

Performance Report of the Executive Summary
National Human Rights Commission of Thailand
Fiscal Year 2018 (1st October 2017 – 30th September 2018)

1. Source of this report, and related laws, rules and regulations

This annual performance report of the National Human Rights Commission of Thailand (NHRCT) was prepared with authority according to Section 55 of the National Human Rights Commission Act B.E. 2560 (2017) which states that within one hundred and eighty days from the date of the end of fiscal year, the NHRCT is to prepare an annual report to present to the Council of Ministers and the Parliament. At least, the NHRCT has to summarize problems, obstacles and recommendations for actions and disseminate this report to the public in general. This performance report of the National Human Rights Commission of Thailand for the fiscal year 2018 is a report of the NHRCT's performance for the period between 1st October 2017 to 30th September 2018.

2. Overall performance of the National Human Rights Commission of Thailand

Performance of the NHRCT was along duties and authority provided in Section 247 of the Constitution of the Kingdom of Thailand B.E. 2560 (2017) and Section 26 and 27 of the National Human Rights Commission Act B.E. 2560 (2017) and the National Human Rights Commission Strategic Plan B.E. 2560-2565 (2017-2022). This performance report divides performance of the NHRCT into 6 parts consisting of:

2.1 Examination and reporting of facts related to human rights violation and recommendations on measures or guidelines for prevention or correction of human rights violation,

2.2 Preparation of assessment report on Thailand's human rights situation,

2.3 Recommendations on measures or guidelines for promotion and protection of human rights,

2.4 Explanation and reporting of correct facts in case that any report on human rights human rights in Thailand is incorrect or unfair,

2.5 Enhancing recognition of the importance of human rights by all sectors in the society, and

2.6 Administration, management and development of the organization.

Overview of personnel resources

NHRCT Office had personnel on duty on 30th September 2018 that can be categorized as follows:

Types of personnel	Amount (person)
Government official	15
Government employee	53
Contract employee	49
NHRCT specialist and assistant	17
Total	272

Notes: * occupied position

Source: Central Administrative Bureau, Office of the NHRCT (30th September 2018)

Overview of the budget

In fiscal year 2018, the NHRCT Office received a total annual budget of 211.8779 million Baht, a 4.5780 million Baht reduction from the fiscal year 2017 when the NHRCT received 216.4559 million Baht. The budget was allocated to 3 main work plans – State Personnel Work Plan, Basic Work Plan and Integration Work Plan.

3. Performance of the National Human Rights Commission of Thailand according to Section 247 of the Constitution of the Kingdom of Thailand B.E. 2560 (2017)

In fiscal year 2018, the NHRCT had performance that can be divided according to its duties and authority as follows:

1. Examination and reporting of facts related to human rights violation

1.1 Statistics on complaint reception. In fiscal year 2018, the NHRCT received petition with claim that actions or negligence of actions which were human rights violations had occurred altogether in 232 cases; most of them – 80 cases or 34.48 % - were petition about personal rights and liberties. Area where highest number of petition – 104 cases or 44.83 % - came from the Southern Region. Majority of complainants were male at 58.62 %.

1.2 Results from consideration/examination of complaints from a report on results from examination of human rights violation. In fiscal year 2018, the NHRCT could examine a total of 445 petition of which 395 were petition received before the beginning of the fiscal year 2018 and 50 were petition received in fiscal year 2018. Below are 21 examples of results from examination of cases of claimed human rights violation:

Case no.1: A claim that the Department of Corrections issued regulations and orders, resulting in sufferings of detainees (Report no. 2-3/2561).

Case no.2: A claim that a person's name and telephone number were impersonated to issue defaming statement causing derogatory result (Report no. 4/2561)

Case no.3: A claim that Order no.3/2559 and 4/2559 of the Head of the National Council for Peace and Order concerning exemption of enforcement of laws and

ministerial rules on town planning and building control in Special Economic Development Zone and on some kinds of enterprise violated human rights (Report no.67-71/2561).

Case no.4: A claim that the complainant had been swindled to work in the Republic of Korea, resulting in loss of certain amount of money (Report no.100/2561).

Case no.5: A claim that a government agency issued an order evicting professional water buffalo raisers to move away from a public area (Report no.117/2561).

Case no.6: A claim that a permission to allow waste to be dumped in an area of a community affected the community (Report no.118/2561).

Case no.7: A claim that a private enterprise fenced a part of Palian River to raise and harvest shellfish without acquiring legal permit (Report no.119/2561).

Case no.8: A claim that small-scale fisherfolks were affected by cockle-raising entrepreneur (Report no.120/2561).

Case no.9: A claim that the complainant had been treated unfairly in case to land to make a living from establishment of Suranaree Technology University (Report no.121/2561).

Case no.10: A claim that abuses of function were committed by commander and staff of a prison (Report no.122/2561).

Case no.11: A claim that villagers in Nong Nakha Sub-District received environmental impacts from a rubber factory (Report no.125/2561).

Case no.12: Farmers were affected by prevalence of black chin cichlids (Report no.171/2561).

Case no.13: A claim that inquiry officials caused delay in proceedings (Report no. 991/2560).

Case no.14: A claim that the complainant was intimidated and bodily attacked to force confession (report no.1011/2560).

Case no.15: A claim that inquiry officials did not speed up proceedings, causing sufferings to the complainant (report no.1023/2560).

Case no.16: A claim that police officers and military officers illegally searched the complainant's house (Report no.1029/2560).

Case no.17: A claim that the complainant was unlawful detention detained and tortured to confess (Report no.1030/2560).

Case no.18: Extrajudicial killing of a Lahu youth by military officers (Report no.1033/2560).

Case no.19: A claim that the complainant had been libeled by a Deputy Chairperson of a subdistrict administrative organization, causing damage to his reputation (Report no.1050/2560).

Case no.20: Speeding of proceedings by inquiry officials was requested (Report no.1141/2560).

Case no.21: A claim that prison staff had attacked and injured the complainant's son and the prison had immoderately punished the complainant's son (Report no.1143/2560).

1.3 Monitoring of actions taken according to the NHRCT's recommended measures or guidelines for prevention or correction of human rights violation or promotion and protection of human rights. In fiscal year 2018, the NHRCT had monitored results of actions taken according to measures or guidelines for prevention or correction of human rights violation in 88 cases, and measures or guidelines for promotion and protection of human rights in 56 cases as follows:

1) Results from monitoring actions taken according to measures or guidelines for prevention or correction of human rights violation. They can be divided into measures or guidelines that appeared in the report of monitoring results that came out before fiscal year 2018 totaling 27 cases and came out in fiscal year 2018 totaling 61 cases. Most of the measures or guidelines recommended by the NHRCT to state agencies are about community right, especially consideration of community's participation in large-scale development project that affects or may affect the people or community, and rights in the justice process.

The NHRCT took results of actions taken according to its recommended measures or guidelines into consideration. For 27 cases that report of monitoring results came out before fiscal year 2018, the NHRCT ordered its Office to terminate monitoring all of them and for 61 cases that report came out in fiscal year 2018, the NHRCT ordered its Office to terminate monitoring of 51 cases mostly because concerned persons or agencies had already taken actions according to NHRCT's recommended measures or guidelines completely or in essential parts.

2) Results from monitoring actions taken according to measures or guidelines for promotion and protection of human rights. They can be divided into 40 cases that the NHRCT had recommended measures or guidelines before fiscal year 2018 and 16 cases that measures or guidelines were recommended within fiscal year 2018. Most of the cases that the NHRCT had recommended measures or guidelines were about civil right.

The NHRCT took results of actions taken according to its recommended measures or guidelines into consideration. For 40 cases that report of monitoring results came out before fiscal year 2018, the NHRCT ordered its Office to terminate monitoring all of them and for 16 cases that report came out in fiscal year 2018, the NHRCT ordered its Office to terminate monitoring of 3 cases mostly because concerned persons or agencies had already taken actions according to NHRCT's recommended measures or guidelines completely or in essential parts.

Examples of NHRCT's measures or guidelines for prevention or correction of human rights violation, or for promotion and protection of human rights, that the NHRCT had monitored results of actions taken:

Case no.1: Consideration of the Eastern Region Special Development Zone Bill B.E. ... that may affect fundamental rights of the people.

Case no.2: A claim that suspending construction of road connecting Khlong Lan District of Kamphaengphet Province with Umphang District of Tak Province was violation of human rights.

Case no.3: Impacts caused by construction project of a new superhighway no.81 Bang Yai – Kanchanaburi Route.

Case no.4: Objection against a proposed project to construct ways along Chaophraya River.

Case no.5: Local people's objection against construction of a power plant that would use waste from communities.

Case no.6: A policy and action plan to reduce congenital disabilities by requiring food to have folic acid as an ingredient.

Case no.7: A claim that Navamindrathiraj University's Wachira Phayabarn Faculty of Medicine had moved the place where the complainant could exercise health security right without consent of the complainant.

Case no.8: Request for examination and human rights protection for persons with unclear gender.

Case no.9: Disclosure of children and youth's criminal offence record.

Case no.10: Problems concerning actions towards detainees with sequestration.

Case no.11: A claim that arresting team of police officers had committed abuse of function.

Case no.12: A claim that the complainant had been intimidated and bodily attacked in order to force confession.

Case no.13: A claim that small-scale rubber tappers had not been given permission to register as rubber garden farmer according to the Rubber Authority of Thailand Act B.E. 2558 (2015).

Case no.14: A claim that alien women who had worked in service facilities were detained at an immigration office, causing their sufferings.

2. Preparation of a report on Thailand's human rights situation. In fiscal year 2018, outcomes consisted of: 1) preparation of a report on Thailand's human rights situation in 2017 which was an assessment of human rights situation between 1st January 2017 and 31st December 2017 and presented to the Parliament and Council of Ministers in March 2018, and 2) preparation of a parallel report according to an international obligation which was a part of comments on practices according to a contract on promotion and protection of human rights which was a duty according to Section 27 of the National Human Rights Commission Act, and

(4) being in the process to prepare a parallel report on actions according to the UN Convention on Elimination of all forms of Racial Discrimination.

3. Recommendations on measures or guidelines for promotion and protection of human rights. In fiscal year 2018, the NHRCT prepared recommendations on measures or guidelines for promotion and protection of human rights, including improvement of laws, rules, regulations or orders, making them consistent with human rights principle totaling 14 documents as follows:

Case No.1: Request for examination and protection of human rights defenders in their access to the Justice Fund (Report no.30-31/2561)

Case No.2: A claim that the complainant was prosecuted and bail was withdrawn unfairly (Report no.32/2561)

Case No.3: Death of the complainant's son in Nakhon Srithammarat Province Central Prison (Report no.145/2561)

Case No.4: A claim that the complainant's house was searched and the complainant was detained for questioning wrongfully; the complainant was also intimidated and bodily attacked while being questioned (Report no.220/2561)

Case No.5: A claim that a foreign detainee's right was limited in his communication with his family abroad and the detainee did not receive proper cure; he also asked to be transferred to continue to get punishment in his home country (Report no.221/2561)

Case No.6: A claim that primary school pupils were immoderately punished by beating with birch (Report no.228/2561)

Case No.7: A claim that a prisoner in Pattani Central Prison who had been moved to be detained at Songkhla Central Prison was dead in custody. (Report no.249/2561)

Case No.8: A case related to sale on consignment according to the Civil Code (Recommendation No. 1/2561)

Case No.9: Preparation of a National Action Plan on Business and Human Rights (NAP) (Recommendation No.2/2561)

Case No.10: Determination of areas to make a living, to reside and to carry out way of life of Karen ethnic group and local traditional communities in National Forest Reserve areas and National Park areas (Recommendation No. 3/2561)

Case No.11: Solving a problem of issuing Important Documents for Royal Land (IDRL) overlapping with the people's land for residence and land to make a living (Recommendation No. 4/2561)

Case No.12: Consideration of the Eastern Economic Corridor Bill B.E. ... which may affect fundamental rights of the people (Recommendation No.6/2560)

Case No.13: A claim that suspension of construction of a route connecting Klong Larn District of Kamphaengphet Province with Umphang District of Tak Province is a violation of human rights (Report No.1026/2560)

Case No.14: A claim that canal dredging affected Phlab Phlueng Tharn, a water plant (Report No.1100-1101/2560)

4. Clarification and reporting of correct facts in case that there is any incorrect or unfair report on human rights situation in Thailand. To prepare for actions in this aspect, the NHRCT appointed an internal working group consisting of permanent experts within the NHRCT, administrators and staff of Office of the NHRCT. For the 2018 fiscal year, the NHRCT took into consideration and saw that some reports on human rights situation in Thailand were incorrect or unfair, and took actions to check them and report facts, including disseminating them to the general public, in two topics that were 1) the 28th Summary Report of Human Rights Situation around the World for the Year 2018 (World Report 2018), and “Hidden Chains: Forced Labor and Rights Abuses in Thailand’s Fishing Industry” by Human Rights Watch, and 2) Human Rights Report by the US Department of State. There are, moreover, other three human rights reports related to Thailand, but no concern was found to need examination and clarification or report being prepared in response. They are 1) Global Human Rights Report for 2017/2018 by Amnesty International Thailand, 2) Report of Human Rights Situations: Crumbling Legal State: Four Years under the NCPO – Human Rights and Impacts of Coup d’etat on Thai Society by the Human Rights Lawyer Center and iLaw, and 3) Report of Statement by a team of UN experts denouncing Strategic Litigation Against Public Participation.

5. Awareness raising of all sectors in society on the importance of human rights, consisting of:

5.1 Human Rights Education. Outcomes included: 1) Human Rights Promotion Plan according to strategy of the National Human Rights Commission of Thailand 2017-2022, 2) 3 meetings to discuss guidelines for integrating cooperation to promote respect of human rights, participated by a total of 30 agencies, 3) production of 5 human rights education courses for diverse target groups, that are human rights education course as fundamental subject, human rights education course as a specific subject in the process, human rights course for high-level administrators, business and human rights training course for administrators, and business and human rights for state enterprises, and 4) production of a memorandum of cooperation for the promotion of human rights for diverse target groups.

5.2 Projects/activities on human rights promotion. In 2018 fiscal year, NHRCT organized seminars and various activities to promote human rights respect and practices according to human rights principle, consisting of:

(1) Promotion of human rights, such as a project to build up strength in border provinces of the Southern Region, academic seminar on “Criminal Punishment and Human Rights Principle, academic seminar on “implementation according principle of the United Nations on business and human rights, International Human Rights Day 10th December for 2018, and debate competition on the theme of human rights in English at higher education level.

(2) Coordination with networks, such as coordination and cooperation with education institutes, the people and human rights NGOs, project for promotion of the rights of ethnic groups: the 8th gathering of the sea gypsy groups on the topic “The Constitution and Zones for Protection of Ethnic Groups Culture, and promotion of works and participation in activities with organisations that had done an agreement on cooperation with NHRCT Office.

(3) Public relations for human rights communication, such as production of electronic media for dissemination of human rights knowledge, production of media for dissemination of human rights knowledge in form of infographic, public relations for human rights communication through NHRCT’s organizational communication working group, International Women’s Day 8th March event “Honouring Declaration of Women Human Rights Defenders 2018”, an event to announce winners of the 1st Atthanareesuan Award 2017, an event to commemorate Wanida Tantiwitthayaphithak: 10 years after her death, promotion of cooperation for strengthening human rights in diverse target groups, and design and development of tools for human rights learning, dissemination of NHRCT’s recommendations on measures or guidelines for promotion and protection of human rights through online media, development of production of recommendations on measures or guidelines for promotion and protection of human rights, seminar for preparation of persons to play the role of complainant in criminal case on behalf of the damaged persons, and training for development of personnel to have capacity in terms of human rights and justice system to use in practice.

5.3 International cooperation both in and beyond existing framework of cooperation, consisting of:

1) Cooperation with national human rights institutions at various levels as follows: international cooperation under the Global Alliance of National Human Rights Institutions (GANHRI), cooperation in Asia-Pacific Region under the Cooperation Framework between national human rights institutions in Asia-Pacific Region, ASEAN People’s Forum (APF), South-East Asia National Human Rights Institutions Forum (SEANF) of which in 2018, NHRCT acted as the President of SEANF and also hosted two meetings of its Technical Working Group (TWG), a workshop on “Human Rights Violation and Cross-Bordered Impacts: Solving the problem of gaps in human rights protection through extraterritorial responsible mechanisms” and the 15th annual meeting of SEANF.

2) Cooperation with ASEAN human rights mechanism, that were participation in workshop organized by ASEAN Intergovernmental Commission on Human Rights (AICHR) on various topics, such as using human rights guidelines to prepare regional strategies for

systematic environment impact assessment, management of the freedom of expression in the information era, and sharing of best practices on business and human rights.

3) Cooperation with UN human rights mechanisms, that were attending meetings of the 6th UN Forum on Business and Human Rights, Gender Lens to the UN Guiding Principles on Business and Human Rights and other UN working groups on human rights and transactional corporations and other business enterprise.

4) Cooperation with national human rights institutions and government agencies in foreign countries, that were cooperation with national human rights institutions of Maldives and Denmark's Ministry of Foreign Affairs.

5) Cooperation with international organisations and civil society organisations in foreign countries, such as the European Union, Organisation for Economic Cooperation and Development (OECD), Administrative Strategy Institute of the People's Republic of China, ANFREL Foundation and the World Bank.

6) Other important outcomes from foreign affairs works, that were preparation of information for re-accreditation of NHRCT to be submitted to the UN High Commissioner of Human Rights Office which acted as secretariat of the Sub-Committee on Assessment (SCA)

6. Administration and Organisation Development

6.1 Supporting actions taken according to responsibilities and authority. In fiscal year 2018, NHRCT took actions to support main tasks according to its responsibilities and authority as follows:

1) Issuing regulations or declarations to take actions according to the organic law. In 2018 fiscal year, NHRCT issued a total of 21 regulations or declarations in order to take actions according to the organic law, National Human Rights Commission of Thailand B.E. 2560 (2017)

2) Studies/research on human rights. Outcomes were as follows:

(1) Outcomes of studies/research for development of knowledge. Three studies/research on human rights were conducted as follows: (1) Participatory Action Research (PAR) to solve a problem of human rights violation in the field on "Movement for Community Right of Small-Scale Fisherfolks Communities in the Bay of Pattani", (2) Participatory Action Research on Rights of Karen (Pgagoeyor) Communities and Rotating Farm special Cultural Zone in the Strategic Area for Solving the Problem of Conflicts on Land to Make a Living and Land for residence of Karen Communities in the Northern Region's Forest Areas, and (3) Research Project on "Connections between Community Right and Natural Resources and Environment under the Constitution of the Kingdom of Thailand B.E. 2560 (2017)".

(2) Dissemination of research outcomes to the society. In 2018 fiscal year, NHRCT disseminated outcomes of completed research to target groups and a wide range of the public as follows: (1) Disseminating outcomes of research on "Human Rights Due Diligence" and production of a handbook for all-round human rights assessment of hotel business,

including a checklist for hotel business assessment, (2) Training to provide knowledge about the principle of equality and non-discrimination to 2 juvenile observation and protection centers in Nonthaburi Province and Suphanburi Province, (3) Disseminating human rights academic article on “International Covenant on Civil and Political Rights and Offence of Court Authority Violation in Thailand” in Thailand Human Rights Journal, and (4) Disseminating 5 reports of the outcomes of studies/research through a website of Office of the National Human Rights Commission of Thailand and website of the Human Rights Information Center.

6.2 Administration, management and organization development support works

1) Outcomes of operation on organization development in 2018 fiscal year.

To promote and provide support to make operation and administration of the organisation effective and efficient, Office of the NHRCT took actions as follows: (1) production of National Human Rights Commission of Thailand’s Certificate of Official Service for 2018 fiscal year, (2) actions for organization development to become a learning organization, (3) creation of desired organization culture or “shared values”, and (4) actions according to criteria for assessment of merit and transparency in the operation of government agencies in fiscal year 2018.

2) Outcomes of operation on information and communication technology

(ICT). Office of the NHRCT took actions according to the 3rd Information and Communication Technology Master Plan B.E. 2560-2564 (2017-2021) and other projects to build its capacity on information and communication technology to support its operation, including services to the people in fiscal year 2018 follows:

(1) information and communication technology development, such as development of a system for monitoring and evaluation of situations and development of mechanisms for monitoring and evaluation of human rights situations in the country, development of business intelligent and Office of the NHRCT’s website system (www.nhrc.or.th), creation of web conference system, creation of a system for checking the status of complaints in Office of the NHRCT’s database system, and a project to search for Antivirus Gateway Program.

(2) Human Rights Information Center is the first human rights specific library in Thailand. It received an award which praised and gave honour to “**Office of the National Human Rights Commission of Thailand for doing in favour of the library circle and education in the subject of library and information science**” for the year 2017 on 28th March 2018 from the Thai Library Association under her royal patronage of Princess Sirinthorn.

(3) Human Rights Archives work is to study and collect information to create categories and timetables for preserving the Office’s documents according to Section 7, Paragraph 2, of the National Archives Act B.E. 2556 (2013) and put into effect a document management policy of Office of the NHRCT.

3) Outcomes of personnel development works consisted of the following outcomes:

(1) Participation in training courses and meetings organized by international agencies. In fiscal year 2018, NHRCT sent Office of the NHRCT's staff to take part in courses and workshops organized by international agencies 2 times.

(2) Training and seminar. In fiscal year 2018, Office of the NHRCT organized training and seminar to promote the development of human rights works and sent its personnel to be trained with external agencies, such as human rights staff course, official and staff course, effective problem solving and decision making course, efficient change management course, and English for administrators course, for example. In addition, personnel development was also carried out by sending personnel to participate in training in courses organized by external agencies altogether 53 persons in 34 projects/courses.

(3) Personnel development on information technology, such as training of personnel who used the information system in the following courses: 'Office of the NHRCT's Policy and Guidelines for Data Security', 'Knowledge and Understanding about the Official Information Act B.E. 2540 (1997)', 'Kentico System Management for System Developers', and 'Utilization of Equipment for the Management of Services on Computer Network System', for example.

4. Summary of Problems, Obstacles and Recommendations from Operation in Fiscal Year 2018

In fiscal year 2018, NHRCT carried out works according to duties and responsibilities specified in the Constitution of the Kingdom of Thailand B.E. 2560 (2017) and National Human Rights Commission Act B.E. 2560 (2017). From operation in the fiscal year, NHRCT was able to summarize problems and obstacles that were results of external factors and internal management and came up with recommendations/guidelines to solve the problems for further development as follows:

4.1 Checking and reporting of facts related to human rights violation

Problems: It was found from monitoring results of actions according to measures or guidelines for preventing and solving problems of human rights violation as NHRCT had recommended to related government or private agencies that these government or private agencies had put more efforts to take actions according to measures or guidelines recommended by NHRCT. However, some agencies still comparatively paid less attention to take actions according to their own laws, rules and regulations and did not provide reasons for not taking such actions or requiring more times to take actions.

Recommendations: Upon receiving recommendations on measures or guidelines for preventing or solving problems of human rights violation from NHRCT, ministers or head of government agencies or private agencies should pay attention to those measures or guidelines and report results of actions to NHRCT or Office of the NHRCT,

including in case that actions could not be taken or required more times, and there was any limitation (if there was).

4.2 Production of a report on human rights situations of the country

Problems and obstacles: In the past year, NHRCT initiated consultation with related government agencies and also sent letters to request for information, statistics, work plans and results of their operation to use as main sources of information for studies and assessment. As a whole, it was found that many agencies cooperated. However, some had limitations in terms of data and statistics collection. Some required times to send information and NHRCT could not use it for assessment within the required period of time. NHRCT and Office of the NHRCT also could not access information of some agencies through various channels that were supposed to be open for dissemination.

Recommendations: Council of Ministers, Ministers or heads of government agencies should enjoin affiliated agencies to collect data and statistics of their operation systematically, making it easy to search. This information should be disseminated and there should be channels for disseminating this information to the public in a way that it can be accessed easily and is in a language that is easy to understand. They should pay attention to and cooperate in sending information, statistics or results of their operation as NHRCT and Office of the NHRCT sought cooperation which would be useful for development of work efficacy in their own government agencies and for assessment of human rights situations in Thailand.

4.3 Recommendations on measures or guidelines for promotion and protection of human rights

Problems and obstacles: In the stage of monitoring results of actions, it was found that Council of Ministers responded to all measures or guidelines for promotion and protection of human rights recommended by NHRCT with a resolution of acknowledgement similar to the Parliament and then sent them to related committees. So NHRCT could not know how the Council of Ministers and Parliament viewed the contents of the recommendations, which parts could be improved or corrected as appropriate in quick actions, which cases could not be implemented or required times for implementation while NHRCT was informed the reasons behind without delay as provided in the National Human Rights Commission Act B.E. 2560 (2017).

Recommendations: When the Parliament and Council of Ministers received any reports or recommendations from NHRCT, they should take them into consideration and respond with reasons to NHRCT without delay, indicating in the content of the reports or recommendations which cases were improved or corrected, which cases could not be implemented or required times for implementation.

4.4 Management and Organisation Development

Problems and obstacles: In fiscal year 2019, many Office of the NHRCT's staff expressed their interest to apply for training in various courses organized by external agencies that were necessary for performance of the Office. Because of budget limitations, Office of the NHRCT could not support all of these staff to receive training as requested. As for knowledge management for development to become a learning organization, Office staff still need to continuously receive training and development.

Recommendations: Office of the NHRCT should consider to come up with a work plan for training of Office of the NHRCT's staff by getting priority and necessity according to the needs of each area of work, and include knowledge management for learning organization in its annual action plans.