

National Human Rights Commission of the Republic of Korea
Action Plans for Human Rights Promotion
(2006-2008)

2006



National Human Rights Commission of the Republic of Korea

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I. Purpose of Action Plan Formulation

The National Human Rights Commission of the Republic of Korea (“Commission”) was established for the purpose of “realizing the dignity and value of human beings and establishing the basic order of democracy by safeguarding and promoting inviolable basic human rights of all individuals” in accordance with the National Human Rights Commission Act. Since its establishment, the Commission has consistently made policy recommendations to the government for improvements to human rights statutes, systems and practices, while performing its fundamental duties including investigations and remedies regarding human rights violations by government organs and discriminatory acts in the private sphere. In addition, the Commission executed various human rights education programs aimed at raising public awareness in an effort to serve the purpose of its establishment. In such process, the Commission encountered numerous difficulties and experienced many trials and errors as often witnessed in an organization at the early phase of its establishment. However, all members of the Commission have strived to fulfill their duties in the forefront of the human rights scene, taking pride in serving as the ‘fortress of human rights’ in our society.

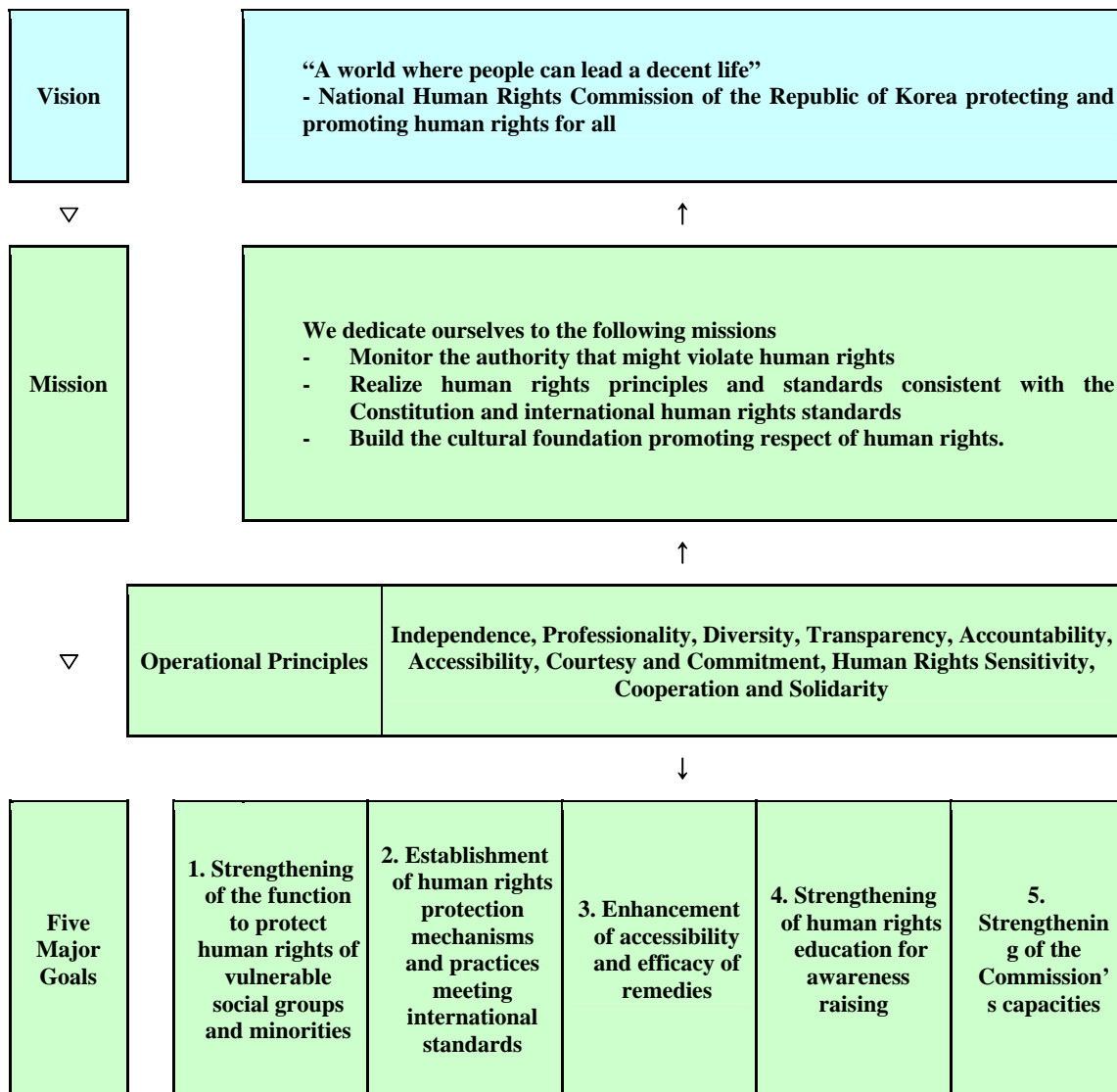
Now, the Commission is in the fifth year of its establishment. During the past four years, the Commission laid the groundwork for its development. Now, it is time that the Commission should gear up for a new future, just like an airplane which flies into the air on a full scale after taking off from the ground. At this juncture, the Commission should scrutinize its past activities, based on which it must set major goals that it has to focus on at present and for the coming few years. The Commission’s Action Plans was formulated based on earnest deliberation into its missions required for a better future, on the basis of evaluation of its performance for the last four years. How can the Commission fully perform its mission of protecting and promoting human rights in our society with its limited resources? What kind of critical mind should the Commission have? Which goals does it have to set? How should it carry out its duties? The NAP (National Action Plans for the Promotion and Protection of Human Rights) recommendation proposal submitted by the Commission in early 2006 epitomizes such self-assessment and introspection by the Commission.

In an effort to carry out these self-imposed tasks, the Commission set up a provisional organization named the development planning team in its Secretariat in the second half of 2005 and drew up the draft ‘Action Plans of the Commission’ in collaboration with external experts. Said draft plans, which was produced after more than three months’ intense researches and discussions, was reviewed by the committee of whole, the highest decision-making body of the Commission. Then, it was supplemented based on open-hearted discussions between the Special Committee on Development Strategy Planning comprising five commissioners and experts from the Secretariat. As a result,

the 'Action Plans of the Commission for Human Rights Promotion (2006-2008)' came to existence, with the Commission's focus for the coming three years placed on human rights protection for vulnerable social groups and minorities. The committee of whole passed the Action Plans as originally proposed based on its deliberation on January 23, 2006.

The Action Plans, which epitomizes so many persons' wisdom and strenuous efforts, contains the Commission's vision, missions, operational principles, goals and detailed action programs, which will serve as guidelines for all members of the Commission in performing their duties for the three years to come. The Commission wishes to present this Action Plans as guidelines of action to all its members and as its commitments to the promotion of human rights to members of the society putting trust in the Commission.

II. Chart of Action Plan



Five Major Goals	1. Strengthening of the function to protect human rights of vulnerable social groups/minority groups	2. Establishment of human rights protection mechanisms and practices meeting international standards	3. Enhancement of accessibility and efficacy of remedies	4. Strengthening of human rights education for awareness raising	5. Strengthening of the Commission's capacities
▽	↓	↓	↓	↓	↓
Objectives and Action Programs	<p>1.1. Expansion of human rights spheres through social rights-related policy development 1.1.1. Current status surveys on social rights and utilization of survey results 1.1.2. Reinforcement of research competences for human rights sphere expansion 1.1.3. Policy development concerning core areas of social rights</p> <p>1.2. Strengthening of the function to rectify discrimination 1.2.1. Enactment of the Discrimination Prohibition Act 1.2.2. Establishment of judgment standards by cause/area of discrimination 1.2.3. Diversification of remedies for discrimination victims including invigoration of the mediation function</p> <p>1.3. Establishment of a support system for vulnerable social groups/minority groups 1.3.1. Establishment of a customized human rights counseling system 1.3.2. Establishment of a litigation support system 1.3.3. Promotion of cooperative ties with related institutions/groups for the protection of vulnerable social groups/minority groups</p>	<p>2.1. Establishment of a foundation for domestic application of international human rights standards 2.1.1. Active advisory service and monitoring for the government's formulation and implementation of NAP 2.1.2. Current status surveys and improvements of domestic law according to international human rights standards 2.1.3. Study of institutional mechanisms and practices for domestic implementation of international human rights norms 2.1.4. Promotion of cooperation with the institutions concerned to overhaul institutional mechanisms and practices</p> <p>2.2. Enhancement of the ability to respond to human rights issues 2.2.1. Establishment of a human rights agenda exploration system 2.2.2. Enhancement of policy-making and response capabilities 2.2.3. Active presentation of opinions on major court proceedings and legislation</p>	<p>3.1. Establishment of an effective remedial mechanism 3.1.1. Overhaul of systems for effective case handling 3.1.2. Development and implementation of alternative dispute resolution models</p> <p>3.2. Prevention of human rights violations and reinforcement of on-site activities 3.2.1. Improvement of the legal/institutional system for prevention of human rights violations 3.2.2. Reinforcement of on-site activities for prevention of human rights violations 3.2.3. Strengthening of the function to conduct planned investigations (current status/on-site/ex officio investigations) 3.2.4. Promotion of cooperation with the institutions/organizations concerned for prevention of human rights violations 3.2.5. Expansion of regional offices and reinforcement of their roles</p> <p>3.3. Implementation of human rights-friendly remedies 3.3.1. Implementation of remedies for dead zones of human rights 3.3.2. Development of human rights-friendly investigative/remedial procedures and techniques</p>	<p>4.1. Establishment of a foundation for human rights education 4.1.1. Current status surveys concerning human rights education and establishment of the basis for researches 4.1.2. Formulation of the Commission's comprehensive human rights education plans 4.1.3. Strengthening of cooperation with institutions/organizations related with human rights education</p> <p>4.2. Pursuit of institutionalization of various human rights education programs 4.2.1. Inclusion of compulsory human rights education in school curriculums 4.2.2. Execution of compulsory human rights education for public workers 4.2.3. Strengthening of human rights education for vulnerable social groups and minorities</p> <p>4.3. Establishment of the Commission's human rights education implementation system 4.3.1. Development and dissemination of various human rights education programs 4.3.2. Strengthening of cyber human rights education 4.3.3. Pursuit of establishment of a human rights education center</p>	<p>5.1. Enhancement of the Commission's independence and professionalism 5.1.1. Overhaul of the Commission's organizational and operational structure 5.1.2. Strengthening of the efficacy of the Commission's recommendations 5.1.3. Bolstering of the roles of the commissioners 5.1.4. Enhancement of professionalism of the Commission members</p> <p>5.2. Enhancement of the Commission's transparency 5.2.1. Establishment of an evaluation system concerning the Commission's activities 5.2.2. Active public relations and information sharing concerning the Commission's activities 5.2.3. Strengthening of work ethics of the Commission members</p> <p>5.3. Consolidation of domestic and overseas cooperative ties 5.3.1. Strengthening of cooperation with international human rights organizations 5.3.2. Strengthening of cooperation with domestic and overseas governments and non-government organizations 5.3.3. Active contribution to protection and promotion of human rights in Asia</p>

Ⅲ. Details of Action Plan

1. Vision of the Commission

“A world where people can lead a decent life”
- National Human Rights Commission of the Republic of Korea
protecting and promoting human rights for all -

The society envisioned by the Commission is a “world where people can lead a decent life.” For creation of such society, the Commission will do the best to protect and promote the human rights of all individuals.

2. Missions of the Commission

All members of the Commission will dedicate themselves to the following missions to materialize “a world where people can lead a decent life.”

- **Monitor the authority that might violate human rights**
- **Realize human rights principles and standards consistent with the Constitution and international human rights standards**
- **Build the cultural foundation promoting respect of human rights**

Monitor the authority that might violate human rights: One of the missions of the Commission is to prevent and remedy human rights violations. Towards that end, the Commission intends to serve as a faithful human rights watchdog. The areas monitored by the Commission encompass not only government agencies, but also private territories including conglomerates where irrational discrimination often occurs.

Realize human rights principles and standards consistent with the Constitution and international human rights standards: In assessing human rights conditions, the Commission uses the Constitution of the Republic Korea and international human rights standards as a yardstick. By applying such yardstick, the Commission will scrutinize whether there exist any human rights abuses and pursue improvements to the existing legal and institutional system for the promotion of human rights.

Build the cultural foundation promoting respect of human rights: The Commission is well aware that it is possible to achieve fundamental development of human rights only when a climate conducive to human rights promotion is improved. In an effort to pave the way towards that end, the Commission will commit itself to human rights education and public relations.

3. Operational Principles of the Commission

Independence, Professionalism, Diversity, Transparency, Accountability, Accessibility, Courtesy and Commitment, Human Rights Sensitivity, Cooperation and Solidarity

Independence: The Commission performs and exercises all its duties and authority necessary to protect and promote human rights, independent of pressure from all elements of the state or society and of pressure inside and outside the Commission.

Professionalism: The Commission secures professional knowledge, experience and techniques to perform related affairs on the basis of a sound perception of its own duties, goals and roles, makes investments to foster human resources dedicated to the value of human rights, and resolves human rights issues from the viewpoint of vulnerable social groups and minorities.

Diversity: From a wide array of areas in society, the Commission accepts human resources that have the right qualifications and are willing to devote themselves to promoting the value of human rights. The Commission also creates an organizational culture where difference is respected, pursuing dialogue and compromise as a means of conflict resolution.

Transparency: By opening its business performance and operation to the public in a transparent manner, the Commission offers members of the society detailed knowledge of its activities and ensures incorruptibility of its personnel and financial management. In such process, the Commission exercises caution not to violate individuals' honor and rights.

Accountability: The Commission fulfills its responsibilities to members of the society by securing procedural legitimacy of all its activities and seeking substantive improvements in human rights protection and promotion.

Accessibility: The Commission enables brisk two-way communication with members of the society by properly recognizing and proactively meeting their needs and expectations towards the Commission. The Commission provides all members of the society with easier access to itself. In particular, it strives to hear the voice of vulnerable social groups and minorities that can hardly access the Commission on their own.

Courtesy and Commitment: Members of the Commission dedicate themselves to realizing human rights by inculcating themselves with the missions of the Commission as well as the value of human rights. They always exert an utmost effort, in good faith, to serve the interests of internal and external customers of the organization with a courteous attitude.

Human Rights Sensitivity: Members of the Commission are required to maintain a particularly high level of human rights sensitivity for the purpose of fulfilling the value of human rights. They must make a ceaseless effort to assume an attitude of discovering the value of human rights rapidly in particular situations and make responses to resolve any outstanding issues.

Cooperation and Solidarity: The Commission performs its duties on the basis of support from and solidarity with domestic and overseas institutions, organizations and individuals that have prominent presence in the human rights scene as well as potential victims.

4. Five Major Goals of the Commission

Goal 1. Strengthening of the function to protect human rights of vulnerable social groups and minorities

Goal 2. Establishment of human rights protection mechanisms and practices meeting international standards

Goal 3. Enhancement of accessibility and efficacy of remedies

Goal 4. Strengthening of human rights education for awareness raising

Goal 5. Strengthening of the Commission's capacities

Goal 1. Strengthening of the function to protect human rights of vulnerable social groups and minorities

The Commission firmly believes that it should be the primary concern of the Commission to protect the rights of vulnerable social groups and minorities including women, sexual minorities, disabled persons, foreigners, children and aged persons. The Commission deeply recognizes that their rights requiring protection by the Commission include not only political and civil rights, but economic, social and cultural rights.

In order to ameliorate their human rights conditions, the Commission has exerted efforts towards protecting their civil and political rights by investigating their human

rights status, improving related statutes, institutional systems, policies and practices, and addressing discrimination-related issues raised by them. Unfortunately, however, it is true that the Commission failed to take a systematic approach to this area under a comprehensive plans in an initial stage of its establishment when it had to involve itself in wide-ranging human rights issues with limited resources.

The Commission intends to adopt a more systematic approach to this area by hatching a comprehensive plans on its activities. For such purpose, the Commission is to focus its efforts on laying the firm groundwork for its activities including ‘strengthening of the function to rectify discrimination’ and ‘establishment of a support system for vulnerable social groups and minorities’ on one hand. On the other hand, it intends to formulate and execute various policies to improve their human rights conditions by bolstering surveys on their human rights status and strengthening its research capabilities for expansion of the spheres of human rights.

Goal 2. Establishment of human rights protection mechanisms and practices meeting international standards

The National Human Rights Commission Act defines human rights as “human dignity and value as well as freedom and rights guaranteed by the Constitution and other laws of the Republic of Korea or acknowledged by international human rights treaties that the Republic of Korea signed and ratified and by customary international law.” This clearly indicates that the Commission aims to promote human rights in compliance with international standards, going beyond the level of protection required under domestic laws. Acceptance of international human rights norms including domestic implementation of major international human rights treaties signed by the Republic of Korea will provide additional rationales for the protection of human rights. In addition, it will contribute to protecting groups and individuals not properly protected under the existing standards of domestic law.

The Commission believes that many domestic statutes, institutional systems, policies and practices pertaining to human rights fall short of international human rights standards and that it will require much effort to improve the situation. For the coming three years, the Commission will focus on ‘establishing a foundation for domestic application of international human rights standards’ and ‘improving domestic law according to international human rights standards’ for the purpose of ‘establishing human rights protection mechanisms and practices meeting international standards.’ At the same time, the Commission will endeavor to catapult the human rights conditions in our society to a higher level by ‘improving its ability to respond to outstanding human rights issues.’

Goal 3. Enhancement of accessibility and efficacy of remedies

Pursuant to the National Human Rights Commission Act, the Commission is given the authority to investigate and remedy human rights violations and discriminatory acts. Its

investigative and remedial activities allow the Commission to seek a direct remedy for the victims of human rights abuses. In the process of performing such activities, the Commission may also detect structural problems inherent in human rights violations, which may translate into activities to cure the situation. Therefore, such investigative and remedial activities play a very important role in granting remedies to individual victims and improving the human rights status of the society across the board.

The Commission has poured a large portion of its available resources into these activities, which is deemed appropriate given the importance of the activities. However, an examination of the Commission's performance for the past four years indicates that some improvements are required to apply more efficiency to the functions played by the Commission in this area. First, it is needed to set up an effective remedial system that can provide substantive help to victims so as to cope with increasingly diverse demands for investigative and remedial services. Second, it is required to establish a more human rights-friendly remedial service system including supply of high-quality services to complainants. Third, the Commission must exert an effort to prevent human rights violations and reinforce on-site activities, while providing vulnerable social groups and minority groups an easier access to the Commission.

Goal 4. Strengthening of human rights education for awareness raising

The National Human Rights Commission Act provides that “the Commission shall engage in human rights education and public relations activities requisite for raising and improving everyone's awareness of human rights.” This clearly shows that one of its major missions is to carry out human rights education and public relations activities targeting members of the society.

The Commission deeply recognizes that the fundamental way to prevent human rights abuses and discriminatory acts is to engage in activities to spread a culture conducive to human rights promotion and to raise the awareness of human rights by members of the society. Accordingly, the Commission believes that it is extremely important to conduct human rights education under a comprehensive plans in order to create a widespread culture of human rights protection in our society.

In early 2006, the Commission carried out an organizational reshuffle to step up human rights education, expressing its strong determination to promote such education. Based on its unflinching determination, the Commission intends to unfold human rights education activities under the following objectives for the coming three years. First, the Commission will build a foundation for comprehensive and systematic human rights education. Towards that end, the Commission will lay the basis for current status surveys and researches concerning human rights education, formulate comprehensive mid- to long-term plans on human rights education by area, and build a network with various institutions and organizations involved in human rights education. Second, the Commission will include human rights education in school curriculums and execute compulsory human rights education for public service providers, while seeking to institutionalize human rights education by improving such education for vulnerable

social groups and minorities. Third, the Commission will set up an implementation system to help galvanize human rights education in each area of the society by developing and disseminating various human rights education programs and contents, strengthening cyber human rights education and pressing for establishment of a dedicated human rights education center.

Goal 5. Strengthening of the Commissions' capacities

For the last three years, the Commission has constantly endeavored to secure its position as an independent institution not subject to control of other organizations, the nature of a national human rights institution as declared by the Paris Principles (Principles relating to the status of national institutions). Thanks to such effort, the Commission is recognized as an unprecedented independent organ in the administration. However, the Commission's stature in our society is still obscure. Regarding its independence, the Commission is vulnerably exposed to reproach and criticism by external institutions including the administration.

For the three years to come, the Commission will double its effort to secure a stature and competences necessary to emerge as a reliable alternative remedial institution that proactively and effectively resolves human rights issues for people; an institution that leads development of the social foundation for the protection and promotion of human rights; and a competent and professional human rights organization demonstrating professionalism and leadership regarding human rights. For such purpose, the Commission will enhance its independence and professionalism and win public trust based on employment of a more transparent operation system. Furthermore, it will solidify domestic and overseas cooperation to maximize its roles.

5. Objectives and Action Program

Goal 1	Strengthening of the function to protect human rights of vulnerable social groups and minorities
<p>1. Expansion of human rights spheres through social rights-related policy development</p> <ul style="list-style-type: none"> ○ Current status surveys on social rights and utilization of survey results ○ Reinforcement of research competences for human rights sphere expansion ○ Policy development concerning core areas of social rights <p>2. Strengthening of the function to rectify discrimination</p> <ul style="list-style-type: none"> ○ Enactment of the Discrimination Prohibition Act ○ Establishment of judgment standards by cause/area of discrimination ○ Diversification of remedies for discrimination victims including invigoration of the mediation function <p>3. Establishment of a support system for vulnerable social groups and minorities</p> <ul style="list-style-type: none"> ○ Establishment of a customized human rights counseling system ○ Establishment of a litigation support system ○ Promotion of cooperative ties with related institutions/groups for the protection of vulnerable social groups and minorities 	

Objective 1. Expansion of human rights spheres through social rights-related policy development

For the coming three years, the Commission will make multi-pronged efforts to promote the rights of vulnerable social groups and minorities. Such efforts will take the form of intensive policy-making and strengthened research competences regarding the so-called social rights. In an effort to tide over limitations on its material and human resources, the Commission will refrain from engaging in an excessively wide array of businesses. Rather, it will converge its available resources on the most urgently needed areas of social rights, based on strategic selection according to the needs of the times.

Action Program

- **Current status surveys on social rights and utilization of survey results**

The duty of the Commission to conduct human rights status surveys as commissioned

by the Commission under the National Human Rights Commission Act has significance in the following two respects. First, it can attract public attention by shedding light on the poor human rights conditions of the socially disadvantaged class. Second, it reveals human rights-related problems inherent in specific groups based on scientific surveys and provides rationales for the necessity of policies to redress the situation. Surveys and researches performed in a systematic and scientific manner will give greater weight to execution of the policies formulated on the basis of those survey and research results.

In carrying out human rights status surveys, the Commission will pay heed to the following areas. First, it will concentrate its effort, for the following three years, on investigating into the human rights conditions in the specific areas of social rights acknowledged as having the most urgent needs. Towards that end, the Commission will carefully select the areas of social rights which it must focus on. Second, the Commission will take a rights-based approach as the basic methodology of such surveys. It is of foremost importance to discover the state's minimum essential obligations based on human rights status surveys and then confirm the details and level of minimum social rights that all people must be entitled to. Third, the Commission will conduct surveys under a comprehensive plans so that the results of such surveys may be fully utilized in formulating policies. The Commission will refrain from engaging in human rights status surveys that end up as a one-time event. Rather, it will seek to conduct necessary surveys in the process of performing its duties, assuming that policy recommendations will be made.

○ **Reinforcement of research competences for human rights sphere expansion**

The Commission expressed its special interest in the sphere of economic, social and cultural rights in submitting the NAP recommendation proposal to the government in early 2006. The Commissions' strengthening of its research competences is a prerequisite to expansion of its business areas. To prevent its policy formulation from ending up as empty rhetoric, professional researches in the area of social rights must be performed first. For such purpose, the Commission will nurture the research capabilities of internal and external experts in operating a social rights research forum. In addition, the Commission will reinforce its research competences by solidifying cooperative ties with diverse human rights activists, government officials and international human rights organizations.

○ **Policy development concerning core areas of social rights**

Implementation of human rights status surveys and strengthening of research competences will ultimately lead to selection of areas where the Commission's involvement is required and development of appropriate policies to deal with those areas. However, it is neither possible nor advisable for the Commission, which has limited resources, to involve itself in all areas transiently. In developing policies pertinent to the sphere of social rights, the Commission will set its priority of involvement to utilize its available resources most efficiently and then adopt a phased

approach according to such priority. Designation of core areas of social rights must start from selecting a group requiring special consideration among vulnerable social groups and minority groups in the country. The eleven groups that the Commission suggested in its NAP recommendation proposal including disabled persons, irregular workers and migrant workers deserve priority attention when the Commission selects core areas of social rights.

Objective 2. Strengthening of the function to rectify discrimination

Human rights violations against vulnerable social groups and minorities often arise from social bias and stereotypes against them. In order to rectify this situation, activities to improve the society's deep-rooted discriminatory mind-set against them must be undertaken consistently. At the same time, institutional improvements need to be sought to redress discrimination. The concept of prohibited discriminatory acts must be further clarified from a normative perspective and an institutional mechanism must be built to cure any such act when it happens. The Commission shall exert its utmost efforts towards that end.

As part of such efforts, the Commission is pressing ahead with enactment of the Discrimination Prohibition Act, which is a framework act on banning discrimination. In addition, the Commission will formulate concrete standards to determine whether a complained act falls under the category of discriminatory acts. This will enhance the fairness of decisions made by the Commission and provide the society with specific standards concerning prohibition of discrimination. In handling complaints of discrimination, the Commission will present more diverse remedial measures for victims by galvanizing its mediatory function, so that faster and more effective services may be offered to victims.

Action Program

○ Enactment of the Discrimination Prohibition Act

For the last three years, the Commission has worked hard for enactment of the Discrimination Prohibition Act. Such effort bore fruit when its draft bill was completed. The draft clarifies the concepts of banned discriminatory acts and strengthens the Commission's function to redress discriminatory acts. If this draft is successfully legislated, equality rights in our society will be furthered remarkably. The Commission seeks to forge a consensus on the bill based on its open discussions. To ensure legislation of the bill at the earliest possible date, it will do the best to persuade the National Assembly and the administration.

○ Establishment of judgment standards by cause/area of discrimination

Article 2 of the National Human Rights Commission Act provides that "discriminatory acts violating equality rights refer to the acts of discrimination regarding employment

and so forth on grounds of the 19 issues including sex, religion and disability without any justifiable cause.” However, the specific concept of such acts may change, depending on the interpretation by the Commission which takes charge of correcting such acts. Given the nature of the Commission, the standards of discrimination may vary according to the values upheld by commissioners. For fair judgments, however, it is important to formulate general standards in advance. These standards may serve as preventive guidelines reminding members of the society that they should not engage in discriminatory acts. As part of such efforts, the Commission intends to set judgment standards by cause/area of discrimination under the National Human Rights Commission Act.

○ Diversification of remedies for discrimination victims including invigoration of the mediation function

Article 42 of the National Human Rights Commission Act provides that “the Commission may commence mediation procedures at the request of the party concerned or *ex officio* in connection with human rights violations or discriminatory acts.” At the time of amendment of the Act in 2005, said provision was created with a view to galvanizing the Commission’s mediatory function. So far, the Commission’s investigative and remedial activities for dispute resolution mainly took the form of deliberation-based decision-making through investigations. This function is commensurate with the stature of the Commission as an institution making judgments on human rights abuses. However, it inevitably triggers such problems as prolonged processing periods and inflexible processing methods. Accordingly, the Commission intends to seek substantive remedies for individual victims by aggressively exploring alternative solutions in the future. To attain this purpose, the Commission will utilize various methods permitted by applicable law including statutes related with mediation, only to the extent of not harming social justice. Furthermore, the Commission intends to develop and apply more effective remedies for the sake of victims.

Objective 3. Establishment of a support system for vulnerable social groups and minorities

Vulnerable social groups and minorities are confronted with substantial limitations on their effort to protect their human rights. Accordingly, the Commission intends to establish a special support system for these groups. As regards human rights violations, the Commission will develop a system that takes into account their unique environment in the counseling and complaint filing process. When necessary, the Commission may consider rendering support for their legal actions in a bid to secure efficacy of its recommendations. Besides, the Commission will endeavor to pursue substantive improvements in their rights by forging close cooperative ties with the institutions concerned and human rights organizations.

Action Program

○ Establishment of a customized human rights counseling system

For the protection and promotion of the human rights of social minorities and disadvantaged groups who have very limited accessibility to remedies, the Commission will provide human rights counseling services easily accessible by them such as operation of counseling buses and execution of on-site consultation. It will also develop and implement counseling techniques well suited for those whose human rights are less protected.

○ Establishment of a litigation support system

When it detects human rights violations occurring in society, the Commission may request correction of such violations. However, such requests are not respected in some cases because of their legal nature as a recommendation. Accordingly, the Commission is considering the possibility of rendering support for certain legal actions pertinent to the cases with grave social significance in an effort to improve the efficacy of its recommendations while maintaining its status as an institution issuing recommendations. If the parties concerned win a lawsuit thanks to brisk support from the Commission, recommendations issued by the Commission may virtually have binding power. This is expected to bring a breakthrough in its remedial endeavors. Such assistance will be particularly effective in legal actions that individuals subject to discriminatory treatment by companies institute against those companies.

○ Promotion of cooperative ties with related institutions/groups for the protection of vulnerable social groups and minorities

The Commission cannot fulfill its mission of protecting vulnerable social groups and minorities without the active support and cooperation from the government agencies concerned, NGOs and other experts. In general, protection of vulnerable social groups and minorities tend to place a stress on their social rights, which require more researches, investigations and actions than any other field. Prevailing views among scholars and human rights experts uphold that social rights researches in Korean society have to achieve further development, compared with advanced nations where human rights are properly protected. Therefore, the Commission will make unsparing efforts to converge available resources in our society on those researches and actions aimed at promoting social rights. The Commission will contact individuals and groups that are working hard in this area and explore ways to support them. Based on proactive cooperation with the institutions concerned, the Commission will create an upgraded framework for the protection of vulnerable social groups and minorities.

Goal 2	Establishment of human rights protection mechanisms and practices meeting international standards
<p>1. Establishment of a foundation for domestic application of international human rights standards</p> <ul style="list-style-type: none"> ○ Active advisory service and monitoring for the government's formulation and implementation of NAP ○ Current status surveys and improvements of domestic law according to international human rights standards ○ Study of institutional mechanisms and practices for domestic implementation of international human rights norms ○ Promotion of cooperation with the institutions concerned to overhaul institutional mechanisms and practices <p>2. Enhancement of the ability to respond to human rights issues</p> <ul style="list-style-type: none"> ○ Establishment of a human rights agenda exploration system ○ Enhancement of policy-making and response capabilities ○ Active presentation of opinions on major court proceedings and legislation 	

Objective 1. Establishment of a foundation for domestic application of international human rights standards

The Commission acknowledges that active acceptance of international human rights standards including domestic implementation of major international human rights treaties which the Republic of Korea is a party to constitutes a shortcut to improving the human rights conditions in the society. The Commission needs to develop its performance of business affairs to an international level at the earliest possible date. The Commission also has to develop a system whereby it can fully utilize its competences in ameliorating institutional mechanisms and practices pertinent to human rights. In addition, it must step up its somewhat sluggish effort to exercise its authority to present opinions on specific human rights cases involving the judiciary.

Action Program

- **Active advisory service and monitoring for the government's formulation and implementation of NAP**

Formulation of NAP (National Action Plans for the Promotion and Protection of Human Rights) as recommended by the international community is an epoch-making event in Korea's history of human rights development. The Commission will exert its utmost effort to ensure that the NAP is properly formulated and implemented by the government. The Commission will provide advisory services to the government in

good faith in the process of mapping out and executing the NAP in an attempt to help the government formulate and implement the NAP in a timely fashion. In addition, the Commission will engage in constant monitoring activities as to whether the details and implementation procedures of the NAP are compatible with the standards acceptable by the international community.

○ **Current status surveys and improvements of domestic law according to international human rights standards**

In order to check the extent to which major international human rights treaties signed by the Republic of Korea are being implemented domestically, the Commission needs to conduct a comprehensive survey on their implementation status under domestic law. This kind of survey will clearly reveal problems with the country's statutes pertaining to human rights as well as necessary measures that the Commission must take. Noting that establishment of a human rights framework in compliance with international human rights standards leads to overhaul of domestic statutes, the Commission will devote itself to improving domestic law.

○ **Study of institutional mechanisms and practices for domestic implementation of international human rights norms**

More vigorous efforts are required for complete domestic implementation of the international human rights treaties concluded by the Republic of Korea. Against this backdrop, the Commission will examine the gap between our human rights scene and the human rights standards required by those treaties based on a review of institutional systems and practices. Researches into existing practices will be of more significance, given the preceding research results that domestic statutes themselves have no major variance from international human rights treaties in most cases. Researches into existing practices will give us an opportunity to enhance the human rights conditions in our daily life to a level satisfying international standards, going beyond the scope of conducting institutional studies. It is a pressing task to study how to domestically implement the individual complaint system, an international remedial procedure concerning human rights violations under the international human rights covenants concluded by the Republic of Korea. For said researches, the Commission will pursue cooperation with the institutions and experts concerned. On the basis of its findings, it will urge the government to take actions necessary to promote domestic implementation of international human rights norms.

○ **Promotion of cooperation with the institutions concerned to overhaul institutional mechanisms and practices**

The Commission will continue to call on the government, legislature and judiciary to revamp institutional mechanisms and practices incompatible with international human rights standards, while keeping up its monitoring activities. However, reshuffling of those mechanisms and practices related with human rights must be pursued by the institutions concerned based on its determination to accomplish improvements. Accordingly, overhaul

of institutional systems and practices requires close cooperation with the agencies concerned. The Commission will consolidate its consultative system such as the Human Rights Policy Consultation Committee in a bid to beef up cooperation with the institutions pertaining to the areas that require improvements in institutional systems and practices.

Objective 2. Enhancement of the ability to respond to human rights issues

In order for the Commission to become a human rights organization of an international stature, it should not remain self-content with passive resolution of complaints or review of statutes. It must cope with human rights issues, which arise day by day, in a more proactive and aggressive manner. The Commission also needs to take timely actions to improve statutes and institutional systems related with human rights. Based on cultivation of these capabilities, the Commission will be able to emerge as a non-porous bastion of human rights.

Action Program

○ Establishment of a human rights agenda exploration system

Active development of human rights agenda by the Commission is an integral part of human rights protection and promotion. Therefore, the Commission must explore potential human rights agenda in all areas that it covers and present possible solutions to the relevant issues. The Commission should recommend human rights policies to the organs concerned within a larger framework of national human rights policies, rather than being overwhelmed with handling requests from other national institutions to review human rights-related statutes. Furthermore, the investigative and remedial function of the Commission must not be confined to handling of complaints. Rather, it has to enhance its mobility and direct accessibility by contacting victims at the sites of human rights violations or at locations with the risks of such violations, based on *ex officio* investigations. It is an important part of the Commission's duties to prioritize a wide variety of human rights issues and to determine how to grapple with those issues. The Commission will establish an organizational structure expediting its proactive human rights agenda development.

○ Enhancement of policy-making and response capabilities

The Commission must render more active and professional its function to formulate human rights policies that may have serious social repercussions. In addition, the Commission must make more realistic policy recommendations to increase their acceptability. For such purpose, the Commission will select very useful themes in carrying out surveys on the human rights status. It will also play a central role in those surveys by keeping in mind that it shall make policy recommendations based on the survey results. Furthermore, the Commission will improve its discussion structure to

ensure a prompt response to outstanding human rights issues on which it has to express an opinion urgently.

○ **Active presentation of opinions on major court proceedings and legislation**

The National Human Rights Commission Act provides that the Commission shall actively present its opinions before the judiciary or legislature to enable substantive promotion of human rights. As regards the judiciary, the Commission expresses a written opinion on specific cases. It is similar to the business practices of industrialized foreign countries or international judicial organizations where international human rights organizations present their opinions on certain issues. By taking advantage of such function and authority to the utmost possible extent, the Commission will urge the judiciary to further its endeavor for the promotion of human rights. It constitutes another basic mission of the Commission to actively express its opinions in the process where the government and the National Assembly discuss enactment or revision of human rights-related statutes. Therefore, the Commission will seek to come up with the best option for performance of such mission.

Goal 3	Enhancement of accessibility and efficacy of remedies
<p>1. Establishment of an effective remedial mechanism</p> <ul style="list-style-type: none"> ○ Overhaul of systems for effective case handling ○ Development and implementation of alternative dispute resolution models <p>2. Prevention of human rights violations and reinforcement of on-site activities</p> <ul style="list-style-type: none"> ○ Improvement of the legal and institutional system for prevention of human rights violations ○ Reinforcement of on-site activities for prevention of human rights violations ○ Strengthening of the function to conduct planned investigations (current status/on-site/<i>ex officio</i> investigations) ○ Promotion of cooperation with the institutions/organizations concerned for prevention of human rights violations ○ Expansion of regional offices and reinforcement of their roles <p>3. Implementation of human rights-friendly remedies</p> <ul style="list-style-type: none"> ○ Implementation of remedies for dead zones of human rights ○ Development of human rights-friendly investigative/remedial procedures and techniques 	

Objective 1. Establishment of an effective remedial mechanism

In order for the Commission to provide differentiated remedial services to people for the protection and promotion of their human rights, it must be ensured that they have fast, easy and cheap access to the services provided by the Commission. In line with an increasing public awareness of human rights, the cases of human rights abuse handled by the Commission are becoming more and more diverse in terms of their types, details and forms. In an effort to cope with this trend more aggressively, the Commission must develop and apply remedies appropriate for increasingly diverse human rights violations and ensure faster and more effective implementation of those remedies. Towards this end, the Commission will raise the level of people's satisfaction with the Commission by providing easier, faster and cheaper remedial services. The Commission also intends to consistently develop the most effective and efficient "win-win" measures of conflict resolution that can protect and promote human rights to the maximum extent. In addition, it will seek ways to maximize the impact and effect of its remedies.

Action Program

○ Overhaul of systems for effective case handling

The Commission needs to provide high-quality remedial services to people by making efforts to establish a structure that enables the most effective and efficient resolution of requests for remedies including strengthening of its basic investigations upon receipt of complaints. For such purpose, the Commission is required to streamline its complaint handling system by analyzing a wide array of complaints that it has processed to date in a systematic manner, and developing and applying investigation and remedy manuals.

○ Development and implementation of alternative dispute resolution models

In the face of an increase in complaints seeking remedies due to discriminatory acts or conflicting interests, the Commission feels the need to develop a more effective alternative dispute resolution model, breaking out of the existing dispute resolution method requiring a choice between two options. It is a major task of the Commission to perform rational operation of the mediation procedures which was adopted as part of such alternative dispute resolution model under the National Human Rights Commission Act. The Commission will study the mediation procedures of the judiciary and analyze the models and practices of foreign national human rights institutions with a view to actively developing an alternative dispute resolution model.

Objective 2. Prevention of human rights violations and reinforcement of on-site activities

Handling of individual complaints is not sufficient to prevent human rights violations and improve human rights conditions in general. With regard to the areas where structural problems concerning human rights abuses were identified to some extent based on the experience of complaints handling including that of the prosecution and police, the Commission will promote current status investigations, on-site investigations and *ex officio* investigations and concentrate its efforts on redressing the practices, institutional mechanisms and environments that cause human rights violations. At the same time, it will actively press for prevention of human rights violations in cooperation with regional offices and local human rights organizations, engaging in dialogue with, and education of, the relevant staff and inmates at the locations of human rights abuses.

Action Program

○ Improvement of the legal and institutional system for prevention of human rights violations

In the event of human rights violations, it requires much effort to seek a remedy for the

victims. In some cases, it is even impossible to undo the damage. Therefore, it is important to nip potential human rights abuses in the bud. The Commission is equipped with various means to attain such purpose including the authority to execute *ex officio* investigations, on-site investigations and current status investigations. For the three years to come, the Commission will utilize these methods in an appropriate manner. However, shelter houses, military barracks and unreported social welfare facilities have not been subjected to investigations by the Commission although they are highly prone to human rights violations. The Commission intends to push for revision of related statutes to include these facilities in the scope of its investigations in stages.

○ **Reinforcement of on-site activities for prevention of human rights violations**

In cases where serious human rights violations actually occur or are feared to occur, the Commission will dispatch officers in charge to the relevant locations even prior to filing of a complaint in an effort to strengthen its activities to gain the knowledge of the situation, take emergency measures, and eliminate or alleviate human rights abuses. Concerning protective facilities for many persons where inmates find it difficult to file a complaint itself, the Commission will make periodic visits to those facilities for investigations and thus enhance the effect of preventing and improving human rights violations.

○ **Strengthening of the function to conduct planned investigations (current status/on-site/*ex officio* investigations)**

The Commission will analyze the results of complaints that it has handled so far, determine areas of concern and their priorities, and then separately formulate and implement an annual planned investigation program. Thus, the Commission will ensure that current status and on-site investigations in a relevant area are systematically conducted in harmony. In addition, it will perform planned investigations regarding the human rights status in the military and the protective facilities for many persons to which it has failed to pay sufficient attention. Based on such effort, the Commission will fully identify existing problems and set priorities according to the severity of human rights violations, recommending improvements in phases.

○ **Promotion of cooperation with the institutions/organizations concerned for prevention of human rights violations**

Protection and enhancement of human rights can be effected by positive changes in respondent organizations based on activities by the Commission. The Commission will strengthen cooperation with the organs in charge of human rights protection at other institutions including the human rights bureau of the Ministry of Justice and the human rights protection center of the National Police Agency. It will also step up working-level consultation and cooperation with respondent organizations and with human rights organizations, when necessary, in the process of resolution of human rights-related complaints in each relevant area or implementation of recommendations by the

Commission. Thus, it will strive to expedite substantive, not perfunctory, acceptance and change.

○ **Expansion of regional offices and reinforcement of their roles**

Only when the Commission maintains close cooperative ties with local communities where human rights issues arise, it can cement its position as an institution that directly affects people's life and secure wide and steadfast support for the Commission. For this purpose, the Commission will press ahead with stronger technical support for early stabilization of its regional offices, galvanization of a routine communication system enabling prompt responses to outstanding local human rights issues, and execution of joint projects with local governments and NGOs through its regional offices.

The Commission will discuss local human rights issues by holding policy consultation meetings with local NGOs, focusing on the areas where its regional offices are located. It will seek to clearly define the respective roles of the Commission, its regional offices, human rights organizations and NGOs and resolve those local human rights issues based on mutual coordination. Furthermore, the Commission will open regional offices in major cities including Daegu. It will also build cooperative ties with local governments interested in human rights issues (e.g. signing of a MOU) to further the protection of human rights and spread a culture favorable for human rights promotion, giving a sound stimulus to other local governments.

Objective 3. Implementation of human rights-friendly remedies

The Commission will handle complaints in a swift and effective manner and raise the level of complainants' satisfaction by conducting human rights-friendly investigations and increasing its recommendation acceptance ratio. It will also reach out to the dead zones of human rights where it is even impossible to file complaints, by providing appropriate human rights services.

Action Program

○ **Implementation of remedies for dead zones of human rights**

It is true that the Commission has placed the focus of its investigations on handling complaints filed to it. This implies that an excessively large portion of its resources was converged on redressing human rights issues of inmates at correctional facilities and suspects in criminal proceedings. In the future, the Commission will pour more human resources into preventing human rights violations at mental health facilities, welfare facilities for children and disabled or homeless persons, welfare and medical facilities for aged persons, etc. where inmates find it difficult to even file complaints, so as to induce keen social attention to this area.

○ **Development of human rights-friendly investigative/remedial procedures and techniques**

The Commission, which must stand in the vanguard of human rights protection for the public ahead of any other complaint handling institution, is obligated to develop more human rights-friendly investigative and remedial methods to share the pain and anger of human rights abuse victims and heal their wounds. The Commission should utilize such counseling methods as ‘sympathetic listening’ in its investigation process, resolve conflicts peacefully and seek both remedies and psychological recovery. In a nutshell, the Commission should develop and apply various techniques so as to reach out to the public as a humane, not bureaucratic, national remedial institution.

Goal 4	Strengthening of human rights education for awareness raising
<p>1. Establishment of a foundation for human rights education</p> <ul style="list-style-type: none"> ○ Current status surveys concerning human rights education and establishment of the basis for researches ○ Formulation of the Commission’s comprehensive human rights education plans ○ Strengthening of cooperation with institutions/organizations related with human rights education <p>2. Pursuit of institutionalization of various human rights education programs</p> <ul style="list-style-type: none"> ○ Inclusion of compulsory human rights education in school curriculums ○ Execution of compulsory human rights education for public workers ○ Strengthening of human rights education for vulnerable social groups and minorities <p>3. Establishment of the Commission’s human rights education implementation system</p> <ul style="list-style-type: none"> ○ Development and dissemination of various human rights education programs and contents ○ Strengthening of cyber human rights education ○ Pursuit of establishment of a human rights education center 	

Objective 1. Establishment of a foundation for human rights education

In a survey on public perceptions towards human rights conducted by the Commission in 2005, many respondents said that they had little experience of receiving human rights education although they fully agreed on the need of such education. These results indicate that the Commission must apply more resources to human rights education. In a bid to meet the social needs, the Commission expanded its organization and manpower for human rights education in a recent organizational reshuffle. For the three years to come, the Commission intends to build the foundation to revitalize human rights education on the basis of such expanded organization and manpower. Towards this end, the Commission will focus its efforts on current status surveys concerning human rights education, establishment of the basis for researches, formulation of comprehensive human rights education plans, and strengthening of cooperation with human rights educational organizations and groups.

Action Program

○ **Current status surveys concerning human rights education and establishment of the basis for researches**

Although it was not equipped with ample knowledge and experience regarding human rights education, the Commission made various approaches to human rights education for the past four years including operation of human rights education courses and development of human rights education programs and human rights culture contents. These approaches provided an opportunity to introduce human rights education to Korean society which was almost a barren land of human rights education, raising the awareness of the need of such education. However, the Commission does not have in-depth knowledge of the needs for human rights education in each and every part of the society. At the same time, a social consensus on the identity and direction of human rights education has yet to be reached. For the coming three years, the Commission will conduct current status surveys by area regarding human rights education. Thus, it will assess the needs of such education in a wide variety of human rights spheres and set the stage for stronger research activities including creation of a human rights education research community.

○ **Formulation of the Commission's comprehensive human rights education plans**

Formulation of comprehensive mid- to long-term plans on human rights education as well as adoption of phased and strategic, area-by-area approaches according to the priority of such education are essential to implementing systematic human rights education. The UN employed a general approach to human rights education under its Decade for Human Rights Education initiative (1995-2004) and selected areas of focus by timing, which translated into formulation and implementation of the World Program for Human Rights Education (2005-2007). The Committee has endeavored to produce a road map for human rights education by area including formulation of the basic human rights education plans for the military. However, these efforts were limited in scope. The Commission will formulate comprehensive human rights education plans by area to ensure that all members of the society can be subject to systematic human rights education for the three years to come. In accordance with such plans, the Commission will pursue its human rights education activities in phases.

○ **Strengthening of cooperation with institutions/organizations related with human rights education**

The Commission deeply acknowledges the need to cooperate, by region and theme, with domestic and international institutions and organizations, which take interest in human rights issues, in order to promote Korean society's understanding and recognition of the importance of human rights. According to the nature of specific human rights issues, the Commission will pursue cooperation with related domestic

and overseas institutions and organizations in various formats. First of all, the Commission will seek to organize a research community (tentatively named Human Rights Education Forum) to invigorate social discussions of the identity and direction of human rights education and induce forging of a consensus. It will also establish a channel for constant consultation about human rights education issues with the institutions concerned including the government. In addition, the Commission will create a pool of human rights education experts to properly utilize it when necessary.

Objective 2. Pursuit of institutionalization of various human rights education programs

One of the most important things concerning human rights education is to find effective ways to bring about a change in people's perceptions of human rights by preventing human rights education from ending up as a one-time event. Among the most effective ways towards that end are inclusion of human rights education in school curriculums and institutionalization of human rights education for employees of public institutions, vulnerable social groups and minority groups. The Commission will analyze the status and environment of human rights education by target, area, subject and institution during the three years to come. By taking advantage of its authority and power, the Commission will strive for institutionalization of human rights education including inclusion of human rights education in formal school curriculums.

Action Program

○ Inclusion of compulsory human rights education in school curriculums

The UN suggests that inclusion of human rights education in formal school curriculums should be a core human rights education task for all countries. In terms of affording a guarantee of the right to human rights education, it is very important to establish compulsory human rights education courses at each level of schools. Under these circumstances, the Commission will provide consultation and assistance for opening and operation of human rights education courses at each level of schools for the upcoming three years. Accordingly, it will develop and disseminate educational programs and undertake campaigns to create a human rights-friendly educational environment.

○ Execution of compulsory human rights education for public workers

It is a major recommendation from the UN to implement human rights education for law enforcement officers, members of special institutions such as the military, employees at protective facilities for many persons including medical and social welfare facilities, teachers and opinion leaders in our society. In the case of government officials who provide public services in particular, it is necessary to nip

the possibility of human rights abuses in the bud by causing them to take mandatory human rights education courses. Accordingly, the Commission will ensure that human rights education courses will be opened and operated in orientations and job training programs. In addition, it will develop and provide necessary human rights education guidelines and education programs. The Commission will also operate human rights education courses aimed at nurturing core staff who will take charge of independent human rights education at each institution.

○ Strengthening of human rights education for vulnerable social groups and minority groups

Compared to growing social demands for human rights education, the level of its supply remains quite low as discussed in Objective 4.1. It is deemed a very serious phenomenon from the perspective of human rights protection for vulnerable social groups and minority groups that particularly have a weak say within society and are prone to be exposed to human rights abuses. So far, the Commission has engaged in human rights education activities, with its emphasis put on public service providers. However, the Commission believes that it is very important to provide opportunities of human rights education to vulnerable social groups and minority groups because it will allow them to accurately understand their rights and obligations and cope with abuses of their human rights. For such purpose, the Commission plans to develop and distribute human rights culture contents including movies, animated films, cartoons and posters that can have a sweeping impact on the society. It also intends to strengthen human rights education for those groups that need to champion human rights (i.e. journalists and companies) and for lifelong education organizations or facilities under the Lifelong Education Act.

Objective 3. Establishment of the Commission's human rights education implementation system

For the past four years, the Commission has adopted various approaches to human rights education including operation of human rights education courses, development and dissemination of various human rights education programs and extensive consultation with the institutions concerned. On the basis of its experience, the Commission recognizes the need to rationalize its human rights education implementation structure. In connection with this issue, the Commission will develop and disseminate more diversified and specialized human rights education programs and contents and strengthen online human rights education to give a boost to human rights education in each part of the society. In addition, it will press for establishment of a human rights education center so as to satisfy various needs for human rights education and provide educational services of a higher quality.

Action Program

○ Development and dissemination of various human rights education programs and contents

Not only the details, but also the methodologies of human rights education must serve the purpose of protecting and promoting human rights. Accordingly, the whole process of human rights education should meet human rights standards, going beyond the level of merely addressing human rights issues. It is imperative to develop and disseminate various human rights education programs considering the level of trainees and trainers in order to satisfy diverse needs for human rights education programs and perform solid and sound human rights education. To attain this objective, the Commission intends to develop and disseminate human rights education program modules for each level/high-priority trainee group and run a course to educate trainers who will operate those programs.

○ Strengthening of cyber human rights education

In a situation where the right to human rights education is emerging as one of people's basic rights, it is expected that more diverse needs for human rights education will arise in the future. Unfortunately, however, there exists a lack of a proper infrastructure of personnel and materials for human rights education including educational materials and facilities. In addition, if the existing type of 'classroom' human rights education targeting summoned learners is conducted continuously, only a limited number of people will be given the opportunities of human rights education. Accordingly, the Commission will complement its existing offline human rights education. At the same time, it will reinforce cyber human rights education that allows people to learn about human rights at any private or public place including workplace and home by accessing the Internet at any time.

○ Pursuit of establishment of a human rights education center

Establishment of the Human Rights Education Center (tentative name) fully dedicated to human rights education is required to meet the increasingly diverse and growing needs for human rights education and enhance the quality of such education. The Commission will push ahead with establishment of the Human Rights Education Center that can provide high-quality human rights education services by developing and operating systematic human rights programs by subject and level.

Goal 5	Strengthening of the Commission's Capacities
<p>1. Enhancement of the Commission's independence and professionalism</p> <ul style="list-style-type: none"> ○ Overhaul of the Commission's organizational and operational structure ○ Strengthening of the efficacy of the Commission's recommendations ○ Bolstering of the roles of the commissioners ○ Enhancement of professionalism of the Commission members <p>2. Enhancement of the Commission's transparency</p> <ul style="list-style-type: none"> ○ Establishment of an evaluation system concerning the Commission's activities ○ Active public relations and information sharing concerning the Commission's activities ○ Strengthening of work ethics of the Commission members <p>3. Consolidation of domestic and overseas cooperative ties</p> <ul style="list-style-type: none"> ○ Strengthening of cooperation with international human rights organizations ○ Strengthening of cooperation with domestic and overseas governments and non-government organizations ○ Active contribution to protection and promotion of human rights in Asia 	

Objective 1. Enhancement of the Commission's independence and professionalism

The Commission has to clearly define its role and position in order to enhance its independence and professionalism. In addition, the Commission is required to successfully perform its role while establishing and maintaining somewhat tense relations with external elements in an appropriate and productive way. Its members must clearly recognize their role explicitly provided in the National Human Rights Commission Act and successfully perform their duties. At the same time, the legal and institutional mechanism required for performance of duties by the Commission and its members must be improved. The Commission intends to secure a solid basis of support by forging a national consensus on its role, stature and authority.

Action Program

○ Overhaul of the Commission's organizational and operational structure

The Commission will overhaul its organizational and operational structures including defining the relations between the Commission and its Secretariat clearly so that the Commission may efficiently function as an independent national human rights organization both in name and reality. For such purpose, the Commission will systematically examine its 'relations with the government', 'organizational and operational structures', 'ways to secure an independent office building' and 'various

statutes and regulations pertaining to its operation' and push ahead with relevant objectives.

○ **Strengthening of the efficacy of the Commission's recommendations**

As an independent organization not subject to control of any government authority, the Commission has made numerous recommendations in connection with human rights violations and discriminatory acts. A significant number of those recommendations were accepted and implemented by the institutions concerned. Unfortunately, however, it is true that some recommendations remain neglected without being implemented. Against this backdrop, it has been pointed out since an initial stage of the Commission's launch that the Commission must be given strong authority to issue legally binding correction orders to ensure effectiveness of its decisions.

However, it is a grave and serious issue deeply related to the identity of the Commission as an independent national institution not subject to control that might affect its independence as proclaimed by the Paris Principles (principles relating to the status of national institutions). Therefore, this issue requires a cautious approach. For the three years to come, the Commission will study ways to improve effectiveness of its recommendations while maintaining its identity as an independent national human rights institution issuing recommendations. Accordingly, the Commission will strengthen its investigative authority and improve the level of its recommendations so that those recommendations may induce active participation by the interested parties, be executable and make a long-term contribution to improving domestic and overseas human rights conditions. It will also establish and operate a constant partnership with groups of interested parties to improve implementation of its recommendations and generate an effect of protecting human rights prior to human rights abuses by utilizing those groups.

○ **Bolstering of the roles of the commissioners**

The Commission will put forward its long-term vision and relevant roles of its members and then induce its members to work out a consensus and make commitments, establishing a solid foundation of internal support. On the strength of such foundation that brings its members together, the Commission must build a basis of external support. In addition, the Commission will clarify its identity and roles and cause its members to clearly understand them. Towards that end, the Commission will hold regular workshops in which commissioners and officials of the Secretariat can review its visions together and discuss the operational direction and core tasks for the following year. Thus, the Commission will induce commitments and concentration of competences from its members.

○ **Enhancement of professionalism of the Commission members**

The Commission intends to develop business standardization modules to enhance its members' professionalism, execute professional education and training programs

systematically, and build a knowledge community to resolve problems arising in the course of performance of duties. The Commission will develop manuals as a requisite means to ensure its business efficiency, continuity and innovativeness. It will make a full-fledged effort to produce manuals by type of business affairs such as a manual by complaint type, while improving the existing integrated manuals. Concerning education and training of its members, the Commission will identify their critical competences and then establish education and training programs for strengthening of those competences in a professional and organized manner.

Objective 2. Enhancement of the Commission's transparency

In order to keep its independence intact as a national institution not subject to control that might affect its independence, the Commission will require a high level of ethical standards and transparency regarding activities performed by the organization and its members and thus lay a solid foundation for its independence. For such purpose, the Commission intends to formulate and implement the following Action Programs.

Action Program

○ Establishment of an evaluation system concerning the Commission's activities

The Commission will set up an evaluation system regarding its activities and conduct regular surveys of ordinary people, expert groups and related institutions concerning its activities, stature and image. Based on such efforts, the Commission will ensure that its activities are performed on the basis of objective assessment, while reflecting those assessment results in its external communication strategy planning.

○ Active public relations and information sharing concerning the Commission's activities

Public trust and support for the Commission's activities are essential to elevating its stature. In an effort to earn public trust and support, the Commission must execute brisk two-way communication with people, effectively conveying its intended message through its activities and fully acknowledging and meeting people's needs and expectations towards the Commission. In this context, it is necessary to view the Commission's public relations activities from the perspective of two-way communication and formulate concrete measures towards that end. Under these circumstances, the Commission will formulate multi-faceted public relations plans, hold press meetings and briefings from time to time, utilize webzines and mailing lists effectively, produce two-way public relations materials, and develop and execute public participation programs (honorary commissioners, civilian human rights investigators, juvenile human rights monitoring group, Commission evaluation group and so on).

○ **Strengthening of work ethics of the Commission members**

In order to ensure independence of the Commission as a national institution not subject to control that might affect its independence, the Commission itself has to create an ethical foundation for such independence by establishing stringent ethical requirements and controlling transparency as regards activities of the organization and its individual members. Towards this end, the Commission must establish an independent code of ethics so as to enhance ethicalness and professionalism of its members in connection with their cultivation, dignity, attitude and activities concerning human rights. It also has to inculcate a sense of pride in its members for being part of the organization. In addition, the Commission must formulate specific guidelines that its members must comply with in engaging in external activities in an effort to strengthen its members of work ethics and guarantee their free external activities at their reasonable discretion.

Objective 3. Consolidation of domestic and overseas cooperative ties

The Commission believes that its roles can be strengthened based on not only its independent effort, but also well-organized cooperative ties with the central and local governments, human rights organizations and NGOs, experts, market, international community and so forth. Based on such belief, the Commission will set up and capitalize on a system allowing constant cooperation with related institutions, groups and individuals.

Action Program

○ **Strengthening of cooperation with international human rights organizations**

Based on close cooperation with the international community, the Commission will induce its support for resolution of domestic human rights issues. While strengthening its competences through introduction of international human rights issues to the domestic society and implementation of brisk personnel exchanges, the Commission will elevate its international stature. For establishment of a system enabling constant cooperation with international human rights organizations, it is required to secure proper communication channels. Therefore, the Commission will dispatch liaison officers to Geneva or New York where the UN and related agencies as well as international human rights organizations are located so as to collect information on human rights issues and internationalize pending domestic human rights issues. In addition, the Commission will dispatch its employees to major international organizations as interns for the purpose of having a grip on the trends of major organizations and human rights issues and collecting information on human rights.

○ **Strengthening of cooperation with domestic and overseas governments and non-government organizations**

With a view to protecting people's basic rights, the Commission will draw up a master plans for establishment of a sounder legal, institutional and policy-making system. In addition, it will seek advice from human rights organizations and NGOs for effective resolution of outstanding domestic human rights issues and endeavor to solidify cooperative relations with NGOs based on division of duties. In particular, the Commission will forge cooperative ties with human rights research groups by commissioning research projects to universities and academic circles related with human rights protection and by jointly developing educational programs to foster human rights experts, which will lead to development of the Commission's theoretical and academic competences. In addition, the Commission will thwart discriminatory acts in employment based on sex, disability and age to prevent a possible sharp increase in complaints against discriminatory acts. It will also build cooperative relations with private companies and economic associations to promptly cure any discriminatory acts.

○ **Active contribution to protection and promotion of human rights in Asia**

The Commission will explore major outstanding human rights issues throughout Asia and join hands to resolve pending issues of common interest in order to contribute to the protection and promotion of human rights in Asia. For such purpose, it will beef up cooperation with each national human rights institution including the APF (Asia-Pacific Forum of National Human Rights Institutions) as well as international organizations, NGOs and other related institutions in the region.