

# EXECUTIVE SUMMARY

## STRATEGIC PLAN OF THE NATIONAL HUMAN RIGHTS COMMISSION OF THAILAND (NHRCT)

B.E. 2560 - 2565 (2017 - 2022)





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**STRATEGIC PLAN OF THE NATIONAL HUMAN RIGHTS**  
**COMMISSION OF THAILAND (NHRCT),**  
**B.E. 2560 – 2565 (2017 – 2022)**

THE NATIONAL HUMAN RIGHTS COMMISSION OF THAILAND

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**EXECUTIVE SUMMARY**  
**STRATEGIC PLAN OF THE NATIONAL HUMAN RIGHTS**  
**COMMISSION OF THAILAND (NHRCT), B.E. 2560 - 2565 (2017 - 2022)**

**1. INTRODUCTION**

The National Human Rights Commission of Thailand (NHRCT) is a mechanism with mandates to promote and protect human rights in domestic arena. It was established according to Constitution of the Kingdom of Thailand, B.E. 2540 (1997) and the National Human Rights Commissions Act, B.E. 2542 (1999), with designation of the initiative and background, status, accountabilities, and organizational working guidelines according to standards of attributes of the National Human Rights Institutions (NIs) prescribed in the Principles relating to the Status of National Institution for the Promotion and Protection of Human Rights (the Paris Principles), including broadly organized the public hearings regarding to the establishment of National Human Rights Commission.

Since the establishment of NHRCT until now, Thailand has been under economic, social and political threats that consistently created impacts to spectrum of human rights, particularly situations of political turmoil led to the abolition of Constitution of the Kingdom of Thailand, B.E. 2540 (1997) and then the announcement of Constitution of the Kingdom of Thailand, B.E. 2550 (2007) with determination of status of the NHRCT as the Other Statutory Agency. And by the end of 2013, the political turmoil with uncontrolled violence led to the outbreak of power changes with overruling of the National Council for Peace and Order (NCPO) on 22<sup>nd</sup> May 2014. The NCPO's Announcement No.11/2557 then was issued with the abolition of Constitution of the Kingdom of Thailand, B.E. 2550 (2007) but still retains powers and mandates of all Constitutional and Other Statutory Agencies. Constitution of the Kingdom of Thailand (Interim), B.E. 2557 (2014) was then announced with guidelines for the country reform and drafting of the further Constitution. And Section 35 of the Constitution is laid with principles of cost-effectiveness and necessity for retain those Constitutional and Other Statutory Agencies including the guarantee of their administrative and functional mechanisms with effectiveness and efficiency. Thus, there would be comprehensive consideration on necessity and existing of all agencies including the NHRCT.

And despite the establishment and status of the National Human Rights Institution has been viewed and examined through the process with broad public hearings, and within the international arena, the National Human Rights Institution is endorsed and considered as a mechanism to promote and protect human rights in country level in line with International Human Rights Treaties. Nevertheless within all the past constitution drafting processes, there were considerations on necessity and existing of the NHRCT within the Constitution, as per the evidence proofed under the Constitution drafting process in compliance with Constitution of the Kingdom of Thailand (Interim), B.E. 2557 (2014), there was a consideration of possibility to merge the National Human Rights Commission of Thailand with the other agency.

The above situation is a challenge for work of NHRCT and in the past, there were the Strategic Plans of National Human Rights Commission of Thailand, B.E. 2545 – 2550 (2002 – 2007) and B.E. 2554 – 2559 (2011 – 2016) made, but due to the results studied by various academic institutions address that the satisfaction of people regarding to the work of NHRCT

is still in lower rank than other Constitutional and Other Statutory Agencies. There are a number of challenges and limits effected to credibility of the Commission, such as: the sub-committee's mechanism, process and system; the delay of trustworthiness and quality of reports issued; the findings of comprehensive information for discretion on grounds of violation; and the impracticability of proposed solutions and recommendations in reports, etc. Thus, in the processes with development of further Strategic Plan of the NHRCT, B.E. 2560 – 2565 (2017 – 2022), it deems necessary to delicately and systematically consider challenges and various problems for (1) giving the clear direction and sound strategies for work of NHRCT for solving problems above; (2) generating measures to ensure ongoing activities carried out by the NHRCT with efficiency and effectiveness; and (3) creating trusts and reliabilities of the NHRCT among and from government agencies and private sectors including the public. These would help to reinstate and articulate values and necessities of the Commission in line with the intents for establishing the Commission. So that the development of NHRCT's Strategic Plan, B.E. 2560 – 2565 (2017 – 2022) and the implementation of this Plan to achieve the goals indeed need to rely on both internal and external key factors which are about the clear and substantive situation analysis, starting from the undertaking of SWOT analysis with criticism on strengths, weaknesses, opportunities and threats (SWOT), identification of stakeholders, initiatives of leadership, partaking and focusing on the same goals, division of tasks and labors delegated by Boards of Directors to frontline officers, drawing-up and extraction of lessons-learned from case studies and prioritization of strategies. The design of strategies and tactics hereby is based on the applying of principles of Balanced Scorecard (BSC) and Strategic Planning.

## 2. HUMAN RIGHTS SITUATION IN THAILAND

The human rights situation analysis helps to extract and verify sound and reliable findings and information with indicators and benchmarks measures for human rights situation in Thailand and its trend. The analysis on human rights situation in Thailand in this Strategic Plan relies on secondary data analyzed and primary data given with additional opinions of the Commission, executives of Office of the NHRCT, human rights-responsive and knowledgeable persons from various sectors, representatives from civil society organizations, from private sectors and from human rights-responsive international agencies working in Thailand as well as from the Administrative Section and Judiciary, by using the Scenario Analysis forecasting and determining frameworks and directions of the NHRCT's Strategic Plan, B.E. 2560 - 2565 (2017 - 2022).

In reference to reports of agencies compiling human rights situation, such as: (1) Human Rights Situation Report on the Appraisal on Thailand, B.E. 2457 - 2550 (2004 - 2007) and B.E. 2557 (2014) of the NHRCT; (2) Report on Human Rights Situation in Thailand prepared by Human Rights Watch; (3) Report on Human Rights Situation of the U.S. Embassy and Consulate in Thailand prepared by Bureau of Democracy, Human Rights, and Labor; (4) Report on Human Rights Situation, B.E. 2558 - 2559 (2015 - 2016) of Amnesty International; (5) Human Rights Situation Report made by Office of the United Nations High Commissioner for Human Rights (OHCHR); and (6) Report on Performance and Achievement of the implementation in First Half Period, B.E. 2552 - 2554 (2009 - 2011) in compliance with the 2<sup>nd</sup> National Human Rights Plan, B.E. 2552 - 2556 (2009 - 2013), evaluated by Faculty of Social Sciences and Humanities, Mahidol University. These all reports address issues of concerns with human rights situation in Thailand as: **(1) the political conflict incidents** causing the Government to announce the Emergency Situation to

enforce relevant laws derogating or limiting rights and liberties of people in some aspects, these actions are allowed to take under scopes with necessity and without any violation to substantive grounds of rights and liberties; **(2) the infringement to right to fair trial**, for example, the exercise of Military Court with legal proceedings for general civilian cases; **(3) the unrest in the Deep South** causing the Government to announce and exercise three security laws giving authorities to officers for controlling and tackling problems with violations occurred, as: the Martial Law Act, B.E. 2457 (1914), the Emergency Decree on Public Administration in Emergency Situation, B.E. 2548 (2005), and the Internal Security Act, B.E. 2551 (2008). Apart of those three security laws, the Penal Code and the Criminal Procedural Code are also applied into judicial system countrywide; **(4) Capital Punishment**, de facto there was none of capital punishment executed since 2004, except two drug trafficking prisoners were sentenced to death in 2009 after the six years of non-execution punishment given. This was in contradiction with a Resolution adopted by the United Nations General Assembly in 2008 for the efforts made to suspend capital punishment worldwide. Recently, there are initiatives with actions taken on the abolition of death penalty by the Government addressed in the 3<sup>rd</sup> National Human Rights Plan, B.E. 2557-2561 (2014 - 2018), in section of judicial administration. These aim to leverage human rights-responsive domestic laws in line with international human rights standard; **(5) community rights and natural resources management, environment, and land with justice and sustainability**, the impacts made by operation of the development projects and various industries causing the conflicts between communities, government agencies and private sectors involved. Some community leaders against the projects are being intimidated and threatened while some are executed and with less arrest of perpetrators; **(6) rights and status of stateless and nationality-less persons, migrants, displaced Thai descendant and persons fleeing fighting**, recently there are 56 groups of persons facing personal legal statuses residing in 67 provinces of Thailand, with number of population as 6,100,000 or 9.68 percent of people living in Thailand. Remarkably, the Nationality Act (5<sup>th</sup> edition), B.E. 2555 (2012) has been adopted with entitlement and guarantee of rights to health and to education for all persons regardless their legal statuses, nevertheless due to the remote areas with hardships and unreached, some are not accessing to the rights and welfares. A part of these, the Regulation of Department of Skill Development on Preparation Training for Working, B.E. 2557 (2014), Article 8 (3) stipulates the qualifications of applicants partaking occupational training programs that they have to be Thai citizens, this is an obstacle for the exercise of right to access to occupational skill development for groups of persons not yet proofed their nationalities. And although in fact, some provincial skill development centers allow non-Thai applicants partaking the programs but by the end, their certificates of completion shall not be granted due to they are non-Thai. A problem of granting Thai nationality status to displaced Thai persons, despite in January 2012, the Parliament endorsed the Nationality Act (5<sup>th</sup> edition), B.E. 2555 (2012) which reinstate Thai nationalities to approximate 20,000 Thai displaced descendant whom have been living in borders of Thailand and Myanmar and of Thailand and Cambodia, but in 2013 their Thai nationalities were not yet reinstated; **(7) cyber bullying with hatred speech and human rights abused through media and technologies**, recently there are widespread hatred speeches and polarizations expressed among the society, particularly throughout and within cyber space and new technologies, these cause segregation with nepotism and immorality dispersed and being led into various physical violations; and **(8) undertaking of torture and brutal practices**, the torture is still one of the main problems in Thailand and mostly are happened during the carrying-out of duties of officers for searching, controlling, arresting, and keeping persons under custody with incompliance of laws and regulations and without any serious inspection for authorities involved with criminal and disciplinary offenses.

### **3. STRATEGIC PLAN OF THE NATIONAL HUMAN RIGHTS COMMISSION OF THAILAND (NHRCT), B.E. 2560 - 2565 (2017 - 2022)**

#### **VISION:**

“To be an independent agency contributing to the building of society with respect to human rights.”

#### **MISSIONS:**

1. To carry out operations with interpretation and actions taken in accordance with Constitution of the Kingdom of Thailand, laws and International Human Rights Treaties obliged to Thailand;
2. To promote knowledge and understandings to and recognition of human rights principles with universal coverages to all sectors and to equally protect human rights;
3. To cooperatively and systematically work with all sectors in form of networking through standardized work process;
4. To collaborate with all international human rights institutes;

#### **MAIN GOAL:**

All sectors in the society have knowledge and understandings on with realization to human rights, respect of human dignity, rights, liberty and equality.

#### **GOALS:**

1. NHRCT’s recommendations have been taken into account and cause the change of government policies, covering the adoption and amendment of laws in line with all Human Rights Treaties ratified by Thai State and the improvement of laws in compliance with human rights principles.
2. NHRCT carries out its duties with efficiency, especially through the undertaking of proactive approach focusing on issues with social impacts on human rights promotion and protection.
3. NHRCT has academic competency for being a core institute on human rights.
4. NHRCT’s actions are more accepted with trust of the public.
5. NHRCT’s status is accredited with leverage in international level.

#### **STRATEGIES:**

The Strategic Plan of the NHRCT, B.E. 2560-2565 (2017 - 2022) comprises 5 strategies and 17 tactics, as follows:

**Strategy No.1:** To promote and monitor all sectors in the society to respect human rights entitled and guaranteed under Constitution of the Kingdom of Thailand, Thai laws and Human Rights Treaties that obliged to Thailand;

**Objective:** To promote and develop the respect and actions taken in accordance with human rights principles in Thai society and in line with international standards;

**Indicator(s) at Strategic Level:** There are not less than 65 percent of recommendations received and acknowledged by the Government proceeded to relevant authorities.

**Tactic No. 1.1 :** To monitor and drive state authorities to do implementations upon recommendations of all Human Rights Treaty Bodies that Thailand is a State Party;

The NHRCT shall exercise its mandates and duties as the Independent Monitoring Mechanism to follow-up the State's compliance with International Human Rights Treaties that Thailand is a State Party and also to monitor the implementation upon recommendations given with State's pledges and acceptances under the Universal Periodic Review (UPR).

**Tactic No. 1.2 :** To monitor and support state authorities to take actions in line with the National Human Rights Plan of Thailand;

The NHRCT shall follow-up and support the implementation upon the National Human Rights Plan of Thailand. The NHRCT shall also give recommendations to make the 4<sup>th</sup> National Human Rights Plan more intensifying to the 20-year National Strategic Plan and human rights promotion and protection. The actions taken upon the Plan followed by the NHRCT shall be amalgamated with the Action Plan for Public Administration, National Economic and Social Development Plan and any other plans of government authorities.

**Strategy No.2:** To focus on actions taken with structural changes of public and private sectors through systematic driving and propelling for the prevention and solving of human rights problems;

**Objective:** To create the solutions of human rights problems within policy and structural systems and to change attitudes of all relevant sectors with respect to human rights;

**Indicator(s) at Strategic Level:** There are not less than 95 percent of policy recommendations and/or recommendations for the improvement of law implemented.

**Tactic No. 2.1 : To focus on missions with making of policy recommendations and proposals for the amendment of significant laws submitted to the Parliament and the Cabinet in accordance with human rights principles;**

To review problems and root-causes of and to prioritize human rights problems with making of policy recommendations and proposals on the improvement of significant laws that shall encourage the solving of crucial human rights problems within policy and structural systems and the development of process that driving and mobilizing recommendations into concrete actions, as:

1. To make recommendations through the Constructive Dialogue and Consultation Process with relevant government authorities;
2. To use relevant findings from researches conducted to support the making of policy recommendations and proposals on the improvement of laws with backing-up of numeric and statistic data;
3. To follow-up results of operations taken in alignment with the policy recommendations and proposals on the improvement of significant laws on regular basis;
4. To constructively engage and work with the Parliament, Cabinet and Judiciary;

**Tactic No. 2.2 : To select and identify the crucial issues or areas with annual actions taken;**

To identify and prioritize the crucial issues (issue-based) and areas (area-based) with clear and specific mobilization and allocation of resources of the NHRCT, the National Inquiry somehow shall be used as one of principal tools for mobilizing broad participation of all relevant sectors;

**Tactic No. 2.3 : To support the roles of business sectors with respect to human rights;**

According to complaints lodged and recent human rights situation, business sectors are now playing more vital roles, the NHRCT therefore shall promote the interpretation of United Nations Guiding Principles (UNGPs) on Business and Human Rights into actions with concrete results in Thailand, as:

1. To disseminate concepts and main ideas of the UNGPs on Business and Human Rights;
2. To vigorously drive and make effort for initiation of National Action Plan (NAP) on Business and Human Rights;
3. To develop the investigative mechanism towards human rights infringements and allegations in business sectors;

**Strategy No.3: To focus on work with strengthening and building of domestic networks and allies in international platforms for creation of the synergy with cohesive work;**

**Objective:** To create the synergy and cohesive work for human rights promotion and protection;

**Indicator(s) at Strategic Level:**

- 1) There are not less than 3 staff members owning academic competency in each level (operation, profession/ special profession, expert);
- 2) There are more than 10 human rights outstanding persons annually awarded.

**Tactic No. 3.1 :** **To develop and improve operations taken with building and strengthening of networks and partnerships among public and private sectors, civil society organizations, human rights defenders and communities for human rights promotion and protection;**

To develop and improve operations taken with building and strengthening of networks and partnerships among public and private sectors, civil society organizations, human rights defenders and communities for human rights promotion and protection, these plans shall cover spectrum of dimensions, as if, issues, target groups and areas;

**Tactic No. 3.2 :** **To promote local academic institutions to work closely and render supports for communities with promotion of human rights and prevention of human rights violation on ground;**

To promote local academic institutions to work closely and render supports for communities with human rights promotion and protection, for example, to encourage the building of cooperation and mutual sharing among them and communities regarding general knowledge and understandings, complaint receipt and handling process, drawing-up of lessons learned with crystallizing of knowledge and undertaking of Participatory Action Research (PAR) of communities;

**Tactic No. 3.3 :** **To strengthen cooperation among allies within international platforms for the exchange of knowledge with making of benefits for organizational work and competencies;**

To strengthen cooperation among allies within international platforms, i.e. UN agencies, international human rights-responsive organizations, cooperative frames of national human rights institutions in different levels and human rights mechanisms in ASEAN, with 2 main goals as:

1. To use these platforms to exchange and learn experiences with good practices for the development of human rights work in the country;
2. To take all lessons-learned and knowledge to develop the NHRCT and to capacitate staff members of Office of the NHRCT;

**Strategy No.4: To promote knowledge and understandings on with realization to human rights and to make communications about human rights situations in Thailand including to publicize the NHRCT's principal work and outcomes with accuracy and wide coverage;**

**Objective:** To promote the society to have understandings on human rights principles an duties and powers of the NHRCT;

**Indicator(s) at Strategic Level:**

- 1) There are not less than 90 percent of public satisfaction expressed to the NHRCT's performance;
- 2) There are not less than 90 percent of public trust expressed to the NHRCT's performance;
- 3) There are not less than 20 percent of people as target groups increasingly acknowledging and understanding outcomes and achievements on human rights promotion and protection from the past year.

**Tactic No. 4.1 :** **To develop human rights promotion work and to make a plan promoting human rights knowledge and understandings customized to various contents, target groups and processes with diversity and appropriateness;**

To develop processes providing knowledge with customization of issues, contents and communication channels for dissemination of knowledge and making of understandings on human rights to broad and various target groups;

**Tactic No. 4.2 :** **To develop a mechanism for monitoring and assessing human rights situations and to express its standing points with responses to crucial human rights situations on basis of accuracy and efficiency;**

To regularly monitor and assess with preparation for taking prompt actions to crucial problems and situations of human rights with the development of systematic mechanism to monitor and assess human rights situations with certain supporting and detailed database clarifying and expressing facts with standing points in prompt manners;

**Tactic No. 4.3 :** **To form human rights learning and information center(s);**

To develop human rights information center(s) with compilation of human rights knowledge archives for both national and international accessibilities, e.g. a visual library, online services and the establishment of the NHRCT's building of annals (archives);

**Tactic No. 4.4 :** **To develop corporate communication and public relations;**

To formulate and design the NHRCT's public relations and communication plan with the aim to present the NHRCT's operations and its outcomes with building of trust for the public;

**Strategy No.5: To strengthen and develop work process and management of the NHRCT for creating achievements with adherence to the integrity and transparency;**

**Objective:** To increase efficiency and effectiveness of organizational management through the improvement of work process and means for learning and growth of the NHRCT in continuity;

**Indicator(s) at Strategic Level:** There are not less than 60 percent of complaints lodged being handled with completion in 8 months.

**Tactic No. 5.1 : To redesign the Core Business Process of the Organization;**

To redesign the Core Business Process covering both human rights promotion and protection, as:

1. To improve a working system and methods of sub-committees and their secretariats with more appropriateness, acceleration and standardization;
2. To develop a guidebook for human rights investigation;
3. To regulate certain criteria for screening complaints lodged;

**Tactic No. 5.2 : To develop the administration and management of organization, human resources and budgets to become more efficient with fairness and transparency;**

To systematically develop and formulate the Human Resource Management Plan (HRM) on regular basis covering a plan for manpower in the future, career path design, human resource development, consistent in-house capacity-building with sound budget management and analysis, this tactic shall help to prepare readiness of manpower and organizational management corresponding to Core Business Process and supporting unit(s);

**Tactic No. 5.3 : To develop for being the Learning Organization;**

To set a priority on the application of knowledge to work process with Knowledge Management (KM), covering the knowledge transfer; building of personal and institutional communications within the Organization; applying of Routine to Research (R2R) in individual level and making of Standard Operating Procedure (SOP) for strengthening and leveraging the organizational management with more achievements on the end;

**Tactic No. 5.4 : To develop and establish the Institution for The Development of Human Rights System and Knowledge under supervision of the NHRCT;**

To develop and establish the Institution for The Development of Human Rights System and Knowledge with financial competency under supervision of the NHRCT for developing human rights systems

and knowledge, e.g. to conduct researches and disseminate human rights knowledge, to develop and make human rights curricula, to develop and make academic journals, etc.;

**Tactic No. 5.5 : To develop operational system of the Organization in consistency with the undertaking of information technology and digital communication;**

To apply information technology and digital communication with NHRCT's operational system for corresponding to changes in the society and encouraging working process of staff members of Office of the NHRCT with more efficiency;

#### **4. INTERPRETATION AND DRIVING OF THE STRATEGIC PLAN OF NATIONAL HUMAN RIGHTS COMMISSION OF THAILAND (NHRCT), B.E. 2560 - 2565 (2017 - 2022), INTO ACTIONS**

As the interpretation and driving of Strategic Plan of National Human Rights Commission of Thailand into actions are the most important steps for mobilizing work of all mechanisms to achieve the designated goals, the National Human Rights Commission of Thailand (NHRCT) therefore shall mobilize all resources, seek the supports and engage the participation with sharing of thoughts and work, with creating of sense of ownership upon the Strategic Plan with harmonization of its work components through various dimensions, i.e. the coordination of work plan, budgetary allocation and manpower design for driving of the Organization within the same direction and for achieving the designated NHRCT's ultimate goals and vision with more or less concrete outcomes. The keys to success shall be enlisted as follows:

**1. The Commission, Boards of Directors and all executives shall accept and endorse the Strategic Plan and spend tireless efforts to implement the Plan on regular basis.**

Some relevant policies, regulations and guidelines on the Plan with key messages shall be made and delivered through the hierarchical orders with delegation of powers, from the Commission to Boards of Directors of Office of the NHRCT and to all staff members.

**2. The Committee or Working Group as a focal point in charge of interpretation and driving of the Strategic Plan into actions shall be formed and appointed.**

This Committee or Working Group shall be mandated (1) to create understandings for all personnel of the NHRCT, ranking from directors to operators; (2) to direct and supervise actions taken inside the NHRCT's organs to be in line with the Strategic Plan; (3) to give recommendations in case of any challenge or shortcoming happened within the interpretation of the Strategic Plan into actions; and (4) to follow-up results of operations taken from all specific organs assigned under the Strategic Plan.

**3. The links and integration of actions taken from different organs in the NHRCT shall be corresponding to the designated strategies.**

As per the aforementioned in 2. after the form and appointment of the Committee or Working Group, this body would help to accumulate and synergize all small actions

taken into overall work, since those projects or activities might be linked to different organs of the NHRCT, they therefore are required to be delegated within division of labors, responsibilities and budget for ensuring of outcome and achievement delivered.

**4. The budgetary estimation with allocation of resources shall be enough covering all actions taken upon the Strategic Plan.**

Once there is the completed Strategic Plan, the NHRCT shall finalize its Action Plan, on basis of fiscal year, with ensuring of sound and practical components of activities, timeframe and budget since there is a typical challenge with manpower constraint in the NHRCT. The prioritization of activities would help the NHRCT to do proper allocation of manpower and budget with affordability for the achievement of Strategic Plan.

**5. The sound administration system with effectiveness shall be made for guaranteeing the delivery of outcomes upon the Strategic Plan with consistency.**

The operational guidelines with clear instructions shall be made for self-managing encouragement of all staff members and relevant persons, including to eliminate all irregular or irrelevant steps with increase of efficiency.

**6. The fair coordination for driving of Strategic Plan among partner organizations shall be made.**

As the tasks with human rights promotion and protection are very important, the NHRCT is not able to single-handed work with achievement, it therefore needs to coordinate with relevant partner organizations, covering public and private sectors, academic institutions, civil society organizations and international agencies.

**7. The interactive communication with welcoming of opinions and creation of understandings and trusts shall be made with the public.**

Human rights are embedded with each individual by nature, while they would be disregarded once there is none of incident with urging such individual to their rights, the NHRCT shall create interactive communication and welcome opinions within its all platforms and interfaces. This would be a proactive approach with building and strengthening of prevention with reduction of human rights violation.

## **MONITORING AND EVALUATION:**

The monitoring and evaluation on implementation of the Strategic Plan of the National Human Rights Commission of Thailand shall be conducted within 3 periods as:

**Period 1: Before the interpretation and driving of the Strategic Plan into actions:**

The Committee/ Working Group in charge of interpretation and driving of the Strategic Plan into actions shall review and inspect the consistency, alignment and links of strategies, goals or objectives that need to be carried out including the appropriateness of resources allocated within the Organization that are necessary for actions taken with effectiveness and efficiency.

**Period 2: In-between the interpretation and driving of the Strategic Plan into actions:**

The evaluation of results of interpretation and driving of the Strategic Plan of the National Human Rights Commission, B.E. 2560 - 2565 (2017 - 2022), operated by NHRCT's organs shall be reported to the Commission, to Boards of Directors of Office of the NHRCT and to all staff members to acknowledge its results. The periodical analysis shall be made with cross-checking and shifting of direction, if necessary, for the achievement of designated objectives with effectiveness. The evaluation in this period would mainly focus on self- or internal evaluation of the Organization (semi-annual and annual bases) or vice versa with external evaluation for more reliability.

**Period 3: Evaluation at the end of Strategic Plan:**

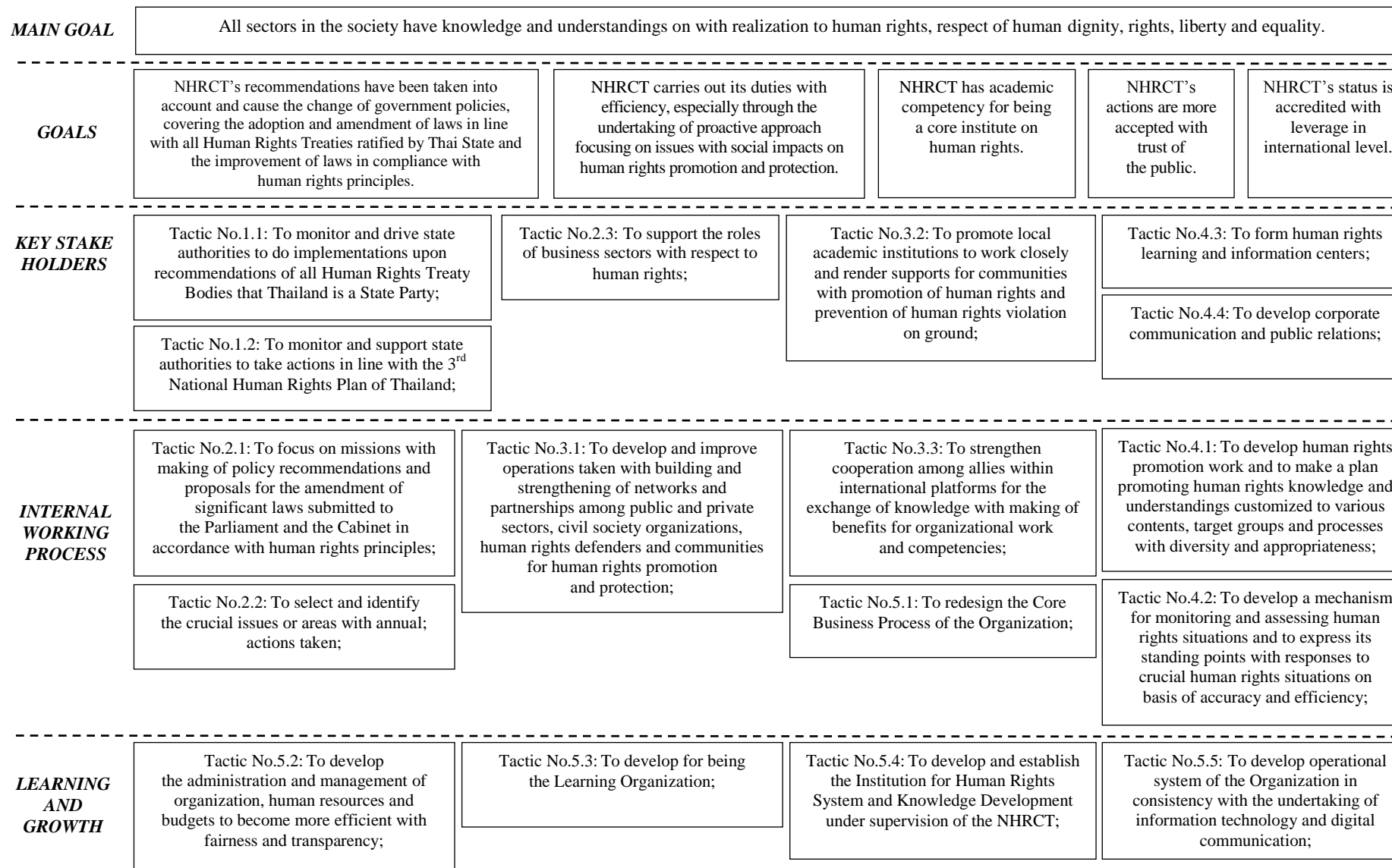
The evaluation of overall achievement of actions taken upon the Strategic Plan shall consider the completion of achievement on how far the Plan is implemented, whether there is any shortcoming or challenge upon the operation and how this shortcoming or challenge is happened. The final report reflecting 6-year implementation, B.E. 2560 - 2565 (2017 - 2022) then would be compiled while the milestones of implementation with achievement of strategic level shall be evaluated on annual basis.

## **KEY FACTORS TO SUCCESS FOR DRIVING OF THE STRATEGIC PLAN**

The factors supporting for the driving of Strategic Plan with achievement are:

1. There is the good Strategic Plan corresponding to missions and size of the Organization.
2. Once there is the good Plan, it shall be interpreted into actions with concrete outcome and effectiveness.
3. For the implementation of the Strategic Plan, the allocation of resources and budgets shall correspond and support the actions taken with effectiveness and efficiency.
4. Once there is the implementation of Strategic Plan, the monitoring and evaluation shall be conducted with in-depth interview and comprehensive observation for the cost-effectiveness.
5. The Strategic Plan shall be regularly reviewed since both internal and external surroundings, including human rights situation shall be changed from time to time. The evaluation of Strategic Plan would help the Organization to modify and restructure its operations contextualizing with real scenarios.
6. The monitoring and evaluation towards achievement of the Strategic Plan shall be conducted once there are actions taken for a while and then at the completion of the Plan.

**DIAGRAM NO. 1: ROADMAP OF STRATEGIC PLAN AND TACTICS OF  
THE NATIONAL HUMAN RIGHTS COMMISSION OF THAILAND (NHRCT), B.E. 2560 – 2565 (2017 - 2022)**



**DIAGRAM NO. 2: STRATEGIES OF THE NATIONAL HUMAN RIGHTS COMMISSION OF THAILAND,  
B.E. 2560 – 2565 (2017 - 2022)**

<p align="center"><b>Strategy No.1:</b> To promote and monitor all sectors in the society to respect human rights entitled and guaranteed under Constitution of the Kingdom of Thailand, Thai laws and Human Rights Treaties that obliged to Thailand;</p>	<p align="center"><b>Strategy No.2:</b> To focus on actions taken with structural changes of public and private sectors through systematic driving and propelling for the prevention and solving of human rights problems;</p>	<p align="center"><b>Strategy No.3:</b> To focus on work with strengthening and building of domestic networks and allies in international platforms for creation of the synergy with cohesive work;</p>	<p align="center"><b>Strategy No.4:</b> To promote knowledge and understandings on with realization to human rights and to make communications about human rights situations in Thailand including to publicize the NHRCT's principal work and outcomes with accuracy and wide coverage;</p>	<p align="center"><b>Strategy No.5:</b> To strengthen and develop work process and management of the NHRCT for creating achievements with adherence to the integrity and transparency;</p>
<p><b>Indicator(s) at Strategic Level:</b> There are not less than 65 percent of recommendations received and acknowledged by the Government proceeded to relevant authorities.</p>	<p><b>Indicator(s) at Strategic Level:</b> There are not less than 95 percent of policy recommendations and/or recommendations for the improvement of law implemented.</p>	<p><b>Indicator(s) at Strategic Level:</b> 1) There are not less than 3 staff members owning academic competency in each level (operation, profession/ special profession, expert); 2) There are more than 10 human rights outstanding persons annually awarded.</p>	<p><b>Indicator(s) at Strategic Level:</b> 1) There are not less than 90 percent of public satisfaction expressed to the NHRCT's performance; 2) There are not less than 90 percent of public trust expressed to the NHRCT's performance; 3) There are not less than 20 percent of people as target groups increasingly acknowledging and understanding outcomes and achievements on human rights promotion and protection from the past year.</p>	<p><b>Indicator(s) at Strategic Level:</b> There are not less than 60 percent of complaints lodged being handled with completion in 8 months.</p>
<p>Tactic No.1.1: To monitor and drive state authorities to do implementations upon recommendations of all Human Rights Treaty Bodies that Thailand is a State Party;</p>	<p>Tactic No.2.1: To focus on missions with making of policy recommendations and proposals for the amendment of significant laws submitted to the Parliament and the Cabinet in accordance with human rights principles;</p>	<p>Tactic No.3.1: To develop and improve operations taken with building and strengthening of networks and partnerships among public and private sectors, civil society organizations, human rights defenders and communities for human rights promotion and protection;</p>	<p>Tactic No.4.1: To develop human rights promotion work and to make a plan promoting human rights knowledge and understandings customized to various contents, target groups and processes with diversity and appropriateness;</p>	<p>Tactic No.5.1: To redesign the Core Business Process of the Organization;</p>
<p>Tactic No.1.2: To monitor and support state authorities to take actions in line with the National Human Rights Plan of Thailand;</p>	<p>Tactic No.2.2: To select and identify the crucial issues or areas with annual actions taken;</p>	<p>Tactic No.3.2: To promote local academic institutions to work closely and render supports for communities with promotion of human rights and prevention of human rights violation on ground;</p>	<p>Tactic No.4.2: To develop a mechanism for monitoring and assessing human rights situations and to express its standing points with responses to crucial human rights situations on basis of accuracy and efficiency;</p>	<p>Tactic No.5.2: To develop the administration and management of organization, human resources and budgets to become more efficient with fairness and transparency;</p>
	<p>Tactic No.2.3: To support the roles of business sectors with respect to human rights;</p>	<p>Tactic No.3.3: To strengthen cooperation among allies within international platforms for the exchange of knowledge with making of benefits for organizational work and competencies;</p>	<p>Tactic No.4.3: To form human rights learning and information centers;</p>	<p>Tactic No.5.3: To develop for being the Learning Organization;</p>
			<p>Tactic No.4.4: To develop corporate communication and public relations;</p>	<p>Tactic No.5.4: To develop and establish the Institution for Human Rights System and Knowledge Development under supervision of the NHRCT;</p>
				<p>Tactic No.5.5: To develop operational system of the Organization in consistency with the undertaking of information technology and digital</p>



## The National Human Rights Commission of Thailand

Address : The Government Complex Commemorating His Majesty the King's  
80th BirthDay Anniversary 5th December, B.E. 2550 (2007)

120 Chaengwattana Road, Laksi District, Bangkok 10210

Tel : 0-2141-3800, 0-2141-3900

Call Center 1377