

RE: COMMISSIONER: SOUTH AFRICAN HUMAN RIGHTS COMMISSION

Qualifications: Bachelor of Science degree (B.Sc), University Higher Diploma in Education (UHDE), Masters in Business Administration degree (MBA). Presently busy with research towards PhD in governance and sustainability. An independent **Project Management Consultant**, with expertise in the areas of: governance and development, strategy formulation and implementation, social justice and human rights, policy development and implementation, and business and market development.

Core competencies: strategy development and implementation, business and market development, project management, governance, management and leadership, policy and convening of various multi-stakeholder dialogue platforms. The key to the success of these dialogue platforms lay in the strategic partnerships, funder relations and networks across government, business, and civil society including academia, built up over the years, in both the public and private sectors, and both nationally and internationally.

Further, my broad experience in human resource (HR) management, financial management and risk management are also valuable assets. As a scholar in TQM (Total Quality Management), I have played key roles in the design and implementation of quality management systems and processes, and organisational design. This coupled with my leading a team on EVA (Economic Value Add) and building brand value, at the state-owned enterprise, PetroSA, complemented by my Masters Thesis in Branding and Marketing at SASOL, and performance management (360 degree).

Previous experience in the public and private sector included the following roles:

General Management (Marketing & Sales, Human Resources, Finance, IT, Risk, Total Quality Management), strategy development and implementation, business / market development, marketing & sales, project management, supply chain management, in Sub-Saharan African as well as internationally.

Organisations worked for include the following:

Department of Planning, Monitoring and Evaluation within Presidency RSA and the Special Investigations Unit, NGO's Democracy Works Foundation, Corruption Watch, German Petrochemical BASF, South African Chemical SASOL, German Pharmaceutical Hoechst, State owned petrochemical PetroSA, Swedish Petrochemical Nynas, Unilever, Wits University, amongst others.

My success in the roles I have served, as per my CV, is due to my strengths / key competencies, as well as my own intrinsic value system, which is honesty, integrity, a performance orientation towards results, best practices and TQM, and EVA, together with a deep appreciation for transformation and cultural diversity.

The position of **Human Rights Commissioner, The South African Human Rights Commission**, appeals to me, as it utilises my expertise in governance, strategy and development, marketing and relationship management, with my vast experience and passion for human rights, social justice and democracy - the key values of South Africa's constitutional democracy. South Africa, with high unemployment, poverty, inequality, remains the last bastion of hope for humanity, with the following human rights challenges :

Key Human Rights challenges

Nelson Mandela's Democracy Project of **1994** was heralded globally as a miracle constitutional revolution, which culminated in the Constitution of South Africa **1996**, including a bill of rights. Various policies and legislation were put in place to redress the socio-economic and human rights disparities of apartheid, such as the RDP, BEE, among others. Sadly, this was interrupted by the state capture project and grand corruption.

Following the dismantling of colonialism and apartheid, and the spirit of the constitution's overarching values of freedom, equality and dignity, the key human rights that needed addressing are described in both the UN SDGs and the NDP goals. They are: life, food, hunger, water, poverty, employment, shelter, security, equality, education, health, energy and land.

At the recent UNGA in September 2025, it was reported that the SDGs are 17 % on track for Agenda 2030. Similarly in SA the NPC reported that Vision 2030 of the NDP would not be realized due to poor implementation. The attainment of the SDGs and the NDP goals are inextricably linked to the achievement of the fundamental human rights embedded in our constitution.

Experts have warned that the key threat in South Africa, is corruption and state capture, which President Ramaphosa described as posing an existential threat to our democracy. Given state capture and the status of progress on SDGs and NDP goals, I have been part of various strategic initiatives to re-energize and reclaim Mandela's 1994 promise of a better life for all, thereby enabling citizens to enjoy their basic human rights as enshrined in the constitution.

As part of my advocacy role working with various stakeholders, national and international, these various initiatives covered all of the above rights. The failures in delivering and upholding these fundamental human rights, as reported by the NPC lay in the accountability regime, as also highlighted by CJ Zondo in the state capture report, together with integrity. My governance expertise together with my passion for human rights provides an appropriate balance to address our human rights challenges.

I previously contributed and served on the Constitutional Rights Education Working Group (CREWG), a collaboration between the SAHRC, the DOJ and various civil society bodies. Around the same time I served as advisory board member to sister chapter 9 body, Public Protector South Africa. One of my successes on the CREWG was securing President Ramaphosa to share the platform and panel discussion with former UN Human Rights Commissioner, Ms Michelle Bachelot, when commemorating the centenary of global human rights icons Nelson Mandela and Mama Sisulu in 2018, on the realisation of the basic human rights as embedded in SA's constitution.

Recent highlights include the following :

1. Served as V20 advocacy lead for countering corruption and building an inclusive economy, through advancing values of transparency, integrity and accountability. (Values 20 is a sub-stream of the G20, during South Africa's Presidency in 2025)
2. Serve as board member of Stellenbosch University Anti-Corruption unit (ACCERUS), participating in the high level G20 ACWG stakeholder meeting, G20, 2025.
3. Serve as steering committee member of the IACC, project of NGO Integrity Initiatives International together with Justice Goldstone, and co-chair of the Africa sub-com.

4. As member of NGO, the Active Citizen Movement (ACM) made submission to Zondo commission on the human rights impacts of corruption, and the need for whistleblower protection.
5. Serve as board member in SASQ (South African Standards in Quality), facilitating key stakeholder engagements across various sectors in SA and Africa.
6. Served as Project Manager for the NACS, in the Presidency and SIU. Successful provincial and national stakeholder engagements/consultation, culminated in a National Reference Group, the finalisation of the strategy and signing off by President Ramaphosa.
7. Facilitated high level stakeholder engagements with former Presidents Thabo Mbeki and Kgalema Motlanthe, and other key stakeholders, including the SAHRC on such critical human rights, eg. access to land and justice.
8. Served as former advisory board member to Public Protector Adv Thuli Madonsela.
9. Various strategic convening capacities, as per roles in CV, including project manager of the Tambo debates, in implementing the NDP - a multi-stakeholder collaboration of Wits University, Presidency RSA, Tambo Foundation and the United Nations Development Fund (UNDP).
10. Various other programs and platforms were created with various development partners, to drive accountability and enable the Bill of Rights, eg. Development and rights dialogue program in partnership between the SAHRC, Wits School of Governance the European Union, and various CSOs, such as Oxfam, Accountability Now, ACM, GGA, etc.

The key to the success in realising the strategic objectives of **SAHRC** lies in relationships: internally, externally, locally, regionally and internationally, in both the private and public sector. Given my profile as summarised above and detailed in my CV, I am well positioned to advance the **SAHRC** vision and strengthen its mandate to realise it's objectives.

Curriculum Vitae

Of

Koogandhreen Pillay

Education & Training	
Qualification Subject	Currently busy with research towards PhD Governance and sustainability
Institution Qualification Major subjects Year completed	University of Witwatersrand, Johannesburg MBA International marketing / branding, Cultural diversity, Project Management 2002
Institution Qualification Major subjects Year completed	University Durban Westville, Natal UHDE (University Higher Diploma in Education) Education - senior secondary 1987
Institution Qualification Major subjects Year completed	University Durban Westville, Natal BSc degree Chemistry, Physics, Mathematics 1986
School Qualification Year completed	Umzinto High School, Natal Matric exemption 1981

Leadership roles

- Led the National Anti-Corruption Strategy towards finalisation, under the auspices of the Department of Planning, Monitoring and Evaluation within Presidency RSA, together with partner the SIU, (2019)
- Appointed to the Governance Advisory Board of the Public Protector, South Africa, (2015).
- Nominated to Good Governance Task team, office of the public protector of South Africa and other constitutional agencies (2010).
- Roll out of skills development plan, and employment equity plan, at Nynas SA (2008).
- As member of Swedish Trade Council and Nordic Business Association of South Africa, participate in various initiatives supporting the SA government, eg. BEE, JIPSA, ASGISA, crime prevention (2007).
- Represented PetroSA at various other international petrochemical and related industry conferences covering marketing and supply chain management, such as NPRA (USA), EPCA (Europe), coatings show Middle East / India, and ASIA Pacific (2003 – 2006).
- Nominated on to PetroSA Brand Council and EVA operations committee (2003 - 2006).
- Sasol 2020 and ALDP (accelerated leadership development program) (GIBS, DiData, and Sasol, 2001 - 2002)
- Received 'Esprit de Corps' award, WITS 1998 – 2000 (excellence in leadership)
- Elected MBA class president, WITS, 1998 – 2000
- Shell Scholarship recipient towards studies in BSc degree (1986)

Special Achievements

Pertaining to period : 2003 – 2011

- Drafting of national framework for good governance, for adoption by extra-judicial constitutional agencies
- Drafting of submission on status of education to the parliamentary portfolio committee on education
- Drafting of submission on local government to DBSA, as partnership between COGTA, SALGA and National Treasury.
- Nynas SA, grew the business from R100M to R250M, in 18 months.
- Nynas SA, ranked no. 1 in international survey, with regard to technical knowledge and technical support to market
- PetroSA, trebled selling prices in international markets by up to 300% in 3 years; hence impacting revenues and gross margins, positively.
- PetroSA, developed sustainable relationships / partnerships in international markets.
- PetroSA, streamlined budgeting process, ensuring optimal efficiency.
- PetroSA, devised and implemented a world class, integrated plan for scheduling of production, sales and shipping.
- PetroSA, devised and implemented world class SLA's (service level agreements) for interfacing functions (both internal and external).

Past Memberships

- Advisory Board Member, Public Protector South Africa
- CREWG member, 2015 - 2023
- Transformation Committee, Wits University
- National Education Crisis Committee, under auspices of DCJ Moseneke
- Good governance task team, office of Public Protector
- IOM (Institute of Materials)
- Rubber Association of SA.
- Tribology association of SA.
- SANEA (South African Energy Association)
- MMMA (Mining and Metallurgical Managers Association)
- BMF (Black Management Forum).
- Nordic SA Business Association,
- Swedish SA Trade Council

Executive Development & Courses

- BASF Africa Strategy (March 2012, BASF HQ Germany).
- 'Public Private Partnership' (August 2011, National Treasury, SA Govt).
- African Director's forum (August 2008, Marcus Evans)
- BEE for executive management (May 2008, Wits)
- International printing inks (Jan 2008, UK)
- Contract Management (Sep. 2006, Business School, University of Pretoria)
- Finance course for Non-Financial managers (Feb 2005, Wits)
- Strategic Marketing Management (September 2003, Wits)
- Scottswork Negotiating Skills (February 2003)
- Executive customer care; customer relations management; & relationship marketing (October 2002) – Marcus Evans
- Dynamic Marketing and Branding (August 2002) – Marcus Evans
- Sasol 2020 and ALDP (accelerated leadership development program) (GIBS, DiData, and Sasol, 2001 - 2002)
- Tannery course, South Africa school of tannery (2000)
- **MBA electives with special focus in (2000-2001) :**
 - Project management, merger and acquisition and international business
 - Local and international cross-cultural management (leading diversity)
 - Research on " Branding : A Global Growth Strategy for Sasol."
- International Business Tour to USA (1999) featuring :
 - World Bank, IMF, NYSE, & New York Port Authority
- Executive key account management (KAM) and customer relations management (CRM): Sasol, June 2001
- TQM (Total Quality Management), SA Cyanamid, 1992

Computer skills

- Advanced – MS Word, Excel, PowerPoint, Outlook
- SAP
- Pastel accounting
- Lotus Notes

WORK EXPERIENCE

Own Business	KCL Solutions
Type of Co.	Management Consulting Company – solutions driven project management
Sector	Monitoring & Evaluation, Governance, Education, Justice, Energy, Mining and Petrochemical
Position held	Owner / CEO – based in Johannesburg

Service period

Established June 2009

Scope of practice

- Monitoring and Evaluation
- Project management extending to local government, Sub-Saharan African Countries, access to justice and education and good governance initiatives in South Africa.
- Co-operative good governance initiative under the auspices of the Office of the Public Protector of South Africa.
- Independent facilitation of Quality Management, Supply Chain Management, and Risk Management.
- Scenario planning, strategy development and implementation.
- Business and market development.
- Management consulting solutions - enabling companies to optimise their market positions and growth strategies, through refining processes and harnessing synergies and market opportunities.
- Develop and implement relationship marketing strategies through the effective utilisation of networks and contact base.
- Sourcing of strategic commodities in the specialty chemical sector.

Projects Commissioned

- **2022 - 2025:**
 - April 2025: Nominated onto V2 (Values 20, part of G20), to lead 'countering corruption stream.'
 - Jan 2024: Appointed Board Member, Stellenbosch University School of Leadership's Anti Corruption Unit, ACCERUS.
 - August 2024: Appointed Head of Stakeholder Relations and Campaigns – Corruption Watch
 - Business development - Africa Infrastructure
 - Member-Coordinating committee Integrity Initiatives International (III), a Boston based NGO, and Co-Chair of Africa sub-committee
 - UNDP / PSC - International Anti-Corruption Day 2022
 - UNDP - Building State Capability Project
 - KAS and Accountability Now - Strengthening accountability and fighting corruption
 - Primerio International and Wits University - Whistleblowers, Human Rights and legislative reforms to the PDA
- **2021:**
 - Business development - India – SA pharma businesses, response to Covid pandemic
 - Business development - Treteq group - Global warming, climate change, and just energy transition
 - Member of NGO, ACM group - Governance and Legislative reforms - Protection of whistle blowers - submission to Zondo Commission on state capture and corruption
- **2020:**
 - Member of the Risk Management Expert team – DT Global Europe.
 - Consultant to ACFE SA – Association of Certified Fraud Examiners.
 - Collaboration with various civil society partners, including NGO, Accountability Now.
- **2019:**
 - Project Manager under the auspices of the Department of Planning, Monitoring and Evaluation, within the Presidency RSA in collaboration with key partner the SIU. Key task is the finalisation of the National Anti-Corruption strategy (NACS),
 - This involved among other functions: facilitating national public consultations, constitution of a National reference Group, and maintaining key stakeholder relations, ie. The NPA, DPCI, PSC, UNOD, CSOs, amongst others.
 - The above culminated in a joint collaboration between the PSC, UNOD, UNISA and DPSA in co-hosting the International Anti-Corruption Day on 9 December 2019
- **2018:**
 - Showcasing Human Rights Education: UDHR70th Anniversary and Mandela and Sisulu centenary – Foundation for Human Rights in collaboration with the UNOHCHR, the European Union and the South African Human Rights Commission
 - Collaborating with the European Union, Democracy Works Foundation, and the Kgalema Motlanthe Foundation, on critical challenges facing South Africa, viz. state capture and corruption, economy and land, governance and business and human rights.
 - Co-convened a national land summit with key partners, Constitutional Review Committee of

- Parliament, Gordon Institute of Business Science, Nelson Mandela University, amongst others.
- Convened a dialogue on illicit financial flows, with the EU, the Thabo Mbeki Foundation and the Gordon Institute of Business science.
- Collaborating with the United Nations, Department of Justice, SAHRC, FHR, DAC and various civil society organisations on Promoting and Advancing Constitutional Education.
- **2017:**
- Commissioned by the European Union Inspiring Thinkers Program to convene a series of dialogues on crucial policy and governance matters.
- Commissioned by Democracy Works Foundation to convene a series of dialogues on the state of South Africa's democracy and threats to SA's democracy.

Summary of Dialogues convened in 2017:

Dialogues convened in 2017	Partners
Racism - a threat to democracy	EU, NMF, AKF
Corruption - a human rights issue	EU, DWF, IAJ
State of Democracy in South Africa	DWF, BLSA and ITI
Land, Heritage and Human Rights Symposium	NMU, UN, DWF, ITI, SAHRC, FHR
Democracy Defenders, ie. whistle blowing	DWF, BLSA,
Women and youth in leadership	DWF, BLSA

2015 / 2016 Commissioned by the Wits School of Governance to host a dialogue series on 'Development & Rights,' in collaboration with other partners, such as the EU & Oxfam. The dialogue series involves the participation of key stakeholders such as Government, NGO's, Business and Civil Society, aimed at exploring and realising the inter-relation of Development, Rights and the NDP.

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Summary of Development & Rights Dialogues convened:

Development & Rights Dialogues Series	Partners
Inaugural Dialogue - Human Rights	WSG, EU, Oxfam, Lead SA, SAHRC, DoJ
The Mandela Dialogue : Social Justice	WSG, FES
International Human Rights: Transformation	WSG, EU, FHR
To Criminalise Racism or not	WSG, OATF, AKF, NMF, EU, DoJ, SAHRC
The Kennedy Dialogue - Leadership	WSG, US Embassy SA
BRICS, Development and Growth	WSG, Indian Consul General
International Human Rights - Corruption and Development	WSG, EU, FHR

- **2014** - Commissioned by the Wits School of Governance to host a governance roundtable on local service delivery. The key participants were drawn from government, business, labour, civil society and academia. The output was to move beyond usual rhetoric towards practical, implementable solutions.
- **2014 - 2016** - Commissioned by the Wits School of governance to host a public value debate series & roundtables, in collaboration with the OATF, UNDP, DPME called the OR Tambo Debates aimed at addressing the triple social sins of poverty, inequality and unemployment through the effective implementation of Government's core policy programme – the NDP. The debate series involve the participation of key stakeholders, viz. government, business, labour, civil society and academia, UNDP and EU.
- The series of debates sought to explore options and constraints for implementation as an

important contribution towards building the ideational and institutional capacity of the state and society. The debates were premised on OR Tambo's key attributes as a social justice advocate, a strategic thinker, a formidable debater, and one with exceptional integrity.

Summary of OR Tambo Debates convened:

OR Tambo Debates	Partners
Inaugural OR Tambo Debate - Implementing the NDP	WSG, OATF
Labour & Social Protection	WSG, OATF
International Relations	WSG, OATF, UNDP
Basic education	WSG, OATF, UNDP, DPME
Building a Capable State	WSG, OATF, UNDP, DPME
Sustainable Development Goals	WSG, OATF, UNDP, DPME
The Economy, Growth & Jobs	WSG, OATF, UNDP, DPME, EU

- 2013** - Commissioned by the Wits School of Governance, in conjunction with CLEAR (The Centre for Learning on Evaluation and Results for Anglo Africa) and DFID (The Department for International Development) – Study for Demand and Supply of Evaluation/Evaluative Research in selected Sub-Saharan African Countries (Ghana, Ethiopia, Malawi, Zambia and Rwanda). The study culminated in a synthesis workshop in Ghana, reflecting the monitoring and evaluation mechanisms in the selected countries, with a view to CLEAR/WITS/DFID playing a role in strengthening public (and private) sector improvements, through providing appropriate interventions.
- 2012** - Commissioned by the DBSA (Development Bank of Southern Africa), to look at challenges facing local Government. Project Title – “Realising Local Government’s Turnaround Strategy Through Good Governance Improvements within the Legislative Framework”.
- 2010** - Appointed member of Good Governance task team, under auspices of the office of the Public Protector of South Africa, to establish a national framework for collaborative good governance.

**Employer
Type of Company
Sector**

**Position held
Service period**

Key responsibilities

BASF – South Africa

Multi-national chemical company
Construction, Mining, Agriculture, Food & Pharma, Care and Petrochemical - including oil & gas
Business Development – Southern Africa
1 October 2011 to 31 March 2013 (**Contract**)

- Strategy development and implementation for Southern Africa region (SADC - Angola, Zambia, Mozambique, Malawi, Botswana, Namibia and Zimbabwe).
- Advocacy and facilitation of 'Public Private Partnerships' in SADC region, with government departments, ministries, embassies, and required appropriate government / country protocols.
- Analysis of market potentials for various sectors in Southern Africa countries (SADC), ie. construction, mining, agriculture, food and pharma, care, petrochemical – including oil, gas, leather, and process chemical.
- Development of business model and route to market concept for Southern Africa countries and specified business units.
- Develop market data base for SADC countries
- Relationship marketing and market intelligence.
- Business development in line with SBU strategies, including budgets.

Own Business

KCL Solutions

- Established June 2009, see above for details.

Employer Type of Company Position held Service period Key responsibilities	Nynas South Africa (Pty) Ltd
	Swedish oil and petro-chemical company General / Sales Manager – sub-Saharan Africa, based in Johannesburg April 2007 to June 2009
	<ul style="list-style-type: none"> • Marketing and sales of Nynas’s petro-chemicals in the sub-Saharan African markets. • Produce fixed-cost and sales budgets and forecasts, for the sub-Saharan African chemicals business (total value around R 250 Million). • Develop and implement marketing and sales strategies, for the sub-Saharan African region. • Development of sound relations with key stakeholders both locally and internationally, and internally and externally; hence establishment of contracts / SLA’s with key parties, ie. supply chain and procurement. • As member of Swedish Trade Council and Nordic Business Association of South Africa, participate in various initiatives supporting the SA government, eg. BEE, crime prevention (2007) • Public officer for Nynas South Africa – legal matters and corporate governance. • Develop BEE plan for Nynas SA, in compliance with SA legislation.
Employer Type of Company Position held Service period Key responsibilities	The Petroleum and Gas Corporation of South Africa (Pty) Ltd
	Petroleum, oil and gas (DME – S.A. Government) Chemical Sales Manager – International, based in Cape Town December 2002 to March 2007
	<ul style="list-style-type: none"> • Sales and marketing of PetroSA’s petro-chemicals in the international markets. • Produce budgets and forecasts, for the chemicals business (total value R 0.8 – 1.4 billion, about US\$ 150 million) • Develop and implement sales and marketing strategies, in PetroSA’s international markets : Europe, USA, Far East, Middle East and Africa. • Development of sound relations with key stakeholders both locally and internationally, and hence establishment of contracts with key channels (distributor/agents). • Establish contracts with key customers, in the different regions, globally. • Optimize total supply chain, and hence maximize value for PetroSA, and hence South Africa, by optimizing working capital (inventory management, and logistics, at global stock locations).
Employer Type of Company Position held Service period Key responsibilities	Sasol Mining Chemicals
	Petroleum, oil and gas Sales and Marketing Manager, based in Johannesburg March 1999 to November 2002
	<ul style="list-style-type: none"> • Market and product development of sulphur chemical business, for various applications such as mining, tannery and process chemical. • Development of infrastructure in Sub-Saharan Africa, for the supply of sulphur based mining chemicals. • Development of business plan for sulphur chemicals. • Development of sound relations with key stakeholders (customers, suppliers, logistics and technology partners, also with Minchem business partner, Natref. • Total supply chain optimisation, from raw materials, through to production, logistics, and end-customer.

Employer Type of Company Position held Service period Key responsibilities	Hoechst SA Pty Ltd Chemical, subsidiary of German based Hoechst AG Product Manager / Sales and Marketing Manager - based in Johannesburg June 1995 – Feb 1999 <ul style="list-style-type: none"> • Sales and marketing of chemicals, fine-chemicals, wax and wax additives into various industries (market sectors), in the Sub-Saharan African region. • Responsible for both local production as well as indented (imported) product from overseas production facilities. • Production of budgets and forecasts, and business plan (including sales and marketing strategies) to local and overseas management boards. • Sales and product training to sales force in territories. • Procurement of raw material for local production.
Employer Type of Company Positions held Service period Key responsibilities	SA Cyanamid (Pty) Ltd Chemical and Pharmaceutical, subsidiary of US based American Cyanamid Technical Representative / Product Manager – based in Durban July 1992 to June 1995 <ul style="list-style-type: none"> • Sales of chemicals (flocculants) into water treatment industry, both industrial and potable, in the Kwa-Zulu Natal, and Eastern Cape areas. • Supply of pharmaceutical / medical products into Sub-Saharan Africa. • Production of business plan to overseas and local management, along with budgets and forecasts. • Training of regional sales force. •
Employer Type of Company Position held Service period Key responsibilities	Unilever South Africa FMCG, Edible fats and oils Laboratory Analyst – based in Durban July 1990 to June 1992 <ul style="list-style-type: none"> • Quality control of raw material (local and imported) and finished product • Process trouble shooting from raw materials to final product, along with reports and recommendations
Employer Type of Company Position held Service period Key responsibilities	Pilkington Flat Glass Glass, flat glass and high voltage insulators for electricity market Research and Development Technologist – based in Johannesburg February 1988 to June 1990 <ul style="list-style-type: none"> • Research and development of high voltage insulator (HVI) components and products • Quality control of HVI raw materials and final product