INSEC

Strategic Plan
2013-2018

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Advisors	:	Subodh Raj Pyakurel Bijay Raj Gautam
Compile/Compose	:	Dinesh Khanal Posha Raj Adhikari Shyam Bahadur Chand Bed Dhakal
Graphic Designer	:	Gita Mali
Management	:	Shailesh Sharma

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Foreword

Since inception, INSEC has devoted to two decades on human rights protection and promotion of social justice in Nepal. During this period, It has set many examples in strengthening the human rights movement and promoting a just society by making people aware, and through policy advocacy in coordination and collaboration from the grassroots to the national and international levels.

INSEC has worked with conflict victims of both sides of the decade-long armed conflict for promoting reconciliation by enhancing their knowledge, linking them with government authorities and creating favourable environment at the local level that can serve as a foundation for the conflict victims to seek transitional justice. It has contributed to consolidate democracy by advocating for right to freedom, campaigning for free and fair election and meaningful participation, and by spreading democratic norms and values among the people. INSEC has assisted people in the grassroots to advocate for their rights, and has continuously monitored the situation of human rights and implementation status of national and international human rights instruments to which Nepal is a state party. Its database on the situation of human rights violation and abuses of the past two decades has become a reliable source of information for different national and international stakeholders. Respecting international human rights and humanitarian laws; and their domestication remain its major concerns. In this regard, advocacy for the ratification of ICC, draft bills on the Truth and Reconciliation Commission and Commission on Disappearances is underway. Advocating for ensuring the rights of Human Rights Defenders (HRDs) is another area of intervention. Besides, it has also been advocating for the rights of the marginalized, excluded and disadvantaged people.

Learning from our past experiences and the transitional political situation of the country, we have reviewed our strategy (2009-2013) and

incorporated some new areas of interventions to formulate this strategic plan (2013-2018). As the Rights Based Approach (RBA) begins with dutiful and responsible engagement and cooperation of law-abiding citizens, we have incoporated the initiatives making the "Responsibles Responsive" and promoting "Citizen's Code of Conduct". In addition, the economic, social and cultural (ESC) rights along with right of freedom of expression, and rule of law are some other areas of INSEC interventions in the next five years.

I expect, this strategic plan will work as a blueprint and guiding principles for INSEC and donor community to identify intervening areas in compliance with their strategies. Finally, I would like to thank our donor agencies, civil society members, government and non-government bodies, friends and all well-wishers. I thank you all for your commitments, assistance, solidarity and endeavours to support our efforts.

Subodh Raj Pyakurel
Chairperson

Acknowledgement

Informal Sector Service Centre (INSEC) expresses gratitude to all Executive Committee members and general members of INSEC for their sincere cooperation and inputs during the drafting of INSEC Strategic Plan (2013-18). INSEC would also like to thank its central, regional and district staff members for their valuable feedbacks. Special thanks are due to Mr. Dinesh Khanal, Chief, PME Unit at central office for collecting, organising and composing this strategic plan. INSEC extends its thanks to PME Officers Mr. Shyam B. Chand and Mr. Bed Dhakal of PME Unit, and to Mr. Posha Raj Adhikari, Chief, and Mr. Dipendra Prasad Pant, Officer, Research and Publication Unit for their involvement and contributions. INSEC is grateful to Ms. Gita Mali, Officer, Desktop Publication Unit for graphic design. Further, INSEC is grateful to Mr. Binod Bhattarai, general member, INSEC for language polishing. Finally, INSEC is also grateful to Mr. Bijay Raj Gautam, Executive Director for his guidance and supervision throughout the process of preparing this strategy plan.

Acronyms

AATWIN	Alliance Against Trafficking in Women and Children
ALLIANCE-NEPAL	Alliance for Human Rights and Social Justice, Nepal
ANNI	The Asian NGO Network on National Human Rights Institutions
ARR	Administration Rules and Regulations
AWC	Accountability Watch Committee
CBOs	Community Based Organisations
CPA	Comprehensive Peace Accord
CRAGs	Child Rights Awareness Groups
DAM	Digital Assets Management
EC	Executive Committee
ED	Executive Director
ESC	Economic, Social and Cultural
FNJ	Federation of Nepalese Journalists
FoE	Freedom of Expression
FORUM-ASIA	Asian Forum for Human Rights and Development
FRR	Financial Rules and Regulations
GA	General Assembly
GESI	Gender Equality and Social Inclusion
HDI	Human Development Index
HR	Human Rights
HRDs	Human Rights Defenders
HRERLIC	Human Rights Education Radio Listeners' Club
HRH	Human Rights Home
HRTMCC	Human Rights Treaty Monitoring Coordination Centre
HURJA	Human Rights Journalists Association
ICCPR	International Covenant on Civil and Political Rights

ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information and Communication Technology
INGOs	International Non-Governmental Organizations
INSEC	Informal Sector Service Centre
LGBT	Lesbian, Gay, Bisexual & Transgender
LPCs	Local Peace Committees
NCICC	National Coalition for the International Criminal Court
NEMA	National Election Monitoring Association
NEOC	National Election Observation Committee
NGO	Non-Governmental Organization
NHRC	National Human Rights Commission
NNC-UPR	Nepal NGO Coalition for UPR
MIS	Management Information System
OMCT	World Organization Against Torture
PME	Planning, Monitoring and Evaluation
RAO	Research Action and Organization
RFs	Reconciliation Forums
RTE	Right to Education
RTF	Right to Food
RTH	Right to Health
RTI	Right to Information
SAFHR	South Asian Forum for Human Rights
SRR	Staff Rules and Regulations
ToC	Theory of Change
TRC	Truth and Reconciliation Commission
UN	United Nations
UNDP	United Nations Development Programme
UPR	Universal Periodic Review

Executive Summary

Since 2003 all activities of INSEC have been guided and shaped by its periodical strategic plans. The period under the Strategy 2008-2013 ends in July 2013, and will be replaced by this new strategy.

Nepal has not yet promulgated a new constitution that was due by in May 27, 2012. However, in the anticipation that there will be a new constitution and a new context thereafter, INSEC, which works on human rights, democracy, peace and social justice, needs to have a plan that supports the democratic transition. This strategy takes into account the necessary interventions that need to be taken in the new context.

The process of preparing this strategic plan started with formal and informal discussions with target groups and concerned grassroots and national level stakeholders. In addition, there were series of consultations with the Executive Committee members of INSEC and also its staff members. This five-year strategy plan 2013-2018 has also incorporated the suggestions and feedbacks provided by funding partners, and external evaluation reports. It was then discussed and adopted by 17th General Assembly of INSEC held in Lalitpur on 6 May 2012.

This plan establishes strategies and directions of INSEC in relation to the required interventions to protect and promote human rights, democracy and peace for social justice in Nepal and to enhance institutional development during the period 2013-2018.

Core areas of intervention

1. Monitoring/documentation
2. Awareness and capacity development
3. Advocacy (National and international level)

Key crosscutting areas of concern

To comply with the changing political scenario of the country and around the world, INSEC has identified the following concerns for the next five years:

1. Rule of law, peace and human security
2. Good governance and democratization
3. Freedom of Expression (FoE)
4. Right to Information (RTI)
5. Development of effective protection plan for Human Rights Defenders (HRDs).
6. Establishment of early warning system based on the database of Nepal Human Rights Yearbook and news portal of INSEC (www.inseconline.org)
7. Economic, Social and Cultural (ESC) rights (RTF, RTE, RTH)
8. Institutional funding for future intervention and sustainability.
9. Gender equality and social inclusion (GESI) and disability
10. Lobbying and advocacy at sub-regional, regional and international level through networks and coalitions.

1. Introduction

1.1 Informal Sector Service Centre (INSEC) has been working on human rights and social justice for the past two decades. During the 20 years, it has established itself as a leading, credible, efficient, effective, and reliable national human rights organization in Nepal by collaborating with relevant stakeholders including civil society organizations, government agencies and other national human rights institutions. The track record of INSEC is well documented and widely recognized.

1.2 INSEC began for the promotion of economic rights of the cart pushers of Kathmandu Valley in 1989 and was registered as a non-government organisation in 1991. It has come a long way since by involving itself in campaigns, awareness creation and education programmes meant for the promotion of civil and political rights in Nepal. Collection and dissemination of primary information related to human rights has been the main strength of INSEC.

1.3 Since 1994, INSEC has been implementing specific HR awareness and capacity development programmes targeting the marginalized people including the Dalits, women, former-kamaiyas, former-haliyas, bonded agricultural labourers and children. These groups have always been the key beneficiaries of all core programmes.

1.4 INSEC has been actively involved in facilitation and co-ordination of the programmes organized by civil society in favour of fundamental human rights and democracy. Furthermore, it has been implementing projects for promoting and strengthening democracy within political parties and state institutions, especially after Jana Andolan II (People's Movement) of 2006. During the movement INSEC had coordinated a 'Human Rights Monitoring Team' comprising of human rights institutions and other civil

society organisations that was facilitated by the NGO Federation of Nepal.

1.5 INSEC has five regional offices, 22 district offices and 75 district representatives throughout the country. Six core programmes and five projects are under implementation throughout the country. Some of these programmes are being implemented with direct participation of people in 27 districts. Furthermore, INSEC has established working relations and linkages with a number of local, national and international initiatives, alliances, coalitions and formal organisations.

2. Background to Strategic Plan

2.1 INSEC has been carrying out its programmes and activities based on its periodic strategies. Past experiences have shown that the activities guided by strategic plan can be implemented more effectively and efficiently. The first INSEC strategy was developed in 2007 for three years (INSEC Strategy 2007-2010) and next five-year strategy (INSEC Strategy 2008-2013) is under implementation. At the beginning of 2008, INSEC outlined its core strategies and corresponding actions for the period 2008-2013 based on its previous experiences and the political and human rights situation of the country. Knowledge building, policy advocacy and capacity building of rights defenders and rights claimers remain the core components of its overall strategic framework based on which five strategic areas were embraced. Each of the above strategies has specific objectives and corresponding programmes. The main strategic areas adopted by INSEC were :

i. Documentation and Dissemination of Human Rights Information
ii. Human Rights Education and Awareness
iii. Human Rights Monitoring and Advocacy

iv. Interventions for Peacebuilding and Promoting Democracy
v. Institutional Capacity Building

2.2 The formulation of the strategy for 2013-2018 is guided by the present developments in Nepal. Nevertheless, the key elements of the new strategy will remain almost the same, which is to build knowledge on human rights and to train and educate people for awareness creation and to advocate in all arenas for promoting and protecting fundamental rights of the people. Since 2010, INSEC has been working for the skill-development of former-haliyas' children based on Economic, Social and Cultural Rights. Within the framework of these key pillars, INSEC has developed strategic as well as programmatic areas and actions for achieving the organisational goals by building on the strategic objectives.

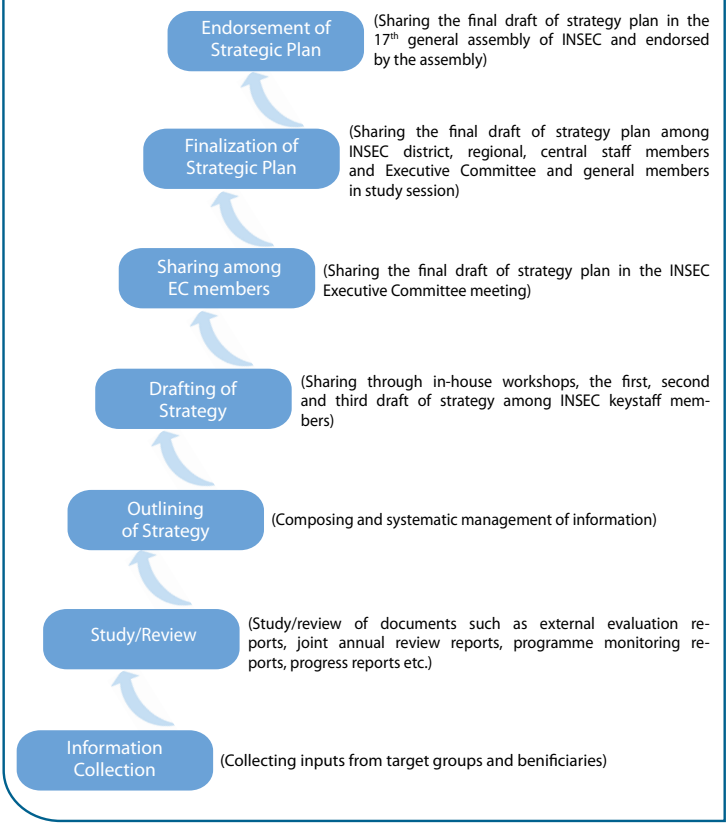
2.3 INSEC has evolved out of its own experience and has learned from the feedbacks received from the stakeholders including funding partners, ordinary people, marginalized, underprivileged and disadvantaged communities in identifying its competencies and priority areas. Problems, Issues and Needs (PIN) have always guided INSEC's vision, mission and strategic approach for protecting human rights and democratic freedoms. Collection and dissemination of primary information related to human rights has been the hallmark of INSEC for two decades.

2.4 This strategy (INSEC Strategy 2013-2018) has been developed by considering the new developments such as promulgation of a new constitution, federalism, upcoming general elections and elections to local bodies and among others. Additionally, the new developments in human rights, the issues of globalization and changes in international political environment have also been taken into consideration. INSEC's programmes and activities will be revised according to the changes that will take place after the new constitution is promugated. It might include state restructuring, federalism and rules and regulations related to human rights and the civil society movement.

2.5 In 2012, the INSEC teams at the district, regional to central levels, has agreed to go ahead to begin implementing this strategy for the period beginning July 2013.

2.6 This strategy is subject to revision in accordance with the possible constitutional and political changes in the country.

Process adopted by INSEC in the development of new strategy plan for 2013-2018



3. Context Analysis

3.1 The decade long armed conflict waged between the Government and then Communist Party of Nepal (CPN-Maoist), since13 February 1996 formally came to an end with the signing of Comprehensive Peace Accord (CPA) on 21 November 2006. While it may take longer for accounting for the cost of the armed conflict in terms of loss of life and property, there are records showing that over 13,233 people were killed, the whereabouts of 1006 remain unknown and that 785 had injuries[1]. Property worth billions of rupees was also destroyed in the conflict.

3.2 A 19-day Jan-Andolan II (People's Movement) was launched against the direct and autocratic rule of the king following the 12-point understanding between the Seven-Party Alliance and the then CPN (Maoists). The dissolved House of Representatives was reinstated on 24 April 2006 and the CPN (Maoist) was included in the governance system and also included in the parliament. Further, a ceasefire was declared with the signing of the code of conduct on ceasefire. The CPA and an agreement on Monitoring the Management of Arms and the Armies were also signed between the CPN (Maoist) and the Government of Nepal in November and December 2006. Immidiately after its restoration the parliament suspended all royal roles in government and the Interim Constitution replaced the old constitution in early 2007.

3.3 The Constituent Assembly (CA) was held on 10 April 2008. The election resulted in a 601-member CA comprising more than one-third women, and a large representation of members from ethnic communities. The CPN (Maoist) emerged as the largest party in the CA that later elected Nepal's first president. On 28 May 2008, the first meeting of the CA ended the 240-year old monarchy in Nepal and declared that Nepal would then on become a republic.

1. Source: Victim Profile published by INSEC (http://www.insec.org.np/victim/)

3.4 Respecting the sentiments of people and the popular movement, the major political parties reiterated their commitment to the principles of human rights and democracy. However, how they will fulfil the commitments is something that remains to be observed. Nepal has ratified 22 international human rights instruments and many of the commitments will be monitored under these instruments.

3.5 Despite the end of the armed insurgency, the human rights violations and hindrances in the exercise of FoE continue to be recorded in various parts of Nepal. People have been abducted, caused to disappear and have been killed by various groups operating in the Tarai and the hilly areas. Armed groups have also threatened Human Rights Defenders (HRDs), journalists and civil servants, among others. Though there are no restrictions on FoE, HRDs and journalists have been receiving routine threats, have even been killed and or caused to disappear for reporting human rights violation and for disseminating the information. Threats have not ceased for HRDs and journalists even in the post-conflict period.

3.6 There were 99 incidents of violations of rights of the journalists in 2011. Of them, 25 incidents involved direct physical attacks, 28 involved threats, and 15 involved mistreatment. Similarly, seven journalists were arrested, one was abducted while there were four attacks on media houses, and five instances when press freedoms was obstructed and media vehicles were attacked [2].

3.7 In 2011, INSEC monitored a total of 2361 incidents of Human Rights violations and abuses. Twelve people were killed by the State. According to INSEC monitoring, eight people were arbitrarily killed. The government formed investigation committies to probe some of the cases but none of the reports were made public[3].

3.8 Discrimination based on caste, gender, ethnicity and sex, which has been practiced in Nepali society for long has not ended. A

2. INSEC's Nepal Human Rights Yearbook 2012 (Page 437)
3. INSEC's Nepal Human Rights Yearbook 2012 (Page 7)

total of 648 women were subjected to violence in 2011. Besides, 379 girls under the age of 18 were affected. The incidents of violence against women including domestic violence, polygamy, rape, alleged practice of witchcraft, sexual violence, trafficking, and attempted rape were recorded in 2011[4].

3.9 The civil society movement in the country remains fractured and therefore has been unable to function in accodance with the people's aspiration and sentiments. This has contributed towards weaking the human rights movement. Therefore, human rights, including FoE, and the rights of HRDs remain under constant threat.

3.10 The overall political context of the country is fragile and may remain the same for some more years. The mistrust among political parties has resulted in a decline among the faith the people had in them for establishing sustainable peace. Likewise, uncertainty over the mechanics of federalism and state restructuring, and the evolving demands of ethnic groups have resulted in movements that threaten the estatblishment of peace and the promulgation of a new constitution.

3.11 The bill on the TRC and a Commission on Disappearances, as agreed upon by the parties to the 2006 CPA, remain stalled in parliament. Calls by senior political figures for blanket amnesty have intensified in spite of the Government's commitments to accountability made under the UPR process. Individuals suspected of involvement in human rights abuses have been appointed to official positions or have been promoted. The criminal justice system has also been hindered by political interference and this has caused it to be ineffective in combating impunity.[5]

3.12 Nepal's HDI is 0.458 which puts it in a rank of 157 out of 187 countries in the world[6]. The low HDI indicates that Nepal lags behind in several sectors and faces major challenges in terms of establishing a fair and equitable society.

4. INSEC's Nepal Human Rights Yearbook 2012 (Page 9)
5. Joint Oral Statement by International Commission of Jurists and Human Rights Watch in the United Nations Human Rights Council, 19th Regular Session, 27 February – 23 March 2012, Agenda Item 2
6. UNDP report, 2012

4. INSEC's Vision, Mission and Goal

4.1 Vision: A country where citizens are aware of human rights and democratic freedoms and the governing agencies fully respect, protect, promote and fulfill all human rights of citizens.

4.2 Mission: INSEC works as a watchdog for the cause of human rights through research and documentation, community mobilization, public education and awareness, and lobbying and advocacy.

4.3 Goal: Protection and promotion of human rights for social justice in Nepal

4.4 Strategic Objectives

- 4.4.1 Monitor, document and disseminate human rights situation of the country.
- 4.4.2 Build capacity of people, law enforcing agencies, government and other key stakeholders to create environment for promotion and protection of human rights.
- 4.4.3 Promote institutional good governance and inclusive political participation in political institutions and state mechanisms for sustainable peace and institutionalization of democracy.
- 4.4.4 Advocate for human rights friendly policies and laws in compliance with international human rights instruments and lobby for their proper implementation.
- 4.4.5 Enrich efficient and effective organizational systems and foster good governance practices.

4.5 Values

4.5.1 Recognition and practical application of the principle, that all human rights (civil, political, economic, social and cultural rights) are "universal, indivisible and interdependent and interrelated".

4.5.2 Recognition that all change agents have a duty to respect and promote human rights and democratic freedom.

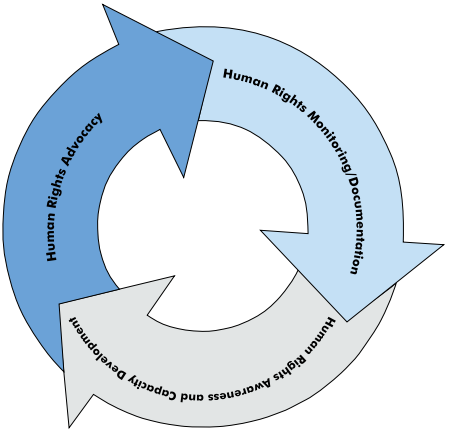
4.5.3 Commitment to action and activism for the human rights movement through monitoring, awareness and capacity development, and advocacy.

4.5.4 Commitment to the democratic norms, values and practices.

4.5.5 Focus on issues of vulnerable, disadvantaged and excluded communities for gaining access to opportunities, resources and social services.

4.5.6 Accountability to the communities, in line with the international frameworks and obligations to the transparent and effective use of resources in compliance with Paris Declaration on Aid Effectiveness (Ownership, Harmonisation, Alignment, Results and Mutual Accountability), and the fourth high-level forum on aid effectiveness held in Busan, South Korea, 2011.

5. Intervention Framework



Human Rights Monitoring/Documentation

5.1 Documention of the status of human rights violation and abuses across the country on the basis of primary data obtained through various means (research, baseline survey and questionnaire).

5.2 Data collected on violation and abuses of human rights, after verification through fact-finding missions, interviews, field visits, media monitoring and other relevant means as per the international human rights instruments, shall be published through news portal (www.inseconline.org), books, magazines, reports and other means of publication.

5.3 Documentation shall include monitoring of the human rights situation based on human rights instruments, legislation (Pending bills, processed and updates), court decisions and other issues related to public accountability and democracy.

Human Rights Awareness and Capacity Development

5.4 INSEC shall mainstream the motivated target communities to form self-motivated groups and shall enrich the already existing human rights groups for the asserting their rights and fulfilling their duties. It shall support such groups by providing training, education materials and relevant supports.

5.5 Actions shall be taken to make people aware and empowered. Law enforcing agencies, social mobilizers, school children, teachers, HRDs, CBOs, government officials, among others, will also be empowered through awareness and sensitization on asserting human rights and fulfilling their duties.

Human Rights Advocacy

5.6 INSEC intends to influence policies and laws from a human rights perspective for enabling inclusive participation and empowerment of people by monitoring legislation, laws and policies of human rights and democracy in compliance with international human rights instruments.

5.7 Collective intervention through networks, alliances and coalitions formed at the local, national and international levels shall be the means for advocacy to promote the rule of law and to formulate human rights friendly policies and laws. Additionally, INSEC shall involve as a pressure group for the effective implementation of international human rights instruments and obligation to which Nepal is a State party.

5.8 INSEC shall focus on a campaign for the ratification of international human rights instruments to which Nepal is not a State party.

5.9 It shall focus on campaign to make those responsible responsive, and to campaign for a Citizen's Code of Conduct.

5.10 INSEC shall involve in lobbying, campaigning, public education and communication with UN bodies and shall hold dialogues with different concerned authorities and actors.

6. Strategic Priorities

Programme

6.1 Human rights monitoring/documentation

- 6.1.1 Monitoring and documentation of the human rights situation of the country focusing on ICCPR, ICESCR and collective rights (of migrants, senior citizens, LGBT).
- 6.1.2 Development of mechanisms and systems related to ESC rights monitoring and early warning.
- 6.1.3 Emergency support, including relocation and legal assistance to victims of human rights violations (including HRDs).
- 6.1.4 Fact-finding missions on specific cases (Research and fact-finding on human rights issues including ESC rights).
- 6.1.5 Updating the human rights situation on INSEC human rights news portal (www.inseconline.org).
- 6.1.6 Publication and dissemination of human rights related periodical reports.

6.2 Human rights awareness and capacity development

- 6.2.1 Awareness classes on human rights and civic education with human rights-based approach for the people in the grassroots.
- 6.2.2 Human rights education programmes on radio, TV and other media.
- 6.2.3 Human rights education and training for social mobilizers, students, teachers, CBOs, youths, government officials, and security personnel. Training for HRDs at regional and international levels.
- 6.2.4 Skills development training, especially for children and women of underprivileged, disadvantaged, and backward communities.

6.3 Promoting peace and strengthening democracy

6.3.1 Campaign and advocacy for contemporary issues (new constitution, federalism, restructuring of state mechanism, FoE, right to information) at local and national levels.

6.3.2 Media mobilization (audio and visual programmes).

6.3.3 Promoting good governance in political institutions and state mechanisms.

6.3.4 Building vibrant networks, conducting collaborative dialogues and raising collective voices for promoting peace, democracy and reconciliation.

6.3.5 Campaign on inclusive political participation, free and fair elections.

6.3.6 Linkages and bridging between community people and concerned stakeholders for claiming and exercising rights and duties.

6.3.7 Public accountability through

- Parliamentary watch
- Social audit
- Monitoring local bodies (Budget Watch)
- Study/research and publication

6.4 Human rights Advocacy

6.4.1 Assessment and monitoring of status of implementation of international treaties and conventions by State and lobbying/advocacy for corrective actions in laws and policies in line with international conventions and treaties.

6.4.2 Judicial and legal intervention in coordination with other human rights organizations by forming coalitions, and through collective initiatives.

6.4.3 Campaign against human rights violations through demonstrations, delegations, press statements, rallies and social networking.

6.4.4 Celebrate special days that are significant from the human rights perspective.

6.4.5 Initiate and/or participate in collaborative efforts through national and international alliances, coalitions and networks.

6.4.6 Communications with UN Special Representative on the cases of grave human rights violations and other Special Procedure mandate holders.

Organizational Management

6.5 Planning, Monitoring and Evaluation (PME) system

6.5.1 Existing PME system shall be further enhanced and improved for better organizational and programmatic planning, monitoring, evaluation, documentation and reporting.

6.5.2 Online based PME system shall be promoted.

6.5.3 Baseline survey and end surveys of INSEC programmes and projects shall be undertaken to assess the changes during and after the intervention.

6.6 Financial management system

6.6.1 Existing financial system (Financial rules and regulation-FRR and online accounting) shall be further upgraded and improved to meet additional requirements of different purposes.

6.6.2 Internal audit shall be promoted and external audit shall be continued.

6.6.3 Transparency, public accountability and social audit shall be further promoted.

6.7 Administration system

6.7.1 Existing administration system (Administration rules and regulations, procurement policy and e-office system) shall be further enhanced in order to provide better service and support to the day-to-day operation of the organization.

6.7.2 E-business and online communication systems shall be promoted.

6.7.3 Gender Equality and Social Inclusion (GESI) policy and child protection policy shall be further upgraded, and disability policies and infrastructures shall be promoted accordingly.

6.8 Human resource management system

6.8.1 Existing human resource management system (Staff rules and regulations) shall be upgraded and implemented effectively enhance the capacity of staff.

6.8.2 Recruitment policy shall be made transparent and timely.

6.8.3 Staff retention policy (Life insurance, health insurance, competitive benefits) shall be further enhanced.

6.8.4 Training/exposure shall be imparted to staff as per their specific needs and requirements.

6.9 Human Rights documentation and dissemination system

6.9.1 Existing human rights documentation system shall be further upgraded via management information system (MIS) system.

6.9.2 Database of the Nepal Human Rights Yearbook and news portal of INSEC (www.inseconline.org) shall be fully utilized to produce early warning reports.

6.10 ICT system

6.10.1 Existing ICT system shall be further upgraded with new technology and equipment.

6.10.2 Websites (Homepage: www.insec.org.np and human rights news portal: www.inseconline.org) shall be upgraded.

VI.10.3 INSEC websites shall be linked with social networking platforms.

6.11 Human rights library

6.11.1 Existing library shall be further upgraded as per new technology and information systems.

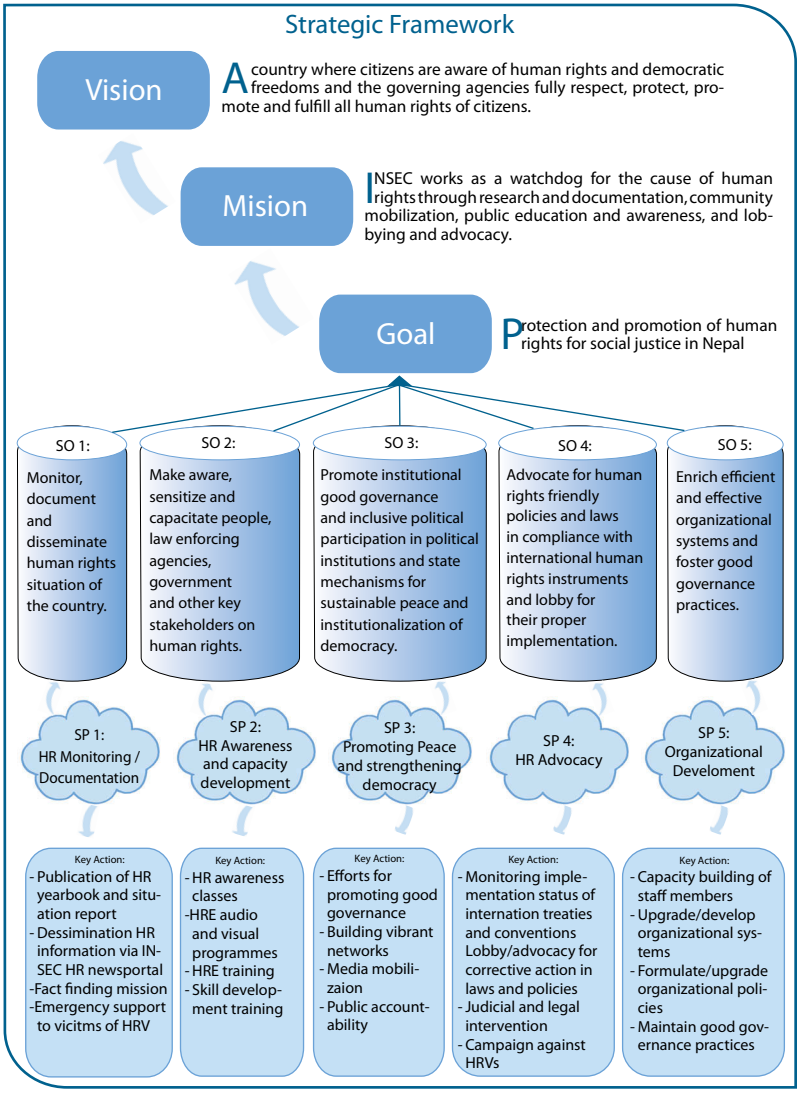
6.11.2 Digital Assets Management (DAM) system, e-library system and e-business shall be adopted and promoted.

6.12 Human rights education audio and visual programme

6.12.1 Existing radio studio shall be further upgraded with new technology and equipment to make programming more effective.

6.12.2 Human rights education through visual programmes shall be promoted.

6.12.3 Linkages with social networking shall be maintained.



7. Working Modality

Research-Action-Organization (RAO)

7.1 Research-Action-Organization (RAO) model shall remain INSEC's modality to foster its mission and implementation of strategies.

People-to-People Approach

7.2 The overall objective of the INSEC is to protect and promote human rights for social justice in Nepal. A people-to-people approach is fundamental to INSEC's working modality. Past experiences have shown that it is an effective means to reach out people from diverse communities for effectively addressing their problems, and needs with their active participation in mitigation measures. INSEC has been encouraging people to forge desired connections between the local and national levels for achieving attitudinal and institutional improvement.

8. Theory of Change (ToC)

8.1 A Theory of Change (ToC) shall be applied while designing INSEC core programmes and projects. ToC simply is about writing down what change is expected to happen and how that change might come. It links outcomes and activities to explain 'how' and 'why' the desired change is expected to come about.

9. Expected Outcomes

9.1 People, government, law enforcing agencies and concerned stakeholders made aware on human rights situation and respond accordingly.

9.2 People, government, law enforcing agencies and concerned stakeholders adopted human rights principles in their work and act accordingly.

9.3 Government agencies, political parties and concerned stakeholders adopted democratic principles and public accountability for good governance and sustainable peace.

9.4 Human rights friendly policies and laws promulgated and refined by the government in compliance with international human rights instruments.

9.5 Institutional capacity and competencies enhanced by upgrading the existing systems and adopting new ones to meet good governance standards.

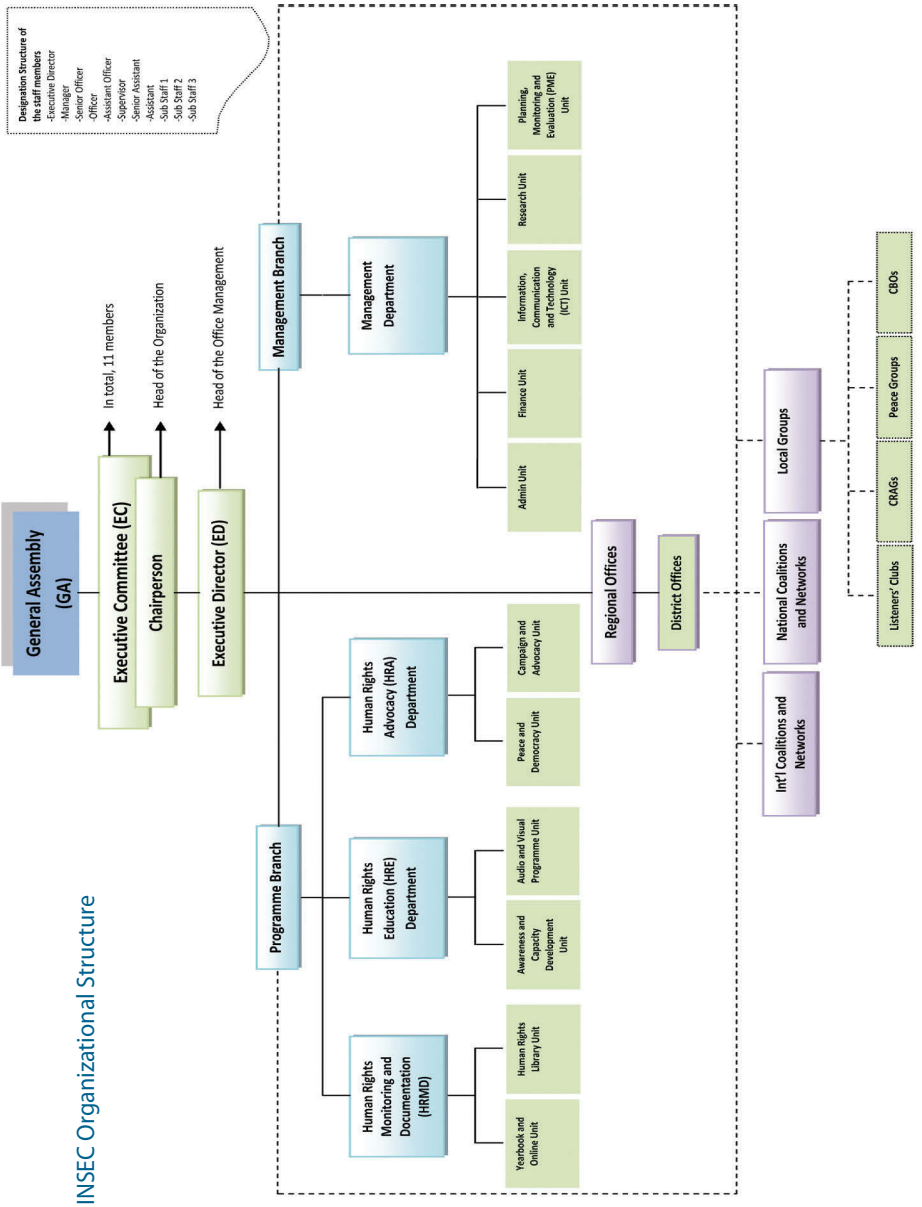
10. Operational Strategies

10.1 The operational strategy is organised into four thematic areas. Each of the areas enjoys functional autonomy while being practically interlinked through the adoption of a common intervention framework.

10.2 The aforementioned intervention priorities correspond to intervention framework. The intervention priorities support to the achievement of objectives of the organization by contributing to

its goal. The following operational mechanisms have been designed to execute the organizations and intervention priorities into action.

INSEC Organizational Structure



10.3 Human Rights Monitoring and Documentation (HRMD) Department

10.3.1 HRMD Department is placed to document the situation of human rights across the nation and disseminate the information.

10.3.2 Programmes, projects and actions under this heading and aforementioned programme priority 6.1 shall be carried out by the HRMD Department.

10.3.3 INSEC human rights library, under this department, shall continue to maintain systematic collection and records of all materials on human rights both in the printed and electronic versions. It will be an important source of information that can be accessed by national and international academicians, activists, students and the general public.

10.4 Human Rights Education (HRE) Department

10.4.1 The HRE Department is placed to make people aware and to capacitate them on various aspects of human rights including economic, social and cultural (ESC) rights in general, and about specific rights of children, women and marginalized and backward communities in particular.

10.4.2 The department shall carry out programmes, projects and actions under this heading and programme under priority 6.2.

10.4.3 Human rights education radio programme of INSEC shall be continued effectively targeting rural people via national radio service and local FM radio services. Human rights education and advocacy programme via television and other means shall be explored.

10.5 Human Rights Advocacy (HRA) Department

10.5.1 The HRA Department is placed to monitor national legislation, laws and policies and advocate for compliance with international human rights instruments

and to promote good governance and sustainable peace.

10.5.2 The HRA Department shall carry out programmes, projects and actions under this heading and programme priorities 6.3 and 6.4.

10.5.3 Political developments in the country shall be closely watched, taking HRDs into consideration.

10.5.4 Public accountability (parliamentary watch, social audit, budget watch) shall be given prioritised.

10.5.5 The elections shall be keenly observed as human rights defenders so that the people can use their civil and political rights in a free and fair manner.

10.5.6 The department shall also study and research on contemporary issues related to human rights and democracy including national laws and policies for the advocacy.

10.6 Management Department

10.6.1 The Management Department is placed to enhance efficiency and effectiveness in the financial, administrative, ICT and PME systems.

10.6.2 Activities under this heading shall be carried out by the Management Department.

10.6.3 The department shall upgrade effective administrative and financial plans to control and regulate overall finance and administration, including graphic design for publication as per requirement of the organization.

10.6.4 INSEC shall introduce special plan to enhance the capabilities of its staff members for enhancing performance.

10.6.5 It will also maintain and upgrade server, networks, website and hardware and software for enhancing efficiency of the organization.

10.6.6 The department shall also enhancing efficiency and effectiveness in organizational and programme/project planning, implementation, monitoring, evaluation, reporting and documentation by developing and updating existing PME system.

10.7 Different units have been created under different departments; however, they can be downsized as per requirement.

10.8 Manager(s) shall be head of each department. S/he is required to carry out all the activities of the department under the guidance of Executive Director (ED).

10.9 Each department shall be independent and autonomous to execute its mandate, however, coordination, cooperation and linkages should be maintained with other departments and regional offices.

10.10 INSEC regional offices

10.10.1 INSEC has offices in all regions for monitoring human rights situation and implementing its programmes and projects in the community and district levels.

10.10.2 Regional offices shall be independent and autonomous to execute their activities under the guidance of the departments and ED.

10.11 INSEC district offices

10.11.1 INSEC district offices have been established to reach out the grassroots level.

10.11.2 District offices are required to carry out activities under the guidance of respective regional offices.

10.11.3 District offices are required to collect information on the human rights situation in the district, maintain coordination, cooperation and linkages with local organizations and concerned stakeholders, and to report to the regional office.

10.12 Major stakeholders

10.12.1 INSEC has been working with various stakeholders from the grassroots to the international level. INSEC shall continue its coordination and collaboration with the following key stakeholders:

- Groups: CBOs, clubs, CRAGs and District Watchdog Committee and RFs
- NGOs, networks, coalitions and alliances: NCICC, HRTMCC, NNC-UPR, AATWIN, ALLIANCE-NEPAL, HRERLIC, HRH, NEMA, NEOC, NGO Federation Nepal, AWC, FNJ, Freedom Forum, HURJA and Advocacy Forum
- National Institutions: NHRC, HR cells of Nepal Police and Nepal Army, LPCs, National Dalit Commission and National Women Commission
- INGOs, International Networks including UN agencies: FORUM-ASIA, SAFHR, OMCT and ANNI

11. Institutional Decision Making Mechanism

11.1 General Assembly (GA): It is the highest policy and decision-making body. The General Assembly meets once every year and is responsible for the formulation and endorsement of policies, strategies and programmes of the organization.

11.2 Executive Committee (EC): The eleven-member Executive Committee is constituted for a three-year term in which eight members are elected by GA and three members are appointed by the Chairperson. It meets once every quarter and is responsible for executing the decisions and directives of the GA. EC appoints the necessary personnel for the execution of the required functions of the organization.

11.3 Chairperson: The GA elects a Chairperson as head of the organization for a three-year term. S/he is entrusted to guide and advice the management and programmes of the organization.

11.4 Executive Director (ED): The EC appoints the Executive Director. S/he is entrusted to supervise, manage and control the day-to-day activities and the overall functioning and institutional development of the organization.

11.5 Manager: Managers are responsible for designing grant proposals under the thematic areas of the respective departments, explore fund-raising opportunities, plan, implement and manage the programmes and projects according to the Planning, Monitoring and Evaluation (PME) system of the organization. S/he is responsible for taking necessary actions and measures for the effective functioning of his/her department. The manager

shall be accountable for both the successes and failures of the respective departments.

11.6 Regional Coordinator (RC): The RC is responsible for the overall management of the regional office and the implementation of programmes and projects under the guidance and supervision of central office in his/her region. Additionally, s/he is also required to support for institutional development, including raising funds. S/he is also responsible for taking necessary actions and measures for the effective functioning of his/her regional office. The RC shall be accountable for both successes and failures of the regional offices.

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For Human Rights & Social Justice

Informal Sector Service Centre (INSEC)

P.O.Box: 2726, Kathmandu, Nepal
Tel: +977-1-4278770, Fax: +977-1-4270551
Email: insec@insec.org.np,Website: www.insec.org.np, www.inseconline.org