission has the trust, credibility and independence needed to effectively execute its monitoring and reporting functions effectively 	<ul style="list-style-type: none"> In partnership with tino rangatiratanga, ensure the Commission has the trust, credibility and independence needed to effectively execute its monitoring and reporting functions effectively
<p>Effective Tiriti-based remedies</p> <p>Effective remedies are available to individuals and communities for breaches of their Tiriti and human rights</p> <p>Iwi, hapū and whānau are able to access remedies for breaches of their pre-existing rights affirmed in Te Whakaputanga, te Tiriti and their human rights.</p>	<ul style="list-style-type: none"> Ensure disputes resolution and legal representation provided under the Human Rights Act 1993 are Tiriti-based and deliver effective remedies for tangata whenua 	<ul style="list-style-type: none"> Ensure disputes resolution and legal representation provided under the Human Rights Act 1993 are Tiriti-based and deliver effective remedies for individuals



Performance measurement framework

Outcomes	Performance expectation	Performance standard
<p>Knowledge of human rights</p> <p>Everyone in Aotearoa knows what their Tiriti and human rights and responsibilities are and are empowered to advocate on their own behalf. Tangata whenua clearly understand and exercise the pre-existing tino rangatiratanga rights affirmed in Te Whakaputanga and Te Tiriti o Waitangi. They also understand human rights and the relationship between Tiriti rights and human rights.</p>	<ul style="list-style-type: none"> • Communicate and promote Te Tiriti o Waitangi and human rights • Undertake research to inform communications and the development of strategies, campaigns, guidelines and toolkits • Develop strategies, campaigns, guidelines and toolkits to support understanding, empowerment and advocacy • Provide education, advocacy and advice (including legal interventions and submissions) 	<p>Education and awareness-raising activities that build understanding and respect for te Tiriti and human rights.</p> <p>Use clear, accessible, language in publications that are co-designed with te Tiriti partners.</p>
<p>Inclusive communities</p> <p>Communities are welcoming, inclusive and empowered to engage with each other and with government to enhance te Tiriti, human rights and harmonious relationships.</p> <p>Tangata whenua are free from 'othering', white supremacy, racism, and colonialism, and belong as the people of the land in their ūkaipōtanga as mana whenua. They are accepted and included and able to live as tangata whenua with their tino rangatiratanga, lands, resources, ways of life and beliefs.</p>	<ul style="list-style-type: none"> • Measure and report on perceptions of inclusivity and belonging • Develop and share guidelines and tools 	<p>Collaboration between organisations and across sectors to advance the enjoyment of te Tiriti, human rights and harmonious relationships.</p> <p>Effective education and information resources increase human rights knowledge and contribute to changes in attitudes and behaviours.</p> <p>Over time, people express a greater sense of belonging and inclusion in Aotearoa.</p>
<p>Accountable duty-bearers</p> <p>Government and other duty bearers are held to account for improving performance against domestic and international Tiriti and human rights commitments. Tangata whenua have mechanisms to effectively hold government and other duty bearers to account for improving performance against pre-existing and Tiriti and human rights responsibilities and commitments.</p>	<ul style="list-style-type: none"> • Inquire into, report on, and highlight duty-bearers' performance against commitments • Identify and share case studies of performance by duty-bearers 	<p>Effective monitoring of compliance with human rights commitments.</p>
<p>Effective remedies</p> <p>Effective remedies are available to individuals and communities for breaches of their Tiriti and human rights. Iwi, hapū and whānau are able to access remedies for breaches of their pre-existing rights affirmed in Te Whakaputanga, te Tiriti and their human rights.</p>	<ul style="list-style-type: none"> • Provide education, advocacy and advice on systemic issues • Provide an effective disputes resolution service • Provide legal representation under the Human Rights Act 1993 	<p>Disputes relating to breaches of human rights and discrimination are effectively and efficiently resolved.</p> <p>Process for handling complaints is efficient, rigorous and sensitive to complainants' needs.</p>



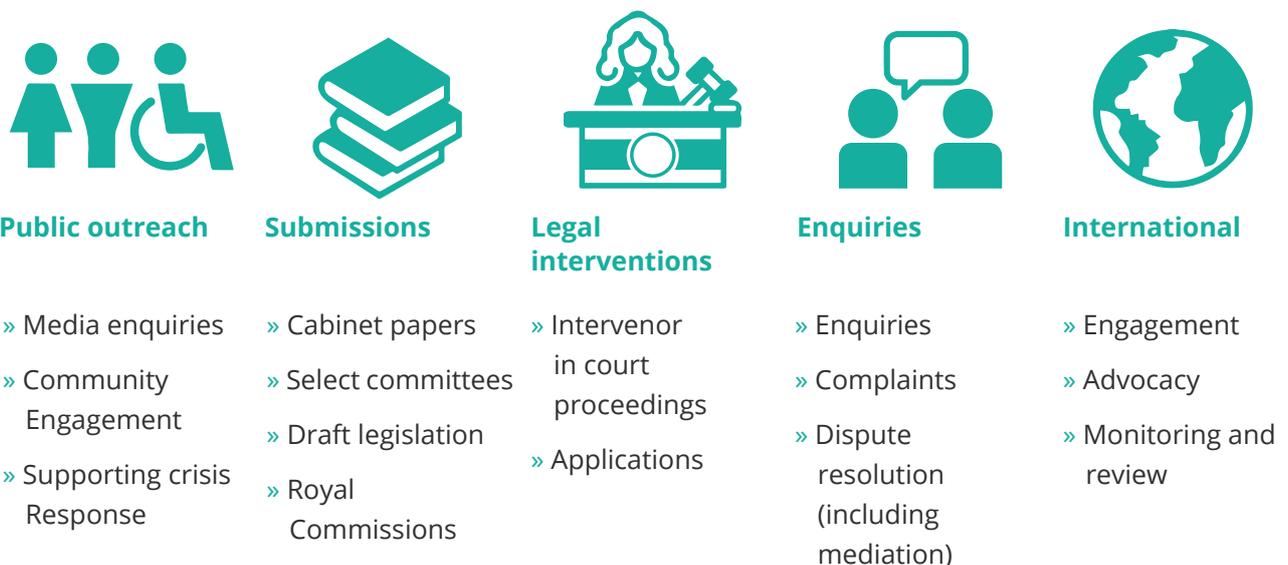
Thematic work

Our work broadly falls into two categories: thematic work and responsive work.

Both are important, but we must be explicit about which kind of work we are doing, and we need to recognise that how we work is slightly different for each kind of work. For example, thematic work tends to be cyclical, similar to a feedback cycle, while responsive work is more ad hoc and can be challenging to plan and manage.



Responsive work



How we measure success

In order to determine whether we are having the impact we intend we will:

- assess the accessibility and impact of our communications and awareness-raising activities, advocacy and advice
- carry out primary research, and draw upon research carried out by others
- perform in-house evaluations of projects completed
- from time-to-time, undertake external/ independent review of projects completed, particularly those of substantial financial and/ or time investment
- assess awareness of te Tiriti, human rights and the Commission's work
- measure satisfaction with services provided
- measure the health of our relationships with Tiriti partners and stakeholders.

These link to the **Statement of Performance Expectations (SPE)** measures for output activities in the Commission's SPE document.



Saunoamaali'i Karanina Sumeo (third from left) speaking at the inaugural fono of the Pacific Pay Gap Inquiry Reference Group at the Pacific Education Centre in Manukau.



How we deliver

The Human Rights Commission aspires and is committed to behaving and working in a Tiriti-based way. We describe this as engaging with our Tiriti partners in a manner that is consistent with what might have been the case had Tiriti been honoured since it was signed.

Relationships

The Commission works in partnership with tangata whenua as Tiriti partners, government agencies, civil society organisations, non-government agencies, communities and international human rights organisations. The strength of these partnerships is vital for us to drive and/or sustain the change that we create.

Building a network of partnerships is important to the way in which we work. Having strong partnerships increases our capability, our capacity, and challenges our thinking. Combining our voice with the voices of others leads to a greater imperative for change.

To be truly effective, we must move from a transactional approach to partnership, to a relational approach to partnership. One in which the relationship matters more to us than how we gain from the relationship.

The Commission is one of a group of agencies with similar functions or powers, such as the Children's Commission, the Health and Disability Commission and Officers of Parliament. We work closely with these agencies to reach across government to achieve positive change.

The Commission is a key player in the international human rights community. The Commission participates in multiple international commitments and engagements which aim to progress human rights in the international context. This includes contributing to the activities of international NHRI bodies such as the Global Alliance of National Human Rights Institutions and the Asia Pacific Forum of National Human Rights Institutions.

Programme Management

To ensure we make meaningful progress towards our strategic priorities and to address some of the matters raised in the Ministerial Review, we have implemented a customised programme management framework to support our Board, our leadership and our people.

We use project and programme management methodologies to assist us in scoping, planning, implementing and evaluating our work.

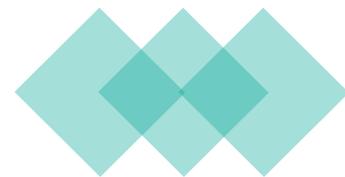
Each of our strategic priorities has been established as a sub-committee of the Board, with formal terms of reference to guide its governance. These programme committees work together to develop a comprehensive plan for each priority, and to ensure that we identify appropriate ways to measure the impact of work within the priority – both at a 'macro' level (if our work had an impact on eliminating poverty) and a 'micro' level (has this project delivered what we wanted it to). Not all of our work will have demonstrable impact on the global priorities, but we should expect some movement over the term of this Statement of Intent.



Race Relations Commissioner Meng Foon (seated in centre) speaks to staff and students at Seatoun Primary School in Wellington.

Projects in our organisation commonly fall into one or more of the following categories:

- articulating clearly what human rights are, what te Tiriti rights and responsibilities are, and the relationship between te Tiriti and human rights
- ensuring everyone is aware of their rights and responsibilities
- building and maintaining an evidence base for the extent to which people are enjoying and being able to claim their human rights and te Tiriti rights
- identifying areas where the human rights framework needs to be strengthened to ensure sustainable enjoyment of human rights and te Tiriti rights and responsibilities
- developing tools to empower individuals and communities to advocate for and claim their human rights, acknowledging tangata tiriti and tangata whenua
- developing tools and mechanisms to restore dignity, wellbeing and human rights where breaches have occurred
- influencing policy makers and enhance processes to improve human rights outcomes over time
- carrying out legal interventions
- holding duty-bearers to account, publicly and privately, for their human rights performance including Te Tiriti o Waitangi dimensions of human rights.



The resources we use

Financial resources

- » Prudent use of Vote Justice: Services from the Human Rights Commission.

People

- » Experienced and expert Commissioners and staff.
- » Passionate and engaged workforce.
- » Well-established national and international networks.
- » Established relationships with tangata whenua.
- » Effective connections and engagement with stakeholders and communities.

Knowledge, systems and processes

- » Application of knowledge and practice drawn from national and international experts and institutions.
- » Effective use of technology, ensuring our people have the right tools and technology to carry out their role.
- » Effective systems and processes.

Strengthening organisational culture and capability



Kaiwhakarite Hēmi Pirihi (facing) greets guests to the powhiri held for the appointment of Race Relations Commissioner Meng Foon.

The Commission is building a strong organisational culture to deliver its strategic direction. A significant focus is to continue to build a collaborative, vibrant working culture where people are productive and feel valued, connected, included and engaged. The importance of holding mana at the centre of every relationship with staff and customers is key to our objectives.

The Commission's priorities include building the organisation as a Tiriti-based organisation (TBO) and as a human rights exemplar. A people strategy is in development to lay out the pathway to this from both kāwanatanga and tino rangatiratanga perspectives. Employing a diverse workforce and

people with lived experience of Tiriti and human rights issues requires a sensitive and accessible work culture and environment.

Our Te Hā o te Tiriti project plan sets out an approach to reignite and accelerate the Commission's transformation to be Tiriti-based. Stage one of this plan includes Tiriti-based relationship development; an assessment of the five-year baseline of the Commission's progress to become a TBO; strengthening Ahi Kaa to lead the Te Hā o te Tiriti transformation project; and partnership with tino rangatiratanga in co-designing the Commission as a Tiriti-based NHRI.



Part of being a human rights exemplar means we operate in close partnership with the Public Service Association (PSA). Our newly negotiated Collective Employment Agreement (CEA) contains provisions that reflect our commitment to providing a leading-edge work environment for our people.

Ask Your Team surveys are run annually to measure staff engagement and satisfaction. Results in the latest survey show a marked increase in our scores and we seek to improve these scores year on year.

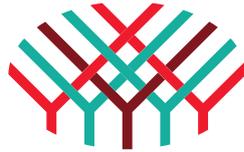
The Commission has introduced a programme management framework to ensure we make meaningful progress towards our strategic goals and priorities, with a focus on planning, review and measurement. Building staff project management capability is critical to the success of the programme management approach.

Performance management processes have been strengthened to ensure each individual's work is aligned to the Commission's strategic direction and that individual development plans are implemented.

A more targeted and strategic approach to learning and development investment is being introduced. This includes more organisation-wide capability building and baseline competency in all aspects of working in a Tiriti-based organisation.

Continuous improvement is a priority for the Commission. Reviews of major functions are initiated to ensure best practice. Reviews are conducted with a Tiriti-based lens. An independent review of the Enquiries and Complaints functions of the Commission is providing a stocktake of the current service provision and will make recommendations about improvements to the service. It is also assessing the capability to scale up the service (including adding new services) for clients who have been hurt by harmful behaviour, where the threshold for a legal response under the Human Rights Act may not be met.

As a small/micro-agency, we seek to partner with some of our peer-organisations (such as the Office of the Children's Commissioner, Health and Disability Commission) to ensure an efficient use of resources and sharing of knowledge and expertise.



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