



# **EXECUTIVE SUMMARY**

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

**B.E. 2566 - 2570 (2023 - 2027)**

# The National Human Rights Commission of Thailand (NHRCT)

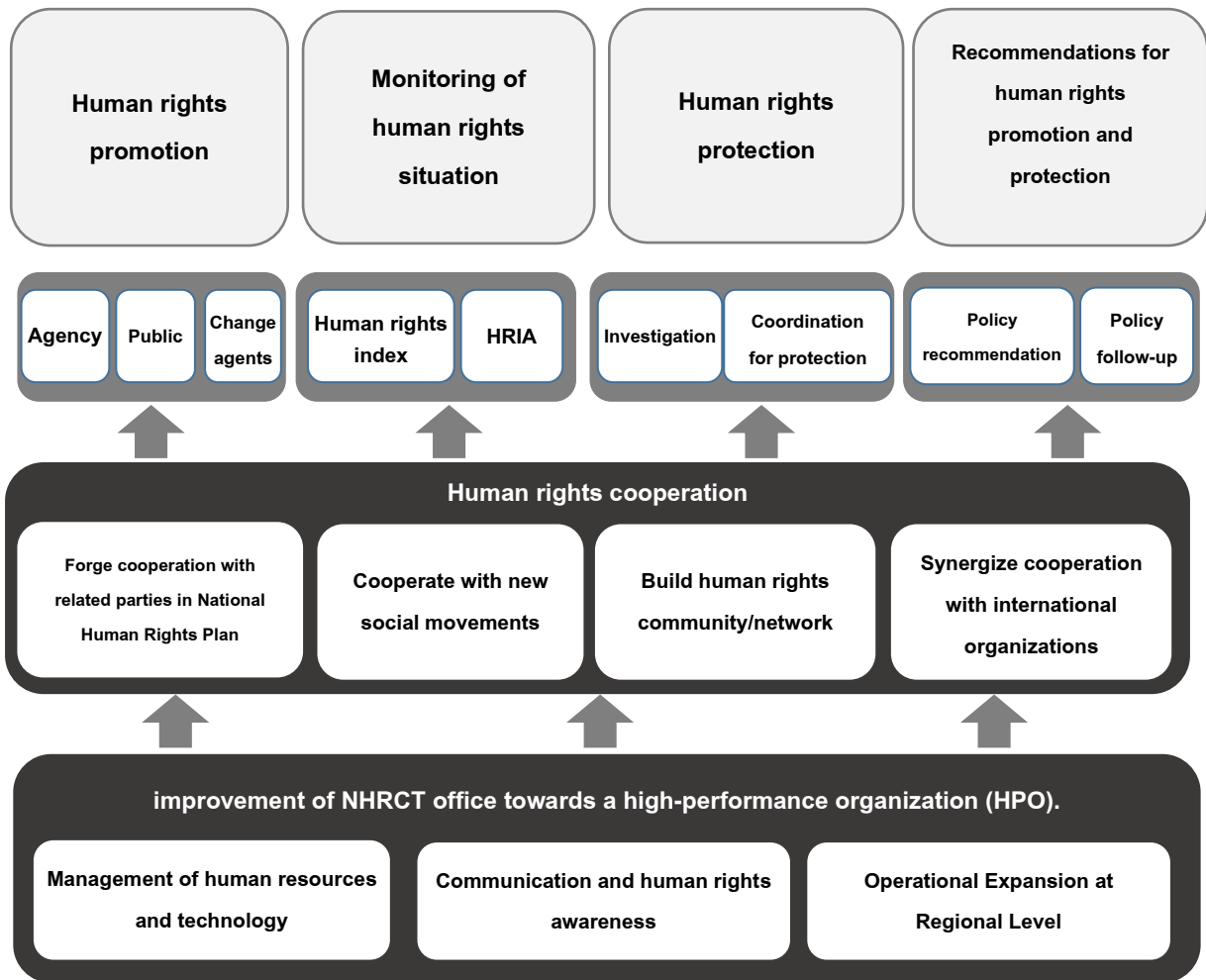
## Strategic Roadmap for 2023 - 2027

The National Human Rights Commission of Thailand (NHRCT) Strategic Roadmap for 2023 - 2027 is developed with consideration given to both internal and external strategic landscape. The 6Cs analytical framework is applied to obtain details of current business ecosystem related to the NHRCT and possible changes that might influence the future. The 6Cs framework comprises: C1 - Company Analysis; C2 - Customers and Shareholders Analysis; C3 - Competitive Environment Analysis; C4 - Compliance Analysis; C5 - Change Analysis; and C6 - Challenge, Advantage and Opportunity Analysis. The resulting analysis offers multiple future scenarios for the NHRCT to determine the best possible outcome. A feasible strategic roadmap is then formulated based on the utilization of present corporate resources and advantage against possible challenges and changes to achieve the expected outcome.

### Overview of the NHRCT Strategic Roadmap for 2023 - 2027

<b>Ultimate goal</b>	Awareness of and respect for human rights in Thai society.
<b>Vision</b>	Forging the culture of human rights respect through synergy and cooperation with all stakeholders.
<b>Goals</b>	<ol style="list-style-type: none"> <li>1. The development of human rights index.</li> <li>2. Increased people's awareness of human rights.</li> <li>3. Increased number of organizations adopting human rights practices.</li> <li>4. Increased rate of human rights protection cases completed within the standard timeframe.</li> </ol>
<b>Mission</b>	<ol style="list-style-type: none"> <li>1. Examine and report correct facts in all cases of human rights violation without delay and recommend appropriate measures or guidelines for the prevention or redress of human rights violation to related state or private entities, including the provision of remedy to the person affected by the violation of human rights.</li> <li>2. Monitor the country's human rights situation on a regular basis.</li> <li>3. Recommend ways to promote and protect human rights in a systematic manner.</li> </ol>

Mission	4. Coordinate efforts among all sectors, domestic and international, in raising awareness of human rights.
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Work systems and Core competencies Framework

Strategy	Strategic Issues	Strategic Objective	Strategic Key Indicators	Guidelines
<p><b>Strategy 1</b> Synergize cooperation to promote human rights culture.</p>	<p><b>Strategic Issue 1.1</b> Encourage both government agencies and private organizations to align their operations with human rights principles.</p>	<p>1. To increase the number of agencies/organizations adopting human rights practices.</p>	<p>1.1 The number of government agencies/ private organizations with policies or guidelines conforming to human rights principles.</p>	<p>1. Create incentives for government agencies by cooperating with policy and regulatory bodies such as the Office of the Public Sector Development Commission (OPDC), the National Anti-Corruption Commission (NACC), the Department of Local Administration, the Ministry of Higher Education, Science, Research and Innovation, the Royal Thai Police and the Ministry of Justice, to integrate human rights aspects in their policy implementation and annual evaluation process.</p> <p>2. Cooperate with related agencies such as the Office of the Securities and Exchange Commission, the Revenue Department, and the Excise Department, and the Bank of Thailand, to create economic incentives for the private sector focusing on large- and medium-sized companies, to incorporate human rights principles in their policies.</p> <p>3. Cooperate with government agencies such as OPDC, NACC, the Ministry of Higher Education, Science, Research and Innovation, the Royal Thai Police, the Ministry of Justice, the Department of Business Development, the Department of Industrial Promotion, and the Office of SMEs Promotion, to develop a</p>

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				mechanism to support and assist government and private organizations to integrate human rights principles in their operations.
	<p><b>Strategic Issue 1.2</b> Create mechanism for human rights learning for the public.</p>	2. To promote understanding of human rights in identified target groups.	2.1 Percentage of identified target groups population with understanding of human rights.	<p>1. Cooperate with the Ministry of Education and the Ministry of Higher Education, Science, Research, and Innovation to prepare practical learning kits and learning plan for identified target groups.</p> <p>2. Establish mechanism to promote human rights education and appropriate evaluation tools for identified target groups, in cooperation with state agencies, private organizations, and related civil society sectors.</p>
	<p><b>Strategic Issue 1.3</b> Promote and provide support to change agents as well as human rights networks both at domestic and international levels.</p>	3. To promote and support change agents in communities with cooperation from civil society sector.	3.1 Number of change agents engaging regularly with the NHRCT. (Accumulated)	1. Develop a process to promote and support change agents in cooperation with potential networks. A training center to enhance capacity of change agents should be considered.
	4. To enhance cooperation with social movement groups.	4.1 Number of collaborative projects with social movement groups or projects of such groups receiving support from the NHRCT. (Accumulated)	<p>2. Create a protective mechanism for change agents based on domestic data.</p> <p>3. Build a network of people interested in human rights, i.e., human rights practitioners, leaders, and in general, by creating a community or online platform to serve as a center for dissemination of information,</p>	

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		5. To enhance relationship with international human rights agencies.	5.1 Number of successful joint projects with international human rights agencies. (Accumulated)	<p>exchange of ideas, and brainstorming on suggested course of actions relating to human rights.</p> <p>4. Establish linkage with social movement groups by preparing lists of contact points, developing a platform for consultation on possible joint activities and providing support to such groups.</p> <p>5. Strengthen the relationship with international human rights agencies by developing cooperation with those having special expertise as well as with UN and human rights agencies in other countries, including regular through communication, policy making and joint practical guidelines.</p>

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<p><b>Strategy 2</b> Enhance the capacity of human rights monitoring.</p>	<p><b>Strategic Issue 2.1</b> Develop human rights index and monitor human rights situation with the use of digital technology.</p>	<p>1. To develop human rights index for monitoring the situation of selected human rights issues and target groups as identified by the NHRCT.</p>	<p>1.1 Percentage of successful development of human rights index on selected human rights issues and target groups as identified by the NHRCT. 1.2 Percentage of successful development of digital monitoring system.</p>	<p>1. Develop human rights index using risk model for selected human rights issues and target groups identified by the NHRCT. 2. Develop human rights situation database, as well as that of complaints received by other agencies and seek cooperation with related agencies for developing integrated collection of the country's human rights data. 3. Build a digital channel for people and human rights networks to provide information on urgent human rights situation with details such as GPS, attached photos, and VDO Clips. 4. Develop dashboard showing information on human rights situation, human rights index, HRIA report, complaints, and progress on the handling of important human rights issues while enhancing the efficiency of the information technology system and officers' skills. 5. Promote usage of dashboard data by external networks for monitoring human rights situation.</p>

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	<p><b>Strategic Issue 2.2</b> Develop mechanism/tools for human rights impact assessment (HRIA).</p>	<p>2. To develop mechanism/tools for assessing human rights impact applicable to <b>operations</b> of both government agencies and private organizations.</p>	<p>2.1 Percentage of success in the study and development of tools for HRIA. 2.2 Number of agencies/ organizations using the tools for assessing human rights impacts. (Accumulated)</p>	<p>1. Study and develop criteria for assessing human rights impacts for use by state agencies, local administrative organizations, educational institutions, and the private sector. 2. Develop evaluation and certified system for various agencies in accordance with HRIA criteria, including certifying body, assessment auditor and supporting networks. 3. Link HRIA with incentive measures mentioned in strategic issue 1.1 to encourage compliance of government agencies and private organizations to human rights principles.</p>



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<p><b>Strategy 3</b> Increase the efficiency of human rights protection and policy recommendations.</p>	<p><b>Strategic Issue 3.1</b> Improve the process of human rights complaints handling and provision of assistance to those whose rights are violated.</p>	<p>1. To increase the efficiency of human rights complaints investigation and coordination for human rights protection.</p>	<p>1.1 Percentage of investigation reports completed within specified timeframe. 1.2 Percentage of human rights coordination cases completed within the standard timeframe.</p>	<p>1. Improve standard procedures for complaints handling, investigation and coordination for human rights protection to ensure effective remedy, using digital technology, enhancing officers’ skills and linking all processes into one single system. 2. Coordinate with various agencies to develop a standard process of complaint investigation and protection of those whose rights has been violated. 3. Develop a mechanism to follow-up on outcomes as well as the positive and negative impacts of measures to solve human rights problems relating to the complaints filed with the NHRCT. 4. Create a process whereby all sectors can participate in the examination of performance of duties and policy implementation by state authorities in a systematic manner and as provided for by the law. 5. Enhance the efficiency of making observations regarding human rights impacts caused by state authorities while carrying out duties or implementing policies, and proposing corrective actions to reduce the chance of human rights violations.</p>
		<p>2. To encourage government agencies and private organizations to implement NHRCT recommendations aimed at solving and preventing human rights violations.</p>	<p>2.1 Percentage of government agencies and private organizations implementing NHRCT recommendations.</p>	

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	<p><b>Strategic Issue 3.2</b>            Improve the process of making recommendations to protect human rights and to amend policies, laws, and related orders.</p>	<p>3. To improve the process of making recommendations to amend policies, laws, and regulations to bring them in compliance with human rights principles with participation of people and stakeholders.</p>	<p>3.1 Number of recommendations to amend policies, laws, and orders to related agencies developed through a participatory process.            3.2 Percentage of recommendations implemented by related agencies.</p>	<ol style="list-style-type: none"> <li>1. Develop innovative process regarding amendments of policies, laws, measures, and monitoring mechanism with participation of people and stakeholders such as hackathon, policy lab, and government lab.</li> <li>2. Undertake regulatory impact assessment, including devising ways to track data and coordinate with government agencies responsible for evaluating effectiveness of laws with a view to amending those impacting on human rights such as the laws relating to the employment of ex-offenders and deletion of criminal records.</li> <li>3. Improve efficiency of data collection process, including complaints, and evaluate the mechanism to follow up on policy implementation in cooperation with networks.</li> <li>4. Establish linkage with other independent organizations to increase efficiency in complaints investigation and reporting by building technical cooperation or integrating work process, database, and through systematic exchange of learning.</li> </ol>

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				5. Increase the effectiveness of the process to prepare accurate and timely parallel reports on the country's human rights situation and implementation of human rights international obligations.

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<p><b>Strategy 4</b> Develop the NHRCT Office towards a high-performance organization (HPO).</p>	<p><b>Strategic Issue 4.1</b> Improve organizational management in line with international standards.</p>	<p>1. To improve organizational management by using tools such as Public Sector Management Quality Awards (PMQA) and Digital Government Agency (DGA) guidelines.</p>	<p>1.1 Level of success in organizational development to attain certified standard. 1.2 Percentage of staff having standard capacity for the position requirement. 1.3 Percentage of staff with engagement and dedication to NHRCT.</p>	<p>1. Study quality management tools used in internationally accepted certification system, such as PMQA, TQA and ISO9001, for use as guidelines for organizational development. A working group should be established to ensure systematic implementation for such purpose. 2. Create enterprise architecture (EA) of NHRCT office based on well-known management tools such as PMQA, TQA, ISO9001 and DGA's guidelines. 3. Develop knowledge management process by supporting staff to create new ideas for work improvement, organizing regular exchange among staff to enhance learning, and arranging for internal data bank to serve as knowledge management center which could be used to support research on policy recommendations. 4. Prepare digital development plan which should include database management, big data usage, digital infrastructure development and cyber security system. 5. Develop human resource management and development plan which responds to long-term strategic roadmap covering competency needs assessment, organizational values and</p>

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				<p>culture, manpower, organizational structure, and HR management guidelines.</p> <p>6. Undertake an engagement survey and prepare a staff engagement plan.</p>
	<p><b>Strategic Issue 4.2</b> Improve communication process to better promote human rights understanding.</p>	<p>2. To develop a proactive communication process on the mission and roles of NHRCT.</p>	<p>2.1 Percentage of target groups population having awareness on the roles, mission, and work of the NHRCT.</p>	<p>1. Improve communication plan and channels to reach various target groups.</p> <p>2. Develop communication plan and methods appropriate for each target group.</p> <p>3. Develop public communication strategies with the use of digital technology (online channels).</p>
	<p><b>Strategic Issue 4.3</b> Expand NHRCT operation by establishing regional offices.</p>	<p>3. To increase the capacity of the southern regional office to enable it to promote human rights culture, conduct human rights monitoring, and undertake actions relating to human rights protection, including and of those whose rights are violated in an efficient manner.</p>	<p>3.1 Number of regional offices successfully established. (Accumulated)</p>	<p>1. Strengthen regional offices to enable them to drive the implementation of NHRCT strategic roadmap at regional level by improving their capability in human rights monitoring, promotion and protection through the use of digital technology, database, and other support tools.</p> <p>2. Encourage sharing in knowledge and data between regional and head offices through regular exchange activities in search of good practices to inform development of new standard operating procedures or policy guidelines.</p> <p>3. Develop a working arrangement/mechanism with NHRCT networks in the region including government agencies, private organizations, and civil society</p>

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## **The National Human Rights Commission of Thailand**

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