



# Strategic Plan 2011-014



**National Human Rights Commission**  
Hariharbhawan, Lalitpur  
Nepal

# National Human Rights Commission, Nepal



**Strategic Plan**

**2011-014**

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Bishal Khanal



## Foreword

Over the years Nepal has been passing through transition to democracy. The political movement of April 2006 was primarily directed to ensure displacement of arbitrary rule and empowerment of marginalized section of population. In addition it aimed to ensure economic and social rights and justice for them as a means for relieving from poverty and destitution. Some space is therefore given to this idea in the Interim Constitution of 2007.

During the preparation of this planning document public opinions were collected mainly through the consultation processes across the country. The opinions were immensely useful to identify the needs and priority issues of human rights in the present scenario of the country. During consultation programs the aspiration and demands of the people were eloquently expressed which helped the Commission to set down the objectives and priority issues.

This document is developed as a tool which would help the Commission to perform its work in a systematic, organized, programmed and planned way. This document would also guide the Commission to render its services in a professional manner. I hope the document would help bring together all the stakeholders and act together for the promotion and protection of human rights.

I am thankful to all stakeholders for their cooperation and support in the planning process and expect their cooperation in NHRC's future efforts as well. I anticipate their suggestions at all stages of implementation as well. I take this opportunity to extend my sincere thanks to my colleagues, secretary and members of staff in NHRC for their valuable inputs. The Policy Research and Planning Division of NHRC deserves special appreciation for the strenuous work which it has been undertaking in coordination and preparing this document. All their support in various stages of work enabled us to make the document public in this form.

This document has been made public in a situation of enormous challenges with the Commission. It is over three years the Constitution making process is underway. The NHRC Bill that was drafted three and half years ago has been now pending with the Parliament, and therefore NHRC has to work under the earlier law made long before NHRC was elevated to a constitutional status. The rapid depletion of staff due to better opportunities elsewhere and reverse effects on motivation mainly due to lack of job security has been crucial problem for the Commission.

The dedicated, motivated, sincere and experienced staff is a prerequisite and asset for every organization. Such staffing situation is a must to ensure desired results. The NHRC has backlog of number of complaints which require investigation and monitoring. Settling of complaints may require significantly a long time in a situation of inadequate staff and therefore may take some years to overcome this problem.

The non-implementation of many recommendations has increased the level of frustration among the victims and their kin once they are unable to realize justice for a long time. Despite the Government of Nepal's increased response in awarding compensation to victims and attending to the policy recommendation of the Commission, it is regrettable to note that none of the perpetrators indicated in the recommendations has been subject to prosecution. Nevertheless, NHRC will strive to maximum utilization of human and other resources for the implementation of this Strategic Plan. In addition to this, further measures will also be undertaken to ensure the success of this strategic plan.

Kedar Nath Upadhyay  
Chairperson  
NHRC, Nepal

## Acknowledgements

In the process of the preparation of this strategic plan we have received invaluable support and contribution from various people and agencies around the country. This work would remain incomplete in the failure to acknowledge their work that enabled the Commission to bring this document in this form. We are thankful to the representatives of various offices of the Government of Nepal, judiciary, all security agencies viz-Nepal Police, Armed Police Force, Nepal Army, National Investigation Department, government attorneys, civil society, NGO community, media community, professional organizations, academia, private sector, community based organizations and political parties across the country that provided their invaluable inputs through various consultation programs held in the Regions and the Center.

We appreciate the former members of the NHRC, members of donor community and OHCHR Nepal for their gesture of support to this initiative. We appreciate the work of the NHRC Regional and Sub-Regional office staffs for their support and contribution to this work. We thank to the staff of NHRC Central office and to be specific the staffs of the Policy Research and Planning Division for their work to bring this document in this shape. The technical support extended by the SCNHR Project during various stages of work is well appreciated.

Bishal Khanal  
Secretary,  
NHRC Nepal





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## Abbreviations and Acronyms

APF	Asia Pacific Forum of NHRIs
CA	Constituent Assembly
CAT	Convention against Torture
CBO	Community Based Organization
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
CMW	Convention on Migrant Workers
CPA	Comprehensive Peace Accord
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Community Service Organization
DC	Disappearance Commission
ESCR	Economic, Social and Cultural Rights
GoN	Government of Nepal
GBV	Gender Based Violence
HR	Human Rights
HRBA	Human Rights Based Approach
HRBAD	Human Rights Based Approach to Development
HRD	Human Rights Defenders
HRE	Human Rights Education
HRV	Human Rights Violation
ICC	International Coordination Committee of NHRIs
ICC	International Criminal Court
ICED	International Convention on Enforced Disappearance
IDPs	Internally Displaced Persons
IEC	Information, Education and Communication
KM	Knowledge Management
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersexual
MDG	Millennium Development Goals
MoU	Memorandum of Understanding
NBA	Nepal Bar Association
NGO	Non-Governmental Organization

NFDIN	Nepal Foundation for Development of Indigenous Nationalities
NHRAP	National Human Rights Action Plan
NHRC	National Human Rights Commission
NHRIs	National Human Rights Institutions
NWC	National Woman Commission
OHCHR	Office of the High Commissioner for Human Rights
OPCAT	Optional Protocol on the Convention against Torture
OPESCR	Optional Protocol on Interantional Covenant on Economic, Social and Cultural Rights
PWD	People with Disability
SAARC	South Asian Association for Regional Cooperation
SC	Supreme Court
SCNHRC	Strengthening Capacity of National Human Rights Commission
SHD	Sustainable Human Development
SO	Strategic Objective
SOGI	Sexual Orientation and Gender Identity
STD	Sexually Transmitted Diseases
TJ	Transitional Justice
ToT	Training of Trainers
TRC	Truth and Reconciliation Commission
UPR	Universal Periodic Review
VAW	Violence against Women



## Executive Summary

Since the establishment of National Human Rights Commission (NHRC), Nepal, this organization has been trying to perform based on its set goals and priorities. The first document was the NHRC Strategic and Operational Plan (2001 – 2003) that was followed by the NHRC Strategic Plan (2004 – 2008). This second strategic document was amended and existed till 2007 in the changed political scenario and third document NHRC Strategic Plan (2008 – 2010) was endorsed. This is the fourth Strategic Plan of NHRC that covers the period from 2011- 14.

Currently Nepal is passing through post conflict situation of transition to peace building and institutionalization of democracy. Considering this situation, NHRC has realized to make thorough review on its earlier priority issues. In this context NHRC decided to organize wider consultation from the stakeholders before setting the priorities. It is therefore various consultation programs were organized across the country. The main objective of the consultation programs was to identify major human rights problems confronted by the Nepalese society. In addition, the organizational needs that were identified based on its experience also has been given due consideration during the preparation of this Strategic Plan. Primarily this document would guide NHRC to respond those challenges. For the preparation of this plan five regional and one central level consultation meetings/workshops were held. All the stakeholders from the state agencies, human rights organizations and other organizations working in protection and promotion of human rights directly indirectly have actively contributed in preparation of this document. Besides there have been taken place series of meetings and consultations within the institutions and with the think tanks.

The vision of NHRC is *creating Nepalese society where all the people enjoy the full-fledged human rights equally with respect and dignity and social justice and with zero tolerance to impunity* and its mission is *building and enhancing culture of human rights to ensure respect, protection and promotion of human rights compatible to universally recognized values, principles and standards of human rights.*

The NHRC has identified its core values as diversity, impartiality, integrity, *independence* and autonomy and equality and equity. Similarly, it has identified *accessibility, accountability,*

*participation and social inclusion and transparency* as operational values. The NHRC endeavors to comply and consider these values in its wide range of its activities.

Considering the political and socio-economic development taken place in the country and around the globe, NHRC has identified the following priority issues for the planning purpose: support to protect life, liberty and security; support to end impunity; support to end discrimination; capacity development of HRD; national capacity building on HRBA and ensure development initiatives to needy people; support to increase realization of ESC rights; and promotion and protection of collective/group rights.

NHRC has adopted seven strategic objectives for this planning period:

1. To intensify strategy to end the state of impunity
2. To investigate human rights violation and monitor state obligations
3. To ensure national laws and policies comply with major international human rights standards
4. To improve enjoyment of ESC and collective rights
5. To promote human rights education for enhancing culture of human rights
6. To support for transitional justice measures and mechanisms and making human rights friendly constitution
7. To make the institution professional and effectively functioning in the changed context

The NHRC in general would undertake following approaches during the implementation of this document: Integrating gender and social inclusion concerns to promote greater equality and equity; respecting knowledge management; adopting strategic partnerships; supporting state institutions for the respect of HR; supporting to integration of HR into education curricula and training syllabus for law enforcing officials; applying right based approach in overall activities; applying proactive approach; applying process oriented and result based management; integrating NHRC core values; and respecting 'do no harm' principle.

Primarily following modalities shall be adopted during implementation of this document: Complaint handling, investigation and recommendations for remedies against HRV; Monitoring of HR situation and international treaty obligations; mediation; production and dissemination of HR thematic reports and IEC materials; decentralization, delegation and collaboration/partnership; collaboration with NHRIs abroad; engagement with state and non-state actors including media and CSO; respect to the values of rule of law in its activities; learning, communicating and educating; supporting to development of laws and policies which promote and respect for HR; and HRE and public awareness.



## **1. Context**

The National Human Rights Commission (NHRC) of Nepal was established in 2000 under the Human Rights Commission Act, 1997. The Act was promulgated as a result of demand of political actors and entities, civil society, NGO community, professional organizations and academia. The Interim Constitution of Nepal, 2007 elevated the Commission to a constitutional entity broadening its mandate to ensure respect, protection and promotion of human rights in the country.

Under the constitutional mandate NHRC, has power to receive complaints, investigate upon them and to recommend for compensation to the victims or their kin followed by prosecution or departmental actions to the perpetrators. In addition, NHRC would carry out monitoring of human rights situation specified by the constitution and national laws, international human rights instruments and the Comprehensive Peace Accord, 2006. The NHRC frequently involves in dialogue, advocacy, campaigning, lobbying, and other similar nature of activities for the promotion and protection of human rights. Likewise, NHRC organizes training and education programs, carries out research, publishes and disseminates the reports and information, education and communication (IEC) materials and make them public.

From its early days, NHRC has been following the planning process with a view to achieve expected results applying proper strategies within specified timeframe. This planning document therefore has been developed as a guiding tool primarily to give effect to NHRC mandates in the planned and systematic way in order to ensure success of the organizational activities.

## **2. Institutional Profile**

The NHRC performs its activities through the central office, regional offices and sub-regional offices established in different locations across the country. The NHRC has a general policy of decentralization aiming to increase access to human rights services expanding its outreach programs in the field. Currently, there is central office, five regional offices and three sub-regional offices. Regional offices were established when the human rights violation was severe during the armed conflict. Sub-regional offices initially established as contact offices were promoted to this status. And one of the sub-regional offices, Janakpur was elevated to regional status. Thus, the regional offices were established six years ago followed by three sub-regional offices three years ago. The NHRC has a plan to establish more three sub-regional offices in this planning period. In addition to its offices, thematic special



rapporteurs will be appointed on rights of the child, women's rights, racial discrimination issues and economic and social rights and other rights as well.

The central and all the subordinate offices are competent to receive the complaints; carry out investigations upon complaints; monitor the human rights situation; conduct dialogue, advocacy, lobbying, campaigning programs and publish and disseminate of reports under their jurisdiction. The role of the subordinate offices is immensely important for the promotion and protection of human rights as well as for supporting in fulfilling state obligations enshrined in various international human rights treaties.

NHRC has carried out investigation of cases of violation and abuses of human rights and international humanitarian law. Some of them are of national and international concerns. It conducted exhumation of nineteen bodies in Doramba of Ramechhap district killed and buried by security officials in 2003. As in its previous strategic planning period, it carried out investigation of such grave violation and abuses of human rights and international humanitarian law in the past strategic planning period of 2008-2010 too. Last year, it conducted exhumation of five human bodies killed and buried by security officials six years ago in Godar village of Dhanusha district. Based on its finding of the investigation and monitoring, NHRC has ordered as per the law or recommended to the Government of Nepal (GoN) for providing compensation to the victims or their kins and for bringing the alleged perpetrators to the book and conduct further investigation when needs.

### **3. Vision, Mission and Goal**

The vision, mission and goal of NHRC are as follows:

#### **3.1. Vision**

*Creating Nepalese society where all people enjoy the full fledged human rights equally with respect, dignity and social justice and with zero tolerance to impunity.*

#### **3.2 Mission**

*Building and enhancing culture of human rights to ensure respect, protection and promotion of human rights compatible to universally recognized values, principles and standards of human rights. This mission will be attained through:*

- Assuming a pivotal role as an independent, impartial and credible national institution
- Promoting social harmony and mutual respect to others by integrating all aspects of social lives.

### **3.3 Goal**

*Cultivating culture of human rights by enhancing rule of law; enlarging of fundamental freedoms and creating conducive environment and ensuring their effective implementation.*

## **4. Rationale**

The planning is a guiding principle for effective functioning of any successful organizations. Based on the NHRC mandates and set priorities this document endeavors to identify the goals, targets and expected results of NHRC during specified period. It guides the organization to perform its duties in strategically organized, systematic, timely and result driven way. Through this document NHRC has set its priorities in its activities based on national need and demand of people in the changed context.

## **5. Brief Review of Earlier Strategic Plan**

In the past planning period of 2008 to 2010, the NHRC had identified seven strategic objectives. Substantively, they were categorized into two objectives: contribution in human rights friendly constitution drafting and fostering culture of human rights by ensuring effective implementation of human rights standards accepted by the international community and promoting rule of law.

The drafting of the constitution by the Constituent Assembly elected by the people in the history of Nepal and its promulgation, political stability, elections of legislative parliament and local governments in the new state structure were expected during earlier planning period. The constitution was expected to enlarge rights and freedoms focusing to disadvantaged section of population. The inability to accomplish aforementioned activities has impacted on the implementation of previous strategic plan. The NHRC however strived to achieve success during this period.

The NHRC settled much larger number of complaints and made recommendations for remedies against violation of human rights. The NHRC held various advocacy programs to make a human rights friendly constitution. Various capacity development programs were held targeting to disadvantaged section of population.

The NHRC along with CSO launched advocacy on the rights of marginalized groups such as women, children, senior citizens and persons living with HIV/AIDS. Also, advocacy programs followed by policy recommendations were made to mitigate harmful traditional practices such as girl bonded labour (*Kamlari*), offering girls to divine (*Deuki/Jhhuma*) and disallowing to live in house during menstruation period. As a prioritized issues, focus was given for the monitoring, complaint based

investigation and developing indicators on ESC rights. In addition NHRC conducted monitoring of right to food and health care during and aftermath of death of estimated four hundred people by diarrhoea epidemic in 2009 in districts of Mid-West part of Nepal.

The NHRC also monitored the compliance of CPA and published monitoring reports on periodic basis. The recommendations were made to enact Bill on formation of the Truth and Reconciliation Commission as agreed in the CPA (Agreement nos. 5.2.4 and 8.4) and as provisioned in the article 33 of the Interim Constitution of Nepal, 2007 under the Responsibilities of the State. It also recommended for enacting Bill on the formation of the Commission of Inquiry on Enforced Disappearance of Persons; followed by passage of the Domestic Violence Bill, Administration of Justice (amendment) Bill, Bill related to Acts against *Untouchability*. The feedbacks were provided on draft of country reports on various international human rights treaties such as civil and political rights; economic, social and cultural rights; Convention on the Elimination of all forms of Discrimination against Women (CEDAW) and Convention on the Rights of the Child (CRC). In addition, advocacy programs were launched for ratification of International Criminal Court (ICC) statute, Convention on the Rights of Persons with Disabilities (CRPD) and Optional Protocol on the Convention against Torture (OPCAT). The NHRC actively participated in various international activities such as International Co-ordination Committee (ICC) of NHRIs and APF processes, SAARC level consultations and submission of reports during UPR processes.

The staff turnover, delayed in the making of constitution, delays in the passage of NHRC Bill, limited office space of the Commission and delays in making law relating to staff were the major impediments for NHRC during this period. Amidst challenges NHRC performed notable works that comprises making more than 300 recommendations for remedies, settling more than 1800 complaints and performing investigation/exhumation in cases of human rights violation of national/ international concerns. During this period NHRC prepared various guidelines in order to facilitate monitoring on different thematic issues. The NHRC published and disseminated forty six monitoring reports, prepared resource manual on HRBA and provided support to mainstreaming human rights concerns in the secondary school curricula. In this period NHRC organized over three hundreds advocacy programs, fielded more than four hundreds investigation missions and similar number of monitoring missions across the country. The NHRC involved in capacity building of estimated three thousands individuals in different themes representing Nepal Army, Nepal Police, Armed Police Force, Political Parties, Civil Service, Civil Society, NGOs, mother groups, CBOs and NHRC itself among others.

## **6. Methodology**

The participatory and inclusive approach was adopted during the preparation of this document. Various consultation meetings were held in all the regions. The

consultation programs were led by chairperson and members of the Commission. The stakeholders such as political parties, government agencies, security agencies—Nepal Police, Armed Police Force, National Investigation Department, Nepal Army—judiciary, National Women’s Commission, National Dalit Commission, National Foundation for Development of Indigenous Nationalities, UN OHCHR- Nepal, I/NGOs, CSO, CBO, PSO, professional organizations such as Nepal Bar Association, Nepal University Teachers’ Association, and academia etc participated in the programs. The major activities undertaken during preparation process are as follows:

- Inception consultation among commissioners and staff at NHRC – Nov 3, 2010
- The regional consultation for the western region, Pokhara – Dec 15- 16, 2010
- The regional consultation for the far-western region, Dhangadhi- Dec 22, 2010
- The regional consultation for the mid-western region, Nepalgunj - Dec 26, 2010
- The regional consultation for the eastern region, Biratnagar - March 5, 2011
- The regional consultation for the central region, Janakpur - April 21, 2011
- The national level consultation in Kathmandu – May 12, 2011
- Series of focused group discussion meetings May-June, 2011
- Staff level consultation on the draft document
- Data analysis - May-June, 2011
- Commissioners level meetings on the draft and adoption-continued

## **7. Values**

NHRC has categorized its values into core values and operational values. *Diversity, impartiality, integrity, independence and autonomy and equality and equity* have been identified as its core values where as *accessibility, accountability, participation and social inclusion and transparency* have been identified as operational values.

### **7.1 Core Values**

The NHRC endeavors to comply and consider these values in its wide range of its activities.

#### **7.1.1 Diversity**

The diversity issue among the people will be taken into account as and when required. This issue shall be considered in all the stages of planning, policy making, and programming processes of the Commission.

#### **7.1.2 Impartiality**

The fairness is key determinant for the effectiveness of NHRC. The Commission is free of prejudice against any individual, group or agency based on faith, opinion, belief, sex, caste or social status, among others. The Commission endeavors to

maintain impartiality and fairness during all stages of its activities that include planning, programming, implementation and decision making.

### **7.1.3 Integrity**

Integrity is paramount value in which credibility of NHRC rests upon. As the absence of integrity would prevent fair and impartial services from the Commission, the NHRC maintains its integrity in all its activities at all levels.

### **7.1.4 Independence and Autonomy**

The Commission is determined to widen its autonomy and independence. Recently NHRC widely advocated ensuring its independence and autonomy through forthcoming NHRC Act. The Commission is also vigilant to maintain its autonomous character to safeguard and promote human rights.

### **7.1.5 Equality and Equity**

Work toward ending all forms of discrimination is the major function of NHRC. The discriminatory rules and practices annihilate the very core of human rights and freedoms. NHRC strives to promote both equal treatment and opportunities to all. Equity is the key pathway to increase realization of equality. To ensure equity, it will promote social justice.

## **7.2 Operational Values**

While conducting its activities, the Commission will endeavor to consider the following identified operational values.

### **7.2.1 Accessibility**

The NHRC would work to ensure its efforts within the reasonable reach of the people. The targeted groups include disadvantaged and excluded section of population, who has been often denied various human rights and freedoms. The Commission will endeavor to make its maximum possible visibility across the country. Every possible and practical approach, without prejudice will be taken in order to ensure access to human rights to all, in terms of proximity, affordability and access to information.

### **7.2.2 Accountability**

The NHRC is accountable to the people through the Parliament. As a part of accountability NHRC has a constitutional obligation to submit its annual report to the President of Nepal. The President has to refer the report to the Parliament for parliamentary debates. In addition NHRC would conduct monitoring and investigation and recommend for the remedies to the victims followed by dialogues, advocacy, educational programs and reporting. Thus, it is equally responsible to the people through its day to day work of providing justice to the victims of human rights violation.

### **7.2.3 Participation and Social Inclusion**

The Commission has a set policy to advocate and promote for the active, free and meaningful participation in all social, political and development processes. It encourages the participation of disadvantaged and marginalized section of population. This would help to mainstream excluded population into mainstream political, social, economic and development processes.

### **7.2.4 Transparency**

In order to respect the right to information, NHRC adopts the policy that concerned people have the right to get information without unreasonable delay. The Commission has a duty to give information in a transparent way. The Commission is committed to providing free and easy access to information regarding its major activities through various means such as publication, and regular media interactions.

## **8. Priority Areas**

The NHRC has identified the following priority issues in the present context of the country:

- 8.1 Support to protect life, liberty and security
- 8.2 Support to end impunity
- 8.3 Support to end discrimination
- 8.4 Capacity development of HRD
- 8.5 National capacity building on HRBA and ensure development initiatives to needy people
- 8.6 Support to increase realization of ESC rights
- 8.7 Promotion and protection of collective/group rights

### **8.1 Support to Protect Life, Liberty and Security**

The life, liberty and personal safety are still under serious threat as serious crimes like killing, abduction, human trafficking, enforced sale of human organs and involuntary sex trade are still taking place in society. The prevailing muscular and armed threats by organized groups with political tag directly violates the right to life, freedom from fear and right to live in peace and harmony. These activities are directly responsible to undermine the spirit of rule of law and violation of human rights enshrined in various legal instruments, both national and international. The NHRC would involve in monitoring and investigation, dialogue and advocacy and campaigning against those activities.

## **8.2 Support to End Impunity**

The major factors responsible to increase the menace of impunity are ineffectiveness in the enforcement of law, inadequacy of law, nexus between politics/bureaucracy and crime, withdrawal of criminal cases of heinous nature. The large number of crimes committed during the conflict has remained unreported. The conflict resulted into displacement, disappearance, followed by serious mental, psychological, bodily and economic and social losses. Delay in the formation of transitional justice mechanisms has aggravated the situation as victims of conflicts are long awaited for justice. The NHRC therefore would work through its dialogues, advocacy, lobbying and campaigning programs followed by monitoring the compliance of CPA to lessen the state of impunity.

## **8.3 Support to End Discrimination**

Despite legal reform initiatives have been taken, discrimination exists in Nepalese society. The caste and sex based discrimination rest on the top of discriminatory practices. The discriminatory practice against *dalits*, SOGI groups, mentally ill people, people living with HIV/AIDS, people with disability, rural women and returnee sex workers are serious. NHRC therefore plans to launch dialogue and advocacy programs followed by monitoring the situation of discrimination.

## **8.4 Capacity Development of HRD**

The role of HRD is immensely important to increase the human rights capacity at all levels. Larger number of HRD in the field requires updates on human rights issues. The HRD defending the rights of different sections of people such as women, children, minorities and so would require special skills and knowledge to enable them to defend on those rights. The NHRC has therefore planned to develop structured syllabus for HRD training and hold series of training mainly to potential human rights trainers.

## **8.5 National Capacity Building on HRBA and Ensure Development Initiatives to Needy People**

The rights based approach is expected to contribute to sustainable human development. The realization of human rights among targeted population would increase feeling of ownership in development processes and results. The development agents involved both in public and private sectors are found less acquainted on how to integrate human rights concerns in sustainable human development (SHD) initiatives. NHRC plans to impart ToT to development trainers and HRD on this issue. To ensure that the fruits of development are delivered to the needy people in human rights friendly manner, the Commission plans regular monitoring of development plans and initiatives.

## **8.6 Support to Increase Realization of ESC Rights**

The limited access to human rights may lead people to poverty. Considering this NHRC plans to launch dialogue and advocacy programs to increase the respect for ESC rights. The NHRC also monitors them on the basis of recently developed ESC rights indicators.

## **8.7 Promotion and Protection of Collective/Group Rights**

The NHRC plans to work on gender equity and collective rights as specified below.

**Rights of the Child :** Rights to survival, development, protection and participation of children are seriously impaired due to fragile economic, social, political and security situation. The child labor, exploitation, discrimination, trafficking, violence, soldiering, affect of conflict and child marriage are the major problems. The NHRC plans to monitor and advocate for all their rights including right to education, right to healthcare, ending worst form of child labor and corporal punishment.

**Women's Rights :** Women are victims of discrimination and exploitation. Various rights enshrined in national laws and international human rights instruments appear denied to them in practice. The NHRC therefore plans to monitor violation of women's rights, holding strategic dialogues, advocacy and lobbying for effective remedies and review of laws, policies and practices.

**Rights of Senior Citizens :** Many senior citizens have become victims of discrimination, destitution and helplessness due to lack of social security, poverty and changed lifestyles of kin responsible to take care of them. In this pretext NHRC plans to launch dialogue and advocacy programs aiming to create a situation where senior citizens would be able to enjoy their right to live with dignity.

**Minority Rights :** The rights of minorities based on ethnicity, culture, religion, language, origin, sex and caste is an important HR issue. Respect of their rights would help ensure equality and equity among them. The NHRC primarily plans to monitor and advocate on the rights of minorities, rights of PWD/SOGI groups.

**Rights of Prisoners and Detainees :** The prison congestion, inadequate facilities, ill treatment/torture and limited access to enjoy rights are major problems. Currently prison population has been double to its capacity. The NHRC has recently adopted Detention Guidelines as guiding tool for detention monitoring. The NHRC plans to continue monitoring of detention facilities followed by advocacy and dialogues mainly to expedite settling court cases in which under trial are detained.

**Right to Development, Right to Environment etc:** In order to help enjoy various rights NHRC plans to launch dialogue and advocacy programs on some rights that



include right to development, right to environment, right to access to energy and right to live in peace.

**Rights of Migrant Workers** : Estimated three million Nepali work abroad, and majority of them in Middle East, India and Malaysia. NHRC expects that rights of migrant workers are respected, but data indicates reverse situation in various countries. NHRC now plans to hold dialogues and advocacy programs with government and sending agencies. In addition it works with NHRIs of receiving countries via communications and by concluding MoU for the promotion and protection of their rights.

## **9. Strategic Objectives**

The NHRC has set strategic objectives and ways of intervention in order to achieve its goal as mentioned below.

### **Objective 9.1: To intensify strategy to end the state of impunity**

#### *Areas of Strategic Intervention*

#### **9.1.1 Effective implementation of NHRC recommendations**

- Setting up a follow-up mechanism for implementation of NHRC recommendations
- Holding dialogue, advocacy, campaigning and lobbying with stakeholders
- Publishing and disseminating relevant information
- Collaborating and networking with GoN, political parties, CSOs etc.

#### **9.1.2 Dialogue, advocacy and dissemination on impunity issues**

- Studying of the implementation of court verdicts on major human rights cases with judiciary
- Preparing, publishing and disseminating reports and make recommendations to GoN
- Advocating and sensitizing on the issue of impunity among GoN, political parties and others
- Conducting study on situation of withdrawal of serious criminal cases.

#### **9.1.3 Monitoring the work of Inquiry Committees**

- Monitoring the work of Inquiry Committees formed by the Government on different incidents/crimes

### **Objective 9.2: To investigate human rights violation and monitor state obligations**

#### *Areas of Strategic Intervention*

### **9.2.1. Investigation and settlement upon complaints**

- Speedy investigation and disposal of remaining complaints
- Forming required panels of experts for investigation of serious cases including alleged extrajudicial killing in Terai and Madhesh
- Resolving all complaints accomplished investigation
- Studying on the fulfillment of obligation of GoN on the implementation of NHRC recommendations.

### **9.2.2. Monitoring of treaty obligations and HR situation**

- Developing status reports by thematic rapporteurs
- Advising GoN on country reports to be submitted to the treaty bodies
- Monitoring of the rights of the detainees and prisoners
- Monitoring the situation of rights of senior citizens, minority groups and disadvantaged people
- Monitoring the rights of the child, women, persons with disability, mental illness and people living with HIV/AIDS
- Monitoring the situation of potential HR violation during demonstrations, strikes, blockades etc
- Monitoring the role and conduct of HRD deployed by various agencies
- Monitoring the implementation of National Human Rights Action Plan (NHRAP)
- Monitoring the human rights situation of Terai and Madhesh.

### **9.2.3. Reviewing and Strengthening existing monitoring system**

- Developing guidelines as a tool for monitoring and effective functioning of NHRC (preparation and adoption of detention and prison monitoring guidelines, preparing rapid response monitoring guidelines, HRBA guidelines, consumer rights protection guidelines, HRD guidelines, complaints handling manual, media guidelines, demonstration monitoring guidelines, confidentiality guidelines, HR audit guidelines, gender and social inclusion guidelines and senior citizens monitoring guidelines etc.)

## **Objective 9.3: To ensure national laws and policies comply with the international human rights standard**

### *Areas of Strategic Intervention*

### **9.3.1. Reviewing the compliance of national laws and policies with major international HR instruments and monitoring their implementation**

- Reviewing laws and policies in line with international HR standards
- Monitoring the implementation status of HR core conventions

- Reviewing draft laws and policies from HR perspective
- Recommending GoN for full compliance of HR instruments.

### **9.3.2. Advocacy for the ratification of HR related treaties**

- Advocacy for the ratification of HR related treaties, such as ICC, OPCAT, CMW, ICED, OPESCR and others
- Advocacy for domestication of ratified HR treaties in Nepalese laws and policies.

### **9.3.3. Enhancing capacity of GoN, national institutions and CSOs for the preparation of country reports and shadow reports on HR treaties**

- Developing syllabus, designing programs, developing resource materials and imparting trainings

### **9.3.4. Monitoring the implementation status of UPR**

- Disseminating of UPR outcome document, reviewing UPR roadmap, making action plan to monitor Government performance
- Monitoring and advocating with stakeholders for the implementation of UPR outcome document and others
- Reviewing the reports submitted by special procedure mechanisms.

## **Objective 9.4: To improve enjoyment of ESC and collective rights**

### *Areas of Strategic Interventions*

### **9.4.1. Monitoring the state's obligations to respect, protect and fulfill ESC rights**

- Enhancing capacity of NHRC, GoN and CSO staff on the application of ESC rights indicators
- Monitoring of sample cases of ESC rights focusing to right to food, healthcare, housing and education based on set bench marks
- Reviewing of ESC rights indicators based on experience
- Form HR enquiry mechanism to monitor the ESC rights situations.

### **9.4.2. Advocacy on the issues of group rights**

- Increasing advocacy on the right to development and right to environment
- Increasing advocacy on the rights of various groups that include child, women, senior citizens, consumers, migrant workers, SOGI and person with disabilities, minorities, *Madhesies*, *Dalits*, indigenous population, mentally ill, people living with HIV/AIDS and people suffered by stigmatization and helplessness
- Mainstreaming gender concerns and social inclusion policies in the overall activities of NHRC.

### **9.4.3. Applying HRBA to development**

- Imparting training on HRBA to NHRC staff
- Imparting training to staff of GoN, CSO etc. responsible for planning, program designing and implementation
- Preparing resource persons for HRBA training
- Reviewing national periodic plans, and policies from HR perspectives
- Integrating HRBA in periodic national planning process
- Applying HR audit guidelines in development processes as a pilot initiative.

## **Objective 9.5: To enhance culture of human rights, duties and peace**

### *Areas of Strategic Interventions*

#### **9.5.1. Creating HR awareness**

- Conducting awareness programs via mass media including radio and TV
- Producing and disseminating IEC materials.

#### **9.5.2. Providing HRE to stakeholders**

- Preparing and disseminating HRE materials
- Educating people through social mobilisers
- Integrating HR in secondary school curricula
- Integrating HR standards in training syllabus and prepare handbook for civil service and security staff
- Imparting ToT to the trainers responsible for subject teacher's training.

#### **9.5.3. Dialogue, advocacy and campaigning**

- Campaigning with partners to enhance HR culture in both public and private schools
- Working with CSO and CBO to integrate HRE in informal education system.

## **Objective 9.6: To support for transitional justice measures and mechanisms and making HR friendly constitution**

### *Areas of Strategic Intervention*

#### **9.6.1. Ensure transitional justice mechanism**

- Advocating further for the creation of TJ measures and mechanisms through passage of TRC and Commission of Inquiry on Enforced Disappearance Bills
- Supporting to peace building initiative

### **9.6.2. Advocacy for HR friendly constitution**

- Conducting dialogue, advocacy and lobbying with CA members and major political parties
- Conducting awareness programs on HR provisions of Constitution after its commencement and sharing IEC materials

### **Objective 9.7: To make the institution professional and effectively functioning in the changed context**

#### *Areas of Strategic Intervention*

#### **9.7.1. Developing NHRC a proactive organization**

- Creating HR resource centers in subordinate offices with adequate learning facilities
- Increasing capacity of NHRC in three level namely Commission, Secretariat and program implementation and HRD on HR monitoring and investigation, dialogue and advocacy, and training and HRE
- Strengthening of rapid response capacity to HRV.

#### **9.7.2. Legal, policy and operational reforms**

- Revising existing legal framework related to administration, finance and staff management followed by making of administration and finance guidelines
- Settling staff issues including handling staff grievances
- Redefining terms and conditions of the human resources including job security
- Implementing essence of current organizational structure and fulfilling vacant positions
- Developing policy on providing job related training and education to staffs including refresher and induction.

#### **9.7.3. Institutional infrastructure development**

- Ensuring adequate office space with required facilities for at least 3 NHRC offices
- Ensuring logistics for effective performance
- Ensuring necessary amenities and establishing network connecting system with all subordinate offices
- Establishing archives (both electronic and hard copy) to manage settled complaint files
- Simplifying electronic system of complaint management and registration system (CMRS).

#### **9.7.4. Expansion of outreach programs**

- Establishing NHRC offices at most of the districts

- Working through media, NGO and CBO to extend NHRC activities at grassroots level.

#### **9.7.5. Coordination and collaboration**

- Collaborating with GoN to implement NHRC recommendations, law and policy reforms etc
- Collaborating with other HR related commission monitoring, advocacy, campaigning, and information sharing
- Partnering and networking with NGO, CSO, CBO, media, political parties and professional organizations on dialogue, advocacy, lobbying, campaigning, capacity building, monitoring and information sharing
- Collaborating with international partners such as NHRIs abroad, OHCHR, ICC, APF of NHRI, UN, INGO and donor communities for capacity building, technical assistance and information sharing
- Working with GoN, NHRIs of SARRC region, UN, APF, and others to create an inter-governmental HR mechanism in South Asia
- Interacting with the Judiciary for promotion and protection of human rights.

## **10. Approaches and working modalities**

### **10.1 Approaches**

The NHRC in general would undertake following approaches during the implementation of this document:

- Integrating gender and social inclusion concerns to promote greater equality and equity
- Respecting knowledge management
- Adopting strategic partnerships
- Supporting state institutions for the respect of HR
- Supporting to integration of HR into education curricula and training syllabus for law enforcing officials
- Applying process oriented and right based approach in overall activities
- Applying proactive approach
- Applying result based management
- Integrating NHRC core values
- Respecting 'do no harm' principle

NHRC will consider gender and social inclusion policy in its plans and programs that promote equality and equity. It will consider the active, free and meaningful

participation of women, socially excluded communities and group in implementing its program based on its set policy.

NHRC will respect knowledge management to identify, create, represent, disseminate and enable adoption of insights and experiences, both in individual and organizational practice/ process in its day to day operation. It will consider the expansion of knowledge internally and externally rather than formal ritualistic operation. It will focus on organizational objectives such as efficient performance, sharing lesson learnt, integration and continuous improvement, hence dedicate sufficient resource.

NHRC will work with the national institutions like National Women Commission, National Dalit Commission, Central Child Welfare Board, and National Foundation for Development of Indigenous Nationalities, professional organizations, other both national and intergovernmental institutions and that have mandate for protection and promotion of human rights. It will also work with non-governmental organizations.

NHRC will support to the state agencies in fulfilling their obligations to respect, protect, promote and fulfil human rights obligations for ensuring their implementation. In addition, NHRC will consider into humanitarian issues related to its work. It will facilitate and remind in fulfilling their commitments through set benchmarks like implementing NHRAP and other development plans and programs.

NHRC will support to integrate human rights concerns in education curricula. Similarly, it will strengthen its division that works for training on human rights and support different state agencies like Nepal Police, Nepal Army, etc. in integrating human rights concerns in their training syllabus and capacitate them.

NHRC will focus to ensure that the fruits of development are equitably delivered to the needy people in human rights friendly manner. As the rights based approach is expected to contribute to sustainable human development, NHRC will consider in applying right based approach in its overall activities.

NHRC will undertake proactive approach in its major interventions. The proactive approach will encourage for creating the environment where the rights are enjoyed without discrimination. It will consider working on thematic issues based on the international instruments.

NHRC will consider in applying process oriented and result based management to internal organizational practices. It will ensure adopting due process in overall activities to achieving its goals.

NHRC will endeavor to integrate its core values namely *diversity, impartiality, integrity, independence and autonomy and equality and equity*. In addition, it will integrate operational values namely *accessibility, accountability, participation and social inclusion and transparency* in its internal practices and performance. NHRC will respect the 'do no harm principle' and will support for the protection of the victim's rights.

## **10.2 Working modalities**

Primarily following modalities shall be adopted during implementation of this document:

- Complaint handling, investigation and recommendations for remedies against HRV
- Monitoring of HR situation and international treaty obligations
- Mediation
- Production and dissemination of HR thematic reports and IEC materials
- Decentralization, delegation and collaboration/partnership
- Collaboration with NHRIs abroad
- Engagement with state and non-state actors including media and CSO
- Respect to the values of rule of law in its activities
- Learning, communicating and educating
- Supporting to development of laws and policies which promote and respect for HR
- HRE and public awareness

NHRC will handle complaints lodged at the Commission, investigate and recommend for remedies against human rights violations and atrocities; thus logical ending of complaints is its key task. It will ensure fairness in its job and try to accomplish the task as early as possible.

NHRC will regularly monitor the human rights situation based on the indicators developed by NHRC itself and with the international practice. It will conduct monitoring based on the set priority. Similarly, it will monitor the implementation of treaty body provisions and reporting obligation to the treaty bodies.

NHRC will mediate between the victims and alleged perpetrators to ensure the speedy justice confining with in the best practice and spirit of international human rights and international humanitarian law. Similarly it will mediate between the different stakeholders such as when there is stake of development or other issues.

NHRC will produce reports on different themes of human rights basically based on UN core conventions and disseminate them to the public and other concerned



stakeholders. The Commission will also develop and produce IEC materials regularly as a part of promotion, lobby and advocacy.

NHRC has a general policy of decentralization aiming to increase access to human rights services expanding its outreach programs in the field. All NHRC subordinate offices are competent enough to intervene in protection and promotion of human rights based on the policy adopted by the Commission. It will work in strategic partnership with the other national institutions and professional organizations, I/NGOs and other stakeholders. It will collaborate with other NHRIs and UN agencies.

NHRC will develop and maintain professional relationship with stakeholders, non-state actors. It will strengthen relationship with media and CSOs for promotion of human rights culture. It will respect rule of law while conducting its day to day activities.

NHRC will consider in knowledge enhancement of the staff and other human right defenders. It will communicate and transfer knowledge and skill internally and externally. It will consider continue learning and educating process. It will support in development of law based on international human rights and international humanitarian law and develop policy and plan. It will continuously work for development of human rights education and raise level of awareness on human rights in public.



## Annex - I Action Matrix

This section highlights the major activities, indicators, expected outputs among others.

### SO 1: To intensify strategy to end the state of impunity

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Effective implementation of NHRC recommendations	Formed a follow up team	Setting up a follow-up mechanism for implementation of NHRC recommendations	Additional activities with various stakeholders	NHRC record/publications	Continuous	Availability of resources and cooperation from government
	Records updated and processed	Holding dialogue, advocacy, campaigning and lobbying with concerned stakeholders	Held 10 activities a year	Media and study reports	Continuous	
	Updated reports on recommendations produced	Publishing and disseminating relevant information to the public	Developed major advocacy and campaigning tools	Media and NGO reports	Continuous	
	Joint activities, network formed	Collaborating and networking with government, political parties, CSOs etc	Increased number of consultations and joint initiatives	NGO and media reports	continuous	
Dialogue, Advocacy and Dissemination on impunity issues	Report published and interactions held with judiciary for the implementation status	Studying of the implementation of court verdicts on major human rights cases with judiciary	There will be implementation status report with NHRC and no. of interactions would be reported	NHRC report, media	2012	Availability of resources and cooperation from government
	Study reports and feedback to treaty body reports Policy/action improved, issue sensitized/disseminated based on produced resolution and minutes	Preparing, publishing and disseminating reports and make recommendations to GoN Advocating and sensitizing on the issue of impunity among GoN, political parties and others	Held series of dialogues with GoN, Attorney General, Nepal Police, Judiciary, Bar and NGO/CSO followed by advocacy programs	GoN, media and CSO reports	Continuous	

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
	Recommendations and influence to change policy	Conducting review and analyze the situation of withdrawal of serious criminal cases	Improved capacity for study and review of such cases and provided policy feedback to GoN and stakeholders	Media, CSO, NHRC reports	Continuous	
			Improved capacity in HR monitoring and investigation of both NHRC staff and HRD	NHRC reports and increased need	Continuous	
Monitoring the work of Inquiry Committees	Logical ending of the procedure of the committees	Monitoring the recommendation of committees formed by the Government on different incidents/ crimes get implemented	Held two monitoring of such committees	NHRC report Media coverage	Continuous	Full cooperation of the government

## SO 2: To investigate human rights violation and monitor state obligations

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Investigation and settlement upon complaints	Complaints investigated and reports prepared  Recovered human remains via exhumation, tested remains and sent to crime investigators  Formed penal, conducted investigations, prepared reports	Conducting speedy investigation and disposal of remaining complaints  Forming required panels of experts for investigation of serious cases including alleged extra-judicial killings in Terai and Madhesh  Resolving all complaints accomplished investigation	Larger number of cases ready to award remedies  Additional human bodies identified from among missing persons  Additional investigators utilized to reduce backlog	NHRC records  NHRC, GoN, ICRC and CSO reports  NHRC, CSO records	Continuous  Continuous  Continuous	Availability of adequate resources  Availability of adequate budget
	Commissioner's additional time utilized, complaints resolved, decisions prepared and recommended to GoN	Studying on the fulfillment of obligation of GoN on the implementation of NHRC recommendations.	Increased number of victims got remedies by more efficient delivery from commissioners and staff	Records of NHRC	Begin in the year and continue	

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Monitoring of treaty obligations and HR situation	Conducted research/study and prepared reports	Developing status reports by thematic rapporteurs	Increased No of monitoring reports	NHRC assessment reports/decision	Continuous	Availability of skilled human resources; Availability of budget
	Expert briefing taken, NHRC considered, report prepared and decision made	Advising GoN on country reports to be submitted to treaty bodies	Sensitized and enhanced government's response	UN reports, NHRC law and practice	Continuous	
	Inspected DC/ prisons, spot advice for basic reforms, reports prepared, recommended to GoN	Monitoring of the rights of detainees and prisoners	Sensitized and enhanced respect for rights of the child, women and disabled persons	NHRC and media reports	Continuous	
	Field monitoring, situation assessed, report prepared, disseminated, recommended.	Monitoring the situation of rights of senior citizens, minority groups and disadvantaged people	Increased NHRC presence on sites with efforts to mediate/prevent to reduce HRV	Media, GoN, NGO, NHRC reports	Continuous	
	Enhanced fairness and credibility of HR monitoring	Monitoring the rights of the child, women, persons with disability, mental illness and HIV/AIDS	Field monitoring, interaction, situation assessment, reporting prepared, dissemination, recommendation	Media, GoN, NGO, NHRC reports	Continuous	
	Increased respect for HR during demonstrations, strikes, blockades	Monitoring situation of potential HR violation during demonstrations, strikes, blockades etc	Increased no. of mission deployment; political parties respect for NHRC recommendations	Reports	Continuous	
	Increased impartiality, ethics and fairness in HR monitoring	Monitoring the role and conduct of HRD deployed by various agencies	Government reports, UN reports, NHRC reports and others	NHRC, CSO reports	Continuous	
	Implementation of NHRAP	Monitoring the implementation of NHRAP	Increased no. of mission deployment	Reports	Continuous	
	Improved HR situation in Terai and Madhesh.	Monitoring the HR situation of Terai and Madhesh.	Increased no. of mission deployment	Reports	Continuous	

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Review and strengthen the existing monitoring system	Developed various guidelines, published, internalized in NHRC work, NHRC work are more systemic and organized	Developing guidelines as a tool for monitoring and effective functioning of NHRC (Preparation and adoption of Detention and prison monitoring guidelines, Rapid response monitoring guidelines, Consumer rights protection guidelines, HRD guidelines, Complaints handling manual, Media guidelines, Demonstration monitoring guidelines, Confidentiality guidelines, Gender and social inclusion guidelines, HR audit guidelines and senior citizen monitoring guidelines etc.)	Increased effectiveness in overall functioning of NHRC	NHRC assessment, media reports	Continuous	Cooperation from other stakeholders  Compliance of the governmental agencies of NHRC recommendations

### SO 3: To ensure national laws and policies comply with international human rights standards

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Reviewing the compliance of national laws and policies with major international HR instruments and monitoring their implementation	Reviewed law, policy and programs, developed and publicized reports  Reviewed law, policy and programs, developed and publicized reports  Reviewed draft law, developed reports and recommended  Compliance of HR instruments in national laws	Reviewing laws and policies in line with international HR standards  Monitoring the implementation status of HR core conventions  Reviewing draft laws and policies from HR perspectives  Recommending GoN for full compliance of HR instruments	Increasingly internalized international HR standards  Increasingly internalized HR standards in law and policy  Increasingly internalized HR standards in newly enacted laws  Number of recommendations and increased adoptions	GoN, NHRC media and CSO reports  SC verdict, NHRC, CSO, media reports  GoN and media reports  Reports	Continuous  Continuous  Continuous  Continuous	Availability of budget; government cooperation

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Advocacy for the ratification of HR related treaties	Held advocacy, jointly worked with NGOs, press briefing/ release, recommended  Held series of advocacy, prepared reports, press briefing/ release, recommended, amended to law	Advocacy for the ratification of HR related treaties, such as ICC, OPCAT, CMMW, ICED, OPESCR and others  Advocacy for domestication of ratified HR treaties in the Nepalese laws and policies	Built pressure on GoN to ratify treaties  Increasingly internalized HR standards in domestic law	UN and media reports  SC verdicts, CSO and media reports	Continuous  Continuous	Availability of budget  Availability of people willing to contribute in social mobilization
Enhancing capacity of GoN, NHRI and CSOs for the preparation of country reports and shadow reports on HR treaties	Syllabus developed, program designed, staff trained, resource material developed, reports developed	Developing syllabus, designing program, developing resources materials and imparting training	Increased capacity with GoN, NHRC and CSO on making treaty body reports	UN, NHRC reports	2012-13	Availability of teachers  GoN cooperation and willingness
Monitoring the implementation status of UPR	Categorized and analyzed UPR outcomes, held sensitization programs with CSO, UPR report prepared, published, media briefing  UPR recommendations translated into action  Improved mechanism & HR situation as pointed out	Disseminating of UPR outcome document, reviewing UPR roadmap, making action plan to monitor Government performance  Monitoring and advocating with partners for the implementation of UPR outcome document and others  Reviewing the reports submitted by special procedure mechanisms	Increased awareness on UPR reports and pressure built on GoN to implement UPR outcomes  Increased government response  Increased government response	UN, GoN, NHRI, CSO reports	2012-13	Availability of budget, Government's cooperation and willingness and vibrant civil society

## SO 4: To improve enjoyment of ESC and collective rights

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Monitoring the state's obligations to respect, protect and fulfill ESC rights	Staff trained, training kit/materials, report prepared, media briefing  Missions deployed, field activities, report prepared, press briefing/release, recommended  Improved the indicators and made them effective and practical  HR enquiry mechanism functioned; improved ESCR observance	Enhancing capacity of NHRC, GoN and CSO staff on the application of ESC rights indicators  Monitoring of sample cases of ESC rights focusing to right to food, healthcare and education, based on indicators  Reviewing of ESCR indicators based on experience and need  Form HR enquiry mechanism to monitor the ESCR situation	Developed capacity to monitor ESC rights applying indicators in place  Increased monitoring of ESCR based on indicators  Revisited, reviewed, evaluated, meetings, reports, testing  Missions deployed, field activities, reports, press release/ briefing, recommended	OHCHR, NHRC and UN reports  NHRC, UN, OHCHR, CSO, Media reports  NHRC and CSO reports  GoN, UN, CSO, NHRC, media reports	2011-13  Continuous  Continuous  2012-13	Availability of budget  Cooperation from other stakeholders  Cooperation from other stakeholders
Advocacy on the issues of Group Rights	Increased awareness on various issues of group rights  Increased awareness on major issues of group rights  Increased awareness on various issues of group rights and on rights of most vulnerable groups	Increasing advocacy on the right to development, right to environment  Increasing advocacy on the rights of child, women, senior citizens, migrant workers, SOGI and person with disabilities  Increasing advocacy on the rights of various groups that include, child, women, senior citizens, consumers, migrant workers, SOGI and person with disabilities, minorities, <i>Madheshies</i> , <i>Dalits</i> , indigenous population, mentally ill, HIV infected and people suffered by stigmatization and helplessness  Mainstreaming gender concerns and social inclusion policies in the overall activities of NHRC	Held workshop, interactions, prepared report, publication, media reporting  Held workshop, interactions, prepared reports, publication, media reporting  Held workshop, interactions, prepared reports, publication, media reporting  Held meetings, interactions, workshop, prepared reports, publication, media reporting  Review, M & E, reports, publications	GoN, UN, NHRC, media reports  GoN, UN, NHRC and media reports  GoN, NHRC and media reports  Media, CSO and NHRC reports  NHRC and media reports	Continuous  Continuous  Continuous  Continuous  Continuous	Existing work volume minimized to initiate new things  Adequate financial and human resources  Full cooperation of state and non state agencies
	Integration of gender/ social inclusion					

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Applying HRBA to Development	Increased NHRC capacity on HRBA	Imparting training on HRBA to NHRC staff	Held training, made resource materials, made reports and published	UN, media and NHRC reports	2011-12	Political leaderships' willingness
	Developed capacity of GoN, CSO, PSO on HRBA	Imparting training to staff of GoN, CSO etc responsible for planning, program designing and implementation	Held training, made resource materials, made reports and published	OHCHR, media and NHRC reports	2011-14	Political parties giving priority to HR
	ToT organized, resource materials made, reports prepared, published and made public	Preparing resource persons for HRBA training	Increased number of experts/trainers on HRBA; publications	NHRC, OHCHR, GoN reports	2012 onwards	Compliance of the NHRC recommendations
	Conducted review/research, made reports, suggested and recommended	Reviewing national periodic plans and policies from HR perspectives	Increasingly HR friendly national plans and policies in place	GoN, Political parties, NHRC, media reports	2012 onwards	
	Increased integration of HR values and standards in national planning processes	Integrating HRBA in periodic national planning process	Held meetings, interaction, provided inputs, joint work with NPC and GoN	GoN, NHRC, CSO and media reports	2012 onwards	
	Conducted studies, meetings, workshops, developed HR audit tools, test and verify in applying tools	Applying HR audit guidelines in development processes, as a pilot initiative	Confirmed via HR auditing whether HR values and standards are properly and adequately integrated in development initiatives	OHCHR/UN, NHRC and media reports	2013-14	



## SO 5: To enhance culture of human rights, duties and peace

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Creating HR awareness	IEC materials prepared, published and disseminated, aired/ reporting of HRE issues via mass media	Conducting awareness programs via mass media including radio and TV Producing and disseminating IEC materials	Increased HR awareness among larger number of people	GoN, NHRC and media reports	Continuous	Willingness of concerned organizations
Providing HRE to stakeholders	Held meetings, prepared reports, printed, disseminated Conducted orientation, held meetings, HRE materials made available, reports prepared, made public Increased knowledge of HR from young age; Increased integration of HR in training syllabus of security staff	Preparing and disseminating HRE materials Educating people through social mobilizers Integrating HR in secondary school curriculum	Increased access to HRE and information Improved system of expanding HRE at grass roots in place Meetings, input on draft curriculum, revision, publication, dissemination	GoN, CSO, media reports GoN, CSO, political parties reports GoN, NHRC reports	Continuous Continuous Continuous	Cooperation from the governmental and nongovernmental organizations
	Enhanced the capacity of HR at the school, students and teachers	Integrating HR standards in training syllabus and prepare handbook for civil service and security staff	Held meetings, syllabus reviewed, updated syllabus, reports made	NHRC, Nepal Police, media reports	Ongoing/ Continuous	
	Prepared trainers to train school teachers assigned to teach HR issues, students acquainted on basic HR issues	Imparting ToT to the trainers responsible for subject teacher's training	Trained trainers / subject teachers on HR and child rights	Media, GoN reports	Continuous	

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Dialogue, advocacy and campaigning on HRE	Preparatory meets, IEC materials, deliberations, dissemination, press briefing/ release, report; focused group meets, interaction, lobbying Enhanced level of respect, and built HR culture in schools, Increased integration of HR in education	Campaigning with partners to enhance HR culture in both public and private schools Working with CSO and CBO to integrate HRE in the informal education system	Increasingly advocated and sensitized HR issues Held periodic dialogues with teachers and parents unions, aired/published messages, made survey	Media, NHRC and donor' report NHRC, media, political parties, and GoN reports	Continuous Continuous	

## SO 6: To support for transitional justice measures and mechanisms and making HR friendly Constitution

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Ensure Transitional Justice Mechanism	Dialogue and lobbying with GoN and CA members, prepared reports, media campaign etc. Peace related activities would be held	Advocating further for the creation of TJ measures and mechanisms through passage of TRC and DA Bills Supporting to peace building initiatives	TRC mechanisms set and came into operation Peace related activities would be reported	Media, CSO, GoN, UN reports	Ongoing Continuous	Regular reporting of the compliance
Advocacy for HR friendly constitution	Dialogue and lobbying with CA members, campaigning with media and CSO, reports developed and disseminated Increased civic awareness; sensitization on HR friendly constitution	Conducting dialogue, advocacy and lobbying with CA members and major political parties Conducting awareness programs on HR provisions of constitution after its commencement and sharing IEC materials	Ensured HR values and standards are properly and adequately enshrined in the upcoming constitution Acquainted public on HR provisions of constitution; NHRC activities	CA, GON, media, CSO reports NHRC assessment	Ongoing 2012 onwards	Financial and human resource availability

## SO 7: To make the institution professional and effectively functioning in the changed context

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Develop NHRC a proactive organization	Added learning facilities with equipment and learning tools and materials Performance improved, trained staff available Team set and brought into effect	Creating HR resource centers in all subordinate offices with adequate learning facilities Increasing capacity of NHRC staff and HRD on HR monitoring and investigation, dialogue and advocacy, and training and HRE Strengthening of rapid response capacity to HRV	Increased access to HR research and studies at ROs and SROs Increased number of specialized training organized Increased number of missions deployed and made effective	NHRC needs assessment I/NGO, UN reports Media reports, NHRC records and Victims' demand	Continuous 2012 Continuous	Cases are reported timely Availability of budget for proactive investigations Cooperation from the state and non state actors
Legal, policy and operational reforms	Law in place Rules and revised staff ToR in place Increased number of able staff available Implementation of organizational structure Staff capacity enhancement policy set up and implemented	Revising existing legal framework related to administration, finance and staff management followed by making of administration and finance guidelines Settling staff issues including handling the staff grievances Redefining terms and conditions of the human resources including job security Implementing essence of current organizational structure and fulfilling the vacant positions Developing policy on providing job related training and education to staff including refresher and induction	Enabled NHRC for smooth functioning Made law ensuring job security and grievance management Implemented including for vacancy fulfillment Number of increased staff, outreach and productivity Increased number of staff trained and improved performance level	Dialogue and advocacy programs, media reports NHRC progress reports GoN and Media reports NHRC, GoN reports NHRC reports	2012	Cooperation from other stakeholders Availability of budget on time for different activities Cooperation from the state agencies Cooperation from the state agencies Cooperation from the state agencies

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
Institution's infrastructure development	Conveniently performed and increased productivity	Ensuring adequate office space with required facilities for at least 3 NHRC offices	Increased efficiency and surety of office premises	NHRC plan and programs	Continuous	Availability of information on time and availability
	Adequate materials and equipment available	Ensuring logistics for effective performance	Increased quality in the services	NHRC plan and program documents	Continuous and regular	
	Timely and effective flow of information	Ensuring necessary amenities and establishing network connecting system with all subordinate offices	Improved ICT and its increased use	NHRC needs assessment and program		
	Archives created and came into effect	Establishing archives (both electronic and hard copy) to manage settled complaint files	Improved record management system	NHRC needs assessment and program		
Expansion of outreach programs	CMRS in place is operative	Simplifying electronic system of complaint management and registration system (CMRS)	Most of the staff use CMRS	NHRC review and program		Availability of information Cooperation from the stakeholders
	NHRC services delivered through additional offices	Establishing NHRC offices at most of the districts	Decentralized and further expansion of outreach programs	NHRC reports	2012 onwards	
	Collaborative efforts to reach targeted people	Working through media, NGO and CBO to extend NHRC activities at grassroots level	Increased expansion of NHRC work	NHRC, NGO and media reports	Continuous	
Coordination and Collaboration	Engagement with GoN, more recommendations implemented, compensation provided, GoN support, provided inputs	Collaborating with GoN to implement NHRC recommendations, law and policy reforms etc.	Increased number of people get justice/ realize remedies	NHRC, GoN, media reports	Continuous	
	Joint monitoring, meeting, interaction, report, dissemination held	Collaborating with other HR related commissions on monitoring, advocacy, campaigning, and information sharing	Number of increased consolidated efforts in promotion and protection of HR	CSO, media and NHRC reports	Continuous	

Areas of intervention	Expected Output	Activities	Verifiable Indicators	Source of Information	Time Frame	Assumption and Risks
	Joint monitoring, interactions, meetings, reporting, dissemination held	Partnering and networking with NGO, CSO, CBO, media, political parties and professional organizations on dialogue, advocacy, lobbying, campaigning, capacity building, monitoring and information sharing	Number of increased consolidated efforts in promotion and protection of HR	CSO, media and NHRC reports	Continuous	
	Meetings, training, complain based communication to NHRIs abroad, reports, dissemination held	Collaborating with international partners such as NHRIs abroad, OHCHR, ICC, APF of NHRI, UN, INGO and donor governments for capacity building, technical assistance and information sharing	Enhanced capacity and effectiveness in protection of HR by engaging with international actors	UN, INGO, NHRIs, NHRC reports	Continuous	
	Creation of regional HR mechanism in South Asia	Working with GoN, NHRIs of SAARC region, UN, APF, and others to create an inter-governmental HR mechanism in South Asia	Discussions, interactions reported	Media of South Asia region, reports	continuous	
	More human rights friendly court verdicts and its implementation	Interacting with the judiciary for promotion and protection of human rights	Interactions with judiciary and with other stakeholders	NHRC and media reports	continuous	

## Annex – II

### Time Frame

Fiscal Year	Duration in BS	Duration in AD
First Fiscal Year	2068/4-2069/3	2011/7-2012/6
Second Fiscal Year	2069/4-2070/3	2012/7-2013/6
Third Fiscal Year	2070/4-2071/3	2013/7-2014/6

## Annex – III

### Cost Estimation

Roughly following amount is estimated for the implementation of the plan.

Year	Government of Nepal Contribution	Donor Contribution	Total Amount
Year 1	91,300,000.00	50,000,000.00	141,300,000.00
Year 2	109,500,000.00	55,000,000.00	164,500,000.00
Year 3	131,400,000.00	55,000,000.00	186,400,000.00
<b>Total</b>	<b>332,200,000.00</b>	<b>160,000,000.00</b>	<b>492,200,000.00</b>

Government budget is expected to increase by 20% annually.

## Annex - IV

Participants of the in house Consultation program of Strategic Plan (2011-2014) held in NHRC Hall in Central Office, Hariharbhawan Lalitpur

Date: Nov 3, 2010

S.N.	Name	Organization
1.	Hon. Kedarnath Upadhdhyay	NHRC, Nepal
2.	Hon. Ramnagina Shingh	NHRC, Nepal
3.	Hon. Gauri Pradhan	NHRC, Nepal
4.	Bishal Khanal	NHRC, Nepal
5.	Shree Ram Adhikari	NHRC, HQ
6.	Gita Shrestha	NHRC, HQ
7.	Regam Maharjan	NHRC, HQ
8.	Kailash Kumar Shiwakoti	NHRC, HQ
9.	Shyam Babu Kafle	NHRC, HQ
10.	Surya Prasad Lamichhane	NHRC, HQ
11.	Sarita Gyawali	NHRC, HQ
12.	Gita Dahal	NHRC, HQ
13.	Divye Jha	NHRC, HQ
14.	Nim Raj Bhattarai	NHRC, HQ
15.	Subha Ghale	SCNHRC, Nepal
16.	Hemanga Sharma	SCNHRC, Nepal
17.	Pradhuma Kattel	NHRC, HQ
18.	Suresh Malla	NHRC, HQ
19.	Koshraj Neupane	NHRC, HQ
20.	Bed Bhattarai	NHRC, HQ
21.	Nawin Gurung	SCNHRC, Nepal
22.	Maya Devi Sharma	NHRC, HQ
23.	Rara Karmacharya	NHRC, HQ
24.	Binda Pandey	NHRC, HQ
25.	Suprina Shrestha	NHRC, HQ
26.	Prem Chaudhary	NHRC, HQ
27.	Indira Pokharel	NHRC, HQ

S.N.	Name	Organization
28.	Sabitra Marasini	NHRC, HQ
29.	Lok Kumar Shrestha	NHRC, HQ
30.	Nabindra Lama	NHRC, HQ
31.	Loknath Bastola	NHRC, HQ
32.	Jaya Shor Chapagain	NHRC, HQ
33.	Subarna Karmacharya	NHRC, HQ
34.	Tejman Shrestha	NHRC, HQ
35.	Ghanshyam Bhandari	NHRC, HQ
36.	Mithila Hujedar	NHRC, HQ
37.	Rojina Luitel	NHRC, HQ
38.	Shabhu K.C.	NHRC, HQ
39.	Kalpna Jha	NHRC, HQ
40.	Taradevi Wagle	NHRC, HQ
41.	Neelam Pariyar	NHRC, HQ
42.	Padma Mathema	NHRC, HQ
43.	Kamal Thapa Kshetri	NHRC, HQ
44.	Sita Regmi	NHRC, HQ
45.	Chandra Kala Bista	NHRC, HQ
46.	Yadav Paudel	NHRC, HQ
47.	Nar Bahadur Gharti	NHRC, HQ
48.	Shree Ram Karki	NHRC, HQ
49.	Krishna Shrestha	NHRC, HQ
50.	Khagendra Magar	NHRC, HQ
51.	Ram Sharan Shrestha	NHRC, HQ
52.	Uttam Thapa	NHRC, HQ
53.	Jitendra Karki	NHRC, HQ
54.	Netra Shrestha	NHRC, HQ
55.	Khima Nanda Bashyal	NHRC, HQ
56.	Sarkiman Tamang	SCNHRC Nepal
57.	Umesh Rana	SCNHRC Nepal
58.	Archana Thapa	SCNHRC Nepal
59.	Neela Pradhan	SCNHRC Nepal
60.	Mandira Shrestha	NHRC, HQ



S.N.	Name	Organization
61.	Ghanashyam Bhandari	NHRC, HQ
62.	Sagar Shrestha	NHRC, HQ
63.	Surya Kanta Khatiwada	NHRC, HQ
64.	Ram Krishna Chaudhary	NHRC, HQ
65.	Gyanendra Maharjan	NHRC, HQ
66.	Rajesh Koju	NHRC, HQ
67.	Tara Bastola	NHRC, HQ
68.	Subodh Pokhrel	NHRC, HQ
69.	Janak Bhatta	NHRC, HQ
70.	Hira Maya Maharjan	NHRC, HQ
71.	Bhagawati Chaudhary	NHRC, HQ
72.	Pramod Ray	NHRC, HQ

Participants of the Regional Consultation Workshop of Strategic Plan (2011-2014) in Hotel Holiday Inn, Pokhara

Date: Dec 15, 2010

S.N.	Name	Organization
1.	Hon. Gauri Pradhan	NHRC, Nepal
2.	Nilkantha Upadhdhyay	District Court, Kaski
3.	Shambhu Koirala	CDO District Administrative Office
4.	Surya Bahadur Gurung	Social Study Forum, Kaski
5.	Punya Prasad Paudel	AI Nepal, Group 82 Family
6.	Ram Prasad Ghimire	Advocacy Forum, Kaski
7.	Sushila Lama	Blue Diamond Society
8.	Riya Gurung	Blue Diamond Society
9.	Bishnu Prasad Lamsal	Human Rights Protection Association
10.	Narendra Bastola	HURON, Kaski
11.	Krishna Sunar	Federation of Dalit NGOs
12.	Usha Baruwal	District Development Office
13.	Saroj Nepal	COCAP
14.	Santosh Pokharel	Nagarik National Daily
15.	Hari Bastola	Rajdhani Daily
16.	Madhav Baral	Nepal Samacharpatra Daily

S.N.	Name	Organization
17.	Sushma Paudel	Sancharika Samuha
18.	Nabaratna Dhungana	Human Rights Protection Forum
19.	Teknath Baral	Senior Human Rights Activists
20.	Basudev Baral	CAHURAST Nepal
21.	Bishnu Prasad Baral	Ne.Sa.Bi.Pa. Kaski
22.	Mahendra Lamichhane	CBRS Pokhara
23.	Tanka Khanal	INSEC, Regional Office Kaski
24.	Hasta Bahadur Gurung	Armed Police Force, Kalika Gan
25.	Bharat Prasad Paneru	Armed Police Force, Muktinath Bahini
26.	Rem B.K.	Big F.M.
27.	Rajendra Prasad Upadhdhyay	Nepal Police, Regional Office
28.	Bishnuraj Sigdel	Hamro Kalam Daily
29.	Narayan Shahi	Radio Gandaki
30.	Jiban Dahal	Nepal Army, Western Pritana, HQ
31.	Shyam Kunwar	FNJ, Kaski
32.	Nilkrishna Sharma	Sambad Nepal/HURON
33.	Khagaraj Acharya	Civil Society's Network for Peace
34.	Arjun Paudel	Armed Police Force, Muktinath Bahini
35.	Girman Thapa	Regional Education Directorate, Kaski
36.	Punya Paudel	Federation of Nepalese Journalists
37.	Saru Adhikari	Women's Service Centre
38.	Yagya Prasad Adhikari	NHRC, Pokhara
39.	Sarita Sharma	NHRC, Pokhara
40.	Uka Prasad Sharma	District Police Office
41.	Tara Shrestha	Regional Police Office
42.	Gobind Timilsina	Armed Police Force, Kalika Gan
43.	Devraj Nepal	District Police Office
44.	Sagar Raut	National Human Rights Commission
45.	Lalita Riyal	Forum for Women's Lawyer
46.	Chameli Pariyar	Woman Human Rights Defender
47.	Kamala Subedi Doshi	Golden Eye T.V.
48.	Bishwa Prakash Lamichhane	UCPN, Maoist
49.	Hemanta Adhikari	NPABSON, Kaski

S.N.	Name	Organization
50.	Arjun Giri	Himdut National Daily
51.	Badri Subeki	NHRC, Pokhara
52.	Tejman Shrestha	NHRC, HQ
53.	Yashoda Banjade	NHRC, Pokhara
54.	Binod Pariyar	NHRC, Pokhara
55.	Mohan Kafle	NHRC, Pokhara
56.	Khimlal Subedi	NHRC, Pokhara
57.	Khima Nanda Bashyal	NHRC, HQ

Participants of the Regional Consultation Workshop of Strategic Plan (2011-2014) in Devotee Hotel, Dhangadhi

Date: Dec 22, 2010

S.N.	Name	Organization
1.	Bijayalal Kayastha	Zonal Police Office
2.	Johari Lal Chaudhari	Nepal Bar Association
3.	Sundarraaj Regmi	UCPN Maoist
4.	Devraj Abasthi	Nepal Bar Council
5.	Prayag Dutta Bhatta	Advocate
6.	Gangaram Padhyay	Kailali Bar Unit / Advocate
7.	Lal Bahadur Chaudhari	BASS Kailali
8.	Ran Bahadur Chand	CPN UML
9.	Bir Bahadur Jethara	Kailali Bar Unit / Advocate
10.	Rohit Chaudhari	NGO Federation
11.	Laxman Prasad Tulachan	Nepal Indigenous People
12.	Janaki Tuladhar	Advocate
13.	Tikeswari Hamal	Chairperson, Single Women's Office
14.	Chitra Paneru	Human Rights Alliance
15.	Prakash Chaudhari	Blue Diamond Society
16.	Nirang Chaudhari	Blue Diamond Society
17.	Sitaram Bhatta	Kailali Campus
18.	Nirmala Bhatta	Maiti Nepal, Dhangadhi
19.	Madan Kumar Nepali	D.N.F. Kailali
20.	Liladhar Bhandari	Conflict Victim's Society

S.N.	Name	Organization
21.	Min Bahadur Kunwar	Nepal Children's Organization
22.	Tejraj Bhatta	Dhangadhi Post Daily
23.	Bimala S.K.	National Dalit's Network
24.	Khagendra Bahadur Shahi	District Public Health Office
25.	Lokendra Bista	Himal Api National Daily
26.	Ram Babu Singh	Nepal Teacher's Union
27.	Dipendra Bahadur Singh	NHRC, Dhangadhi
28.	Khadka Raj Joshi	INSEC, Regional Office
29.	Mastabir Kanyakadarahawa	Radio Ghodaghadi F.M.
30.	Dhanpati Dhungel	Faya Nepal
31.	Tika Sharma	Women and Children's Office
32.	Binod Kumar Ghimire	NNDSWO, Kailali
33.	Sangam Singh	Shram Shrijana Nepali Daily
34.	Narendra Bhatta	YIFD
35.	Binaya Lama	Youth Campaign
36.	Dharma Raj Pathak	Civil Society for Democracy and Peace
37.	Ramchandra Joshi	Nepal Disable Office
38.	Ramlal Koirala	Nepal Disable Office
39.	Keshab Koirala	Khaptad F.M.
40.	Chandra Shekhar Malla	Regional Construction Association
41.	Nahakul Dev Joshi	Shram Srijana Nepali Daily
42.	Dr. Tikaram Pokharel	NHRC, Dhangadhi
43.	Tank Kunwar	Morning Bell/ Jandisha
44.	Logshari Kunwar	Morning Bell Daily
45.	Gyanendra Gahatraj	NHRC, Dhangadhi
46.	Jhankar Bahadur Rawal	NHRC, Dhangadhi
47.	Pawan Kumar Bhatta	NHRC, Dhangadhi
48.	Tejman Shrestha	NHRC, HQ
49.	Bhupendra Dhama	NHRC, Dhangadhi
50.	Jagatram Chaudhari	NHRC, Dhangadhi
51.	Shankar Raj Pathak	NHRC, Dhangadhi
52.	Bir Bahadur Shah	NHRC, Dhangadhi
53.	Nripa Bahadur Shahi	NHRC, Dhangadhi

S.N.	Name	Organization
54.	Tilu Thapa	NHRC, Dhangadhi
55.	Shibcharan Chaudhari	Maiti Nepal
56.	Birendra Thagunna	Janajagriti Samaj
57.	Sunita Chaudhari	F.N.C.
58.	Ramesh Dhat	K.M.C.
59.	Nabraj Bhat	Ekata Samaj
60.	Chanaklal Chaudhari	Freed Bonded Labour
61.	Kanlu Chaudhari	Freed Bonded Labour
62.	Jagdish Bista	Nepal Basobas Basti Protection Forum
63.	Rajendra Bhatta	Advocate
64.	Hemanta Bhatta	Kailali Multiple Campus
65.	Shanti Air	Sharada Higher Secondary School
66.	Krisnamangal Abasthi	Mechi Mahakali Sarokar Samaj

Participants of the Regional Consultation Workshop of Strategic Plan (2011-2014) in Siddhartha Cottage, Nepalgunj

Date: Dec 26, 2010

S.N.	Name	Organization
1.	Ratna Bahadur Bagchand	Chief Judge, Appellate Court, Nepalgunj
2.	Basudev Dahal	C.D.O., Nepalgunj
3.	Mahesh Bikram Shah	District Police Office
4.	Murari Prasad Kharel	NHRC, Nepalgunj
5.	Dambar B.K. Tufan	Local Peace Committee
6.	Bir Bahadur Budhamagar	NHRC, Jumla
7.	Basanta Gautam	Advocacy Forum, Nepalgunj
8.	Tawara Upadhdhyay	Himrights, Nepal
9.	Maniram Acharya	CWIN, Nepal
10.	Santa Kumar Barma	Force Nepal
11.	Jhabindra Prasad Paudel	CeLLeRD, Nepalgunj
12.	Mohan Singh K.C.	Rastriya Prajatantra Party, Nepal
13.	Shreehari Sharma	Rastriya Prajatantra Party, Nepal
14.	Hemlata G.C.	ABC, T.V.

S.N.	Name	Organization
15.	Sita Bohora	Federation of National Disables
16.	Obiraj Acharya	Radio Bageswori
17.	Pripa Smirti Dhakal	Krishnasar F.M.
18.	Surendra Karki	R.R.N.
19.	Sobhana Mishra	Apha Banke
20.	Karisma Gurung	NHRC, Nepalgunj
21.	Rajiya Khatun	NHRC, Nepalgunj
22.	Saraswati Nepali	NHRC, Nepalgunj
23.	Surjalal Chaudhari	BRACE Banke
24.	Keshab Koirala	Maiti Nepal
25.	Basanta Malla	Federation of All Nepal Trade Unions
26.	Bimal Chanda	NBEX T.V.
27.	Tara Prasad Bohora	Si.Sa.Ka. Banke
28.	Pashupati Nath Yogi	Ne. Kra. Bi. San. Banke
29.	Bhola Mahat	INSEC Nepalgunj
30.	Keshbram Barma	TMLP, Banke
31.	Shova B.C.	Conflict Victims & Single Women Network
32.	Suresh Kumar Gautam	Human Rights Alliance
33.	Chandrakala Upreti	Conflict's Victims Society for Justice
34.	Ghanshyam Nagarkoti	NGO Federation, Mid-western
35.	Dhan Bahadur Gautam	KIRDAC, Nepal
36.	Pashupati Sapkota	Save the Children
37.	Purna Bahadur K.C.	GFONT, Bheri, Karnali
38.	Purna Chandra Upadhdhyay	GFONT, Bheri, Karnali
39.	Rohit Kumar Barma	District Child Club Network, Banke
40.	Krishna Gopal Gurung	Armed Police Force
41.	Mohnajang Shah	Mahendra Multiple Campus, Nepalgunj
42.	Dr. Arun Kumar Koirala	President, Nepali Congress, Banke
43.	Naraharinath Yogi	Nemakipa. Banke
44.	Ganesh Regmi	HURON
45.	Sunil Shrestha	Nepal Bar Association
46.	Dambar Thapa Magar	NEFIN
47.	Khagendra Dahal	B.F.M., Nepalgunj

S.N.	Name	Organization
48.	Kshetranath Devkota	HTU
49.	Shrijana Acharya	Kantipur T.V.
50.	Rajitram Pathak	Mahendra Multiple Campus, Nepalgunj
51.	Mohammd Siddiki	Fatima Foundation Nepal
52.	Basanta Sharma	M.C. Nepalgunj
53.	Damodar Bhandari	Annapurna Post
54.	Prem Bahadur Gurung	District Police Office, Banke
55.	Man Bahadur Thafi	District Police Office, Banke
56.	Krishna Khanal	Avenues Television
57.	Bishnu Pokharel	CAHURAST
58.	Sirjana Oli	AFA
59.	Kamal Dagi	Hamro Samachar
60.	Pradip Wagle	Radio Janaawaj
61.	Arjun Oli	News 24 T.V./ Radio Bageswori
62.	Dal Rawal	NGO Federation, Nepal
63.	Krishnalal Bhattarai	CAHURAST, Banke
64.	Rachana Shrestha	Nepalgunj Chamber of Commerce
65.	Prakash Subedi	UCPN, Maoists
66.	Maya Pun Magar	Women's Federation of Indigenous Nationalities
67.	Sumal B.K.	Human Rights Alliance
68.	Gopal Yogi	NGO Federation
69.	Balaram Yadav	Nepal Teacher's Union
70.	Laxmi B.C.	Radio Himal
71.	Santosh Chand	NHRC, Nepalgunj
72.	Deepak Thakur	NHRC, Nepalgunj
73.	Kanchan Rai	NHRC, Nepalgunj
74.	Hari Prasad Gyawali	NHRC, Nepalgunj
75.	Mohan Dev Joshi	NHRC, Nepalgunj
76.	Ramesh Thapa	NHRC, Nepalgunj
77.	Tejman Shrestha	NHRC, HQ
78.	Khima Nanda Bashyal	NHRC, HQ

Participants of the Regional Consultation Workshop of Strategic Plan (2011-2014)  
held in Biratnagar

Date: March 5, 2011

S.N.	Name	Organization
1.	Hon. Kedarnath Upadhdhyay	National Human Rights Commission
2.	Hon. Gopal Parajuli	Chief Judge, Appellate Court, Biratnagar
3.	Suresh Adhikari	CDO, District Administration Office
4.	Koshraj Neupane	National Human Rights Commission
5.	Ranju Sethi (India)	INSEC
6.	Bimala Bhusal	WOCCDAR, Nepal
7.	Rupa Udas	Plan Nepal
8.	Sanju Shah	Women Peace Resource & Development centre
9.	Rajendra Dhakal	Education Helpline
10.	Harihar Bhandari	Degree Campus
11.	Durga Bhandari (Baral)	Women & Children Office
12.	Manjita Upadhdhyay	WOREC Nepal
13.	Narayan Prasad Dahal	Appellate Court Bar Association
14.	Balkrishna Acharya	Advocacy Forum-Nepal
15.	Suresh Karki	Darsan Daily
16.	Chudamani Aapagain	Local Peace Committe
17.	Devraj Katuwal	Trade Union GEFONT
18.	Sadananda Chaudhari	RSS
19.	Jagat Thapa	Jagaran Nepal
20.	Teknath Sapkota	HOUREF, Nepal
21.	Prakash Pariyar	COCAP
22.	Suman Parajuli	Transformation Nepal
23.	Raju Sarkar	OHCHR
24.	Govinda Rijal	USIP
25.	Jayaswor Chapagain	National Human Rights Commission
26.	Narayan Prasad Dahal	Nobel Medical College
27.	Sita Sharma	Women Development Union
28.	Ramkrishna Bista	Consumer's Wellbeing Protection Forum
29.	Chandramani Neupane	Senior Advocate/HURON
30.	Bishal Rai	Youth Campaign



S.N.	Name	Organization
31.	Chudamani Acharya	Bright Vision College
32.	Pradip Bista	Nepal Army Kankalini Mai Gan
33.	DSP. Sahakul Thapa	DPO, Morang
34.	SP. Dilip Kumar Chaudhari	ERAP Battlian Rani
35.	SP. Gopal Mishra	Kankilini mai Battlian, APF
36.	SP.Chiranjibi Kunwar	Border Security Office, APF
37.	Somraj Thapa	INSEC, Eastern Regional Office
38.	Dr. Shibmaya Tumbahamphe	WHRD
39.	Shambhu Pokhare	Kantipur Television
40.	Uma Pokharel	
41.	Maha Prasad Khatiwada	Kantipur Television
42.	Mohan Manandhar	Nepal Television
43.	Sunita Kayastha	UNICEF
44.	Khilanath Niraula	UNICEF
45.	Khagendra Giri	Jailer's Office, Morang
46.	Trilok Neupane	Prayas Nepal
47.	Purushottam Nepal	CAHURAST, Morang
48.	Devika Thapa	W.H.R .Single Women's Group
49.	Padma Regmi	Nepal Teacher's Union
50.	Jyosna Dahal	ABC. Nepal Biratnagar
51.	Lekharaj Thapa	National Human Rights Commission
52.	Pritam Mukhiya	Nepal Sadvawana Party
53.	Anantaraj Neupane	Nepal Samacharpatra
54.	Tikaram Rai	Armed Police Force
55.	Prakash Rajbanshi	Armed Police Force
56.	Prem Bahadaur Gurung	Nepal Police
57.	Dilip Bahadur Basnet	Regional Police Office, Biratnagar
58.	Tikaram Parajuli	Regional Police Office, Biratnagar
59.	Buddi Paswan	NGO Federation
60.	Bimala Nepali	NHRC, Biratnagar
61.	Sarita Rai	NHRC, Biratnagar
62.	Sujan Shrestha	NHRC, Biratnagar

S.N.	Name	Organization
63.	Devendra Regmi	NHRC, Biratnagar
64.	Mathura Thapa Regmi	NHRC, Biratnagar
65.	Kiran Prasad Ghimire	NHRC, Biratnagar
66.	Arjun Prasad Koirala	NHRC, Biratnagar
67.	Gyanchandra Rajbanshi	NHRC, Biratnagar
68.	Sersingh Magar	NHRC, Biratnagar
69.	Tejman Shrestha	NHRC, HQ

Participants of the Regional Consultation Workshop of Strategic Plan (2011-2014) in Hotel Sita Palace, Janakpur

Date: April 12, 2011

S.N.	Name	Organization
1.	Ali Akabar Mikrani	Chief Judge, Appellate Court Dhanusha
2.	Dr. Kamaleswor Sinha	CDO District Administration Office
3.	Bishnu Dev Yadav	Ra.Ra. Multiple Campus, Janakpur
4.	Subarna Karmacharya	NHRC, HQ
5.	Dr. Bijaya Kumar Lal	Nepal University Teacher's Association, Ra. Ra. Multiple Campus, Janakpur
6.	Janaki Raman Lal	Janakpur Campus
7.	Rajendra Jha	Ex-C.D.O.
8.	Ramratan Mishra	Senior Citizen
9.	Yugal Kishor Lal	Senior Advocate
10.	Shailendra Mallik	Ra. Ra. Multiple Campus
11.	Yugal Kishor Nidhi	
12.	Bhim Bahadur Chaudhari	Border Security Office, Dhanusha
13.	Arun	C.P.O.
14.	Sunita Singh	Nepali Congress
15.	Bijaya Dutta	Bhumija, Human Rights Organization
16.	Ramchandra Shah	Samaj Utthan Kendra, Dhanusha
17.	Umesh Kumar Yadav	SAPORT Nepal
18.	Shibchandra Yadav	Women's and Children's Office, Dhanusha

S.N.	Name	Organization
19.	Roshan Karna	Madhesh Kranti Forum, Dhanusha
20.	Jagadish Lal Karna	Janaki F.M.
21.	Dipendra Kumar Das	Human Rights Protection Forum
22.	Manoj Singh Danuwar	NEFIN
23.	Hadish Khuddar	Mithilanchal Voices
24.	Ram Ekwil Mahara	NHRC, Janakpur
25.	Abdul Aziz Alam	Islamic Welfare Society, Janakpur
26.	Jay Shankar Nath Jha	Radio Janakpur
27.	Santosh Kumar Singh	Nm khabar.com
28.	Puran Shah	Mithilanchal F.M.
29.	Rudra Narayan Jha	District Education Office
30.	Sadananda Jha	Civil Society
31.	Parmeshwor Shah	TMDP
32.	Lalsi Sharan Yadav	Madheshi People's Rights Forum, Nepal
33.	Nandakishor Singh	
34.	Renu Mahasetha	NHRC, Janakpur
35.	Biva Dhungana	NHRC, Janakpur
36.	Dipak Yadav	UCPN Maoists, Janakpur
37.	Bijaya Kumar Yadav	Ra. A. Bi. Ka. Dhanusha
38.	Dipak Kumar Karna	Mithilanchal F.M.
39.	Kiran Kumar Karna	New Mithila Khabar
40.	Shashibhusan Singh	NHRC, Janakpur
41.	Sunil Kumar Chauhan	HUDEP, Dhanusha
42.	Dipak Gautam	HUDEP, Dhanusha
43.	Ramnarayan Kapadi	Nepal Television
44.	Binaya Kumar Singh	Mithilanchal F.M.
45.	Alok Kumar Karna	Youth Initiative Janakpur
46.	Pradip Dutta	FOPHUR, Janakpur
47.	Birendra Chaudhari	Youth HRD
48.	Chaturbhuj Jha	
49.	Nilu Jha	Youth HRD
50.	Binod Kumar Mahara	INSEC

S.N.	Name	Organization
51.	Shyam Babu Shah	Guide Nepal
52.	Kamal Shah	Jagaran Daily
53.	Pradip Kumar Yadav	Blue Diamond Society, Janakpur
54.	Bishnu Kunwar	RDF
55.	Chandra Mainali	Nepal Bar Association
56.	Santosh Kumar Mishra	NHRC, Janakpur
57.	Shyam Ghimire	UNICEF
58.	Sher Bahadur Damai	NHRC, Janakpur
59.	Ramanandan Shah	NHRC, Janakpur
60.	Gambhir Kanta Jha	NHRC, Janakpur
61.	Ajay Mestar	NHRC, Janakpur
62.	Abhimanyu Singh	NHRC, Janakpur
63.	Rajkumar Mahasetha	Advocacy Forum
64.	Ishwari Kafle	INSEC, Mahottari
65.	Birendra Kumar Yadav	National Investigation D.O. Dhanusha
66.	Buddha Narayan Sahani	NHRC, Janakpur
67.	Hemlata Sigdel	WOREC Nepal, Dhanusha
68.	Rekha Jha	NBA Dhanusha
69.	Surendra Lal	R.R.M. Campus
70.	Khima Nanda Bashyal	NHRC, HQ

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Date: May 12, 2011

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5.	Bishal Khanal	NHRC
6.	Som Luitel	Human Rights Committee, NBA
7.	Aalok Pokharel	Pro-Public

S.N.	Name	Organization
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10.	Bed Prasad Bhattarai	NHRC
11.	Manoj Kumar Gohiwar	NHRC
12.	Teknath Neupane	National Federation of Disables Nepal
13.	Shankar Bahadur K.C.	Office of Prime minister & Council of Ministers
14.	Deb Bahadur Kunwar	Gorakhapatra National Daily
15.	Baikuntha Prasad Kafle	Human Resource Development Center
16.	Gyan Darshan Udas	Ministry of Education
17.	Labaraj Shrestha	Ministry of Home Affairs
18.	Kapil Shrestha	Ex-member, NHRC
19.	Rajendra Gurung	Rastriya Janashakti Party
20.	Kalpana Jha	NHRC
21.	Laxmi Maharjan	The Himalayan Times
22.	Goma Gurung	Paurakhi, Nepal
23.	Jiban Pariyar	National Dalit Commission
24.	Debika Timilsina	IHHRICON
25.	Sarita Gautam	HUDEP Nepal
26.	Debendra Prasad Adhikari	Human Rights Alliance
27.	Chetraj Bhatta	CeLLeRD, Nepal
28.	Sagar Maharjan	Armed Police Force
29.	Bishwa Adhikari	Nepal Police
30.	Artinath Boki Shrestha	PPR Nepal
31.	Tikaram Pokharel	CVICT, Nepal
32.	Krishna Gautam	NGO Federation/ INSEC
33.	Subha Ghale	SCNHRC
34.	Pradhumna Kattel	NHRC
35.	Hemanga Sharma	SCNHRC
36.	Narendra Khatiwada	COCAP
37.	Baikuntha Aryal	Office of Prime Minister & Council of Ministers
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39.	Prabina Bajracharya	OHCHR, Nepal
40.	Tika Prasad Gauchan	HURON

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46.	Dipak Joshi	SAP Nepal
47.	Achyut Acharya	NHRC
48.	Kabita Adhikari	Nepal 1 Television
49.	Benumaya Gurung	AATWIN
50.	Binod Ghimire	The Kathmandu Post
51.	Muna Kunwar	News 24 Television
52.	Bhanubhakta Acharya	NHRC
53.	Tejman Shrestha	NHRC
54.	Binod Kumar Bishwokarma	HURFON
55.	Ramchandra Das	HURFON, Saptari
56.	Bishnu Neupane	WOREC Nepal
57.	Mahamuniswor Acharya	HURON
58.	Ashok K.C.	Voice Nepal
59.	Kedarshree Joshi	Rojgar Khabar Daily
60.	Hem Sharma	
61.	Binod K.C.	Human Rights Activist
62.	Rajan Kuikel	Amnesty International
63.	Tarak Dhital	CWIN Nepal
64.	Dipendra Sapkota	Himalaya Times
65.	Ganesh Thapa	APF
66.	Mitraraj Dangi	Nepal Police
67.	Dinesh Sunar	Annapurna Post
68.	Khima Nanda Bashyal	NHRC

## Glimpses of Consultation Meetings









## **NHRC Vision**

*Creating Nepalese society where all people enjoy the full fledged human rights equally with respect, dignity and social justice and with zero tolerance to impunity.*

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