

出國報告（出國類別：出席會議）

出席英國利物浦大學「建立國家人 權行動計畫全球網絡」國際工作坊

服務機關：行政院人權及轉型正義處

姓名職稱：吳姿嫻科長

派赴國家：英國

出國期間：114 年 6 月 2 日至 6 月 8 日

報告日期：114 年 9 月 4 日

摘 要

「建立國家人權行動計畫全球網絡」(Global Network on National Human Rights Action Planning) 工作坊於 114 年 6 月 4 日至 6 月 6 日舉行，由英國利物浦大學法學與社會正義學院副教授 Azadeh Chalabi 博士籌辦，我國由行政院人權及轉型正義處代表出席實體會議。

本次工作坊旨在為各國政府部門、國家人權機構(NHRI)、非政府組織、國際組織、學者專家等，提供一個專業、開放且具互動性的獨立交流平台，共同分享國家人權行動計畫(NHRAP)的良好實踐、挑戰及應對策略。

工作坊匯集歐洲、亞太、大洋洲、美洲及非洲等全球五大洲 36 個國家、88 位代表，共同檢視並回顧全球 30 年來 NHRAP 的發展與挑戰。會議內容涵蓋 NHRAP 的起源與發展、各國實踐經驗、數位化工具的應用、國家執行、報告及後續行動機制(NMIRF)與 NHRAP 的匯流，兼具理論與實務。行政院人權及轉型正義處代表亦於會中發表臺灣在國家人權行動計畫擬定、執行與監測的實務經驗，獲得各國正面迴響，未來得積極參與網絡，深化國際合作交流，以提升我國國際參與及影響力。

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壹、會議背景及目的

一、會議背景

「建立國家人權行動計畫全球網絡」(Global Network on National Human Rights Action Planning)係由英國「研究英格蘭政策支持基金」(Research England Policy Support Fund)資助，利物浦大學法學與社會正義學院副教授 Azadeh Chalabi 博士及其團隊籌辦。

此倡議之歷史背景源自於聯合國 1993 年《維也納宣言和行動綱領》(Vienna Declaration and Programme of Action)，當時提出制訂國家人權行動計畫(下稱 NHRAP)的構想，主要是作為以下問題的應對策略：

- (一) 對於國際人權法所揭櫫權利的落實缺乏一致性、全面性、系統性方式的共識。
- (二) 亟需一項更積極的工具，而非僅係被動通過權利相關法案或提供司法救濟。

自 2017 年起，聯合國人權事務高級專員辦事處(下稱 OHCHR)已有系統地呼籲各國在其普遍定期審議(Universal Periodic Review, 下稱 UPR)¹中制定 NHRAP。截至目前為止，已有逾 80 個國家制定至少 155 項 NHRAP，其中 35 個國家已制定一項以上的計畫，另有 30 多項計畫正在制定中。

¹ 普遍定期審議(Universal Periodic Review, UPR)係由聯合國人權理事會 2006 年所創立的機制，要求每個聯合國會員國每 4 年至 5 年就其國內人權狀況進行 1 次同儕審議，旨在週期性評估各會員國在人權領域履行義務、改善國內人權狀況及克服挑戰所採取的行動及進展。UPR 秉持普遍性與平等對待原則，由同儕國家依人權憲章與相關人權條約，對被審查國的人權紀錄提供建設性評估與建議。此機制有助增強透明度與問責性，並透過對話與合作，共同推動全球人權的改善與發展。

二、會議目的

本次工作坊之目的在於建立一個與NHRAP相關之不同利害關係者共同參與之全球性常設平台，獨立於任何國家或組織，成員包含各國政府機關、國家人權機構（NHRIs）、非政府組織（NGOs）、學者與專家，以及OHCHR、歐洲理事會、聯合國人口基金（UNFPA）、聯合國開發計劃署（UNDP）等主要國際人權機構，以便蒐整與分享各國NHRAP之良好實踐、所面臨的挑戰與可能的應對策略。

此外，「建立國家人權行動計畫全球網絡」倡議盼能與聯合國鼓勵各國設置之國家執行、報告及後續行動機制（National Mechanisms for Implementation, Reporting and Follow-up，下稱NMIRF）²等人權執行機制及網絡互補，旨在共同推動人權的落實與保障。

² 國家執行、報告及後續行動機制（NMIRF，National Mechanism for Implementation, Reporting and Follow-up）係聯合國人權理事會2016年決議通過，近年積極推廣及倡議的一項重要機制。主要是由一國政府建置一個常設機構，負責協調和撰寫提交給國際和區域人權機制的報告，並與其溝通協調，這些機制包括聯合國條約機構、普遍定期審議（UPR）和特別程序，並透過發起、協調和追蹤國家後續行動以及這些機制所產生的義務和建議的實施情況，彌補實施方面的差距，達到人權承諾的落地與改進。

貳、會議內容重點摘要

「國家人權行動計畫全球網絡」首次國際工作坊於 114 年 6 月 4 日至 6 日於英國利物浦大學法學與社會正義學院舉辦，參與成員來自全球五大洲、36 個國家，涵蓋政府機關、NGOs、NHRIs、國際與區域性人權機構及學術界計 88 位代表。透過 3 天 16 場主題性場次討論，共同檢視並回顧全球 30 年來 NHRAP 的發展及挑戰。

本次國際工作坊會議議程如下，並將就各場次進行內容重點摘要。

時間	議程
114 年 6 月 4 日（星期三）	
09:30-10:00	報到
10:00-10:30	開幕致詞
10:30-12:00	NHRAP 的起源、發展與評估：30 年後
12:00-13:00	午餐
13:00-14:30	NHRAP 的歐洲經驗I：西班牙、希臘、芬蘭、立陶宛
14:30-14:45	茶敘
14:45-16:15	NHRAP 的蘇格蘭經驗：完整呈現
16:15-16:30	茶敘
16:30-18:00	NHRAP 的歐洲經驗II：德國、荷蘭、義大利、亞美尼亞、挪威、威爾斯
114 年 6 月 5 日（星期四）	
09:00-10:00	NHRAP 的亞太經驗I：紐西蘭、韓國
10:00-11:30	數位化與國家人權行動計畫：日內瓦學院、紐西蘭、太平洋共同體

11:30-11:45	茶敘
11:45-13:00	NMIRFs 及 NHRAPs：OHCHR、聯合國經濟社會文化權利委員會、UNFPA、葡萄牙、巴拉圭
13:00-14:00	午餐
14:00-15:00	國家人權行動計畫全球網絡的未來：網絡協調、夥伴關係、未來主辦及形式
15:00-15:45	NHRAP 與 NMIRFs 的非洲經驗：摩洛哥
15:45-16:45	NHRAP 的歐洲經驗III：阿爾巴尼亞、烏克蘭、奧地利、愛沙尼亞
16:45-17:00	茶敘
17:00-18:00	NHRAP 的北美及南美經驗：加拿大、阿根廷
114 年 6 月 6 日（星期五）	
09:00-10:30	NHRAP 的亞太經驗II：臺灣、泰國、尼泊爾
10:30-10:45	茶敘
10:45-12:15	NHRAP 的參與、承諾與合作：歐洲理事會、OHCHR、土耳其、UNDP、喬治亞
12:15-13:15	午餐
13:15-14:15	NHRIs 與 NHRAPs：馬爾他、義大利、科索沃
14:15-14:30	茶敘
14:30-15:30	NHRAP 的南美經驗與衡量機制：墨西哥、巴西
15:30-16:00	總結：國家人權行動計畫全球網絡的未來

一、開幕致詞

（一）利物浦大學校長 **Tim Jones** 教授：

1. NHRAP 已非僅為理論或選擇性的工具之一，自 2017 年獲聯合國大會決議認可後，現今已成為將國際法律承諾轉化為實際政策的核心機制。本次研討會為有史以來規模最大的 NHRAP 國際研討會，突顯這些計畫在全球不確定及日趨複雜的時期，提供一種有效的方式，以強化國家保護及促進人權義務的關鍵作用。
2. 利物浦大學自 1881 年創校以來，便秉持「促進學習、高尚生命」的使命，長期致力於人權、社會正義及將研究轉化為實際政策與法律改革。尤其是法學與社會正義學院，在 NHRAP 領域表現卓越，曾出版首本學術書籍、開發首個研究生課程模組，並完成過去 30 年最全面的全球行動計畫研究，對學術和實踐層面均產生重要影響。
3. 本次國際工作坊匯集來自政府機關、民間社會及國際組織之實務工作者及學者，旨在成為政策交流、同儕學習的平台，並鼓勵探討如何監測執行、確保落實參與機制及促使國家策略能應對未來挑戰等關鍵問題。

（二）利物浦大學法學與社會正義學院院長 **Valsamis Mitsilegas** 教授：

1. 該學院除於 NHRAP 領域深耕，更係人權領域的學術領導學校，致力於在此全球動盪時期提升落實人權保障的重要性，本次工作坊對學界與實務工作者均極為重要。
2. 該學院的教授多為聯合國及歐洲理事會的人權領導者。例如，學院今年 7 月已連續第三年與歐洲理事會合作舉辦「歐洲理事會開放學術網絡計畫」（Open Council of Europe Academic Networks，簡稱 OCEAN 計畫）³，今年將邀請歐洲人權法院院

³ 歐洲理事會開放學術網絡計畫成員含括 46 個會員國之大學、研究機構及學者，旨在透過與歐洲的大學合作，經由教學、研究及學術活動等，分享和建構有關歐洲理事會逾 200 項公約之相

長、高階官員及檢察總長等參與，聽眾包含歐洲各地的人權捍衛者、政府官員和研究生。學院在歐洲人權法院國際人權法領域亦有所貢獻，且其同僚積極參與聯合國防制酷刑委員會及聯合國人權理事會諮詢報告等重要工作。

(三) NHRAP 全球網絡創辦者暨本次工作坊籌辦者 Azadeh Chalabi 副教授：

1. NHRAP 全球網絡最初於 2023 年 7 月係以建立歐洲國家人權行動計畫網絡為目標而啟動，但後續超出歐洲範圍，發展成為一個全球性網絡。本次為期 3 天的研討會，主題為「揭示國家人權行動計畫 30 年—來自五大洲的經驗」(Uncovering 30 Years of NHRAPing: Lessons from the Five Continents)，為網絡成員的首次會面，亦為迄今為止規模最大的 NHRAP 專家國際聚會。
2. 該網絡係一獨立於任何國家或組織的平台，其宗旨為分享 NHRAP 的良好實踐、挑戰及可能的應對策略，並盼補充其他相關人權倡議及網絡，如 NMIRF。網絡成員多元，包含來自政府機關、NGOs、NHRIs 及學術界代表，他們都曾參與 NHRAP 的不同階段，涵蓋計畫制定、實施、監測或評估階段，對於尚無 NHRAP 的國家，則邀請有能力推動這些計畫的專家。這突顯該網絡跨越不同部門和地域的合作性質，旨在共同推動 NHRAP 的實施。

二、國家人權行動計畫的起源、發展與評估：30 年後

■ 主持人：歐洲理事會人權司策略合作發展顧問 **Sergey Dikman** 先生

（一）主題 1：國家人權行動計畫：未被充分運用的人權保障工具

報告人：歐洲理事會人權專員 **Michael O’Flaherty** 教授（預錄影片）

1. 儘管 NHRAP 的概念與 30 年前 1993 年維也納世界人權會議討論的內涵相同，但在當今世界，許多事物已發生變化，因此在規劃的過程中必須反映這些改變。當代 NHRAP 的關鍵考量因素包含行為者（Actors）、方法（Methods）與議題（Issues）：
 - (1) **行為者**：NHRIs 近數十年來表現日益突出，是規劃階段的核心參與者，但計畫本身應歸政府部門所有，而非屬於 NHRIs。其他監督機構數量亦日益增加，如平等機構及資料保護監管機構。另現今社會中許多工作係由私部門執行並扮演重要角色，因此作為合作夥伴須深度參與 NHRAP。此外，公民社會儘管歷來居於核心地位，但現今在許多國家正面臨威脅，使其難以發揮其絕對關鍵的作用，對此深表遺憾。
 - (2) **方法**：O’Flaherty 教授強調權利持有者於 NHRAP 規劃與實施階段有意義的參與至關重要，這需要創造結構化空間，進行相互尊重的意見交流，並充分考慮到所有人的貢獻；同時必須明確檢視 NHRAP 是否充分處理性別面向，確保婦女和女孩在討論中與男性和男孩受到相同關注；此外，將青年意見適當整合到工作中也極為重要。在 NHRAP 衡量方面，他指出現今已更能深入理解明確衡量成果及改變的重要性，這意指在推出 NHRAP 時，關鍵之一是需投入更多資源於調查及其他實證資料蒐集方法，因為「如果我們無法衡量，就無法修正」。
 - (3) **議題**：NHRAP 須涵蓋當代重要議題，例如數位人權（含人權如何被尊重及侵犯）、人工智慧（AI）的影響、國家透過私有化方式將人權服務委外（含如何使用企業部門提供的服務），

及對權利交織性的深入理解（即人權不應被視為孤立的權利，而是應理解其複雜的交互作用，以反映人們的實際生活經驗）。

2. O’Flaherty 教授總結強調，NHRAP 所有努力的最終目標，始終都應是實現《世界人權宣言》第 1 條的願景「人人生而自由，在尊嚴和權利上一律平等」。

（二）主題 2：國家行動計畫的起源

報告人：聯合國人權事務高級專員辦事處「國家人權行動計畫手冊」作者 **Bill Barker** 先生（預錄影片）

1. Barker 先生為 NHRAP 概念原始發想人之一，其概念啟發自聯合國 1992 年於巴西里約召開之環境與發展世界會議通過的環境行動計畫。他起草提案後，最終該概念於 1993 年 5 月經聯合國採用，並納入《維也納宣言和行動綱領》第 71 條。
2. 人權工作不僅是制定規範，更需要運用日常行政流程來實現改變，包括設置組織、尋找資源及合適人才、與社群溝通、設定目標、建立監測機制以衡量進度、與媒體互動等。澳洲作為該理念的提出者，亦承擔制定該國 NHRAP 的義務，成為第一個落實此計畫的國家。最初發想的 NHRAP 遵循下列基本原則：
 - (1) 國家應完全自願制定計畫，而非強制要求。
 - (2) 每個國家的計畫都應從其現有實際情況出發，充分考慮其經濟及組織量能。
 - (3) 行動計畫方法應適用於所有國家。
3. 在 NHRAP 概念推廣初期，各國雖普遍反應相當正面，但仍存在分歧意見。部分國家將此概念視為西方施加壓力的另一例證；部分國家則完全無意在人權方面採取任何行動；還有一些西方國家則不樂見這個想法，因為這似乎暗示人權改革可以「循序漸進」，或因他們自認為在人權方面已經達到「完美」的紀錄，認為無需再制定計畫。早期各國的不同反應突顯在不同政治和文化背景下推動 NHRAP 的複雜性與現實挑戰。

4. 「國家人權行動計畫手冊」的核心理念是計畫應具實用性，且能促使人們更具建設性地討論人權並採取實際行動，這本身就是一個積極成果。Barker 先生認為該書提出的原則，例如建立稱職的組織與管理流程、設定明確目標、採用監測機制、廣泛諮詢、賦權、保持公開透明、確保合理資源及政治領導參與等，為 NHRAP 的成功奠定堅實基礎，迄今對 NHRAP 的制定與實施仍具有重要的指導意義。

（三）主題 3：NHRAP 30 年來的實踐：成果與挑戰

報告人：前 OHCHR 區域代表暨 NHRAP 業務負責人 David Johnson 先生

1. NHRAP 概念推動的前 10 年，至 2003 年止，僅有 20 個國家（不到 10% 聯合國會員國）採納，其中只有澳洲、挪威、瑞典 3 個西方國家，此後數量穩定增長，至 2004 年尼泊爾及摩爾多瓦制定含有詳細行動表的計畫，與當時推廣以成果為導向的規劃趨勢相符，才有突破性進展。時至今日，雖已有逾 80 個國家制定超過 150 項計畫，惟絕大多數聯合國會員國現行並無進行中的 NHRAP，或者從未制定該項計畫。
2. 許多 NHRAP 的失敗歸因於政府機構缺乏「主體意識」（ownership）或政府高層的承諾。此外，大多數計畫未獲充分的評估與分析其成功與否，且協調機制權限不足、定期報告執行情形對機關造成負擔致效能低落、未善用科技、幕僚機關無法確認行動執行成果與期程、政府機關間與聯合國各機構間在術語和方法上的不一致，都是當前 NHRAP 面臨的重大挑戰。
3. 近年來，OHCHR 與經濟合作暨發展組織（OECD）簽署協議，在精簡監測及評估方法取得重大進展，以協助政府機關及人權運動者確認 NHRAP 的具體目標及行動，各國政府亦致力於追蹤公約結論性意見與建議、UPR 及聯合國人權理事會特別程序。他建議整合 NHRAP 與其他國際人權建議的後續追蹤計畫，

以獲取最高效益並因應日益縮減的人力及財務資源，並建議將 NHRAP 制度化，建立常設性秘書處或機構，將有助於維持計畫的發展及獲取資金。

4. 讓各人權組織參與應由政府機關主導的 NHRAP，雖能發揮關鍵作用，但要同時維持該等組織的獨立性，是一項複雜的挑戰。Johnson 先生觀察到有時人權組織或 NHRIs 可能過於積極參與 NHRAP 決策過程致損害其獨立性，而政府官員亦可能過於防備。他建議可以透過不同形式確保公民社會的參與，例如為 NGOs 設立工作小組或專案小組，或於會議中提供專屬時段，以利政府官員能坦誠進行決策討論，同時確保公民社會的參與。他特別強調，公民社會的壓力對於計畫的實施及後續追蹤至關重要，因為非政治領導階層的公務員無法施加同樣的政治壓力。

(四) 主題 4：丹麥人權中心在人權行動計畫中的工作：支持 NHRI 與政府部門的國際工作

報告人：丹麥人權中心資深研究員 Stéphanie Lagoutte 博士

1. 丹麥人權中心 (DIHR) 的研究重點包含自 1990 年代以來人權領域的制度創新，特別是分析 NHRIs、政府部門及 NMIRF 的有效性。儘管 DIHR 曾倡議丹麥政府制定 NHRAP，但由於缺乏政治意願，政府迄今尚未採納此類計畫。DIHR 作為 NHRI，須努力維持其獨立性，而在丹麥國內的脈絡中，認為 NHRAP 係一種政治工具，因此參與政府機關主導的過程較為複雜且具挑戰性。
2. DIHR 在國際工作中的重點是人權體系的機構能力建構，而非關注 NHRAP 流程本身，但仍支持其他國家的 NHRI 在其各國背景下進行 NHRAP 相關工作，並透過支持負責起草計畫的政府機關及協助 NHRIs、NGOs 參與諮詢過程，間接支持 NHRAP 的制定過程。
3. 除傳統的 NHRAP 外，其他形式的人權行動規劃策略正在興起。

以丹麥人權中心的國際合作經驗為例，更多是支持各國制定如企業與人權國家行動計畫、反歧視行動計畫及其他主題性計畫。Lagoutte 博士提出一個關鍵問題：這些多元的行動計畫，究竟應進行整合以將效益最大化，或是應被視為人權實施工具箱中不同的獨立工具？她肯定 NHRAP 的重要性，但認為其應被視為廣泛人權方案工具的一部分，並強調應從主題性計畫中汲取更多監測及評估的經驗。

（五）主題 5：NHRAP 30 年縱貫性研究

報告人：利物浦大學法學副教授暨國家人權行動計畫全球網絡創辦人 Azadeh Chalabi 博士

1. Chalabi 副教授透過對 1994 年至 2024 年間全球 82 份英文版 NHRAPs 進行文本分析，旨在揭示計畫的模式、發展與挑戰。這項研究⁴立基於她所發展的人權行動計畫一般性理論（General Theory of Human Rights Planning），包含實質性（substantive）、程序性（procedural）、分析性（analytical）與情境性（contextual）四大子理論，並據此提出 13 項衡量計畫設計成功與否的標準⁵。她表示，雖然尚未有單一國家完全符合所有標準，但仍有許多正面積極的 NHRAP 案例在多個面向表現出色，特別是臺灣⁶、蘇格蘭及芬蘭。
2. NHRAP 包含四大核心面向，且為相互關聯、密不可分的：

⁴ A. Chalabi, Developments and Challenges of Designing National Human Rights Action Plans: 1994-2024, Oxford Journal of Human Rights Practice (2025), 網站：
https://academic.oup.com/jhrp/article/17/2/002/8088087?utm_source=advanceaccess&utm_campaign=jhrp&utm_medium=email&login=false#508944062

⁵ 13 項衡量標準包含：(1)符合國際人權原則；(2)全面性；(3)參與性；(4)含具體行動；(5)含具體期程；(6)含主責機關；(7)具前瞻性；(8)以實證基線研究為基礎；(9)資源配置；(10)含監測機制；(11)含評估機制；(12)具情境敏感性；及(13)採取全國協調的方法。

⁶ Chalabi 副教授在其研究中特別敘及，臺灣的國家人權行動計畫為採取「參與性」方式的良好典範，制定過程不僅限於諮商，而係在規劃的各個階段均使利害關係人進行有意義的參與。另 Chalabi 副教授研究亦指出，近期某些 NHRAP 明確扣連永續發展與人權，尤其是與聯合國永續發展目標之間的連結，例如臺灣的國家人權行動計畫以融入永續發展的權利為基礎，即為一項設計精良的計畫。

- (1) **國家性 (national-ness)**：她強調計畫應專注於國內人權議題，同時具備情境敏感度，即以實證為導向的情境分析，考慮各國經濟、社會、文化、政治及歷史等因素，並將條約與 UPR 建議納入考量。計畫需採取國家協調的方法，為國家所有利害關係人提供協調與操作的聯合工作平台。
 - (2) **人權性 (human rights-ness)**：計畫所依據的人權概念應採取公正、客觀且符合國際人權規範的科學論述，而非帶有偏見或政治色彩的論述，且內容應追求「全面性」(comprehensiveness)，確保所有國際人權規範中的基本人權尚在實證支持下經認定為優先事項，應有同等機會被納入。
 - (3) **行動性 (action-ness)**：強調作為「行動計畫」，必須包含具體行動、明確期程，並指定負責執行的權責機關。
 - (4) **規劃性 (plan-ness)**：計畫應具前瞻性，確保資源充足，並立基於情境分析，同時設有評估與監測機制。
3. Chalabi 副教授強調，NHRAP 具有顯著的附加價值，可作為在實踐人權方面缺乏共識的有效應對策略。計畫能促使人權工作更加全面性、系統性和主動性，而非零碎或被動，且能動員廣泛的參與者及各類國內外資源，以支持人權活動，同時強化現有的人權保障機制，並提升公眾的人權意識及社會的人權文化。
 4. 要確保 NHRAP 的成功與持久性，其「制度化」(institutionalization) 至關重要，亦即計畫應轉化為以參與式方式，由上而下、由下而上建立的既定規範。制度化將能使計畫超越政治黨派輪替的影響，避免因政府更迭而停滯或逆轉。此外，NHRAP 制度化亦有助於在國家層面建立各利害關係人間的網絡，從而促進合作、信任、公信力與透明度，並共同應對包括民主裂痕在內的當代挑戰。
 5. 此外，落實參與原則亦至關重要，應考量所有利害關係人的參與程度、NHRAP 各階段有意義的參與等，包含政府機關、

NHRIs、NGOs、聯合國相關機構及國際非政府組織等，在計畫的決策過程中應進行實際且積極的參與，避免計畫受單一國家意識形態左右。

三、國家人權行動計畫的歐洲經驗I

■ 主持人：利物浦大學法學院 **Padraig McAuliffe** 教授

（一）主題 1：西班牙國家人權行動計畫

報告人：瓦倫西亞大學人權研究所所長 **José García-Añón** 教授

1. 西班牙首部 NHRAP（2008-2012）：共 172 項措施，分為對外與對內行動，聚焦平等、不歧視與權利保障。然其主要缺失為缺乏基線評估、各項措施間缺乏連貫性，且無新增政策僅整合既有措施；此外，公眾參與有限，且監督機制不健全，因此缺乏執行的問責機制與資訊公開。儘管已完成 97 項措施，但因缺乏政治支持與制度保障，該項計畫遭擱置，被稱為「死亡文書」。
2. 第二部 NHRAP（2023-2027）：
 - (1) 本次計畫的推出，主要受到聯合國人權理事會 2020 年 UPR 的建議及歐盟 2024 年人權及民主行動計畫的推動影響。具體措施擴增至 421 項，涵蓋國際義務與人權、男女平等、平等待遇及特定群體權利等 4 個主軸，以處理數位權利、AI 倫理、社會包容等當代議題。
 - (2) 議題部分強化歷史記憶與轉型正義，明確納入 LGBTIQ+、身心障礙者、兒童、移民、難民等群體保障，並推動教育體系整合人權內容，及建立系統性教育與文化培訓方案。
 - (3) 制定過程強調參與性，設立 2 個監測與評估機制，包含指導委員會及跨部會委員會，廣納 17 個部會、69 個民間與學術機構，各部會每 6 個月需提送實施報告，強調進度報告公開透明與多層級治理、強化中央與地方跨層級參與及國會監督，並明訂指標與年度監測機制。截至 2024 年已完成或進行中

的措施達 88%。

3. 2023 年計畫的優點包含理念的完整性、制定過程的廣泛參與、與國際人權承諾的高度一致性及強調人權的社會化。然而，該計畫仍面臨挑戰，包含缺乏法律強制力、資源有限性致使部分措施無具體預算、監測機制對於未能達成的措施並無明確的懲罰機制、國家層級的計畫與西班牙各自治區的計畫之間存有落差且缺乏協調；此外，大學等外部機構在評估時也常因資訊不足而難以進行及時評估。總結而言，計畫的成功取決於持續的政治支持和承諾，需跨政黨支持與公民參與，並加強法律保障與資源配置，方能確保長期人權發展。

(二) 主題 2：希臘國家人權行動計畫：良好實踐與挑戰

報告人：希臘國家人權委員會 Christos Tsevas 博士

1. 希臘曾推動一份 NHRAP (2014-2016 年)，由司法部透明與人權司主責，涵蓋政治、經濟、社會與文化權利等廣泛議題，並具體納入各部會行動、實施期程及社會參與機制，以確保人權保障制度化，並在政府更迭時政策得以延續。然而，該計畫在監測與評估上遭遇挑戰，特別是缺乏後續評估，因此自 2016 年後，政府轉向制定多項針對特定議題的主題性計畫，如防制人口販運、性別平等、兒童權益及反種族主義策略等，展現出人權政策逐漸深化於多元面向。這些計畫雖然細緻並實踐良好，但也引發權責碎片化及各部會職責重疊的爭議。Tsevas 博士強調，無論採用何種模式，建立穩健的協調機制至關重要。
2. 希臘國家人權委員會 (GNCHR) 為一個成功且具典範性的合作與監督機制，其自 1998 年依巴黎原則設立及運作，具法律授權與高度獨立性，2024 年再獲國家人權機構全球聯盟 (GANHRI) A 級認證，成員組成多元，包含政府機關、NGOs、學術界及國會代表，這種包容性結構鼓勵互動與多元觀點，促進國家與公民社會間對話。GNCHR 在行動計畫設計與評估、

提供建議與確保問責制扮演關鍵角色，強調需設定具體行動目標、機關責任、財政資源與可衡量的成果指標。

3. 然而，計畫仍面臨碎片化（重疊或缺乏橫向協調）、監督困難、過度依賴外部資金（缺乏國內預算支持）與不利處境群體參與不足等挑戰。GNCHR 指出，須強化不同計畫間的橫向整合，並建議以國內預算支持人權行動計畫以利持續推動。此外，行動計畫應具包容性，讓受影響群體參與制定、執行與評估階段，並以基線研究為基礎，確保對當前人權問題作出精準回應。

（三）主題 3：強化協調與人權觀點：芬蘭 NHRAP 的洞見

報告人：芬蘭司法部 Anna Saarela 女士與 Nanni Olsson 女士

1. 芬蘭國家基本與人權行動計畫由司法部主責，議題涵蓋憲法與國際人權，自 2012 年起，已陸續實施三期行動計畫，並已制定第四版行動計畫（2024–2027 年）。初期行動計畫以專案為導向，2012 至 2013 年間啟動 67 項跨部會專案，以建構基本與人權制度為基礎；2017 至 2019 年則強化特定優先領域，包含人權教育、平等、自主權與數位化議題；2020 至 2023 年進一步聚焦於以知識為基礎的決策與人權影響評估，發展具體指標與追蹤機制。第四版計畫則專注於法治與司法可近性、權利平等實現及人權意識提升等面向。
2. 此一階段性演進展現芬蘭政府積極履行人權保障責任，並強化政策決策的實證基礎。其成功的核心在於建立跨部會的「政府基本人權網絡」，作為常設協調與資訊交換平台，確保人權觀點融入各政府部門的工作，並透過與公民社會和人權專家進行開放且有意義的對話，提升計畫的品質。
3. 芬蘭推動人權計畫仍面臨多重挑戰，包含資源有限、政治意願、如何在計畫的廣泛性與特定議題間取得平衡，及如何確保計畫能產生真正的影響。從這些經驗中，芬蘭汲取寶貴教訓：需建立長期人權政策的常設制度與韌性實踐；促進人權觀點主流化

至各部會的日常工作；制定有明確重點的計畫以提高成效；以及與公民社會、研究人員和機構進行有效合作。此外，芬蘭國會憲法法律委員會要求每屆政府任期內都需制定人權行動計畫，並設置網站公開基本人權實施狀況之資料，以強化資訊透明及參與基礎。總結而言，制度化的協調機制及多元參與為提升人權政策效能與社會正當性的關鍵。

（四）主題 4：無指針的羅盤：立陶宛人權現狀

報告人：立陶宛國會監察使 **Jolita Miliuvienė** 博士

1. 立陶宛於 2002 年曾首次制定並實施由聯合國資助的 NHRAP，迄今未再制定更新版本。然而，這份計畫在執行上遭遇困難，大部分措施未能完成，且缺乏有效的監測與評估機制，最終形同「過期」。此後，政府轉而制定多項針對特定議題的主題性行動計畫，例如平等機會、企業與人權、婦女、和平與安全、反歧視及 LGBTQI+權益保障等計畫。
2. 儘管主題性計畫較為細緻具體，但因各計畫係由不同機關以不同方式制定，導致人權行動的碎片化；此外，立陶宛人權體系包含至少 24 個政府機關，存有缺乏明確領導、協作機制鬆散、執行責任不清等問題，整體人權政策缺乏統一架構與協調機制，致使整體協調困難、重複施政及政策落實斷層。這不僅有礙國際人權相關建議的有效落實，亦導致部分人權領域（如數位權利、勞動條件）未能得到充分關注或甚至被忽略。此外，社會與政府部門對人權概念理解不一，亦為政策推動的障礙。
3. 為應對此項挑戰，立陶宛司法部自 2025 年 1 月起被指定為全國人權政策協調機關，並預計建立跨部會委員會或工作小組以強化執行力，整合碎片化的倡議，加強整體協調，短期內將制定國際人權相關建議的具體落實計畫，長期則以擬定新版 NHRAP 為目標，以因應政黨輪替帶來的政策延宕風險。
4. 立陶宛國會監察使辦公室雖獲 GANHRI 之 A 級認證，具備專

業諮詢角色，惟人權行動計畫本質上是政治工具，需要政府機關承擔政治意願和執行責任，因此不適合由 NHRI 主導，應由各部會共同參與計畫制定並承諾執行，始可確保具體措施之落實。NHRI 主要角色應是貢獻專業知識，從民眾陳情中發現國家不足之處以確保納入由下而上的人權需求、建議達成目標的最適行動、實施相關培訓，並作為獨立的監督與評估機制，在必要時公開表達意見，以確保計畫符合國際人權標準。

四、國家人權行動計畫的蘇格蘭經驗：完整呈現

■ 主持人：利物浦大學法學院 **Amanda Cahill-Ripley** 副教授

(一) 主題 1：建立實證基礎：提供參考建議與監測蘇格蘭國家人權行動計畫

報告人：蘇格蘭人權委員會研究員 **Alison Hosie** 博士

1. 蘇格蘭國家人權行動計畫(SNAP)係蘇格蘭人權委員會於 2008 年成立時發起並推動，與一般由政府部門啟動的情況不同。當時蘇格蘭並無國家人權行動計畫，也無主責機構承擔這項任務。時任蘇格蘭人權委員會主席 **Alan Miller** 的願景是邀集政府部門、地方機關、公共服務提供者（如國民保健署）、議會成員、公民社會及權利持有者共同制定 SNAP。
2. 該計畫的基礎須為穩健、客觀且基於實證的流程，因此發展「FAIR 架構」（Facts、Analyse、Identify、Recall）作為指導方法，旨在辨識蘇格蘭主要人權問題，分析其影響，釐清行動主責機關，並持續監測進度。此架構除行動計畫本身，也協助人權委員會制定其策略計畫及政策回應。
 - (1) **發展實證基礎**：全面進行社會及法律研究與檢視，分析是否符合兩公約及禁止酷刑公約，另檢視蘇格蘭人權委員會的陳情案件、蒐集並分析蘇格蘭平等暨人權委員會（EHRC）的監測資訊，進而發展出蘇格蘭人權組織利害關係人資料庫。透過政治、經濟、社會、科技、法律及環境等情境分析，歸納為 8 個關鍵領域：尊嚴與照護、健康、居住、教育與工作、個人與家庭生活、安全與保障、遭拘禁者生活及司法近用權。
 - (2) **檢視及分析**：透過 13 場焦點團體、11 場深度訪談（涵蓋 106 名蘇格蘭各地區的多元參與者及不利處境群體），檢視是否與民眾真實經驗相符、是否有落差、遭忽視或其他新興議題。
 - (3) **對照分析聯合國結論性意見**：評估上述發現與聯合國結論性意見是否一致，辨識差距，強調從在地實際經驗出發。

- (4) **諮商過程及發展行動計畫**：歷經 5 個月的諮商，超過 400 名參與者、144 份書面意見，修正行動以確保可行性，並轉化為具體措施。
3. 監測架構於 2014 至 2015 年間發展，旨在確保 SNAP 與國家績效架構（NPF）及永續發展目標（SDGs）一致，有 7 項結果指標以衡量至 2030 年前計畫的進展。然而因該架構係於 SNAP 制定後才發展，爰面臨架構過於複雜、資料蒐集負荷沉重等挑戰。
4. SNAP 成功之處在於具穩健的實證基礎，結合社會及法律研究，採用跨學科及多種混合式方法，尤其是結合量化資料與質化真實經驗。未來建議簡化監測架構，從因果關係分析轉為關注貢獻分析，以瞭解影響結果指標的廣泛背景因素；此外，投入充足的資源及政府持續承諾亦為建立具體永續可行架構的先決條件。

（二）主題 2：透過共同產出衡量成果

報告人：格拉斯哥大學社會學 Jo Edson Ferrie 教授

1. 人權的實現有賴於「人性化的行為」以及從社區到政府層面的關係建立。衡量人權的目標不應僅是與其他國家進行比較或追求表面的數據，而是要專注於為蘇格蘭深層的問題，如能源貧窮及兒童貧困，帶來「有意義的改變」。人權行動計畫的推動應從國家主導轉變為「由下而上」的倡議模式。
2. 成功的 SNAP 需要 NHRI、NGOs 及公民社會的參與，且國家層面的行動與政府領導者的積極參與至關重要，尤其是擁有最大權力的責任承擔者（duty bearers）之行為轉變，因為若他們不改變行為（例如傾聽、分享決策），人權便無法真正實現。此外，行政支援（如提供無障礙會議空間、交通、餐點）、促進關係建立的活動、共同的願景（需要想像力與趣味性）、利用個人和集體資源解決問題的態度，以及具實務經驗的代表須

從一開始就有意義地融入決策過程等，均為 NHRAP 成功的要素。

3. SNAP 面臨的挑戰，包含公民社會資金不足（導致不穩定的未來和人才流失），以及缺乏有效的法律途徑，尤其蘇格蘭人權法案遲未通過。此外，目前過度依賴「積極的個人」來推動人權工作，其中多數為女性，亦為挑戰之一。

（三）主題 3：權利的落實：蘇格蘭第一部國家人權行動計畫（SNAP 1）的省思與如何運用人權作為變革工具

報告人：蘇格蘭 Making Rights Real 主任 Clare MacGillivray 女士

1. Making Rights Real 旨在採取以人權為本的方式，支持不利處境群體爭取及維護自身權利。舉例而言，該 NGO 在 SNAP 1 的住房議題中，透過與社區合作，成功促使地方政府投入 230 萬英鎊改善居民住房條件，證明權利持有者參與的實際影響和共同協作的重要性。
2. 政府機關有時會利用權力壓制人權運動，因此 Making Rights Real 選擇尋求獨立資金，以確保能夠對政府實話實說，避免受制於政府。此外，該組織亦致力於建立國際及國內盟友，運用人權價值、原則和行動，及支持人權捍衛者的行動。然而，人權捍衛者因敢言而面臨壓力甚至死亡威脅，這是未被承認和衡量的問題。
3. SNAP 2 的制定過程值得稱許之處，包含與權利持有者、公民社會、蘇格蘭政府的合作，及設有強而有力的秘書處。惟 MacGillivray 主任對於蘇格蘭政府在 SNAP 2 投入資源不足、缺乏承諾感到憂慮，特別是人權法案的延宕，導致該機構因缺乏信心而公開退出 SNAP 2 的制定，以向政府表達權利持有者的訴求遭到忽視。她強調，NHRAP 若要成功，政府必須真正投入資源、分享權力，並且將人權視為核心議程。

(四) 主題 4：2013 至 2030 年蘇格蘭國家人權行動計畫：96 項行動
的制定、執行與經驗

報告人：蘇格蘭 SNAP2 領導委員會共同主席 **Charlie McMillan**
先生

1. SNAP 2 的發展受到全球疫情影響而延宕 2 年，但疫情也提高公眾對人權及其重要性的認識，促使政府決定更新行動計畫。政府設置獨立秘書處和新的領導委員會，由 NHRI、蘇格蘭政府、相關機關、公民社會及權利持有者組成，共 25 名成員；領導委員會設有 3 位共同主席，分別由公民社會、蘇格蘭政府及權利持有者等 3 方擔任，該等結構意義重大。
2. 儘管 SNAP 2 歷經 1 年的密集協作，制定過程深入且全面，並由廣泛的人權參與者共同參與，最終於 2023 年發布包含 56 項行動的計畫，但隨後卻悄無聲息，因為蘇格蘭政府接受所有建議，卻未能投入所需的資源、重點與執行力來實施 SNAP 2，反而將重心完全放在人權法案的推動，這導致 SNAP 2 長達 18 個月的沉寂，並使得領導委員會與政府之間的關係對立，因為政府試圖從 56 項行動中僅挑選 4 至 5 項納入法案，但領導委員會堅持所有行動都需要落實。儘管面臨挑戰，自 2024 年夏季以來，SNAP 2 已開始恢復動能，主要係因蘇格蘭政府內部發生轉變、設置新的獨立秘書處、投入資源，以及將優先事項從 56 項縮減至 28 項（並有望增加至 29 項）。
3. McMillan 先生特別強調為個別人權捍衛者參與 SNAP 領導委員會支付報酬的重要性，以確保其價值獲得認可。他也分享成功推動 NHRAP 的關鍵，包含採取跨人權治理的策略性方法、大量資源投入、落實基礎工作，及全面性的能力建構。此外，行動計畫必須與個人建立連結，而不僅是政策或學術過程，同時監測和問責制至關重要。最後，他強調「獨立性」是促成變革的關鍵要素。

（五）主題 5：蘇格蘭 NHRAP 的反思

報告人：蘇格蘭衛生與社會保健聯盟政策、研究暨影響部主任

Lucy Mulvagh 女士

1. 蘇格蘭已成功推出兩項國家人權行動計畫。SNAP 的一項重要成就為其發展過程中，權利持有者、公民社會和責任承擔者共同參與協作，這種對參與的高度重視，證明蘇格蘭人權委員會在 SNAP 發展中發揮領導作用。SNAP 1 的經驗及評估的獨立性，使得 SNAP 2 的領導委員會設計更為完善，確保權利持有者有足夠數量的代表，而非僅流於形式。此外，她作為 SNAP 1 秘書處成員，已建立一套以共識為基礎的決策模式，協助委員會成員辨識及挑戰他們之間存在的權力不平衡，以用於確認 SNAP 2 的內容、原則、優先事項及行動。因此，SNAP 2 及其 56 項行動真正反映權利持有者、NGOs、NHRI 及蘇格蘭政府的集體意見。
2. Mulvagh 女士表示，SNAP 的成功除權利持有者及 NGOs 的有力領導，還需要政府及其他責任承擔者的勇於任事及權力分享，若國家領導人不投入，變革將面臨艱難。儘管 SNAP 2 已公布 2 年多，但實際執行項目很少。她強調，SNAP 需要充足的資源及量能，政府必須願意提供資金，並在適當情況下積極扮演行動實施夥伴的角色，因為責任承擔者通常擁有推動行動所需的最大權力與資源。此外，她也強調 SNAP 需要一個能力強大且獨立於政府或其他機構的秘書處，並具備促進變革的權力。此外，國際社會的支持對於公民社會及權利持有者至關重要，特別是在政府不願從「尊重權利」轉變為「實現權利」的情形下。

（六）與談人：蘇格蘭政府平等與融合司副司長 Nick Bland 先生

1. Bland 先生作為蘇格蘭政府代表，致力於改善 SNAP 領導委員會對政府的信任度。他提到，透過設立 3 位共同主席、向個別

權利持有者支付參與報酬及設置新的秘書處，有助於反映 SNAP 的合作性質並重建關係。

2. 由於 SNAP 的制定為由下而上而非由政府主導，因此將其目標推動至政府內部各政策部門面臨挑戰。他作為負責將平等和人權主流化至整個蘇格蘭政府工作的官員，正努力採取系統化及結構化的方式來實現這種「系統性變革」，且蘇格蘭政府平等與融合司將發布一項主流化策略，其中包含 6 個變革驅動因素，以確保公部門在施政流程中嵌入平等及人權之願景。SNAP 2 的執行需要所有包括蘇格蘭政府在內的各方責任承擔者共同努力與承擔責任，他呼籲加強各責任承擔者之間的合作，以實現國家行動計畫的目標。
3. SNAP 並非政府處理人權議題的唯一方式。蘇格蘭政府尚有針對特定群體（如身心障礙者、反種族主義、性別平等）之具體策略與計畫，以回應特定利害關係人，因為單一計畫（如 SNAP）難以滿足所有特定群體的需求。

五、國家人權行動計畫的歐洲經驗II

■ 主持人：比利時聯邦人權保障暨促進中心 **Vincent Hitabatuma** 先生

（一）主題 1：德國國家人權行動計畫

報告人：德國人權中心 **Michael Windfuhr** 先生

1. 德國並未制定 NHRAP，主要原因在於德國國會普遍不認同該國存在人權問題，且德國為複雜的聯邦制國家，人權的實施分散於聯邦、邦及地方各層級，使得制定單一整體計畫變得極為複雜，亦缺乏中央層級的報告及監測機制。德國外交部年度報告中，包含 4 至 5 頁關於人權政策的優先事項，政府聲稱此為行動計畫，但這並非完整的 NHRAP。
2. 儘管如此，德國設有各種人權架構與機制，包含德國人權中心（下稱 DIMR，主要從事研究、監測與建議）、國家防制酷刑機構及反歧視機構。DIMR 負責監測 16 個邦，因為地方層級對教育、警政、獄政、社會援助及公共交通等領域負有重要責任。此外，DIMR 相當重視條約機構的監督（如 CRC、CRPD、歐洲理事會打擊人口販運公約、伊斯坦堡公約等），並有公民社會參與的報告與後續追蹤程序。德國亦制定多項特定主題行動計畫（例如企業與人權行動計畫，以及邦級針對身心障礙者權利公約的計畫），這些計畫在政策制定中廣泛使用。
3. 一項全面的 NHRAP 可以作為制定政策優先事項、確保人權在多層級結構中經充分考量的「傘狀」工具。然而，在當前民粹主義興起的政治背景下，缺乏政治意願是推動此類計畫的最大挑戰。此外，在當前民主面臨挑戰的時刻，NHRAP 是否仍是最佳的應對策略，亦需重新思考。

（二）主題 2：荷蘭國家人權行動計畫：經驗與現行措施

報告人：荷蘭人權中心 **Anne Dijkman** 女士、內政暨王國關係事務部 **Sanne Staaltjens** 女士及 **Jan-Willem Rossem** 博士

1. 荷蘭首部 NHRAP（2014）因時間壓力與缺乏跨部門及公民社會的支持而成效不彰，第二部 NHRAP（2020）強調設立跨部會工作小組、公民社會代表及 NHRI 的「焦點小組」，保障從確認主題、蒐集各界意見到草案意見回饋的全程參與，顯著提升計畫的合法性與實踐性，顯見廣泛及深入的社會參與為制定有效 NHRAP 的基石。
2. NHRAP 的內容必須立基於社會實際需求，才能獲得實質迴響與政治支持。透過參與式方法，主題選擇採取 5 個標準，包含與現有承諾和國際人權建議一致、避免不必要的重複、與聯合政府協議一致、獲得內部與社會支持及具有社會關聯性，最後選擇以「公共服務的可近性」作為主題，以反映民眾在住房、健康、教育等方面的具體障礙，進而提升計畫的社會關聯性，並成功與政府的廣泛政策優先事項進行連結。
3. 此外，缺乏固定的監測評估時程與高層的政治承諾為 NHRAP 難以產生長遠影響的主要原因。荷蘭首部 NHRAP 雖提及要進行報告、監測與評估，但因缺乏結構性追蹤、高層投入不足及缺乏跨部門協調機制，使得計畫在公布後迅速被忽視。因此，確保政治與高階公務員層級的承諾與明確的影響評估機制，是在荷蘭這類型缺乏整體人權政策責任體系的國家中，推動 NHRAP 的關鍵挑戰。

（三）主題 3：義大利國家人權行動計畫：拼湊式的實踐

報告人：帕多瓦大學人權研究中心 **Pietro de Perini** 博士

1. 義大利既無總體性的人權行動計畫，也缺乏一個集中的人權機構負責制定人權政策，而僅有高度分散且零碎的系統。人權事務的推動遍佈於地方（區域、市鎮層級）及各種針對特定議題的獨立辦公室（例如針對被拘留者、兒童權利、反貪腐、隱私相關機構）或主題性計畫（例如企業與人權計畫、性別平等）。這些特定行動計畫在主題、結構、實施及監測等都大相逕庭，

形成拼湊式的現狀，缺乏整體性及連貫性。

2. 缺乏 NHRAP 代表國家在人權政策缺乏一致的策略性願景，導致義大利國內設定的人權優先事項，與 UPR 等國際機制提出的建議之間存在顯著落差。儘管義大利擁有優秀的公務員及公民社會組織，積極致力於人權領域，並與國際機構合作，但高階政治領導層缺乏足夠的意願提供支持及進行協調，成為推動人權進展的最大挑戰，Perini 博士建議發展多層次治理的人權政策規劃機制，而非僅依賴分散的機構，並彌合國內人權優先事項與國際社群間的差距。他表示，在當前政治情勢下，人權教育或許有助於培養更具人權意識的政治領導層。

(四) 主題 4：亞美尼亞人權策略行動計畫（2023–2025 年）：里程碑與執行情形

報告人：亞美尼亞司法部顧問 Mariam Chiflikyan 女士

1. 亞美尼亞訂有 2023-2025 年的國家人權策略及其行動計畫，並設有強大的協調機制，該計畫涵蓋 12 項策略目標及約 60 項行動，包含修訂法令、能力建構與提高公眾意識。其核心特色在於成立一個由司法部長擔任主席的理事會來協調計畫的實施，理事會成員包含各政府機關副首長、人權捍衛者、國會議員，及透過程序選出的 7 個公民社會組織代表，理事會每季舉行，並負責審核年度及半年度報告，顯示高度的集中統籌與廣泛的參與性治理模式。
2. 行動計畫的實施涵蓋多樣且具體措施，深入各人權領域。亞美尼亞的 NHRAP 不是紙上作業，而是轉化為切實的立法改革與實踐行動。2024 年的主要進展包含在禁止歧視方面，該國制定全面的反歧視法及國家少數民族法，制定調查仇恨犯罪和歧視性犯罪相關指引，並針對法官、檢察官、警政人員等進行能力建構培訓；在公平審判權方面，該國通過有關執法程序的綜合性法律，以促進司法近用；針對生命權與禁止酷刑，翻修拘留

設施並採取軍隊內部匿名通報酷刑的新機制；在集會自由權方面，頒布規範警察使用武力的新法律；在兒童保護方面，制定強化兒童保障框架的立法，明確國家機構及公民的責任，建立兒童保護系統。

3. 亞美尼亞特別設有國家機制以確保國際人權義務的履行與報告，並改善向國際監督機制（如 UPR）提交報告的準備工作與準時性，顯示該國不僅在國內推動人權，也積極將其國內實踐與國際標準和要求進行連結。

（五）主題 5：挪威經驗：由典範 NHRAP 出發，探索後路

報告人：挪威人權中心資深政策顧問 **Kristin Høgdahl** 女士

1. 挪威於 1997 年將 NHRAP 納為聯合政府政治綱領之一，2000 年時通過 NHRAP（2000-2004），為首個制定 NHRAP 的西方國家，象徵該國人權政策的「典範轉移」，旨在將人權從過去被視為「外部」或「國際」的議題，轉移為「國內」的焦點，包含將 4 項國際人權公約國內法化、追蹤國際審查意見、修訂族群歧視法令、設立 NHRI、推動教育等。
2. 此計畫當時獲得國會多數支持並實施，主要歸因於當時強烈的政治意願及時機，當時致力倡議強化人權的基督教民主黨組成小型聯合政府，將強化人權作為政治綱領的一部分，且跨黨派在外交政策上也形成共識，因而「由上而下」發展 NHRAP。
3. 2000 年的計畫是挪威唯一一個整體性人權行動計畫，目前挪威更側重於推動「部門性行動計畫」。然而，挪威政府對國際人權機制提出的建議仍缺乏系統性的後續追蹤，現行已透過提升建議品質、建立結論性意見資料庫「人權追蹤器」（Human Rights Tracker），並透過主題性會議強化政府與公民社會對話，以在例行業務中將人權融入施政，包含制定主題性行動計畫。

（六）主題 6：強化人權保障－威爾斯的歷程

與談人：威爾斯法律方案工作小組專案經理暨研究員 **Melissa**

Wood 女士

1. 英國政府負責批准國際條約並向聯合國委員會報告，但執行層面通常透過權力下放的方式進行。威爾斯作為大英聯合王國的一部分，擁有部分權力下放的領域（包含農業、教育、住房、交通等），但司法及社會保障等重要領域仍保留給英國國會。威爾斯目前並無整體的 NHRAP，而係透過立法、政策及指引推動平等及人權。
2. 威爾斯歷史上對人權採取漸進立場，透過「應予考量」（due regard）機制，將部分國際人權公約間接納入威爾斯法律，要求相關機關在行使職權時考量人權。威爾斯是英國第一個將 CRC 間接納入國內法的地區（2011 年），也將聯合國老年人原則（2014 年）及 CRPD（2019 年）納入考慮。
3. 威爾斯政府現行就特定議題（如性別平等、族群平等）訂有相關行動計畫，但常缺乏明確目標、時程或監測機制，且在連結人權與社福政策、優先事項及責任明確性、提升法律可執行性仍面臨挑戰，刻正考慮制定人權法案的可能性，並承諾將 CRPD 及 CEDAW 納入威爾斯法律。然而，在英國複雜的憲政架構下，威爾斯如何確保政策轉化為實際改變及確定自身人權策略，仍具挑戰。

六、國家人權行動計畫的亞太經驗I

■ 主持人：太平洋共同體部門主席 **Ashley Bowe** 先生

（一）主題 1：紐西蘭國家人權行動計畫

報告人：紐西蘭人權委員會執行長 **Meg de Ronde** 女士

1. 紐西蘭人權委員會依據法律負責制定 NHRAP，這與許多由政府主導的國家不同，優點包含參與機會、貼近基層社群及更實務的操作方式，然於制定過程面臨平衡各項要素的困難，特別是委員會擁有主導權的責任，卻缺乏政府的支持與資金，以致遭遇「黃金法則困境」（Goldilocks Conundrum）。紐西蘭曾發布 2 份 NHRAP，分別是 2004 至 2010 年的「過熱階段」及 2010 至 2019 年的「過冷階段」。
 - (1) 「過熱階段」(2004-2010)：此階段進行大規模全國性調查、公開小組討論、公眾諮詢，包含近 5 千個個人、團體及機構，並深入社群進行對話，為吸引公眾參與、促進人權對話的關鍵方式。然而，因諮詢規模及資訊量龐大，導致未能聚焦優先事項，且可能過於側重與國際人權法的比較分析，而非關注實際執行的行動。
 - (2) 「過冷階段」(2010-2019)：此階段主要採用數位監測工具，與聯合國人權相關建議進行連結。儘管該工具的開發耗資甚鉅，且在委員會內部面臨公民社會參與不足的批評，但其最大的成果在於紐西蘭政府最終採納這套數位監測追蹤模式，用於監測其國際人權義務的履行情形。這項創新促使政府更具問責性。
2. 紐西蘭的經驗顯示，NHRAP 需要廣泛的公眾對話及諮詢（第二版的優點），同時也需要利用現有科技以實現更簡潔、高效的監測（第二版的優點）。過去兩次計畫或許均未能充分兼顧「行動」及「計畫」的實踐與分析，然而展望未來，紐西蘭人權委員會刻正發展更模組化及系統性的方式，每年設定優先事

項以進行評估及調整計畫。

(二) 主題 2：韓國制定 NHRAP 的 20 年經驗：成果與挑戰

報告人：韓國法務部國家法醫院 Yoojin Oh 女士與公益人權法律基金會 Pillkyu Hwang 博士

1. 韓國 NHRAP 為政府對人權政策的整體藍圖，以五年期計畫保障及促進人權。現行已完成 4 份計畫：第一份（2007-2011）、第二份（2012-2016）、第三份（2018-2022）、第四份（2023-2027）。計畫的制定程序於 2001 至 2003 年間由總統辦公室及總理辦公室主導，決定由韓國國家人權委員會提出政策建議，法務部主責整體制定過程並與其他部會協調。
2. NHRAP 在過去 20 年間主要依賴總統的行政命令而非以專法作為其法律基礎，導致計畫缺乏足夠效力及永續性，也難以有效納入國際人權機制所提出的建議，因而 NHRAP 作為政策工具的成效受到限制。此外，政治意願的不足與不穩定亦為實質推動 NHRAP 的重大障礙，常因政府更迭而進程延宕。舉例而言，即使聯合國人權機制多次提出建議，「反歧視法」迄今仍未通過，突顯政治意願可能成為人權政策的主要障礙。
3. NHRAP 結構性的實施缺陷與缺乏透明度的運作模式也面臨嚴厲批評，相關程序遭批評「以部會為中心」，即以韓國法務部為規劃、執行及評估的核心，在計畫制定過程中，未能充分納入公民社會意見，甚至在第四版 NHRAP 完全排除某些關鍵議題（例如性傾向及性別認同相關議題），並非適當的監督模式。
4. 此外，NHRAP 的評估機制過度依賴各部會的自我評估，而非實際影響的衡量，導致「實施落差」。部會之間缺乏協調，政府官員對 NHRAP 之目的或實際情形缺乏認識或未能投入，致使政策抽象缺乏執行細節而脫離迫切需求。另法務部對於韓國國家人權委員會的意見如何採納並不透明，許多重要內容常被忽略，導致參與者感到無力或疲憊。

5. 為應對這些挑戰，南韓法務部自 2021 年起積極推動制定《人權政策基本法》，旨在為 NHRAP 提供法律基礎，並建立更具包容性、有效監測與問責的治理框架，以確保政治承諾的落實。草案內容包含總統就職後 1 年內制定五年計畫、國家人權委員會意見之納入、部會及地方政府訂定年度計畫、定期年度審查及資訊公開，以提升透明度及問責性，並涵蓋與國際人權機制互動、人權狀況調查、國家報告規定、落實條約機構建議、企業責任、人權教育、NGOs 支持、設立國家人權週等條文。

(三) 主題 3：韓國保障及促進人權行動計畫之制定與地方政府行動計畫如何連結

報告人：韓國人權政策中心研究主任 **Myunghee Lee** 博士

1. 韓國為全球少數將人權行動計畫制度化實施至地方層級的國家。在中央層級可能存在政治不穩定的情況下，地方政府人權行動計畫（Local Government Action Plans, LGAPs）能強化地方政府的角色，彌補人權保障的間隙。LGAPs 更貼近市民的日常生活，能設計和實施更有效的人權政策，不僅有助於將地方發展與國際趨勢結合，也是將人權理念主流化，融入政府各行政領域的重要環節。所有 17 個一級行政區均已於 2025 年 6 月前通過 LGAPs。
2. LGAPs 面臨多重挑戰：
 - (1) **政策制定階段行政人員參與度不足**：地方政府常將主要計畫規劃工作委外給外部研究團隊，導致內部官員對計畫內容不熟悉，使許多計畫流於形式，且認為僅為眾多計畫之一，忽略其重要性。
 - (2) **NHRAP 與 LGAPs 間一致性不足**：由於權力下放及在地化不足，地方政府難以實質參與國家層級計畫的制定，導致政策銜接落差。
 - (3) **LGAPs 未能採取以人權為本的價值進行制定、執行與評估**：

評估過於側重量化指標，而非整體人權政策的實際影響。

(4) **中央政府支持不足：**中央政府缺乏對地方的實質諮詢與財政支持，限制地方獨立制定及實施政策的能力。

3. 為應對這些挑戰，Lee 博士建議應確保國家與地方計畫間的政策一致性（例如，將國家層級的氣候變遷與人權任務轉化為地方具體保護脆弱群體的措施）；建立中央與地方政府間的系統性協調機制，如設置相關部會與地方政府間的常設人權政策諮詢機構，以協調政策方向並分享成果；不應僅關注量化評估，而應透過質性評估以落實人權政策的價值與預期影響；強化中央政府的實質與財政支持。

七、數位化與國家人權行動計畫

■ 主持人：OHCHR 人權政策官 Marie-Eve Boyer 女士

（一）主題 1：新世代 NHRAPs：人權智慧規劃

報告人：日內瓦學院人權平台資深研究員 **Domenico Zipoli** 博士

1. 傳統 NHRAP 在實踐中常遇到多重挑戰，包含準備及發展階段—資料零碎化、優先事項的設定缺乏實證基礎、效能低落的諮詢途徑限制利害關係人的參與；執行及協調階段—缺乏中央管考系統、部會各自為政及缺乏後續行動；監測及評估階段—缺乏即時管考機制導致未能發現實施落差、缺乏進度報告及評估機制。
2. 數位工具及 AI 能有效克服這些問題，從而徹底改變人權工作的方式。相關數位工具包含聯合國開發之「各國建議追蹤資料庫」（National Recommendations Tracking Database, NRTD）、世界人權建議索引（Universal Human Rights Index, UHRI）、巴拉圭 SIMORE Plus、太平洋地區 IMPACT OSS、為人權捍衛者開發之 HURIDOCS Uwazi、紐西蘭人權實踐者開發之「人權衡量方案」（Human Rights Measurement Initiative, HRMI）等，均收錄於日內瓦學院人權平台建立的目錄。
3. AI 雖作為智慧助理，能提升（而非取代）人類的決策能力，並在 3 個層面提供協助：
 - (1) **以實證為基礎的規劃**：透過機器學習掃描大量人權資料庫，AI 能辨識優先差距，將準備階段從猜測轉化為具洞察力的策略性規劃。
 - (2) **利害關係人協調**：AI 工具能協調各部會的意見，串聯原本個別獨立系統。
 - (3) **監控與及早預警**：AI 擅長辨識異常情況，能提供預測性見解，例如透過分析資料預警人權狀況的惡化。
4. AI 工具的應用也面臨挑戰，包含人權工作者對 AI 概念及工具

的能力落差、各國及國際資料系統間未能流通導致數據孤島、預算人力等資源有限，及隱私權、演算法偏見等倫理問題。Zipoli 博士建議在應用 AI 時能投資建置基礎設施及提升數位素養、推動資料互通、維持「人性」元素並以倫理及透明度為指導原則(確保 AI 工具的可解釋性、可稽核性，並保障隱私)、辦理多方利害關係人論壇、從小處著手(例如自動標記、智慧看板)。

(二) 主題 2：測量重要事項：如何衡量人權發展

報告人：紐西蘭人權衡量方案共同執行總監 **Thalia Kehoe Rowden**

1. HRMI 的宗旨是衡量各國的人權表現，並提供可靠、免費的統計數據，供所有利害關係人用於推動變革，其資料可幫助政府及利害關係人追蹤各國人權狀況的改善或惡化，例如紐西蘭監察使公署即利用 HRMI 每年更新的評分衡量政治參與權與免受酷刑權的進展。
2. HRMI 採用兩種不同的方式來衡量人權：
 - (1) **經濟與社會權利**：HRMI 結合國際資料庫的數據(如世界銀行、OECD、聯合國兒童基金會等)以及國內生產毛額(GDP)作為參考來源，評估各國在現有收入水準下的進展，包含教育權、糧食權、健康權、住房權、工作權等。分數 100%代表在該國現有資源下應可達到的最低義務。以亞美尼亞為例，即使 94.7%的住房權得分看似很高，但仍被歸類為「尚可」而非「良好」，因為未達到 100%的最低義務，與其潛力尚有落差。
 - (2) **公民與政治權利**：由於政府官方數據可能存在偏見或缺漏，HRMI 透過獨立的人權專家網絡(包含 NGOs、媒體、人權律師等)在各國基層蒐集資料，包含免於國家威脅的權利、賦權等，這些專家獨立於政府之外，確保資料的客觀性。這種方式不僅能衡量整體表現，還能辨識哪些特定群體(例如

移民、身心障礙者）的人權受到侵害。

3. HRMI 的資料如何應用於 NHRAPs 的制定與評估，需要集思廣益。此外，HRMI 的資料透明度、獨立性，以及與基層人權捍衛者與學者的共同設計，是確保其可信度及永續性的關鍵要素。

**（三）主題 3：運用科技推動人權行動與實施：以 IMPACT OSS 為例
報告人：太平洋共同體部門主席 Ashley Bowe 先生**

1. Bowe 先生表示，其在太平洋地區所見的多數 NHRAPs，無論是獨立計畫或 UPR 執行計畫，因普遍面臨包含資源限制、優先事項衝突、各自為政的實施方式、資料蒐集的不足，以及對人權與國家發展計畫連結的認知不足等類似挑戰，均未能成功。太平洋地區各國政府花費大量時間及預算制定計畫，但在數年後重新檢視時，發現並未取得實質進展，淪為紙上談兵。
2. 為解決上述挑戰，大約十年前開始出現追蹤工具，其中一個關鍵發展為 IMPACT OSS 平台。薩摩亞自 2014 年起即使用這項工具，有助於管理大量人權建議、行動及指標。IMPACT OSS 主要功能包括：
 - (1) **建議類型化與行動追蹤**：該工具能將多個相關建議分類，並將具體行動與相關類型進行連結，有助於減少不同條約機構之間重複提及的問題。
 - (2) **自動化提醒與監測**：系統會向各部會發送自動電子郵件提醒，確保資料定時回報。如果資料未及時更新，系統管理員會收到通知，從而形成一項資料輸入的確保機制。
 - (3) **即時實施分析與識別落差**：IMPACT OSS 能提供即時的實施概覽，讓使用者可以快速檢視資料缺口及實施落差，例如透過搜尋功能，迅速調取哪些建議尚未有任何對應行動。
 - (4) **與 SDGs 的連結**：例如，薩摩亞利用此工具提早 1 年完成 SDGs 的國家自願檢視報告（VNR），因為所有所需資訊都

能從系統中篩選。此外，IMPACT OSS 亦為公開平台，公民社會能上傳其資訊，並利用平台資料監督政府。

3. 儘管 IMPACT OSS 功能強大且開放給公民社會使用，初期並未如預期般獲得跨部會全面支持，因此團隊轉移策略重心，將 IMPACT OSS 從人權為主擴展為追蹤國家發展策略的工具，這項新策略仍在初期階段，但具有轉型潛力。所衍生的多重效益包含：

- (1) **人權主流化**：將人權承諾整合到各部會現有的報告需求及國家發展優先事項中，使得各部會能在實施其部門計畫時，同時考慮相關的人權建議。
- (2) **提升部會的認同感與主體意識**：透過展示各部會現有工作與人權的關聯性，協助各部會意識到其已在從事人權相關工作，從而培養對人權工作的主體意識及理解。
- (3) **連結資源與行動**：有助於將預算引導至人權相關的行動中，因為這些行動是國家發展策略的一部分。

(四) 與談人：影響力開源軟體信託基金 **Timo Franz** 先生

1. Franz 先生指出，儘管數位工具及人工智慧能解決許多技術層面的問題，但真正的困難在於政治層面，工具本身無法完全解決政府部門間的職責劃分、協調合作等政治性挑戰。
2. 有效的人權數位工具需具備以下關鍵特性：
 - (1) **開放近用及公民社會參與**：政府內部使用的行動計畫追蹤工具如未對公眾、公民社會或 NHRIs 開放，將無法受到應有的檢視，也難以發揮作用。因此，平台應具備開放近用的特性，並提供管道讓公民社會和專家明確提供數據，例如透過調查問卷形式。
 - (2) **整合「局部計畫」**：工具應能整合地方、區域或部門層級的「局部計畫」(partial plans)，促進由下而上及由上而下的連結，使發展計畫也能融入國際人權建議。這需要政治意願，

以促成建置中央平台或資料庫。

- (3) **聚焦實施：**工具應更強調持續的實施過程，而非僅是周期性的報告或建議，並且應與監測緊密結合，鼓勵 NHRI 及公民社會參與。
- 3. Franz 先生贊同 AI 能提供協助，但強調在應用 AI 時必須保持透明度、意識到潛在的演算法偏見、瞭解其局限性，並且不應盲目採納 AI 的建議，而需有人為的監督與確認。

八、國家執行、報告及後續行動機制與國家人權行動計畫

■ 主持人暨與談人：日內瓦學院人權平台資深研究員 **Domenico Zipoli** 博士

(一) 主題 1：國家執行、報告及後續行動機制與 NHRAPs 的匯流 報告人：OHCHR 人權政策官 **Marie-Eve Boyer** 女士

1. NMIRF 為政府內部的公共機制或治理結構，可能是部級機關、跨部會或獨立機構，其主要任務為協調政府內各部門的投入，包含相關部會、國會、司法機關，並與 NHRIs 及公民社會諮詢，以便向國際及區域人權體系（包含條約機構、UPR 及特別程序）提交報告，並監測國家層面的後續行動。
2. NMIRF 的興起主要係因各國面臨履行國際人權義務及報告的巨大壓力。由於國際人權標準的持續增長（例如聯合國《發展權公約》），各國須向聯合國機構及區域組織報告並追蹤建議。過去依賴臨時任務編組處理國家報告的方式，因耗時過長、人員流動導致缺乏機構記憶及延續性，且人權議題的跨領域性質使其操作變得複雜。NMIRF 旨在提供一種更有效、更具制度性的解決方案來應對這些挑戰。
3. 依據 OHCHR 研究，有效的 NMIRF 具備四大核心能力：跨部會協調能力、資訊管理能力、與民間社會的諮詢能力及對國際體系的參與能力。聯合國人權理事會已決議於國際社會推動 NMIRF，OHCHR 刻正建置數位中心以分享相關資訊及指引。
4. 以 Chalabi 博士對 NHRAPs 的研究架構檢視 NMIRF 與 NHRAPs 的關係：
 - (1) 國家性：NMIRF 實際為檢視國家對其報告義務及後續行動回應的機制，與 NHRAPs 均具有國家性。然而，部分國家的內部審查及報告機構由於其組成及影響力，可能確實具備進行完整情境分析及專業知識，某些機構則缺乏紮實的基礎而不適合辦理這項工作。

- (2) **人權性**：NMIRF 及 NHRAPs 均以人權為導向，並致力促進國家法律、政策與國際標準一致。NMIRF 的工作亦具備全面性，即使對於國家尚未批准的條約，政府仍然承擔一定的義務。然而，NMIRF 通常會與公民社會「諮商」，但未像 NHRAPs 致力於推動「公民作為制定者的積極參與」，兩者在程序上存有分歧。
 - (3) **行動性**：NMIRF 同樣相當重視報告協調及後續追蹤，並已逐步為實施工作做出貢獻。倘若 NMIRF 效率良好、受到重視，並具備必要的政治影響力，憑藉其專業知識及跨部會架構，將具有相當能力完成任務。NMIRF 的工作通常還包含執行的主責機關。
 - (4) **規劃性**：大多數 NMIRF 尚未具備足夠的成熟度、影響力及專業知識，因此即使有 NMIRF，亦未必為負責 NHRAPs 的機構或機制，也未必適合，兩者在前瞻性上存有分歧。
5. NMIRF 機制亦面臨許多挑戰，包含：
- (1) **機構定位**：若其設於總理辦公室、總統辦公室或司法部，將比設於外交部的機制更適合主導國家層面的人權規劃工作，因為這能確保其對國家政策有更廣泛的影響力。
 - (2) **多元代表性**：需有相關部會、國會、司法機關、永續發展協調機構、地方政府的參與。
 - (3) **諮商能力**：許多 NMIRF 在接觸公民社會及處境不利群體方面能力有限。

(二) 主題 2：NMIRFs 於制定 NHRAPs 的角色

報告人：聯合國經濟社會文化權利委員會獨立專家暨巴拉圭人權與勞動標準委員 **Santiago Fiorio** 教授

1. 國際人權機制的建議賦予各國在面對國際人權條約義務實踐意義，引導國家採取行動，亦反映人權的演進與進展，即使各國對國際人權標準見解不一（有些僅限於條約內容，有些則將

建議納入），但當國家處理這些建議時，實際上已默認建議為國際人權標準的一部分。此外，人權是持續發展的，條約本身可能較為靜態，然而國際社會的實踐及條約機構的一般性意見均能補強及推進對人權的理解。

2. NMIRFs 應為常設的政府機構，而非臨時任務編組，負責協調與追蹤國際人權機制建議的落實，並應整合國家行政、立法、司法等所有權責部門的參與，以提供制定切實可行 NHRAPs 所需的實質內容及架構，並將與國際人權體系的互動制度化及常態化，特別是落實層面。
3. 國際人權機制建議提供將國際承諾及義務轉化為行動、時間表及責任的策略工具，NHRAPs 則為策略工具之一。有效的 NHRAPs 須建立在國際人權機制建議的堅實基礎上，而非僅限於靜態的法律框架。NMIRFs 在辨識、系統化及將上開建議優先排序方面能扮演關鍵角色，透過 NHRAPs，連結國際人權義務及國家政策。聯合國經濟社會文化權利委員會正積極推動各國設置 NMIRFs，並制定符合國際人權標準的 NHRAPs。

（三）主題 3：聯合國人口基金與 NMIRFs 的策略合作，及其推動婦女與女童權益國家人權行動計畫

報告人：UNFPA 日內瓦代表處外部關係處副處長 Alfonso Barragues 先生

1. UNFPA 致力於在發展權中納入人口視角，透過各種方式支持 NMIRFs，包含強化各政府部門對其核心任務領域的知識與能力、支持於國家層級進行人權建議實施與追蹤的對話，以及協助 NMIRFs 在規劃及架構的能力建構。UNFPA 尤其專注於將性與生殖健康權相關建議分類並整合融入國家發展框架，確保其議程能有效推進。
2. 儘管 NHRAPs 具發展潛力，但其影響力常因資金或政治支持不足而受限。然而這並非「零和遊戲」，關鍵在於將國際人權機制

的建議主流化，融入國家發展計畫與部門政策中，而非僅依賴獨立的人權行動計畫，以創造政府各機關間的綜效，特別是在規劃與人權議程的協調方面。

3. UNFPA 認為 NMIRFs 是國家對複雜人權議題綜合性回應的驅動者及指導者，應為常設的協調與追蹤機構，負責落實國際人權機制的建議，並鼓勵多方利害關係人的對話及參與，包含國會、NHRIs、地方政府及社群團體，有助於強化國家在人權領域的執行力及自主性。

(四) 主題 4：葡萄牙 NMIRF 經驗：良好實踐與挑戰

報告人：葡萄牙外交部人權處處長 Sara Ágoas 女士

1. 葡萄牙 NMIRF 成立於 2010 年，最初旨在改善各部會間的協調及報告效率，處理過去國家報告提交的嚴重延遲問題，衍生的效益則帶動政府各部門內部促進對人權議題的主體意識，並推動人權在公共行政中的主流化。葡萄牙 NMIRF 現行涵蓋 18 個政府部門，每個部門設置高階層級與技術層級 2 個聯絡點，透過雙層級架構運作，並逐步將國會、NHRI 及檢察署等常設觀察員納入，期盼未來也能將地方及區域政府官員納入，顯示 NMIRF 已從單純的報告協調者，發展成為一個更為全面、制度化且具包容性的國家人權推動平台。
2. 葡萄牙並未制定正式的 NHRAP，而是採取一種獨特且動態的模式。每年 18 個政府部門中的各部門均需辨識並承諾至少訂定 3 項將對人權保障及促進產生積極影響的措施，NMIRF 將相關承諾彙整並對外公開，形成年度工作的共同願景及優先事項；年底 NMIRF 將該等承諾的執行情形、已完成的行動及未達成的成果在其年度活動報告中發布，確保透明度及問責性。葡萄牙透過追蹤各部門的承諾實施情形，得以產生可靠資訊、建立機構記憶，並推動以成果為導向的人權管理文化，刻正於 OHCHR 的協助下建立國家建議追蹤資料庫。此種模式將更能

作為有效的 NHRAP。

3. NMIRFs 是確保人權議程從國際層面延伸至公民日常生活的實用工具，將國家尊重、保護及實現人權的義務轉化為具體、可衡量的政策。無論 NHRAPs 以何種形式存在，NMIRFs 須與其緊密結合，才能產生實質影響，因為 NHRAPs 提供策略願景、設定優先事項及長期目標，而 NMIRFs 則提供制度性的支持，以有效實施、協調及監測該等目標，兩者共同形成動態的規劃、行動、評估及持續改進的循環，確保人權承諾不僅能明確闡述，更能在政府所有部門中得到系統性實踐。

(五) 主題 5：SIMORE Plus：強化人權議程實施的機制

報告人：巴拉圭外交部人權總處人權主任 Belén Morra

1. 巴拉圭的 SIMORE Plus 機制起源於 2011 年的建議追蹤程式，後續逐步演進為一套涵蓋巴拉圭行政、立法、司法三權共 65 個機關、130 個聯絡點的常設政府協調網絡。該機制不僅能有效檢索與追蹤國際人權建議的落實情形，更於 2017 年開放公民社會的近用與互動介面，顯著提升透明度及參與性。SIMORE Plus 同時與 SDGs 連結，成為國家人權承諾的綜合性管理與執行平台。
2. SIMORE Plus 系統的成功運作仰賴各機關聯絡點扮演的核心角色，聯絡點負責在各自機關內部收受、分析國際人權建議，並將其轉化為具體的政策調整或新法規的制定，直接影響人權承諾於國家層面的在地化。透過制度性的分工，SIMORE Plus 有效促進跨部門的資訊交流、避免資源重複投入，並確保人權考量能整合至各項國家政策中，實現以成果為導向的人權管理。
3. 儘管巴拉圭在 SIMORE Plus 的運作上，面臨諸如預算限制及持續精進跨部門協調需求等挑戰，但該機制已成功運作逾十年，展現韌性與永續性。

(六) 主題 6：巴拉圭 NMIRFs 經驗

報告人：巴拉圭常駐日內瓦之聯合國與其他國際組織處官員
Ana Rolón Candia 女士

1. **SIMORE Plus** 不僅在國內成功運作，更是巴拉圭在國際社群中推動人權議程與技術合作的重要工具，已在多個拉丁美洲國家成功複製，包含智利、多明尼加及烏拉圭，證明其模式在不同政府體制下的普遍適用與參考價值，也促使巴拉圭在國際人權領域，特別是在 **NMIRFs** 的推動扮演積極角色。
2. 巴拉圭已成功促使聯合國人權理事會批准 4 項關於 **NMIRFs** 的決議，並將持續推動。此外，巴拉圭與葡萄牙等國共同發起「**NMIRF 之友**」網絡，現行有 26 個會員國，其宗旨是促進全球 **NMIRFs** 的建置與強化，該國亦積極參與並主辦國際研討會，以促進國際 **NMIRFs** 網絡的發展。這些多面向的國際努力，彰顯巴拉圭將 **NMIRFs** 視為彌合國際人權承諾與國家落實間差距的關鍵橋樑，並致力於使其成為全球人權治理的重要組成。
3. **NMIRFs** 並非可有可無的選擇，而是有效國際人權體系的基石，在將最新的國際人權承諾轉化為具體的實際變革中扮演策略性角色。**NMIRFs** 須被視為 **NHRAPs** 制定中不可或缺的一部分，兩者緊密結合有助於確保對全球人權的保障、支持受侵害者，並推動對侵害人權行為的問責制。**Candia** 女士認為，若要實現實質性的人權進展，強健的 **NMIRFs** 為不可或缺的制度性保障。

九、國家人權行動計畫全球網絡的未來：網絡協調、夥伴關係、未來主辦及形式

- (一) **網絡的核心原則：**國家人權行動計畫全球網絡應具公正性與自主性，獨立於任何國家或組織之外，基於普世人權價值，不涉及政治或意識形態，同時高度重視透明化及廣泛參與，鼓勵來自 NGOs、NHRIs、實務工作者及學術界等各領域的成員加入。
- (二) **成員支持與網絡永續經營：**網絡的持續運作高度仰賴成員的支持，且支持形式多元，不僅限於財務面，亦得透過提供認證、推廣倡議、贊助或主辦活動等方式提供支持。日內瓦學院已表達於 2026 年 10 月主辦的意願，以作為人權機構協會（Association of Human Rights Institutes）年度會議的一部分，該年會主題聚焦於慶祝 ICERD 公約 60 周年及聯合國人權理事會成立 30 周年，將考慮為本網絡設立專門時段以探討 NHRAPs、NMIRFs 等國際人權機制，及相關數位追蹤議題。此外，摩洛哥及蘇格蘭亦表達主辦未來會議的意願。
- (三) **網絡架構與治理：**為確保獨立運作，本次工作坊籌辦者 Chalabi 副教授建議採簡單的組織架構，包含成員全體會議及指導委員會。指導委員會必須具有代表性，確保其成員來自 NGOs、政府機關代表、NHRIs 等各領域，以維護網絡之獨立性與平衡性，並建議後續透過電子郵件分享訊息或考量成立知識分享平台。

十、國家人權行動計畫與國家執行、報告及後續行動機制的非洲經驗

■ 主持人：OHCHR 法律顧問 **Martin Browne** 先生

主題：從規劃到執行：NMIRFs 如何支持國家人權行動計畫—聚焦跨部會人權事務

報告人：摩洛哥跨部會人權事務辦公室秘書長 **Fatima Barkan** 女士

1. 摩洛哥的人權推動以其 2011 年憲法為基礎，將尊嚴、平等及正義置於政策核心，並於同年成立跨部會人權事務辦公室，作為一項里程碑式的倡議，該辦公室旨在協調人權政策、履行國際義務並推動國際合作，不僅於國內協調利害關係人，也與國際標準接軌，確保政策的一致性。
2. 摩洛哥國家民主人權行動計畫（2018-2021）的協商過程為期 2 年，由跨部會人權事務辦公室主責，與逾 1,200 名政府、民間社會及學術界共同討論。該計畫致力於建立廣泛的夥伴關係，以促進司法層面對過去侵犯人權行為受害者的包容，整合轉型正義、及國際標準（包含 SDGs）等，並獲得政府採納及國際認可，為摩洛哥人權治理的藍圖。
3. 摩洛哥 NHRAP 的實施採取分階段及參與式方法，透過區域行動計畫將目標進一步制度化。然而，相關挑戰包含城鄉差距、跨部會協調及資源分配不足等，促使計畫延期，並納入新的優先事項，例如數位轉型及強化監測能力。摩洛哥刻正擬定整體國家人權策略，旨在透過促進機構間的協力、清晰的資源分配及實際執行，以提升公共政策的效率及效能，規劃透過數位平台廣泛容納公共機構、民間社會、學術界及公民的參與，以應對新興挑戰，如數位人權議題。摩洛哥的目標是將人權承諾轉化為實際行動，並相信推動整體國家人權策略將需要政治共識及資源共享，並將於國際行動中扮演關鍵角色。

十一、國家人權行動計畫的歐洲經驗III

■ 主持人：蘇格蘭格拉斯哥大學社會學 Jo Edson Ferrie 教授

(一) 主題 1：制定具體 NHRAP 於阿爾巴尼亞的重要性：確保歧視保障專員發揮效能

報告人：阿爾巴尼亞歧視保障專員 Robert Gajda 博士

1. 阿爾巴尼亞目前並無整體性的 NHRAP，而是制定許多「策略」文件，涵蓋保護少數民族、身心障礙者、羅姆人、婦女、移民及兒童等不同群體。儘管這些策略在形式上似乎完善，但其主要困境在於缺乏有效的執行，對於 NHRI 而言，這種「有計畫卻不執行」的現狀令人沮喪。此外，阿爾巴尼亞缺乏專責機關負責策略的制定與執行，不同策略分散由不同部會（如社會福利部、內政部、司法部）負責；中央政府與地方政府間也存在溝通障礙或不願合作的問題，導致行動計畫難以落實，且缺乏相關人員未能落實執行的問責機制。
2. 此外，缺乏統一的資料蒐集、分類、溝通及報告機制為阿爾巴尼亞面臨的主要問題之一，因為缺乏可靠的數據難以制定有效的人權行動計畫，也無法衡量其成效。另一個關鍵挑戰為政府缺乏採納與執行人權行動計畫的政治意願。Gajda 博士表示，政府應將人權保障視為其基本且最重要的目標，但現實情況卻與此相違，建議應讓政治人物對其在人權行動計畫中的承諾負責，尤其是向選民負責，有助於提升其政治意願。
3. 為克服上述困境，Gajda 博士建議應設置一個中央層級的人權專責機關或委員會負責制定 NHRAP，而 NHRIs 為適合的機關，並能協調學術界及公民社會組織等多方利害關係人，也能確保人權概念的客觀性。其次，為增強政治意願，須建立一個民主問責機制，使政府官員（包含部長及地方首長）對於未能落實執行人權行動計畫負責。此外，應提升 NHRAP 的公眾認知，讓一般民眾瞭解相關策略如何具體影響其生活。最後，在制定

實質性的 NHRAP 前，建議先著手建立資料蒐集、傳遞及報告的機制，並確保每個機構或部門有專責人員，以傳承知識及經驗。

(二) 主題 2：NHRAP 的良好實踐與挑戰：其他國家與烏克蘭

報告人：烏克蘭國會人權專員 Dmytro Lubinets 先生

1. 由於俄羅斯 2022 年對烏克蘭發動全面入侵及戒嚴令，原定於 2021 年至 2023 年實施的國家人權策略無法更新。自 2014 年以來，俄羅斯不斷侵犯烏克蘭人民的權利及違反國際人道法，導致烏克蘭國會人權專員辦公室收受之申訴案件急劇增加，僅 2024 年即逾 123,000 件。截至目前為止，俄羅斯士兵在烏克蘭已造成逾 168,000 起違規行為。
2. 烏克蘭國會人權專員辦公室在資源匱乏、人員不足及建議難以落實等困難下，仍致力保護人權，並在烏克蘭每個地區（包含遭佔領及前線地區）設立區域代表。該機構處理九大主要議題，包含遭俄羅斯侵略受害者的權利、平等權利、社會經濟權利、國家防制酷刑機制及國防安全人權等，已成功與俄羅斯建立直接溝通，協助 1,324 名烏克蘭兒童及 5,757 名遭俘虜的烏克蘭軍人與 294 名平民返國。面對挑戰，建議與國際夥伴（聯合國、歐洲理事會等）及 NGOs 合作，共同辦理監測、準備國家報告與回應國際人權建議。
3. 儘管俄羅斯自 2014 年起，透過驅逐兒童等行為，屢次違反國際人道法及人權，國際社會卻缺乏實際的問責機制及迅速有效的應對措施。俄羅斯過往對摩爾多瓦、車臣及喬治亞的侵略未能得到有效制止，導致其有恃無恐，最終造成烏克蘭目前的困境，若情況不改變，類似局面恐在其他國家重演。

(三) 主題 3：奧地利制定國家人權行動計畫的歷程：障礙、缺失與經驗

報告人：奧地利監察使公署人權律師 Johannes Carniel 先生

1. 奧地利監察使公署 (Austrian Ombudsman Board, AOB) 為 NHRI，具有處理申訴、國家防制酷刑機制及參與國際人權程序的職責。奧地利 NHRAP 草案於 2013 年由政府提出，AOB 扮演重要角色，於 2014 年發起廣泛的研商會議，邀請 70 位來自 NGOs、公共部門及立法機關的代表參與。與會的公民團體及 AOB 均認為政府需要進行全面的基線研究與制定策略，且其建議應被認真採納，然而政府的規劃僅限於列出既有的專案，不願進行基線研究或對現狀做出根本改變，最終因政府未能採納更全面的方法，公民社會於 2016 年退出，導致整個計畫草案的中止。
2. 奧地利在推動 NHRAP 過程中面臨多重障礙，最關鍵的是缺乏政治意願。此外，許多公共行政部門的參與者未能理解 NHRAP 的真正意義與目標，且缺乏跨部門合作，各部會間未能有效協調人權議題。另時間和財政資源不足，也阻礙計畫的推動。
3. 奧地利從其失敗經驗中學習到寶貴教訓。首先是必須抓住機會，當政府現有對話機制（如身心障礙、性別對話）再度提及 NHRAP 時，應立即行動，因為機會稍縱即逝。其次，必須讓公共行政部門清楚瞭解 NHRAP 的實際優勢，並向公眾溝通其益處，讓社會大眾理解這些計畫如何影響具體的人及問題。此外，所有相關利害關係人（包含私部門）都應被納入討論，以確保計畫的全面性。最重要的是需建立機制，讓政治人物對他們在 NHRAP 中所做的承諾負責，從而產生必要的政治意願。AOB 認為，NHRI 憑藉其處理申訴的獨特視角，在計畫制定過程中不可或缺，但實施部分應由政府主導。

（四）主題 4：人權在愛沙尼亞策略文書中的地位

報告人：愛沙尼亞司法大臣辦公室 NHRI 活動代理負責人

Margit Sarv 女士

1. 愛沙尼亞並無單獨的 NHRAP。考量其國家規模（人口數僅 130 萬），人權議題係策略性整合至其他國家發展或策略計畫中，

以發揮專業知識的協力作用，此種整合方式雖需更為制度化，但在實務操作中卻具實用性。

2. 相關國家發展計畫的制定過程遵循良好的立法實踐原則及人權標準，並與 SDGs 及其他國家策略文件相互參照，以避免重複。計畫內容涵蓋廣泛的人權議題，如平等權、適足生活水準、優質教育、醫療保健、移民、特定群體權利等，透過具體行動（如修法、培訓、意識提升活動等）、確定主責單位及衡量指標，以追蹤執行進度。計畫由政府整體而非單一部會核定，以確保其廣泛接受度與承諾。
3. 計畫週期通常為 7 至 10 年，且其推動期程超越單一政府任期，以避免相關議題過度政治化，確保政策的延續性與穩定性。此外，計畫的進度與指標對外公開，透過政府網站展現主責部會與進度，有助於讓政治人物對其承諾負責，並讓民眾實際檢視進展，從而提升問責性。

十二、國家人權行動計畫的北美及南美經驗

■ 主持人：瓦倫西亞大學人權研究所所長 **José García-Añón** 教授

(一) 主題 1：加拿大人權實施：充滿矛盾的故事

報告人：渥太華大學法學院人權研究與教育中心研究員

Amanda Dale 博士

1. 加拿大的人權保障有多種層次，包含國際人權法、《加拿大權利與自由憲章》（下稱憲章）、各項人權法案等。儘管加拿大自詡為人權捍衛者，並在全球脈絡下對人權議題相對開放，但缺乏全國性的人權計畫，現有的各項人權行動計畫是分散且多數缺乏監測機制，雖有多項針對特定主題的人權行動計畫（例如性別暴力、針對原住民及 LGBTQIA+ 的暴力），但均非整體性的 NHRAP，有些省甚至拒絕參與國家層級的問責機制，導致計畫執行未能協調。此外，加拿大缺乏有關國內人權、憲章及國際法律義務的定期報告，建議建立一個涵蓋加拿大全國的人權系統學習及研究平台。
2. 該國的聯邦制與憲法限制，尤其憲章第 33 條有所謂「凌駕條款」，使其能夠規避憲章對權利及平等義務的保護，而聯邦制固有的權力劃分，導致各級政府在實施人權標準上存在職責重疊、模糊不清、互相推諉等問題，嚴重阻礙人權義務的有效履行，且現行的許多機構及計畫並非以實證為基礎，而是因成功遊說或對特定歧視事件的反應性政策。
3. 自 2000 年初期以來，民眾對憲章的共識已開始動搖。反人權論述在加拿大日益盛行，尤其是在 2022 年初由美國支持者資助的反對 COVID-19 限制的佔領首都抗議活動，被視為「反權利論述」的體現，顯示人權倒退的趨勢。社會上有一股日益壯大的次群體，希望廢除實質平等權利，且其聲音日益受到決策者關注，特別是在聯邦及省級保守黨中，不僅引發仇恨犯罪的急劇增加，也導致人權捍衛者被視為敵人，導致人權保障面臨

倒退風險。

4. 面對人權倒退的挑戰，Dale 博士認為能將希望寄託於加拿大流亡運動者社群，因為其在水權受壓制的環境中擁有豐富的實踐經驗，值得學習。此外，建議大規模推動人權教育，特別是從年輕一代開始，與教師工會合作，在全國建立及重建人權文化，以對抗部分地區兒童在公民教育中接觸到的「恐同、歧視」等負面言論。
5. Dale 博士建議應闡明尊重人權所帶來的經濟效益，以說服決策者及公眾。同時，她反思人權倡議者過度關注「最邊緣化群體」可能導致的負面影響，即讓廣大社會成員覺得人權與自身無關，甚至認為賦予特定群體權利會損害自身權利，因此呼籲在推廣人權的普遍性方面需更具策略性。

（二）主題 2：計畫是否真能付諸行動？阿根廷國家人權行動計畫（2017-2020）

報告人：拉努斯大學法律與人權學院 Victoria Kandel 博士

1. 阿根廷首部 NHRAP（2017-2020）是在該國經歷權利及社會政策倒退的矛盾時期所推出，計畫於 2020 年屆期後，迄今並無後續計畫。依據 Kandel 博士的著作《國家人權計畫：拉丁美洲經驗的辯論與反思》，儘管拉丁美洲許多國家缺乏整體性的 NHRAP，仍會推出針對特定領域的公共政策，然而這些政策的執行往往因政治不穩定及聯邦制結構而有所差異，政府的短期性質與國家角色的長期目標之間存在矛盾，導致許多計畫看似取悅國際社會，而非真正具有公民參與的社會轉型倡議。
2. 阿根廷目前正經歷嚴重的人權倒退，包含婦女與多元性別部遭廢除，性別政策受限；移民成為打擊目標，政府試圖修改移民法；與過去獨裁歷史相關的記憶場域資金遭斷絕；保護原住民族權利的機構遭關閉且缺乏資金；抗議及示威活動遭鎮壓。相關現象令人深感擔憂。

3. 面對當前的人權倒退，Kandel 博士表示，阿根廷仍保有長期為人權奮鬥的傳統及歷史，並有既存的公共政策捍衛人權，重要的是如何將 NHRAP 與國家未來的人權政策結合，以確保人權視角得以長期存在，並促進監測及公民參與。她強調教育是建立民主及人權文化的基礎工具，建議未來政府與大學及整個教育系統合作，大規模地從年輕世代開始推動人權教育，有助於創造或重建新的人權文化。

十三、國家人權行動計畫的亞太經驗II

■ 主持人：利物浦大學法學副教授 Azadeh Chalabi 博士

(一) 主題 1：臺灣國家人權委員會在國家人權行動計畫中的定位與角色

報告人：監察院國家人權委員會人權委員林文程博士

1. 臺灣國家人權委員會 (NHRC) 於 2020 年 8 月 1 日正式成立，旨在解決人權相關議題並促進資訊交流與合作。作為一個擁有 10 名委員的專責機構，其核心職能包含調查侵害人權及歧視案件，以及參與 NHRAP 的制定與監督。該委員會的成立，象徵臺灣致力於建立符合國際標準的人權保障體系，並肩負起推動國內人權進步的重要使命。
2. NHRC 透過參與諮詢委員會、計畫公聽會及分項議題說明會，積極參與制定臺灣首部 NHRAP (2022-2024)，並透過逐年參與辦理情形審查會議，全面性監督其執行成果，另亦就特定議題提出專案報告或建議。該委員會在多個具體議題上的貢獻，包含發布外籍漁工人權專案報告，促成主管機關提出漁業與人權行動計畫 (2022-2025)；針對反歧視法提出具體意見；致力推動逐步廢除死刑，就死刑釋憲案出具鑑定意見、提出修法建議及積極參與公眾及國際對話；探討及研究人工智慧對人權的影響等。相關行動展現臺灣在人權領域的具體進展及持續努力。
3. 鑑於臺灣非聯合國會員國的特殊國際處境，各公約國家報告無法由聯合國條約機構審查。為此，臺灣發展出一套獨特的國際人權公約在地審查模式，邀請國際人權專家對臺灣的國家報告進行國際審查，並根據其意見與建議精進人權狀況。NHRC 在此機制中扮演關鍵角色，提供獨立評估意見並積極參與落實結論性意見與建議的追蹤及監督，以此推動與國際人權對話並克服國際參與的結構性限制。

(二) 主題 2：銜接藍圖與現實：臺灣在國家人權行動計畫擬定、執

行與監測的實務經驗

報告人：行政院人權及轉型正義處科長吳姿嫻

1. 臺灣於 2022 年在行政院下設立人權及轉型正義處，作為國家層級的專責單位，負責規劃、研議國家人權政策、法案、計畫，督導有關部會推行各項人權政策及措施，並負責跨部會、跨公約的協調，亦掌理促進轉型正義相關業務。該處的設立旨在強化國家人權保障，並將人權議題融入政府施政。
2. 儘管臺灣並非聯合國會員國，但政府仍全面接軌國際人權規範，聯合國九大核心人權公約中，已有六部具備臺灣國內法效力。為系統性推動人權保障工作，臺灣由行政院在中央層級統籌規劃，擔任整體推動人權業務的樞紐，並設置對應各項國際人權公約的任務編組，負責督導各相關機關推動人權保障及落實各公約義務的工作。
3. 臺灣首部 NHRAP（2022-2024）是響應聯合國的鼓勵及國內公眾與國際人權專家的殷切需求而制定。該計畫於 2022 年公布，其制定過程具高度參與及透明性，廣泛納入 NHRC、NGOs、學者及政府各機關的意見，確保所有群體不僅被諮詢，更是積極參與決策。計畫的核心目標是將人權融入政府的實際運作，並將資源分配至最需要保護的不利處境群體，如原住民族、LGBTQI+、移工及身心障礙者等。
4. 計畫內容涵蓋八大關鍵議題，包含強化人權保障體制、人權教育、平等與不歧視、生命權、居住正義、氣候變遷與人權、數位人權及難民權利保障。為推動計畫執行，行政院舉行 3 輪計 9 場次審查會議，匯集來自 NHRC、學者、公民社會及兒少代表等各方意見，267 項關鍵績效指標的整體達成率近 84%。部分行動受限於立法程序進度、社會環境變動、或資源配置有限等因素未能如期完成，因此行政院刻正進行新版 NHRAP 推動工作，在既有的基礎上持續推動人權進展。

5. 新版計畫將再次遵循聯合國國家人權行動計畫手冊的指導，並專注於四大關鍵策略：成立專責任務編組以協調資源並確保計畫具體可行；推動跨域協調合作，透過廣泛協商邀集各部會、非政府組織及不利處境群體代表共同參與制定過程；落實公開透明及多元參與，增進各界信賴、瞭解及監督；建立監測與評估機制，確保計畫推動成效。
6. 行政院已成立 21 人諮詢委員會，由 2 位負責督導人權相關任務編組的政務委員共同擔任召集人，委員會成員包括重要政府機關、民間團體、具人權專業之學者專家、行政院下各相關人權任務編組代表，並兼具婦女、身心障礙者、不利處境群體、商業界與工會等領域。目前已完成 2 場意見徵集會議，並由各部會檢視潛在的優先事項，以研提符合公眾關注及更廣泛的政策目標。新版計畫將展現廣泛參與、透明度及民主協作的核心原則，並與 SDGs 相符，顯示臺灣致力於成為全球人權社群的一份子。
7. 本處代表報告獲得國際人權組織及各國代表會中及會後正面熱烈迴響，其中前 OHCHR 區域代表暨 NHRAP 業務負責人 David Johnson 先生及馬爾他國會監察使 McKeon 法官對於我國雖非聯合國會員國，而仍具創意地採取臺灣模式進行各人權公約國際審查，並自主承諾履行國際人權公約各項規範及標準，於會中表示肯定及讚揚；科索沃副監察使 Korenica 女士亦於會中表示，科索沃與臺灣均非聯合國會員國，臺灣的做法值得該國借鏡；會後亦有他國代表，如芬蘭、蘇格蘭、愛沙尼亞、義大利、希臘、巴西、巴拉圭等與本處代表經驗交流。此外，本次國際工作坊主辦人 Chalabi 博士及蘇格蘭人權委員會 Hosie 博士會後亦於其社群媒體公開發布貼文，提及我國與芬蘭、蘇格蘭為推動 NHRAP 的最佳典範，顯見國際社會已對我國積極推動人權的努力多所肯定。

(三) 主題 3：泰國制定與執行國家人權行動計畫的經驗

報告人：泰國法務部國際人權司權利暨自由保障處處長

Nareeluc Pairchaiyapoom 女士

1. 泰國自 2001 年起開始制定 NHRAP，目前已發布第五部（2023-2027 年）。現行計畫內容廣泛，不僅涵蓋政府治理、司法系統、公共衛生、教育、經濟與商業等五個主題領域，還針對勞工、犯罪受害者、兒童與婦女、LGBTIQ+ 人士、無國籍人士、身心障礙者等 11 個特定群體制定主題性行動計畫，該等群體面臨人權侵害風險，需要特別保護，計有 55 個主題／群體，包含 290 項行動。
2. 聯合國九大核心人權公約中，泰國已批准八部公約。泰國的 NHRAP 制定過程包含分析社會脈絡、前期計畫成果、國際義務（含聯合國條約機構及 UPR 建議、SDGs）及國家政策等，並具有高度的諮詢性，包括多輪區域及全國性的協商，蒐集廣泛意見，最終由內閣批准後生效，法務部於實施方面則扮演關鍵角色，設有由副總理主持的國家委員會負責推動人權工作，下設次級委員會每 3 個月召開會議監測計畫執行進度，同時透過書面、實體會議、資訊系統，及獨立專家進行期中及期末評估，每年向內閣提交成果報告。
3. 泰國在人權領域取得多項成就，例如批准《保護所有人免遭強迫失蹤國際公約》、將刑事責任最低年齡從 10 歲提高至 12 歲、頒布反酷刑及反強迫失蹤法案，近期重要進展為通過並修正民事及商業法，允許同性婚姻，實現婚姻平權。然而，計畫面臨的挑戰包含對 NHRAP 認知不足、人員輪調、政策變動與政治不穩定，以及需要根據新興議題修正計畫。

(四) 主題 4：尼泊爾國家人權行動計畫：展望、挑戰與經驗

報告人：尼泊爾總理暨部長理事會辦公室聯合秘書 **Rajendra**

Thapa 先生

1. 尼泊爾自 2004 年起即制定 NHRAP。現行第五部 NHRAP 為該國於 2017 年從君主制轉型為聯邦政府制後首次制定的計畫，憲法亦明確界定聯邦、省級與地方政府在人權保護方面的責任，為人權治理方式的調整與創新。政府公布第四部 NHRAP 時，部長會議決議請各部會及利害關係人履行其在行動計畫中的職責，並確保實施計畫的資源。此外，憲法規定政府須於憲法頒布後 3 年內制定相關法律以落實基本權利，促使相關立法及第五部計畫的制定。第五部計畫列出 17 個優先領域，例如教育、健康、食物、飲水等，並設有 90 項主題性目標及 204 項行動，均列有主責機關、執行期程及績效指標，目標為透過尊重、保護及促進人權，發展包容、有尊嚴及公平的社會，實現建立繁榮國家的願景。
2. 尼泊爾於聯邦體制下建立一套由下而上的人權實施、監測與報告機制。在地方層級，地方政府（市長或鄉鎮首長）協調人權活動並向更高層級報告進度，相關報告將提交給負責協調與監測地方政府人權活動的區級委員會或區級協調委員會；省級政府則負責其管轄範圍內（例如交通、農業服務）的人權活動，並設有由總理秘書長主導的委員會進行協調及監測，最後由總理秘書長領導的國家委員會將根據省級與地方政府的報告編撰全國性的人權報告。在制定新的 NHRAP 時，例如刻正推動的第六部計畫，將於 7 個省舉行 7 場諮詢會議，並將草案發送給全國 753 個地方政府徵求意見，以確保廣泛參與。
3. 儘管尼泊爾憲法中明確列出 31 項基本人權，並積極履行國際承諾，但在資源有限的情況下，實施經濟社會及文化權利仍面臨資源限制的挑戰。此外，如何在全國 753 個地方政府層級建立有效的監測與報告機制，以追蹤 NHRAP 的執行情況，亦為亟需解決的重大難題。

十四、國家人權行動計畫的參與、承諾與合作

■ 主持人：立陶宛國會監察使 **Jolita Miliuvienė** 博士

（一）主題 1：反思歐洲理事會對國家人權行動計畫的標準：技術合作的角色

報告人：歐洲理事會人權司策略合作發展顧問 **Sergey Dikman** 先生

1. 歐洲理事會的技術合作旨在協助各國推進其人權議程，曾支持摩洛哥、土耳其及科索沃等國制定 NHRAP，然而這項工作目前原則上已停止，因為在國家層面已不再被視為直接優先事項，歐洲理事會目前的主要重點已轉向支持現有行動計畫的實施，前提為該等計畫符合歐洲人權法院判決及各監測機構建議的整體目標。
2. 歐洲理事會工作的核心領域之一為支持 NHRIs，目前在 15 個國家設有專案支持，該等機構在許多國家負責追蹤 NHRAP 的實施。此外，歐洲理事會也支持國家防制酷刑機制，並擔任歐洲國家防制酷刑機制網絡的秘書處，為相關主題的討論提供平台。
3. 此外，歐洲理事會也協助特定國家（例如亞美尼亞、喬治亞、摩爾多瓦、烏克蘭等理事會成員國，及哈薩克、摩洛哥、突尼西亞、科索沃等非成員國）或特定主題領域制定行動計畫，該等計畫聚焦於民主、法治及人權，並在制定時考量 NHRAP 的標準。歐洲理事會的行動計畫運用以人權為本的方法，包含明確指標、目標及實證基礎，計畫實施進度由歐洲理事會部長委員會追蹤及評估，評估依據涵蓋政府的執行成果、公民社會的意見及理事會秘書處的評估，體現歐洲理事會在歐洲區域之外推廣歐洲人權標準的努力。然而，所面臨的挑戰，包含在資源有限的情況下，相關國際組織停止專案支援後工作能否持續之永續性問題，強調 NHRAPs 實施的永續性及自主性須於各國國內確定。

（二）主題 2：積極、自由及有意義的參與—發展權的經驗

報告人：OHCHR 法律顧問 Martin Browne 先生

1. 聯合國刻正撰擬《發展權國際公約》草案。發展權為全面性的公民、文化、經濟、環境、政治及社會進程，目標為以全人類及所有民族與個人積極、自由及有意義的參與發展並公平分配所衍生的利益為基礎，持續改善其福祉。
2. 個人及民族是發展過程的核心主體，因此發展權的相關政策應以他們為主要參與者及受益者。發展權與 NHRAP 緊密相關，兩者皆起源於維也納宣言，旨在實現人權並消除阻礙人類發展的障礙，且均致力於賦予人類充分行使其權利的能力。
3. 「積極、自由及有意義的參與」為發展權的基礎，既是實現目標的手段，也是目標本身。Browne 先生呼籲針對參與的標準制定更清晰的定義，並提供具體建議，以確保參與過程真實且有效，而非僅流於形式。
4. 真正有意義的參與應以權利主體為中心，而非僅將人民視為利害關係人，Browne 先生強調計畫必須能夠根據收到的回饋進行實質性調整，並認為原住民族需要更高標準—「自由、事前知情同意」，與普遍適用的參與標準有所不同，旨在確保參與能夠真正賦予人民權力，使其能夠主導自身的發展。

(三) 主題 3：土耳其人權行動計畫：政治承諾

報告人：土耳其人權與平等委員會董事會主席 Muharrem Kiliç 教授

1. 土耳其第二部 NHRAP (2021-2023) 為該國最新計畫，定位為國內的政治承諾，旨在強化人權與自由的法律及制度架構，計有九個核心目標、超過 390 項具體行動，每項行動均有績效指標及主責機構。相較於 2014 年的第一部計畫，第二部計畫更強化利害關係人參與，納入 NGOs、學術界、律師協會、工會及媒體等各方觀點，並與國際框架（歐洲人權法院、SDGs）更為一致。此外，為確保計畫執行的監督及透明度，土耳其建立數位監測與

追蹤系統，依據 2023 年執行報告，該計畫 390 項行動已完成 66%，其中包含司法改革及重要法律修訂。

2. 土耳其人權與平等機構（HREIT）作為國家的 NHRI、平等機構及國家防制酷刑機制，為 NHRAP 制定、實施及監測的關鍵參與者，並發揮多重核心作用，包含在計畫起草階段提供諮詢意見、專業知識及以人權為本的建議；作為政府、公民社會及國際社會間的橋樑，促進對話及參與；以及透過獨立評估及公開報告監測計畫的執行情形並提升問責制。NHRI 的獨立地位確保計畫的包容性、以權利為導向，並符合國際人權標準，而 HREIT 的參與對於提升計畫的合法性及公信力至關重要，並有助於與聯合國機制（如 UPR）保持一致，促進以資訊為基礎、可衡量及透明的政策制定過程，確保人權工作的永續性，以超越政治週期的影響。
3. 土耳其 NHRAP 面臨的挑戰，包含 COVID-19 疫情及 2023 年地震等外部事件，對公共機構造成壓力。此外，司法獨立性仍需強化及需深化公民社會的參與。展望未來，土耳其刻正籌備新的 NHRAP，預計將使參與機制制度化、精進資訊系統，並使行動接軌國際最佳實踐，包含利用數位平台進行人權監測。HREIT 承諾在此架構中發揮建設性、透明及獨立的功能。

（四）主題 4：UNDP 於形塑及數位化 NHRAP 的角色：經驗分享

報告人：UNDP 歐洲及中亞區法治與人權區域顧問 Ainura

Bekkoenova 女士

1. UNDP 將 NHRAPs 視為其關鍵目標之一，於全球 170 多個國家推動相關工作，旨在確保所有發展進程以人權為基礎，並相信人權對於加速及實現發展權至關重要，透過協助各國制定及實施 NHRAPs，將人權原則融入國家政策，使其成為推動永續發展的基礎。
2. UNDP 在歐洲及中亞地區推動 NHRAPs 的經驗，展現實施計畫的

關鍵要素。首先，利害關係人，特別是公民社會組織的充分參與，於計畫規劃初期即應納入，例如在亞美尼亞及烏克蘭均有公民社會的強力參與；其次，應建立清晰的機構協調與主體意識，確保問責制及有效執行。此外，監測能力的提升亦為關鍵要素，尤其透過與公民社會組織合作以開發監測方法與工具，確保計畫的持續追蹤及提供反饋。另透明度及持續溝通亦為計畫成功的關鍵要素。

3. 為提高 NHRAPs 的執行效率及透明度，UNDP 積極推動數位化應用。其中一例為與巴基斯坦政府合作開發的 FIST 系統，為政府的數位平台，能夠實現計畫的即時追蹤、機構間協調及進度透明化。此類數位平台旨在協助政府有效衡量計畫進展並履行其國際人權承諾，應採用開源模式（例如 QlikView），並應致力於在地能力建設，確保 NHRIs 及其他相關機構能夠掌握並維運相關系統。然而，挑戰包含數位平台的永續性有時仍需外部支援，無法完全由政府獨立維運。

（五）主題 5：喬治亞國家人權行動計畫的經驗

報告人：前 OHCHR 區域代表暨 NHRAP 業務負責人 **David Johnson** 先生

1. 喬治亞曾擁有超過百項國家行動計畫，該等計畫的制定常與捐助方的資金扣連，導致各部會及秘書處需負擔沉重的報告工作。過去喬治亞推動人權的秘書單位在監測該等計畫的進度面臨巨大困難，最終版年度報告缺乏平時的有效監測，往往長達數百頁、缺乏連貫性，且常在最後一刻才匆忙提交，突顯若缺乏精簡有效的協調機制，計畫的永續性將面臨嚴峻挑戰。
2. 為應對上述挑戰，喬治亞法務部所屬公共服務發展局在 UNDP 的支持下，由法律專家及資訊人員共同開發一個以微軟 SharePoint 為基礎的開源數位平台，旨在精簡喬治亞移民策略與行動計畫的報告流程，該計畫包含 284 項行動。這項工具的關鍵優勢在於其低成本效益，因其運用普遍的微軟 Office 套裝

工具（如 Excel、Word、PowerPoint 等），不需要額外投資昂貴的軟體，為一有效精簡的協調機制。

3. 該數位平台讓公眾能查閱相關計畫及報告，並具有以下功能，顯著提升監測及報告的效率與透明度：
 - (1) **安全登入與分權管理**：各部會登入平台的安全均受保障，並設有 2 名授權使用者確保報告工作的持續性。授權使用者只能查看及編輯其負責的計畫部分，確保資料的準確性及權責分工。
 - (2) **標準化的進度追蹤**：平台採用標準化的活動進度分類（尚未開始、完成度低於 50%、完成度超過 50%、已完成），計畫總體進度一目瞭然，有利於協調機制迅速掌握各項變動及已完成的行動數量。
 - (3) **自動化提醒機制**：各部會每季需回復執行報告。系統會在報告截止日前 15 日及前 3 日自動發送電子郵件提醒聯絡人，若截止日前未收到報告，則會發送提醒給其主管，要求提供說明，以確保報告有紀律的回覆。
 - (4) **品質管控與內容限制**：報告提交內容對每項行動設有字數限制（250 至 350 字），並得上傳佐證文件。秘書單位負責審核及修正提交的內容，確保資訊品質，並依據每季報告製作年度報告，發送給各部會及利害關係人。
 - (5) **強化監測與視覺化**：平台賦予秘書單位權力以持續追蹤計畫行動的狀態，並將計畫資料視覺化，有助於確保評估計畫成效及落實問責。
4. 喬治亞的經驗證明，有效的監測及報告機制對於 NHRAP 的成功及永續性至關重要。即使是以現成工具為基礎發展的數位平台，也能有效精簡流程，提高透明度，確保報告的紀律性，並賦予秘書單位權力。

十五、國家人權機構與國家人權行動計畫

■ 主持人：丹麥人權中心資深研究員 **Stéphanie Lagoutte** 博士

（一）主題 1：設置國家人權機構：馬爾他經驗

報告人：馬爾他國會監察使 **Joseph Zammit McKeon** 法官暨博士

1. 馬爾他缺乏 NHRAP，也尚未設立 NHRI。儘管總理辦公室下的平等與改革秘書處設有人權事務司，致力於推廣公民自由、基本人權、LGBTQI+及性別平權，但在公民與政治權、經濟權方面仍有待強化。McKeon 法官認為，馬爾他目前的人權工作多為被動回應，主要係因政府提供免費教育、醫療服務及公共交通，因此政治人物普遍不認為人權為優先議題，而缺乏政治意願。
2. 馬爾他設有強大且獨立的監察使機構，受憲法保障，其預算來自國庫，並受國會監督，確保其自主性。McKeon 法官表示，該國曾提出設置 NHRI 的法案，但因國會解散而未能推動，若要成立 NHRI，須賦予其憲法保障以確保其有效性，使其能夠在需要時發揮作用，避免流於形式。

（二）主題 2：義大利未能設置 NHRI 的問題與展望

報告人：佩魯賈大學法學院 **Giorgio Repetto** 教授

1. 雖然義大利曾有關於 NHRAP 的討論，但現行各項人權行動計畫是零散且片段，NHRI 可以從國家層面承擔整合及梳理的工作。然而，義大利是歐盟會員國中少數尚未設立獨立 NHRI 的國家。儘管國內設有數個處理人權事務的機關，例如反種族歧視局、兒童權利局、人身自由權利局等，但該等機關皆隸屬於政府部門而缺乏獨立性。義大利過去數十年來曾提出多項設置 NHRI 的法案，均因缺乏政治意識和政府不穩定而未能通過。
2. 儘管缺乏獨立的 NHRI，義大利國內對此議題的關注與日俱增，並持續面臨國際壓力，包含來自歐洲國家人權機構網絡（European Network of National Human Rights Institutions）的

呼籲，歐洲理事會及歐盟執委會的報告亦均將義大利缺乏 NHRI 視為其法治問題的核心。這些來自國際和國內日益增強的主張，使得設置 NHRI 成為熱烈討論的憲法議題。

3. 義大利國會現行有 5 項有關設置 NHRI 的待審法案，主要分為兩種模式：其一是建立一個全面性的國家委員會，類似德國模式；另一種則是擴大現有資料保護機構（DPA）的職權範圍，使其兼具人權促進與保障功能。後者被視為在政治上更易被接受的方案，但這在歐洲將是獨特的案例，因目前並無其他歐盟會員國將 DPA 的職權擴展至此，且是否符合巴黎原則亦有待商榷。
4. DPA 轉型為 NHRI 的優點在於 DPA 擁有高度獨立性，其任命程序受國會參眾兩院的監督，且獨立性受歐盟法令保障，在人員、監測及罰鍰執行具有完善的運作機制，有望克服 NHRI 可能面臨的缺乏效力問題。然而，缺點是多功能機構通常不易成功，且可能導致職能範圍受限，過於側重於與隱私相關的人權議題，因此需要建立明確的制度以區隔資料保護與人權部門的職責。Repetto 教授對此方案抱持懷疑，但不否認這或許為義大利克服長期延宕、實現 NHRI 設立的唯一可行途徑。

（三）主題 3：檢視 NHRAP 優先事項：科索沃監察使的角色與影響
報告人：科索沃副監察使 Anita Cavdarbasha Korenica 女士

1. 科索沃於 2008 年獨立，作為一個相對年輕的國家，已將國際人權義務直接納入其憲法，並使其中一部分具有直接適用性，包含《世界人權宣言》、《歐洲人權公約》及其任擇議定書、《兒童權利公約》、《伊斯坦堡公約》等，並已成功設置強大且獨立的監察使機構。此機構不僅是其 NHRI，同時也兼具平等機構及國家防制酷刑機制的角色。監察使機構在推動及保障人權方面扮演核心角色，包含發布關於侵犯人權行為的報告。
2. 科索沃已制定並實施 2 項 NHRAP，現行計畫（2021-2025 年）

相當成功且具影響力。NHRAP 的制定過程強調廣泛參與及協調，由總理辦公室下設的良善治理辦公室進行協調，並透過跨部會與地方政府的會議、既有法規及報告檢視（包含監察使報告）及透過網站公開諮詢進行。

3. 該等計畫旨在涵蓋廣泛的人權議題，主要有 4 項目標，包含改善治理、透明度及機構問責制、保障和促進人權、確保健康生活並促進福祉、促進司法系統近用。監察使機構在 NHRAP 推動的重點優先事項包含納入經濟、社會及文化權利、解決監察使機構建議執行率偏低問題、處理勞動關係中的歧視問題、解決法律競合及語言問題、保障獲得公共資訊的權利、促使普通法院於解釋人權時遵循歐洲人權法院的判例、處理司法訴訟程序延宕問題、關注環境議題，以及醫療資訊系統的缺乏等。
4. NHRAP 的監測由總理辦公室負責，監察使機構也參與監測過程或提供建議。最新的 NHRAP 執行成效顯著，在 124 項行動中，有 103 項已完成，15 項部分完成，僅有 6 項（主要與健康福祉相關）因成本較高而未完成。監察使機構的建議執行率雖仍偏低（28%），但 NHRAP 已將提升執行率列為目標，並透過總理辦公室的參與，對各部會形成壓力。然而，計畫面臨嚴峻的預算挑戰，尤其是來自美國（3.45 億美元）及歐盟的資金凍結，這對仰賴外部資助的計畫造成巨大影響。儘管科索沃要求所有策略文件均需有預算規劃，但資金來源的不穩定性是其主要劣勢。

十六、國家人權行動計畫的南美經驗與衡量機制

■ 主持人：前 OHCHR 區域代表暨 NHRAP 業務負責人 David

Johnson 先生

(一) 主題 1：將國際義務與結論性意見轉化為衡量架構：墨西哥司法系統的貢獻

報告人：墨西哥聯邦司法委員會人權、性別平等與國際事務處
長 Arturo Guerrero Zazueta 先生

1. 墨西哥履行國際人權義務的努力始於 2011 年的憲法修正案。墨西哥聯邦司法委員會 (CJF) 與德國國際合作機構 (GIZ) 合作推動 4 年期專案計畫，開發一套獨特的 FORTAJUS-DH 系統，用以構建一套監測及衡量 CJF 履行國際人權義務的指標和資訊，這項由司法部門而非行政機關主導的倡議，旨在強化其遵守國際人權法的能力。
2. FORTAJUS-DH 系統不僅是監測工具，更是決策支持系統，用於追蹤和管理國際建議與義務。其將國際人權建議轉化為司法行為準則及具體指標（涵蓋性別暴力、酷刑、強迫失蹤和人口販運等領域），並透過自動化資訊擷取及人工審查，產生高品質的資訊，以作為制定公共政策和推動機構內部流程變革的重要基礎。
3. 該系統不直接干預法官的判決或個案，而係利用資料分析向司法行政部門提供反思資訊，例如培訓不足、法庭設計或人員配置的決策，其目標是實現以實證資料為基礎的公共政策，確保這些決策符合國際義務，並促進司法體系的內部文化轉型與人權職責的有效履行。

(二) 主題 2：全國與區域 UPR 聯盟：民間社會如何參與 NMIRFs／SIMORES

報告人：巴西人權發展協會 (IDDH) 執行長 Fernanda Brandão
Lapa 女士

1. Lapa 女士表示，人權的真正意義在於其能否實際落實於人民日常生活中，而非僅止於書面條約或憲法。建立 NHRAP 或 NMIRF，是強化國家與公民社會對話、進而促進人權保障的關鍵機會。
2. 巴西公民社會透過全國與區域普遍定期審議聯盟，成功推動人權監測工作。全國性的聯盟成立於 2017 年，有 39 個會員，代表超過 1,200 個人權組織，致力於人權教育，並透過培訓、協調及倡議促進公民空間和社會參與，自 2021 年起協調拉丁美洲 10 個國家的公民社會成立 UPR 後續行動區域聯盟。全國及區域聯盟不僅追蹤國際承諾、撰寫平行報告，更開發獨立的數位平台，將 UPR 建議翻譯成葡萄牙語並進行系統化追蹤，以確保國際建議不會流於形式，這種協作模式已成為拉丁美洲其他國家的典範。
3. 公民社會期待在政府人權政策的制定、實施及問責制的整個過程中，獲得實質且具結構性的地位及持續性的參與，而非僅限於象徵性的諮詢。該聯盟正積極調查拉丁美洲公民社會對參與 NMIRF 的期望，向各國提出的建議包括成立相關協調機構或聯絡點、確保透明度、將定期社會參與空間制度化、建立委員會等，以促進國家與公民社會之間的對話和知識交流。

參、心得與建議

自 1993 年《維也納宣言和行動綱領》首次提出制定國家人權行動計畫的倡議以來，該工具在國際人權治理框架中扮演重要角色。NHRAP 作為一種系統化、跨部門、可監測的政策規劃模式，旨在協助各國將國際人權標準轉化為具體的國家行動，並透過協調不同部門的施政方向，確保人權觀點融入公共政策。然而，在推動 NHRAP 的過程中，國際支持度與各國採用意願受到國際組織政策優先順序的調整、各國政治情勢與行政資源的差異，及人權治理模式的發展，而有不同階段的演進，各階段發展綜整歸納如下：

- **起源與早期發展（1993-2002 年）：**NHRAP 起源於聯合國 1993 年《維也納宣言和行動綱領》，首次將制定 NHRAP 列為各國落實人權的具體政策工具，並由 OHCHR 於 2002 年出版《國家人權行動計畫手冊》，積極提供技術指導。然而即便在此階段，NHRAP 的推動也受到各國執行意願、政治承諾與資源配置不一的影響，導致落實程度存有落差，未形成全球一致性的政策標準。
- **替代模式興起（2003-2016 年）：**自 2002 年後，聯合國不再將 NHRAP 視為優先推動事項，國際組織態度轉趨冷淡，關注焦點轉向其他機制（如 UPR、SDGs、政策主流化工具等）。此時期雖仍有部分國家推動 NHRAP，但多半係因國內人權機構倡議或特定政治契機驅動，缺乏來自國際層級的一致性推力。然而，超過半數國家反而在 2012 年後啟動或更新 NHRAP，作為回應 UPR 各項建議之政策工具，顯示即使缺乏強烈外部壓力，仍有內部動能促使各國重新評估 NHRAP 的重要性。
- **復興與再倡議期（2017 年迄今）：**2017 年起，OHCHR 於各國 UPR 後續函文中，系統性呼籲政府制定 NHRAP，聯合國秘書長更於報告中將其定調為「國家人權體系的關鍵要素」（a key element of national human rights systems），歐盟基本權利署亦於

2019 年成立國家人權行動計畫工作小組，顯示國際多邊組織再度顯示對 NHRAP 的重視。此外，2023 年為《維也納宣言和行動綱領》公布 30 週年，亦成為反思各國人權制度進展的重要時點，促使許多國家重新檢視是否應採取或更新 NHRAP，以強化人權政策的一致性、可衡量性與制度連貫性。

我國於 2022 年公布首部國家人權行動計畫（2022-2024），承諾願意將人權保障列入國家整體發展及相關政府施政計畫中，藉由行動計畫使政府資源有效妥適分配及運用於人權保障事務，考量促進和保護人權是一個持續性的過程，國家人權行動計畫亦為長期進程的一部分，為全面性持續推動我國的人權保障，行政院刻正推動制定我國新版國家人權行動計畫。基於上述 NHRAP 的國際趨勢回顧與發展，並汲取本次國際工作坊中 OHCHR、歐洲理事會、國際人權組織及各國代表經驗，謹提出下列心得與建議：

一、我國於會中分享經驗獲得正面迴響，建議持續推動國家人權行動計畫，使其成為國家人權治理的核心：

NHRAP 已從單純的理論或選擇性工具，演變為將國際人權法的承諾轉化為國內實際政策的核心機制，作為國家級政策工具，NHRAP 的推動與執行宜有明確且穩定的制度架構作為基礎。參考多國經驗得知，缺乏制度性的設計將導致計畫中斷、執行落後，甚至流於形式。因此，建置常設性的推動單位，負責跨部會溝通與協調、成果彙整、管考追蹤等工作，係確保 NHRAP 能持續深化與落實的關鍵。

我國首部國家人權行動計畫制定階段，行政院尚無設置專責人權單位。2022 年行政院人權及轉型正義處成立後，即肩負起強化我國人權保障體制、提升政府對人權政策之整體擘劃與施政統合，及督導跨部會、跨公約之協調聯繫等功能。本處代表於工作坊第 3 天報告我國制定、落實及監測評估國家人權行動計畫之經

驗，獲得國際人權組織及各國代表會中及會後正面熱烈迴響，主辦人 Chalabi 博士亦於其第 1 天發表之 NHRAP 30 年縱貫性研究報告中，數次提及我國與芬蘭、蘇格蘭為推動 NHRAP 的最佳典範，國際社會已對我國積極推動人權的努力多所肯定。

行政院刻正推動之新版國家人權行動計畫，已成立「制定新版國家人權行動計畫諮詢委員會」，人權及轉型正義處作為秘書處幕僚單位，建議未來參考國際最佳典範經驗，系統性持續推動 NHRAP 的制定規劃、跨部會協調、落實執行、成果評估及管考追蹤等各項工作，透過制度化設計，NHRAP 將不再是零碎或單一任務的產物，而是提供策略願景和長期目標，為國家治理機制中不可或缺的一環，亦符合國際間將人權融入施政主流之趨勢。

二、人權議題具跨域特性，建議持續開展跨部會合作協調機制：

人權議題本質上具高度跨領域與跨部會特性，從教育、司法、社會福利到科技發展等各不同專業領域皆與人權密切相關。芬蘭、亞美尼亞等國的成功經驗顯示，當政府設有實質的跨部會協調機制，不僅能提升行政效率，更能將人權議題融入主流政策，形塑整體政府對人權的共同意識與行動。

我國目前於行政院下設有性別平等會、人權保障推動小組、兒童及少年福利與權益推動小組、身心障礙者權益推動小組、防制人口販運及消除種族歧視協調會報等任務編組，分別就性別平權、兒少權益、身心障礙者權益、防制人口販運犯罪及消除種族歧視等各類人權議題定期召開會議進行討論。另針對各項專案性或重大人權議題，亦由行政院政務委員不定期召開跨部會協調會議，討論政策方向、執行內容及解決方案。

鑒於 NHRAP 之落實並非單一機關之權責，須由政府各機關就所涉業務研擬相關人權政策及措施，藉由政府機關間的跨部會合作協調機制，共同推動 NHRAP 及各項人權事務之發展與落實。因此，新版國家人權行動計畫已成立諮詢委員會，納入相關部會

代表、行政院人權相關任務編組代表、學者專家、工業及商業界代表等，未來在新版國家人權行動計畫的優先事項或其他人權政策討論的過程中，建議與相關政府機關、公民社會及專業團體代表，共同討論重大人權議題策略方向及行動方案，持續開展跨部會、跨領域的合作協調機制。

三、發展國家人權行動計畫的過程中，建議持續強化公民社會與權利持有者的參與：

人權政策的核心價值即在保障人民基本權利與促進社會公平正義。因此，NHRAP 於規劃與執行過程中，應納入權利持有者及公民社會的真實聲音。我國首部國家人權行動計畫於制定的過程中，已多次透過公聽會、說明會徵詢各界意見，透過多元參與機制，提供政府機關、民間團體、學者專家、脆弱群體與少數族群、身心障礙者、婦女等代表，參與行動計畫相關機制及制定過程。

未來新版國家人權行動計畫的制定，建議立基於首部國家人權行動計畫的推動經驗，並參考蘇格蘭 SNAP 的制定經驗，持續強化政府機關、公民社會、權利持有者及不利處境群體之實質參與，以提升相關行動事項的社會接受度，並建構多元觀點對話與互信機制，特別是涉及身心障礙者、原住民族、婦女、兒少等脆弱群體，充分理解及評估納入其需求，以促進政策制定與執行之開放性與包容性，確保「參與」從程序轉化為實質決策影響力，彰顯以人為本的人權治理精神。

四、建議國家人權行動計畫建立包含外部參與的監測評估機制，以客觀衡量執行成果

有效的政策需能衡量成果，否則難以判斷其實質影響，更無從進行修正與優化，歐洲理事會人權專員 O'Flaherty 教授所強調的「無法衡量，就無法修正」即道出核心關鍵。從各國代表分享的經驗發現，許多國家的 NHRAP 因未發展監測評估機制或衡量

指標過於籠統，導致計畫完成後無法檢視成效，影響後續政策成果評估與調整。

我國首部國家人權行動計畫於發展過程中，訂有具體行動、權責機關、辦理時程及關鍵績效指標，並依據「落實國家人權行動計畫管考規劃」每年定期辦理執行情形審查會議，邀請國家人權委員會、學者專家、民間團體及兒少代表共同參與，針對各權責機關辦理之各項行動進行全面檢視與檢討，落實監測與評估機制。

未來新版國家人權行動計畫建議仍需包含明確行動、成果指標、時程規劃與責任分工，並應涵蓋量化與質性指標，及設置包含國家人權機構、公民社會、學者專家等各界代表參與的外部監測評估機制，以確保計畫執行過程中能充分反映不同面向的意見與需求，並得考量參酌國際經驗，如 OHCHR、OECD、蘇格蘭「FAIR 架構」等模式，落實監測評估機制的客觀性與公正性，提升行動計畫的執行品質。

五、建議國家人權行動計畫整合國際人權專家對各公約執行情形之建議，結合國內特定需求，擇選重要議題納入

觀察各國國家人權行動計畫的內涵，其議題來源廣泛，主要基於國際人權框架（聯合國 UPR 建議、條約機構的結論性意見與建議、特別程序報告、區域性人權機構的建議與判例、SDGs 等）、國內特定需求（基線研究、特定群體需求、待解決的重大社會問題）、利害關係人參與諮詢、政府政策考量以及對新興議題的回應，這些來源通常具交織性，共同形塑 NHRAP 的內容和優先順序。

我國雖非聯合國會員國，無法參與聯合國正式的人權審查機制，但自 2009 年起，CEDAW 發布初次國家報告及邀請國際人權專家進行國際審查，同年立法院亦通過「公民與政治權利國際公約及經濟社會文化權利國際公約施行法」，現行聯合國九大核

心人權公約中，已有六部具備國內法效力，並發展獨特的在地審查模式，邀請來自國際獨立人權專家，與政府部門及非政府組織進行深入對話，檢視公約執行情形，至 2025 年止，我國已辦理 12 次人權公約國家報告國際審查。本處代表於工作坊中分享此獨特的公約在地審查模式，表達我國與國際人權標準接軌的堅定努力，獲得各國代表的讚揚與肯定。

我國現行針對各人權公約國家報告國際審查結論性意見與建議，已由各人權公約主管機關分別建立結論性意見管考規劃，確認相關權責機關、擬定行動計畫及定期追蹤管考，即可視為我國對於國際人權框架的回應。然而，各人權公約國際專家於不同公約提出之建議或有部分具高度關聯性，或有部分為該公約歷次審查時反覆提出卻未能落實之建議，而各人權公約結論性意見所擬定之行動計畫及追蹤管考機制各自獨立，或有行動計畫重疊或重複管考，或未能提出落實建議之具體行動等問題。未來發展新版國家人權行動計畫時，建議就各國際人權公約結論性意見與建議進行分類彙整，盤點跨公約共同提出之建議，及公約歷次審查反覆提出而未能落實之建議，擇選重要議題進行評估，比對我國現行政策缺口、盤點國內特定需求，再研議納入轉化為 NHRAP 具體行動事項。NHRAP 作為我國與國際人權規範接軌之實踐工具，除可展現我國作為國際人權規範遵循者之決心，亦得作為我國在外交與區域人權合作中的策略資產，累積國際形象與制度影響力，提升透明度與國際參與度。

六、建議國家人權行動計畫適時善用數位工具呈現執行成果，供各界檢視

許多國家 NHRAP 遭遇碎片化、資訊不對等、缺乏追蹤管考系統等問題，係透過建立中央整合性人權資訊平台，統整各部門執行成果、回應與監測國際建議，成為跨機關共享與決策依據的數位後台，避免重複或施政矛盾，例如聯合國開發的「各國建議

追蹤資料庫」(NRTD)、巴拉圭的 SIMORE Plus、太平洋地區的 IMPACT OSS 及喬治亞以 SharePoint 為基礎開發的數位平台等工具，目的均為提升人權工作的效率與透明度。

我國首部國家人權行動計畫於研訂及追蹤管考之歷程，已將相關會議紀錄、機關執行情形、各界意見摘要、各項關鍵績效指標達成情形、成果總結評估等，公開於網站。未來國家人權行動計畫制定、執行、監測、評估等各階段，建議適時參酌國際經驗，以公開透明為原則，採取系統化管理方式，逐步蒐整建置完整資訊，運用數位工具將國際及國內的人權建議進行分類，強化資訊透明、跨部門協調及民間參與，以增進社會各界對國家人權行動計畫之瞭解、信賴及監督。

七、建議積極參與建立國家人權行動計畫全球網絡，深化國際合作交流，以提升我國國際參與及影響力

本次工作坊主要目的在於建立國家人權行動計畫常設性的全球網絡平台，鼓勵各國進行政策交流與同儕學習，成員包含各國政府機關、NHRIs、NGOs、學者與專家，以及 OHCHR、歐洲理事會、UNFPA、UNDP 等主要國際人權機構，以確保網絡之獨立性與平衡性。本次工作坊主辦人 Chalabi 博士並於會後請各國代表填寫「支持來源與方式對照表」(Support Suggestion Matrix)，該對照表支持項目計有公信力(credibility)、推廣倡議(promoting the initiative)、贊助(sponsorship)、經費申請(funding applications)、主辦活動(hosting events)、實務經驗(practical experience on NHRAPing)、專業知識(expert knowledge on NHRAPing)、建立網站(creating website)、數位化與衡量工具(digitalisation and measuring tools)、線上平台(online platforms)等 11 個項目。

主辦人 Chalabi 博士於本次工作坊辦理期間，曾多次向本處代表傳達，我國於推動國家人權行動計畫可謂全球最佳典範之一，建議未來在國家人權行動計畫全球網絡中扮演更積極的角色。鑒

於日內瓦學院已表達於 2026 年 10 月主辦的意願，摩洛哥及蘇格蘭亦表達主辦未來會議的意願，而我國在區域與國際人權專業領域已累積一定能見度，未來得適時評估主辦會議的可能性，將有助於提升國際參與及影響力，後續亦需透過不同議題或分組討論，積極貢獻臺灣經驗，並適時建立國際多邊合作網絡，透過本網絡平台促進與我國理念價值相近的國家經驗分享交流，另亦得考量扮演東亞與東南亞人權對話的橋樑，增進亞太區域國家之間的經驗交流，鞏固我國人權治理領域的聲譽。

此外，全球許多國家刻正經歷反人權論述興起及人權倒退的趨勢，我國作為民主轉型國家，深知捍衛人權及民主的艱辛，得積極與國際社會共同討論如何應對相關挑戰，例如透過大規模推動人權教育與能力培訓，從公務人員及年輕一代開始建立與重建人權文化，讓人權的實踐落實於政策規劃制定及日常生活中，以對抗負面言論，確保人權保障持續往前邁進。

肆、會議照片



本次工作坊主辦人英國利物浦大學法學與社會正義學院副教授 Azadeh Chalabi 博士致開幕詞



114 年 6 月 4 日工作坊首日各國代表齊聚於英國利物浦大學法學與社會正義學院合影



114年6月5日工作坊第2日各國代表於歡迎酒會合影



114年6月6日工作坊第3日行政院人權及轉型正義處吳姿嫻科長發表「臺灣在國家人權行動計畫擬定、執行與監測的實務經驗」



行政院人權及轉型正義處吳姿嫻科長與本次工作坊主辦人英國利物浦大學法學與社會正義學院副教授 Azadeh Chalabi 博士合影

伍、附件：會議手冊



UNIVERSITY OF
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National Human Rights Action Plans (NHRAPs) are a crucial means of implementing human rights in practice, marked as a “key element” of every national human rights system by the UN General Assembly. Over the last thirty years, at least 155 NHRAPs have been adopted in more than 80 countries from across every region of the world. To enhance the effectiveness of these plans, we have created a network of different stakeholders (governmental and non-governmental organisations, National Human Rights Institutions, academics, the UN Office of the High Commissioner for Human Rights, UNDP, Council of Europe, and some other regional and international human rights bodies) as a lasting platform to share good practices, challenges and possible response strategies. This international gathering of experts in human rights is so far the largest workshop on human rights action planning, and is hoped to mark the beginning of a lasting global network.

SCHOOL OF LAW AND SOCIAL JUSTICE

Chatham Street
Liverpool L69 7ZR



nhrapnetwork@liverpool.ac.uk

<https://www.liverpool.ac.uk/law/research/research-clusters/international-law-and-human-rights-unit/workshops-and-conferences/global-network-on-national-human-rights-action-planning/>

Global Network on National Human Rights Action Planning

Workshop on

Uncovering 30 Years of NHRAPing
Lessons from the Five Continents

4– 6 June 2025

School of Law and Social Justice
University of Liverpool

Time	Workshop Agenda
Day One 4 June 2025 Wednesday	
9.30 am - 10.00 am	Registration University of Liverpool School of Law and Social Justice Ground Floor, Events Space
10.00 am - 10.30 am	Opening Session Welcome Address by ◇ Professor Tim Jones, Vice Chancellor of the University of Liverpool ◇ Professor Valsamis Mitsilegas, Dean of School of Law and Social Justice ◇ Dr Azadeh Chalabi, Founder of the Network and Workshop Organiser
10.30 am – 12.00 pm	Panel 1 – <i>Origins, Developments and Evaluation of NHRAPing: 30 Years On</i> Chair Mr Sergey Dikman Adviser on Strategic Co-operation Development, Directorate of Human Rights, Council of Europe 1) NHRAPs: An Underused Tool for Human Rights Protection Professor Michael O’Flaherty Commissioner for Human Rights of the Council of Europe 2) The Origins of National Action Plans Mr Bill Barker Author of the UNOHCHR Handbook on NHRAP 3) 30 Years of NHRAPing in Practice: Successes and Challenges Mr David Johnson Former UNOHCHR Regional Representative and NHRAP Focal Point 4) The Human Rights Action Planning Work of the Danish Institute for Human Rights: International work supporting NHRI and governmental actors’ action planning Dr Stéphanie Lagoutte Senior Researcher Danish Institute for Human Rights 5) A Longitudinal Study of 30 Years of NHRAPing Dr Azadeh Chalabi Senior Lecturer in Law, University of Liverpool, Founder of the Global Network on National Human Rights Action Planning
12.00 pm – 13.00 pm	Lunch Break - SLSJ Lobby

13.00 pm – 14.30 pm	Panel 2 – <i>European Experience in NHRAPing I</i> Chair Professor Padraig McAuliffe Professor in Law, University of Liverpool 1) Spain’s National Human Rights Plan Professor José García-Añón Director of the University Institute of Human Rights, University of Valencia 2) The National Human Rights Action Planning in Greece: Best Practices and Challenges Professor Maria Gavouneli and Dr Christos Tsevas Greek National Commission for Human Rights 3) Strengthening Coordination and Human Rights Perspectives: Insights from Finland’s NHRAPs Ms Anna Saarela and Ms Nanni Olsson Ministry of Justice, Finland 4) A Compass Without a Needle: Lithuania’s Human Rights Landscape Associate Professor Dr Jolita Miliuvienė Parliamentary Ombudsperson of Lithuania	
14.30 pm – 14.45 pm	Coffee Break	
14.45 pm – 16.30 pm	Panel 3 – <i>NHRAPing in Scotland: From A to Z</i> Chair Dr Amanda Cahill-Ripley Senior Lecturer in Law, University of Liverpool 1) Building the Evidence Base: informing and Monitoring Scotland’s National Action Plan for Human Rights Dr Alison Hosie Research Officer at the Scottish Human Rights Commission 2) Measuring Success Through Co-production Professor Jo Edson Ferrie Scotland Professor of Sociology, University of Glasgow 3) Making Rights Real: The Legacy of SNAP1 and How we’re using human rights as a tool for change Ms Clare MacGillivray Director of Making Rights Real (Scotland) 4) 2013 – 2030 Scotland’s National Action Plan for Human Rights: 96 actions. Development, Delivery and Learning Charlie McMillan Co-chair of SNAP 2 Leadership Panel, Scotland 5) Scotland’s NHRAP: Some Reflections Ms Lucy Mulvagh Director of Policy, Research and Impact, Health and Social Care Alliance Scotland 6) Discussant Mr Nick Bland Deputy Director for Equality and Inclusion, Scottish Government	

16.30 pm – 16.45 pm	Coffee Break
16.45 pm – 18.00 pm	Panel 4 – European Experience in NHRAPing II Chair Mr Vincent Hitabatuma Federal Institute for the Protection and Promotion of Human Rights (Belgium) 1) Presentation on the case of NHRAPing in Germany Michael Windfuhr German Institute for Human Rights 2) National Human Rights Action Planning in the Netherlands: Lessons Learned and Current Initiatives Ms Anne Dijkman; and Ms Sanne Staaltjens and Dr Jan-Willem Rossem The Netherlands Institute for Human Rights; Ministry of Interior Affairs and Kingdom Relations Netherlands 3) National Human Rights Planning in Italy: A Patchwork of Practices Dr Pietro de Perini and Professor Paolo De Stefani University Human Rights Centre A. Papisca; University of Padova and University of Padua 4) Armenia’s Human Rights Strategy Action Plan (2023–2025): Milestones and Implementation Insights Ms Mariam Chiflikyan Adviser to the Ministry of Justice of the Republic of Armenia 5) Experience from Norway: A paradigm NHRAP, then other ways forward? Ms Kristin Høgdahl Senior Policy Advisor Norwegian Human Rights Institute 6) Strengthening Human Rights Protections - The Journey in Wales Ms Melissa Wood Project Manager and Researcher, Legislative Options Working Group (Wales)

Day Two 5 June 2025 Thursday	
9.00 am - 10.00 am BST	Panel 1 – Asia Pacific Experience of NHRAPing I Chair Mr Ashley Bowe Chief of Party at Pacific Community-SPC 1) National Human Rights Action Plan: The Aotearoa New Zealand experience Ms Meg de Ronde Chief Executive New Zealand Human Rights Commission (Te Kāhui Tika Tangata) 2) 20 Years of Making NHRAP in South Korea: Achievements and Challenges Dr Pillkyu Hwang and Ms Yoojin Oh Gongham Human Rights Law Foundation and National Forensic Hospital, Ministry of Justice of South Korea 3) The Establishment of South Korea’s National Action Plan for the Protection and Promotion of Human Rights (NAP) and How It Aligns with Local Governments’ Action Plans Dr Myunghee Lee Research Director at Korea Human Rights Policy Institute
10:00 am – 11:30 am	Panel 2 – Digitalisation and NHRAPing Chair Ms Marie-Eve Boyer Human Rights Officer UNOHCHR 1) SIMORE Plus: A mechanism to enhance the implementation of the human rights agenda Minister Belén Morra Human Rights Director, Human Rights General Unit, Ministry of Foreign Affairs Paraguay 2) Next-Gen NHRAPs: Smart Planning for Human Rights Dr Domenico Zipoli Geneva Academy, Human Rights Platform 3) Measuring What Matters: How to measure human rights progress Ms Thalia Kehoe Rowden Co-Executive Director of the Human Rights Measurement Initiative, New Zealand 4) Driving human rights action planning and implementation using technology: A Case Study of IMPACT OSS Mr Ashely Bowe Chief of Party at Pacific Community-SPC 5) Discussant Mr Timo Franz Impact Open Source Software Trust
11.30 am – 11.45 am	Coffee Break

11.45 am – 13.00 pm	Panel 3 – NMIRFs and NHRAPs Chair and Discussant Dr Domenico Zipoli Senior Researcher of the Geneva Academy, Human Rights Platform 1) National Mechanisms for Implementation, Reporting and Follow-up and NHRAPs: Areas of Convergence Ms Marie-Eve Boyer Human Rights Officer UNOHCHR 2) The Role of NMIRFs in Drafting NHRAPs Professor Santiago Fiorio Vaesken Independent Expert at UN Committee on Economic, Social, and Cultural Rights; HR & Labour Standards Paraguay 3) UNFPA’s strategic engagement with NMIRFs and their National Human Rights Action Plans to advance the rights of women and girls Mr Alfonso Barragues Deputy Chief, Division for External Relations Geneva Representation Office, UNFPA 4) The Portuguese Experience with NMIRFs: Best Practices and Challenges Ms Sara Ágoas Head of the Human Rights Unit, Ministry of Foreign Affairs, Portugal 5) Paraguay’s Experience of NMIRFs Ms Ana Rolón C Permanent Mission of Paraguay to the United Nations other International Organizations in Geneva
13.00 pm – 14.00 pm	Lunch Break - SLSJ Lobby
14.00 pm – 15.00 pm	Panel 4 – Future of the Global Network on NHRAPing Rendall Building, Lecture Theatre 2 ◇ Coordination, Partnerships, Future Hosts and the Format
15.00 pm – 15.45 pm	Panel 5 – African Experience of NHRAPing and NMIRFs Chair Mr Martin Browne Legal Consultant with UN OHCHR 1) From Planning to Implementation: How NMIRFs Support the National Action Plan for Human Rights – Focus on the Interministerial Delegation for Human Rights Ms Fatima Barkan Secretary General of the Interministerial Delegation for Human Rights, Kingdom of Morocco 2) NHRAPing in Kenya: Past, Present, and Future Dr Francis E A Owakah and Kenyan NCHR Representative Director of the University of Nairobi’s Centre for Human Rights and Peace; KNCHR

15.45 pm – 16.45 pm	Panel 6 – NHRAPing in Europe III Chair Professor Jo Edson Ferrie Scotland Professor of Sociology at the University of Glasgow 1) The importance of the adoption of a concrete NHRAP in Albania as an important instrument to guarantee the effectiveness of the Commissioner for Protection from Discrimination Mr Robert Gajda, PhD Commissioner for Protection from Discrimination in Albania 2) Good Practices and Challenges Facing NHRAPing in Different Countries and in Ukraine Mr Dmytro Lubinets Ukrainian Parliament Commissioner for Human Rights 3) Austria’s path to a National Action Plan for Human Rights: Obstacles, Pitfalls and Lessons learnt Mag. Johannes Carniel Human Rights Lawyer at the Austrian Ombudsman Board 4) Human Rights in Estonian Strategic Documents Ms Margit Sarv Acting Head of NHRI activities at the Office of the Chancellor of Justice in Estonia
16.45 pm – 17.00 pm	Coffee Break
17.00 pm – 18.00 pm	Panel 7 – South and North American Experience of NHRAPing Chair Professor José García-Añón Director of the University Institute of Human Rights, University of Valencia 1) Canadian Human Rights Implementation: A Story of Paradoxes Dr Amanda Dale Research Fellow Human Rights Research and Education Centre at the University of Ottawa Faculty of Law 2) Does a plan actually lead to action? Argentina and its NHRP (2017-2020) Dr Victoria Kandel Institute of Justice and Human Rights, National University of Lanús
18.30 pm – 20.30 pm	Reception Hope Street Hotel Rooftop 40 Hope Street, Liverpool L1 9DA

Day Three 6 June 2025 Friday	
9:00 am – 10:30 am	Panel 1 – Asia Pacific Experience of NHRAPing II Chair Dr Azadeh Chalabi, University of Liverpool The Positioning and Role of Taiwan’s National Human Rights Commission in National Human Rights Action Plan Dr Wen-cheng Lin Commissioner of the National Human Rights, Taiwan (ROC) Bridging Plans and Reality: Taiwan’s Experience in Drafting, Implementing, and Monitoring NHRAPs Ms Tzu-hsien Wu Section Chief at the Department of Human Rights and Transitional Justice, Executive Yuan, Taiwan (ROC) Thailand’s Experience on Developing and Implementing the National Human Rights Plan Ms Nareeluc Pairchaiyapoom Department of Rights and Liberties Protection International Human Rights Division Ministry of Justice, Thailand National Human Rights Action Plan in Federal Nepal: Prospects, Challenges and Experiences Mr Rajendra Thapa Joint Secretary Office of the Prime Minister and Council of Ministers, Singh Durbar, Nepal The Contribution of National Human Rights Action Plans (NHRAPs) in Southeast Asia to the Regional Human Rights Governance in ASEAN Ms Yuyun Wahyuningrum Executive Director of ASEAN Parliamentarians for Human Rights Representative of Indonesia to AICHR (2019-2024)
10.30 am – 10.45 am	Coffee Break
10.45 am – 12.15 pm	Panel 2 – Participation, Commitment and Cooperation in NHRAPing Chair Dr Jolita Miliuvienė, Ombudsperson of Lithuania Reflecting Council of Europe Standards in National Human Rights Action Plans: the Role of Technical Co-operation Mr Sergey Dikman Adviser on Strategic Co-operation Development, Directorate of Human Rights, Council of Europe Georgian NHRI’s Experience and Work on NHRAPs Dr Tamar Gvaramadze First Deputy Public Defender of Georgia Active, Free, and Meaningful Participation - Lessons from the Right to Development Mr Martin Browne Legal Consultant with UN OHCHR

	Human Rights Action Plan as The Political Commitment Professor Muharrem Kiliç Board Member & Chairman the Human Rights and Equality Institution of Türkiye UNDP’s Role in Shaping and Digitalizing NHRAPs: Key Lessons Learned Ms Ainura Bekkoenova Regional Advisor, Rule of Law and Human Rights, UNDP Europe and Central Asia
12.15 pm – 13.15 pm	Lunch Break - SLSJ Lobby
13.15 pm – 14.15 pm	Panel 3 – NHRIs and NHRAPs Chair Dr Stéphanie Lagoutte, Senior Researcher Danish Institute for Human Rights Having a National Human Rights Institution: The Malta Experience Judge Emeritus Dr Joseph Zammit McKeon Parliamentary Ombudsman of Malta The (lacking) Establishment of a NHRI in Italy: Problems and Perspectives Professor Giorgio Repetto Professor of Constitutional Law, Department of Law, Università di Perugia, Italy The role of the Ombudsperson Institution in Kosovo in setting priorities for NHRAP and their impact Ms Anita Cavdarbasha Korenica Deputy Ombudsperson of the Republic of Kosovo
14.15 pm – 14.30 pm	Coffee Break
14.30 pm – 15.30 pm	Panel 4 – South American Experience of NHRAPing and Measuring Mechanisms Chair Mr David Johnson, International Expert in NHRAPs Turning international obligations and recommendations into measuring frameworks: The Mexican Judiciary’s Contribution Mr Arturo Guerrero Zazueta Director General Human Rights, Gender Equality and International Affairs of the Federal Judiciary Council in Mexico National and Regional UPR Coalitions: how civil society can participate in the NMIRFS/SIMORES (National Mechanisms for Human Rights Monitoring) Ms Fernanda Brandão Lapa Executive Director of the Institute for Development of Human Rights (IDDH Brazil) Implementing Human Rights Obligations in Brazil Mr Rogerio Campos Advisory Officer, Ministry of Human Rights and Citizenship
15.30 pm – 16.00 pm	Panel 5 – Summary and Conclusion Global Network on NHRAPing: Next Steps

WORKSHOP PARTICIPANTS

Professional Biographies

We are pleased to be joined by the following delegates (in alphabetical order) from across the five continents.



Ms Sara Ágoas

Head of the Human Rights Unit at the Ministry of Foreign Affairs, Portugal

Sara Ágoas is the Head of the Human Rights Unit at the Ministry of Foreign Affairs since September 2024, where she is responsible amongst other things, for the Executive Secretariat of the Portuguese NMIRF (the National Human Rights Committee). She is a career diplomat since 2007, having worked before in the Permanent Representation of

Portugal to the EU and in the Embassies in Maputo and Tel Aviv. She has a Master's Degree in Human Rights from the European Inter-University Centre for Human Rights and Democratization.



Ms Rachel Albinson

Principal - Human Rights Monitoring Equality and Human Rights Commission, UK

Rachel is Head of Human Rights Monitoring at the Equality and Human Rights Commission, one of the UK's national human rights institutions. She is responsible for reporting to the United Nations and Council of Europe on government compliance with human rights

treaty obligations and managing the digital tracking tool www.humanrightstracker.com. Rachel has a background in equality and human rights policy development and international relations, and has previously worked in the UK civil service and the European External Action Service.



Professor José García Añón

Professor of Philosophy of Law at the Faculty of Law, and Director of the University Institute of Human Rights, University of Valencia, Spain

Professor José García Añón has extensive teaching experience as a professor of Philosophy of Law at the Faculty of Law, University of Valencia, having taught undergraduate and postgraduate courses in Theory of Law,

Philosophy of Law, Human Rights, Legal Methodology, Fundamental Legal Skills, Clinical Legal Education, and Legal Ethics. Since 2024, he has acted as Director of the University Institute of Human Rights at the same university (www.uv.es/idh). From 2015 to 2023, he served as the Director General of Democratic Reforms and Access to Justice for the Regional Government of Valencia (Generalitat Valenciana). He also coordinated the International Human Rights Clinic at the Clínica Jurídica per la Justícia Social of the University of Valencia (www.uv.es/clinica).

Professor García Añón has been involved in over 40 research projects funded by various regional, national, European, and private organizations. His research, primarily focused on human rights, has been widely disseminated through seminars, presentations, papers, and over a hundred publications. His studies have particularly addressed the rights of migrants, the foundations of rights, social rights, and access to justice. Additionally, he has written on racial and ethnic discrimination and cultural conflicts. He has been a member of the Steering Committee of the European Network for Clinical Legal Education (ENCLE) (<http://encle.org>) and the Board of Directors of the Global Alliance for Justice Education (GAJE) (<http://www.gaje.org>). He has also been instrumental in establishing the Network of Legal Clinics of Spanish Universities (clinicas-juridicas.blogspot.com) and the Legal Clinic for Social Justice at the University of Valencia.



Ms Fatima Barkan

Secretary General of the Interministerial Delegation for Human Rights, Kingdom of Morocco

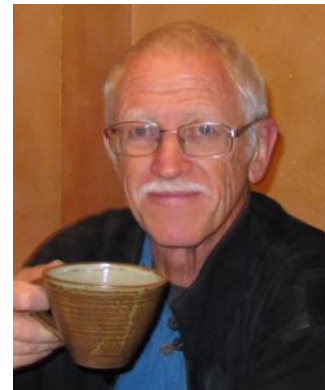
Ms. Fatima Barkan held numerous senior positions within the Directorate of National Territory Planning from 1996 to 2015, and as Head of the Division for Territorial Offer Development. She served as Director of Women's Affairs for seven years in the Ministry of Solidarity, Social Development, Equality, and

Family. She also held the position of Advisor to the Minister of Justice on matters related to gender equality and parity. Ms. Barkan served as a member of the national body responsible for revising the Family Code. In October 2024, Ms. Barkan was appointed as Secretary General of the Interministerial Delegation for Human Rights

Ms. Barkan has designed, implemented, led, and evaluated several flagship initiatives focused on monitoring territorial dynamics, digital spatial planning, gender equality, and the prevention of violence against women. She has contributed to numerous publications and reports covering topics such as urban planning, spatial development, migration, advanced regionalization, gender, equality, gender-based violence, and women's economic empowerment.

She has coordinated and led various partnerships involving both technical and financial support from international and regional institutions, including the European Union, the Council of Europe, the OECD, UN Women, UNFPA, ESCWA, as well as Belgian and Canadian cooperation agencies.

Ms. Barkan contributed to the work of the Consultative Commission on Advanced Regionalization, through the development of a GIS-based system, which played a central role in shaping Morocco's current regional division. She has organized and spoken at numerous national and international conferences, supervised several research projects, and taught courses on databases and indicators, geographic information systems, satellite remote sensing, spatial planning, gender studies, gender-based violence, and women's economic empowerment at various Moroccan universities and engineering schools.



Mr Bill Barker

Former Diplomat and Author of the OHCHR 2002 NHRAP Handbook

Bill Barker is a former Australian diplomat. From 1988 to 1992 he served as an Australian representative to the United Nations Office in Geneva, as well as participating in meetings of the General Assembly in New York and other international meetings on human rights. He subsequently served in Canberra as Director of the Human Rights and Indigenous Issues section of the

Australian Department of Foreign Affairs and Trade. In the lead up to the 1993 World Conference on Human Rights, Bill developed the idea that each country should consider developing a national action plan on human rights. This was accepted by the preparatory meetings for the World Conference, and was included as a recommendation in the Vienna Declaration and Programme of Action. After his retirement from the Australian Foreign Service, Bill continued to work, as a consultant, on national plans of action, along with other aspects of international human rights advocacy and education. He was asked by the Office of the UN High Commissioner for Human Rights to be the lead author of the OHCHR NHRAP Handbook that was published in 2002. Bill also participated in conferences and training sessions on NHRAPs in a number of countries.

For the last 30 years, Bill has been living in a small village on the south coast of the Australian state of New South Wales, where he keeps himself busy enjoying the surrounding forests and ocean, as well as staying in touch with developments in the fields of human rights and environmental protection.



Mr Alfonso Barragües

Deputy Chief, Division for External Relations, Geneva Representation Office, UNFPA

Mr. Alfonso Barragües is the Deputy Chief of UNFPA's Representation Office in Geneva and the Senior External Relations Advisor. In this capacity, Mr. Barragües is responsible for positioning UNFPA's mandate, including on sexual and reproductive health and rights and gender equality, in intergovernmental processes

in Geneva as well as for supporting the engagement of UNFPA country offices in the work of International Human Rights Mechanisms, including the Universal Periodic Review.

Prior to that position, Mr. Barragües served as the UNFPA Senior Human Rights Advisor in New York, with a leading role in mainstreaming human rights across the work of the Fund and in coordinating UNFPA efforts to advance sexual and reproductive health and rights worldwide. He has 23 years of experience in the field of human rights at the UN system both with the Office of the High Commissioner for Human Rights (OHCHR) in Geneva, Guatemala and Rwanda as well as with the Department of Peace Keeping Operations (DPKO) in Angola and Mozambique.

During all these years, Mr. Barragües has been responsible for managing a range of programmes in the areas of national human rights protection systems, access to justice, human rights awareness and social accountability. Mr. Barragües has led UN inter-agency efforts to apply a human rights-based approach to development in global advocacy, UN common programming processes and national policies and budgets. He has authored manuals, training tools and articles on all these topics. Mr. Barragües is a human rights lawyer by training and holds a degree in Law from Universidad Autónoma de Madrid, Spain. He is fluent in Spanish (mother tongue), English, French and Portuguese.

Ms. Ainura Bekkoenova

Regional Advisor, Rule of Law and Human Rights, UNDP Europe and Central Asia

Ainura Bekkoenova has been dedicated to policy research, advocacy, and programming to enhance regional stability, rule of law, and human rights in Europe and Central Asia with the UNDP Istanbul Regional Hub for the past nine years (2016-2025). She provides policy advisory services to UNDP offices across 18 countries and

territories, including the Western Balkans, Türkiye, South Caucasus, Eastern Europe, and Central Asia. In her role, Ainura leads several regional initiatives in collaboration with global and regional partners. These initiatives aim to strengthen the capacities of National Human Rights Institutions, advance the implementation of UN Guiding Principles on Business and Human Rights, protect human rights in the online space, promote environmental justice, and support civic space. Her work also includes providing policy advice on access to justice and legal protection for forcibly displaced populations, such as refugees, migrants, and IDPs, particularly in the context of the war in Ukraine and other regional conflicts. Previously, Ainura worked with UNDP and UNODC to promote the rule of law, strengthen justice systems, and protect human rights in Eastern Europe, Central Asia, and Eastern Africa, often in politically complex and fragile settings. Her recent publications include "Regional Study on the Status of UNGPs on Business and Human Rights" and "Impact of Digital Technologies and AI on Human Rights in ECIS."



Mr Nick Bland

Deputy Director for Equality and Inclusion, Scottish Government

Nick Bland is the Deputy Director for Mainstreaming and Inclusion in the Equality, Inclusion and Human Rights Directorate (EIHR), Scottish Government. He holds policy responsibility for the strategic mainstreaming of equality and human rights across government and public sector, tackling hate crime, promoting community cohesion,

and faith and belief. He was previously the Deputy Director for Equality. He joined the newly established EIHR directorate in 2020, working initially on refugee integration and then race equality.

Nick joined the Scottish Government in 2001, from the Home Office, leading teams on research & analysis, first about drug misuse treatment and support and then criminal justice and policing. In 2010 he moved to policy, leading a reform programme that established a single police service in Scotland in 2013. From 2014 to 2017, he was co-director of What Works Scotland at the University of Edinburgh, where he was Visiting Professor, focused on public service reform. He was the lead for continuous improvement and evaluation for the Scottish Government's first two applications of national deliberative participation 2019-20: specifically, the Citizens' Assembly of Scotland and then Scotland's Climate Assembly. He was Visiting Professor at the School of Applied Sciences, Edinburgh Napier University 2021-23.

Mr Paul Borg

Director General at the Office of the Parliamentary Ombudsman in Malta

Paul Borg, CPA, FIA, is a seasoned financial expert and auditor with extensive leadership experience across public and private sectors. Currently serving as Director General at the Office of the Parliamentary Ombudsman in Malta since 2013, he oversees strategic planning, finance, human resources, and special projects, ensuring operational efficiency in delivering the office's mission.

With a distinguished career spanning over three decades, Paul has held key financial leadership roles in multinational corporations and government institutions. Prior to his current role, he was Group Financial Controller for a diversified franchise group and previously managed financial operations on construction projects and in the oil and gas industry in North Africa.

Paul also served as Assistant Auditor General at Malta's National Audit Office, leading financial compliance and investigative audits for central government and his tenure includes experiences at Deloitte and Horwath International.

A Certified Public Accountant and Fellow of the Institute of Accountants (Malta), Paul has contributed to European audit initiatives, including membership and Chairmanship of the Audit Board of EuroControl. Fluent in English, Maltese, and Italian he brings a global perspective to financial governance and strategic planning.



Mr Ashley Bowe

Chief of Party – Pacific Community-SPC/IMPACT OSS

Ashley Bowe has over 15 years' experience across Europe, Asia, and the Pacific, having worked with organisations such as the United Nations, National Human Rights Institutions, and regional development agencies. In this time Ashley has worked with governments, NHRIs and civil society on the protection and promotion of human rights.

This has included bringing the Treaty Bodies out of Geneva to hold regional sessions for the first time in the history of the UN and building digital platforms such as IMPACT OSS and SADATA to enhance national level capacity to plan, monitor and implement human rights commitments.



Ms Marie-Eve Boyer-Friedrich

Human Rights Officer, OHCHR Treaty Body Capacity Building Programme

Marie-Eve Boyer has been working for the UN Office of the High Commissioner for Human Rights (OHCHR) since 2009. She is currently based in Geneva where she works in the Treaty Body capacity building programme. The programme oversees strengthening the capacity of States to engage with UN Human Rights Mechanisms, and more specifically Treaty Bodies. In

particular, she coordinates the implementation of Human Rights Council resolutions pertaining to National Mechanisms for Implementation, Reporting and Follow-up (NMIRFs). Prior to her posting in Geneva, Ms. Boyer-Friedrich worked for four years in OHCHR Regional Office for West Africa based in Dakar where she organized capacity building activities and advised States as well as National Human Rights Institutions, Civil Society Organisations and UN Country Teams on that same matter. Since she joined OHCHR, Ms Boyer-Friedrich also dealt with individual complaints brought to the attention of UN Treaty bodies for violation of individuals' rights. She also assisted the UN Special Rapporteur on the human rights of Internally Displaced Persons and carried out monitoring missions in South Sudan and Brazil. Before joining OHCHR, Marie-Eve Boyer-Friedrich worked for the International Committee of the Red Cross in Ethiopia and in the State of Palestine. She also worked there for UNRWA.

Marie-Eve Boyer-Friedrich is a Swiss national. She holds post-graduate diploma in International Public Law. She is fluent in English, French and Portuguese, and speaks a little bit of Arabic and Spanish.



Mr Martin Browne

Legal Consultant with UN OHCHR

Martin Browne is a Legal Consultant with the Office of the High Commissioner for Human Rights in Geneva. Working with the Right to Development Section, he focuses on incorporating human rights into trade and investment agreements and monitoring implementation of such agreements, including through human rights impact assessments. He obtained his PhD in human rights law from the

University of Manchester, and has acted as legal consultant for various NGOs in the UK, Switzerland, Iraq and Syria.



Dr Amanda Cahill-Ripley
Senior Lecturer in Law, University of Liverpool

Dr Cahill-Ripley is a Senior Lecturer in Law at the University of Liverpool, School of Law and Social Justice, UK and a Visiting Scholar at Lancaster University Law School. She is an expert in international human rights law and a specialist in economic, social and cultural rights. Her current research explores the intersections between socio-economic rights, conflict and peace (including transitional and transformative justice and sustainable development). Dr Cahill-

Ripley is author of numerous publications, including two monographs, the most recent Socio-Economic Rights in Times of Normality and Crisis: Article 4 Limitations under the International Covenant on Economic, Social and Cultural Rights (2025) published by Bristol University Press. She regularly provides expert opinions and advice to governments, international organisations and NGOs, and is currently working with the UN Committee on Economic, Social and Cultural Rights on a new General Comment on the application of the International Covenant on Economic, Social and Cultural Rights in armed conflict. Her third monograph entitled 'Economic, Social and Cultural Rights and Transformative Peacebuilding' is due to be published in 2025 by CUP.

Mr. Rogério Campos

Ministry of Human Rights and Citizenship, Brazil



Mr. Rogério Campos is an anthropologist with a bachelor's, master's, and doctoral degree, specializing in the analysis of multidimensional poverty indices. He has provided consultancy services on human rights for international organizations, including contributing to the drafting of Brazil's Third National Human Rights Program (PNDH-3). Since joining the Brazilian civil service in 2014, he has worked extensively on social and human rights policies. Initially focused on the monitoring and evaluation of multidimensional poverty, he currently serves as the General Coordinator at the Special Advisory

for International Affairs within the Ministry of Human Rights and Citizenship. In this

capacity, he leads Brazil's engagement with international human rights reporting cycles and mechanisms, and coordinates the implementation of the Brazilian NMIRF (National Mechanism for Implementation, Reporting and Follow-up), known as SIMORE Brasil.



Ms Ana Edelmira Rolón Candia

Diplomat and Counsellor - Permanent Mission of Paraguay to the United Nations

Since July 2022, Ms Rolón Candia has been serving at the Permanent Mission of Paraguay to the United Nations and other International Organizations in Geneva, Switzerland. Her current portfolio items include human rights, international humanitarian law, telecommunications, and international labour affairs. Since joining the diplomatic service in 2007 through the First National Examination based on Merit and Opposition, she has held various political positions, particularly in multilateral affairs in the Ministry of Foreign Affairs of Paraguay (MFA). In 2012, she was appointed to serve at the Permanent Mission of Paraguay to the United Nations in New York, where she was primarily responsible for the First and Sixth Committees of the General Assembly, elections within the UN system, and, among other duties, matters related to the Security Council and the General Assembly. In 2019, she was appointed Director of the Directorate of International Organizations in the MFA. Before joining the public sector, she held various administrative positions in the private sector.

She holds a Bachelor's degree in Business Administration from the National University of Asunción. She earned a Master's degree in Government and Public Management from the American University of Asunción. She is also a Specialist in Scientific Research Methodology from the National University of Asunción. She is currently in the twelfth semester of the Law program at the American University of Asunción. She speaks Spanish, Guarani, English, and Portuguese.

Magister Johannes Carniel

Human Rights Lawyer at the Austrian Ombudsman Board

Johannes Carniel is a human rights lawyer working for the Austrian Ombudsman Board (AOB). His present work has a focus on the rights of persons with disabilities, economic, social and cultural rights, torture-prevention and international human rights law. Mr. Carniel represents the AOB as human rights expert in several international projects and networks. During the drafting process for the Austrian National Action Plan for Human Rights Mr. Carniel was a member of AOB's coordination team.

Previous to his work at the Austrian Ombudsman Board Mr. Carniel, inter alia, worked for a humanitarian organisation as a head of mission in Port-au-Prince, Haiti, carrying out projects in the fields of medical care, education, poverty reduction and disaster relief.

Mr Carniel holds an LL.B and LL.M from the University of Vienna, an LL.M in European Law from the University College London and a MA in Human Rights from the University of Essex.



Dr Azadeh Chalabi

Senior Lecturer in Law University of Liverpool

Founder of the Global Network on National Human Rights Action Planning

Dr Azadeh Chalabi is a senior lecturer in law at the School of Law and Social Justice, University of Liverpool. Her research focuses on the gap between human rights theory and human rights practice. Azadeh, who is the founder of the first Global Network on National Human Rights Action Planning, has been working on these

plans for more than 14 years from theoretical, doctrinal, empirical and practical perspectives and has written extensively in this area. Her second book, entitled “National Human Rights Action Planning”, published by Oxford University Press, is the first ever volume dedicated to this area. Recently, Azadeh conducted a comprehensive longitudinal study of all the national human rights action plans developed between 1994-2024 and available in English to take stock of three decades of advancing and implementing these plans. The results of this project have come out in the form of a series of articles. Azadeh is also working on the scope, nature and content of the human right to environment as well as corporate climate change

litigation. She is a member of the committee on Business and Human Rights, International Law Association.

Ms Mariam Chiflikyan

Adviser to the Ministry of Justice of the Republic of Armenia

Mariam Chiflikyan holds a Master's degree in Law and serves as an Adviser to the Ministry of Justice of Armenia. In this capacity, she is responsible for implementing, coordinating, and monitoring the Human Rights Protection National Strategy and Action Plan (2023–2025).

A major component of her work involves ensuring legislative reforms, including through the implementation of judgments by the European Court of Human Rights— notably in cases such as Oganezova v. Armenia, Nikolyan v. Armenia and Botoyan v. Armenia. She also works to align national legislation with recommendations from international bodies such as CERD and ECRI, and drafts reports for international monitoring bodies, such as Universal Periodic Review. Mariam actively contributes to combating discrimination and hate speech through the development of legal frameworks and soft mechanisms, including targeted awareness-raising campaigns.

She represents Armenia in the Council of Europe's Lanzarote Committee and serves as a member of the Juvenile Justice Council of the Ministry of Justice, contributing to the protection of children against sexual exploitation and abuse. Additionally, she coordinates Armenia's international cooperation with the UN, EU, and Council of Europe, and is responsible for overseeing and reporting on Armenia's commitments under the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA).



Dr Amanda Dale

Research Fellow at the Human Rights Research and Education Centre at the University of Ottawa Faculty of Law, Canada

A Research Fellow at the Human Rights Research and Education Centre at the University of Ottawa Faculty of Law, Amanda Dale is an international human rights scholar and activist specializing in gender-based violence, access to justice, and women's international human rights.

Amanda has over 40 years of experience in municipal, provincial, national, international, multicultural, urban, and remote contexts. Her work includes being an

expert consultant to the Mass Casualty Commission; a member of the Expert Advisory Panel for the Canadian Femicide Observatory for Justice and Accountability; Project Lead, Coordinating Committee Member, and principal author of A Report to Guide the Implementation of a National Action Plan on Violence Against Women and Gender-Based Violence, and What it Takes: Establishing a Gender-Based Violence Accountability Mechanism in Canada; and an Expert Group Member for the United Nations Special Rapporteur on Violence Against Women concerning rape as a grave and systematic human rights violation. She holds a Joint Specialist degree in Women's Studies and Political Science from the University of Toronto, a Master's in Social and Political Thought from the University of Sussex, a Master's in International Human Rights Law from the University of Oxford, and a PhD from Osgoode Hall Law School. Amanda is the Chair of the Board at Inter Pares and on the Women's Human Rights Institute faculty. Amanda was the 2013 recipient of the YWCA Woman of Distinction Award for Social Justice and is a published author of peer-reviewed and popular publications.



Anne Dijkman

Programme Manager for Livelihood Security and Human Rights at the Netherlands Institute for Human Rights

Anne Dijkman is Programme Manager for Livelihood Security and Human Rights at the Netherlands Institute for Human Rights. In this role, she and her team work to strengthen a human rights-based approach within government policy, with a particular focus on the right to housing and the right to protection against poverty.

Her work aims to reduce livelihood insecurity in both the European and Caribbean parts of the Netherlands. By raising awareness among government actors about their human rights obligations and engaging in dialogue about structural improvements, Anne contributes to a society in which everyone has access to a life of dignity.



Mr Sergey Dikman

Adviser on Strategic Co-operation Development, Directorate of Human Rights, Council of Europe

Sergey Dikman is a Senior Advisor on strategic cooperation development within the Directorate for Human Rights at the Council of Europe (Strasbourg, France). Since 2011, he has been in charge of the Organization's programmes supporting its Member States with national implementation of European human rights standards, in particular, in South-East Europe and Türkiye. His work focuses on the implementation of judgments of the European Court of Human Rights, alongside justice sector reforms. In 2020-2023 he served as a focal point on the abolition of the death penalty.



Professor Jo Edson Ferrie

Professor of Sociology at the University of Glasgow, Scotland

Jo is Professor of Sociology at the University of Glasgow and has dedicated her time to teaching research methods to a broad range of social scientists to fuel progressive work to achieve social justice. She has written on human rights and care, human rights and improving the experience of diagnosis for life-changing conditions, and measuring human rights. Jo has invested her time in non-academic publications too, co-delivering the evidence base behind [Tick Tock](#) focusing on deinstitutionalisation of adults with learning disabilities. Jo evaluated [Scotland's National Action Plan](#) in 2019.

Ms Emilie Filmer-Wilson

Human Rights Advisor, Division for External Relations Geneva Representation Office

Emilie Filmer-Wilson is the Senior Human Rights Adviser at the United Nations Population Fund (UNFPA). She provides leadership and advisory support for UNFPA's human rights works and efforts to "leave no one behind", as well as advances research on the nexus between women's rights and sexual and reproductive health. She has over 19 years of experience working with development organisations on mainstreaming human rights; this includes as human rights policy specialist with the UN Development Coordination Office NY; managing the UN systems human

rights based approach training at the UN System Staff College in Turin, Italy; and knowledge management specialist on human rights for the UN Development Programme (UNDP Oslo Governance Centre). Prior to joining the UN, she worked as a consultant with DFID and OECD-DAC, as well as with a national human rights NGO in Guatemala. Emilie holds a Masters in Political Science from Edinburgh University and post graduate degree in Human Rights from Geneva University.



Professor Santiago Fiorio
UN CESCR Member / Business and Human Rights and Labour Standards in Paraguay

Professor Santiago Fiorio is a Member of the United Nations Committee on Economic, Social and Cultural Rights for the 2023–2026 term. As part of his mandate, he contributes to delivering recommendations to States on matters related to economic, social and cultural rights, to comply with international human rights obligations and standards.

Prof. Fiorio also serves as the Program Coordinator for the UN Global Compact - Paraguay Network, and provides guidance and assessments in the field of business and human rights and labour standards.

He is a specialist in human rights, international humanitarian law, and international cooperation, with experience in international relations, and humanitarian assistance. He holds an MSc in Human Rights from the London School of Economics and Political Science (LSE), and degrees in Law and International Relations. He is a former Chevening Scholar. He has training and 15 years of experience in the analysis of armed conflicts, terrorism, rule of law, international human rights standards, corporate international standards, and corporate social responsibility.

He is a university lecturer in International Relations, International Cooperation and Human Rights, with over 15 years of professional experience in these areas.



Mr Timo Franz
Impact Open Source Software Trust

Timo Franz is the lead developer and a founding trustee of the Impact Open Source Software Trust, a charitable organisation dedicated to developing and promoting open-source technologies for advancing human rights and support the realisation of the SDGs. He is also the technical director at Dumpark Information Design, an

agency specialising in data visualisation and information design. In addition to being

responsible for the technical design and implementation of IMPACT OSS, he also contributed to the development of HRMI's Rights Tracker and URG's website State of the World - Human Rights and Democracy. He is a member of the advisory group for the Geneva Academy's initiative Digital Human Rights Tracking Tools and Databases.



Mr Robert Gajda, PhD
Commissioner for Protection from Discrimination in Albania

By Decision no. 60, 05 April 2018 of the Assembly of the Republic of Albania "On the appointment of the Commissioner for protection from discrimination", Mr. Robert Gajda was elected as Commissioner with a 5-year mandate that may be renewed once.

Previously, He was a lecturer of Constitutional Law and Administrative Law at the University of Elbasan and has received his PhD for Constitutional Justice and Fundamental Rights at the University of Pisa, Italy, in 2015.

He has a conspicuous academic activity in writing articles in law reviews and conferences proceedings, in organizing scientific conferences and in 2017 He has published a monograph titled "Individual constitutional complaints in the Albanian legal order. Comparative aspects", Bonomo Editore, Bologna.

He has collaborated with various civil society organizations, especially in relation to the recognition and promotion of human rights as a lecturer, trainer, organizer of legal clinics and collaborator in concrete studies.

He has been engaged as an activist together with intellectuals, students, citizens, NGOs in support of civic initiatives but also as project winners. Areas of interest are constitutional aspects, human rights, effective implementation of the law, local government, administrative law, legal advice etc. From November 2021 he has been elected member of the Executive Board in EQUINET for a two years mandate.



Professor Maria Gavouneli

**Professor of International Law, Faculty of Law,
National & Kapodistrian University of Athens**

**Greek National Commission for Human
Rights, President**

**Director General, Hellenic Foundation for
European & Foreign Policy – ELIAME**

Director, LLM in International & European Law, Faculty of Law; Deputy Director, Athens Public International Law Center – Athens PIL, National & Kapodistrian University of Athens; Director, Refugee & Migration Studies Hub – RMS Hub, National & Kapodistrian University of Athens

Fulbright Visiting Scholar 2018-2019 at the University of California Berkeley; Visiting professor and lecturer in several universities and research institutions, including The Hague Academy of International Law, Royal Institute of International Affairs (Chatham House), Tulane University (USA), the University of Edinburgh (Brodies Lecture), the University of Oxford, the University of Glasgow, the University of Manchester, Utrecht University, the University of Ankara, Université Paris 1 Panthéon Sorbonne, Université Paris 2 Panthéon Assas, the NUS Academy of International Law, Académie de la Mer – Monaco; coordinator and member of major research teams funded by European and Greek resources; recipient of multiple research grants.

Member of several academic organisations, including the British Institute of International & Comparative Law (visiting researcher, 2000); the American Society of International Law (co-chair of the Law of the Sea Interest Group – LOSIG, 2012-2015); the European Society of International Law (co-convenor of the Interest Group on the Law of the Sea – LAWSEA, 2014-2020); the Association internationale du droit de la mer (AssIDMer); the International Law Association (President, Hellenic Branch); the Hellenic Society of International Law & International Relations (Vice-chair); the Hellenic Arbitration Association.



Dr Tamar Gvaramadze

**First Deputy Public Defender of
Georgia**

Dr Tamar Gvaramadze has served as the First Deputy Public Defender of Georgia since January 2018. With over 17 years of experience in human rights advocacy, she is the Head of the Public Defender's Office, encompassing more than 20 thematic

areas and is part of the strategic leadership of the institution. She played a key role in strengthening the institution's influence on civil, political, social and economic rights and served as Acting Public Defender (Ombudsperson) during a transitional period (Dec 2022 – Mar 2023).

Tamar leads the institution's international work representing the organization in international forums and NHRI/Ombudsman networks. Recently, she has been elected as the Governing Board member of the European Network of National Human Rights Institutions (ENNHRI) and The Global Alliance of National Human Rights Institutions (GANHRI) (2025-2028).

Tamar previously held leadership roles at the Georgian Young Lawyers' Association (GYLA), serving as Executive Director and Program Manager. As a human rights lawyer, she directly impacted hundreds of vulnerable individuals and successfully advocated for relevant legislative reforms. She also held key management positions in government, leading human resources at the Ministry of Education of Georgia and as the Head of the Law Academy at the Ministry of Internal Affairs of Georgia.

Beyond public service, Tamar is a Doctor of Law and Associate Professor at Tbilisi State University, specializing in administrative, tax and human rights law. She has authored numerous studies for international organizations, including the Council of Europe and GIZ. She is also a fellow of Marshall Memorial Fellowship (MMF) program (2022).

Her professional journey is characterized by strong leadership, effective advocacy and impressive fundraising achievements. Tamar has played a crucial role in enhancing institutional capacities across both public and non-governmental sectors, achieving notable success in the implementation of financial management systems and securing essential funding for legal aid projects. This has enabled her to make substantial contributions to the Georgian legal framework, setting judicial precedents and championing legislative changes that have promoted the protection of human rights in the country.



Mr Vincent Hitabatuma

Policy Officer at the Federal Institute for the Protection and Promotion of Human Rights, Belgium

A political scientist by training, Vincent Hitabatuma has over 10 years of experience in the public sector, particularly in social security, health, and equal opportunities. He is fluent in French, Dutch, and English.

Throughout his career, Vincent has worked in various ministerial offices and parliamentary assemblies. He

played a key role in the development of Belgium's first federal action plan against racism, as well as in establishing the inter-federal mechanism to combat antisemitism.

Currently, Vincent leads advocacy efforts at the Belgian Federal Institute for Human Rights. In this role, he promotes policies that aim to ensure Belgian governments uphold their human rights obligations.



Ms Kristin Høgdahl

Senior Policy Advisor Norwegian Human Rights Institute

Kristin Høgdahl is an experienced leader with extensive expertise in human rights, programme design and implementation, both nationally and internationally. Currently a senior policy advisor at the Norwegian Human Rights Institution (NIM), she has held leadership roles at the Norwegian Centre for Human Rights at the University of Oslo, and was pivotal in establishing NIM under the Norwegian Parliament. Kristin holds a

Cand.polit. degree in political science and has pursued further studies in leadership and communication. She has also held governance roles with Amnesty International and with GANHRI, the global network of NHRIs.

Ms Nicola Hood

Co-chair of SNAP 2 Leadership Panel Secretariat Lead, Scottish Government

Nicola Hood currently leads the Secretariat of Scotland's Second National Action Plan on Human Rights (SNAP2) Leadership Panel, having come into post in May 2024. The SNAP2 Leadership Panel is a voluntary partnership including members who are rights holders and people who represent civil society organisations, duty bearers (public bodies), and National Human Rights Institutions. Upon the publication of

SNAP2 on 30 March 2023, the Panel's role became to monitor and oversee its implementation.

Nicola has been a civil servant since 2007. She has held various posts within the Home Office, before moving to the Scottish Government in 2021 to work within the Drugs Policy Division. Whilst working within Drugs Policy Division, Nicola worked in the Cultural and Structural Change team and was part of the policy team supporting the Scottish Drug Deaths Taskforce. The Scottish Drug Deaths Taskforce was established by the Scottish Government in July 2019 to examine the key drivers of drug deaths and explore ways to help save lives and reduce harm. Their report, Changing Lives, was published in July 2022. This report set out a suite of evidence-based recommendations and actions that hope to reduce drug-related deaths and harms and improve and save the lives of people who use drugs.



Dr Alison Hosie

Research Officer at the Scottish Human Rights Commission

Dr. Alison Hosie has been the Research Officer at the Scottish Human Rights Commission since its establishment in 2008. She leads on the Commission's research strategy, managing external research projects and conducting primary and secondary research. Alison chairs the Commission's independent Research Advisory Group and the Human Rights Budget Working Group. Alison played a key role in the development of Scotland's

first National Action Plan for Human Rights (SNAP), leading on a three-year research project to develop the evidence-base (Getting it Right?) that informed SNAP and its actions. She was responsible for commissioning the external evaluation of SNAP, as well as conducting internal action evaluation and monitoring processes. She developed SNAP's monitoring framework, setting out long-term outcomes for 2030, aligned with the Sustainable Development Goals (SDGs). Alison was also actively involved in the development process for SNAP2, contributing research expertise to shape its next phase. Her specialist areas include human rights budgeting and budget scrutiny, human rights monitoring, and human rights-based indicators. She has played a key role in developing the Commission's impact measurement framework, aligning it with its Theory of Change, and ensuring its evidence base is systematically updated and utilised governance structures. She is a frequent speaker and writer, contributing to discussions on measuring human rights progress, rights-based approaches to budgeting and taxation, and Scotland's SDG commitments.



Dr Pillkyu Hwang

Executive Director of the Transnational Human Rights Institute at Gongnam Human Rights Law Foundation, South Korea

Dr. Pillkyu Hwang is Executive Director of the Transnational Human Rights Institute at Gongnam Human Rights Law Foundation and a former adjunct professor in charge of the international human rights law clinic at Seoul National University Law School and Ewha Law School.

The main areas of his work include international human rights, migrants and refugees, business and

human rights, disaster and human rights, and access to justice in general both in Korea and around the world. He graduated from Seoul National University with an LL.B. and has earned his PhD in public international law at the same university. He was a visiting academic at the Centre on Migration, Policy and Society of Oxford University, and a visiting fellow at the Human Rights Program of Harvard Law School.

He was a member of the Reform Committee within the National Human Rights Commission in 2017 and a President-nominated commissioner of the Special Commission on Social Disasters in Korea from 2018 to 2022. He is the vice-chair of the LAWASIA Human Rights Committee and the chair of the Committee on Disaster and Human Rights of the Korean Bar Association and has served as an advisory board member of the Fortify Rights since 2015 and an editorial team member of the Business and Human Rights Journal since 2019.



Mr David Johnson

Former UNOHCHR Regional Representative and NHRAP Focal Point

David Johnson is an international expert specializing in developing, monitoring, and reporting on national human rights action plans who has collected and analyzed the more than 100 plans adopted worldwide since 1994. He is also a trainer on SIGMA/OECD monitoring and evaluation methodology used in the European Union and in European Association countries. He retired from the United Nations in

2009 after 18 years of service in the Office of the High Commissioner for Human Rights where his last posting was as the Regional Representative to Southern Africa of the United Nations High Commissioner for Human Rights. He also covered

national human rights action plans while based at OHCHR in Geneva and was responsible for the publication of OHCHR's Handbook on National Human Rights Plans of Action in 2002. Mr. Johnson has trained hundreds of partners in government, the security forces and civil society in over a dozen countries on human rights-related topics. He currently resides in Durham, North Carolina, USA.



Professor Tim Jones

Vice Chancellor of the University of Liverpool

Professor Tim Jones took up post as Vice-Chancellor of the University of Liverpool in January 2023. He moved from the University of Birmingham, where he was Provost and Vice-Principal from 2016. Previously, he held several senior leadership positions at the University of Warwick, including Interim Provost, Pro-Vice-Chancellor for Science, Engineering and Medicine, and Pro-Vice-Chancellor for Research, Knowledge

Transfer and Business Engagement.

Tim is proud to be an alumnus of the University, having gained both his undergraduate degree and PhD at Liverpool. After spending nearly 17 years at Imperial College London, during which he took on several academic leadership roles, he moved to the Chemistry Department at Warwick as part of the University's strategic investment in advanced materials research. Tim's research interests are focused on the surface and thin film properties of a wide variety of advanced electronic materials, with applications in areas such as photovoltaics.

Tim is Chair of the Liverpool Health Partners Board, a member of the Liverpool City Region Combined Authority Business & Enterprise Board, the N8 Research Partnership, Liverpool Knowledge Quarter Board and Sciointec Board, the Liverpool-Manchester Partnership Board as well being a Director of the Russell Group and member of Universities UK.



Dr Victoria Kandel

Professor and Director of the Higher Education Observatory at the National University of Lanús, Argentina

Victoria Noemí Kandel is a Bachelor in Political Science from the Universidad de Buenos Aires (Argentina), Master in Social Sciences with a specialization in Education, and Ph.D. in Education. She is currently the Director of the recently established Higher Education Observatory at the National University of Lanús (Argentina), where she also serves as a Professor. Additionally, she teaches University Pedagogy at the Department of Teaching Development, Faculty of Law, University of Buenos Aires. Since December 2023, she has served as the Coordinator of the Latin American and Caribbean Network on Human Rights Education. Her work focuses on citizenship education and human rights, with a particular emphasis on the role of higher education institutions.



Professor Muharrem Kiliç

Chairman of the Human Rights and Equality Institution of Türkiye

Professor Dr Muharrem Kiliç was appointed associate professor after completing his LLM and PhD. And then appointed as a Professor in 2011. Kiliç has held multiple academic and administrative positions such as dean of the law school, vice-rector, head of the public law department. Professor Kiliç has scientific publications consisting of many books, articles, as well as papers presented in national and international congresses about human rights theory. He has multiple academic research from human rights education to the right to reasoned decision; from NHRIs to human rights politics during the pandemic period. He was involved in human rights not only in theory but also in project studies. In this context, he worked as a Project Expert in the 'Project to Support the Implementation and Reporting of the Human Rights Action Plan'. He has been awarded a TUBITAK Postdoctoral Research Fellowship with his project on 'Political Illusionism: An Onto-political Analysis of Modern Human Rights Discourse.' He was appointed as the Chairman of the HREIT, on 14.07.2021.



Ms Anita Cavdarbasha Korenica

Deputy Ombudsperson of the Republic of Kosovo

Anita Çavdarbasha-Korenica, is the Deputy Ombudsperson of the Republic of Kosovo, elected by the Assembly of the Republic of Kosovo, on 14th of June 2022. In her role at the Ombudsperson Institution, she focuses on children's rights and legislative changes. She completed her basic studies at the University of Pristina - Faculty of Law, and master's studies at Europa Kolleg Hamburg in Germany, with focus on EU Law. Professionally, Ms. Çavdarbasha-Korenica began her career in 2013 at the Ministry of Trade and Industry. From 2014 to 2017 she worked as a Senior Legal Officer for EU Legislation at the Ministry of Justice, where she was involved in aligning national legislation with the EU acquis. Between 2017 to 2022, she worked as a Senior Constitutional Legal Advisor at the Constitutional Court handling cases related to human rights violations and also cases referred by state institutions for the abstract review of legal acts. Ms. Çavdarbasha-Korenica has also worked briefly in foreign institutions such as the Federal Ministry of Justice in Germany (2016) and the European Court of Human Rights (2019). In addition to the Albanian language, she speaks English and German, and has basic knowledge of the Serbian language.

Dr Stéphanie Lagoutte

Senior Researcher at the Danish Institute for Human Rights

Stéphanie Lagoutte is a Senior Researcher at the Danish Institute for Human Rights. She holds a Doctoral degree in law from the University of Paris I, Panthéon-Sorbonne and a Ph.D. in Law from the University of Aarhus. She has worked and published about the European Court of Human Rights, the right to respect for family life, religious freedom, etc. Most of her recent work focuses on the duties and role of the state in human rights protection. She is the co-editor of two special issues on the State Actors of the National Human Rights System (Nordic Journal of Human Rights, 2019) and on Governmental Human Rights Focal Points (Netherlands Quarterly of Human Rights, 2021). She teaches at the Global Campus' Arab Master on Democratisation and Human Rights since 2015. Her new research project focuses on human rights in exceptional times and looks into the response of international and domestic human rights mechanisms to public emergency situations. Stéphanie Lagoutte is the coordinator of the DIHR international research and analysis work and advises several programmes and projects of the DIHR for instance in the MENA region and in Eastern Europe.



Ms Fernanda Lapa

Executive Director of the Institute for Development and Human Rights (IDDH/Brazil)

Fernanda is the co-founder of the Institute for Development and Human Rights (@iddheducar), an NGO with ECOSOC consultative status, established in 2004. IDDH's core mission is to promote human rights education across Latin America, with particular emphasis in strengthening civic spaces through capacity-building on UN human rights mechanisms. IDDH coordinates the Brazilian UPR Coalition (Coletivo RPU Brasil) and also the innovative regional UPR Coalition from Latin America and Caribbean (Colectivo EPU América Latina y Caribe). Fernanda has authored some articles on the UPR and human rights education, including the guide "[UPR: A Practical Guide for Civil Society to Build National Coalitions](#)", available in 5 languages. A lawyer by profession, she holds a Master's degree in Law and a PhD in Education. Currently she is member of the Executive Board of the UPR Info from Geneva and holds the UNESCO Chair on Citizenship Education and Human Rights in Brazil. In recent years, she has been developing research and providing consulting services to government bodies and National Human Rights Institutions (NHRIs), offering expert advice on the design and implementation of National Mechanisms for the Monitoring of International Obligations (NMIRFs/SIMOREs), with a specific focus on transparency, access to information, and civil society participation.



Dr Myunghee Lee

Research Director at Korea Human Rights Policy Institute

Dr Myunghee Lee is the Research Director at the Korea Human Right Policy Institute since 2019. In 2017, she earned a Ph.D. in Rehabilitation Sciences from Technische Universität Dortmund in Germany.

Dr Lee possesses extensive expertise in human rights policy development and evaluation. Over the years, she has served as lead or joint researcher on numerous national and local projects, including the formulation and assessment of human rights action

plans for the National Assembly, Ministry of Justice (for NAP), multiple metropolitan (Seoul, Busan) and provincial governments (Gyeonggi-do, Chungcheongnam-do). In addition to extensive policy research, Dr Lee actively contributes to national human

rights discourse, serving as a panelist and presenter at forums addressing the development and coordination of action plans for human rights at both central and local levels.



Dr Wen-cheng Lin

Commissioner of the National Human Rights, Taiwan (ROC)

Dr. Wen-cheng Lin is currently a commissioner of National Human Rights Commission and a member (ombudsman) of the Control Yuan. Before he was nominated by President Tsai Ingwen and approved by the Legislative Yuan to serve as a Control Yuan member since August 1, 2000, Dr. Lin was the Distinguished Professor in the Institute of China and Asia-Pacific Studies and Director of the Center for National Policy Studies, National Sun Yat-sen

University (NSYSU), as well as Chairman of the Taiwan Society of Japan Studies. Dr. Lin was Senior Adviser (a government ministerial-level position) to President Chen Shui-bian in the National Security Council in 2003-2004, President of the Taiwan Foundation for Democracy (TFD) in 2006-2010, and President of the Foundation on Asia-Pacific Peace Studies in 2016-2020. He served as Dean of NSYSU's College of Social Sciences in 2006-2007 & 2009-2015. Before joining the National Security Council in 2003, Dr. Lin was Director for both the Institute of Mainland China Studies and Sun Yat-sen America Center, National Sun Yat-sen University. Dr. Lin earned his MALD and Ph.D. from the Fletcher School of Law and Diplomacy, Tufts University in the United States.



Mr Dmytro Lubinets

Ukrainian Parliament Commissioner for Human Rights

On July 1, 2022, by Resolution No. 2353-IX of the Verkhovna Rada (Parliament) of Ukraine, he was appointed the Ukrainian Parliament Commissioner for Human Rights (Ombudsman). In 2019, he was elected to the Verkhovna Rada of Ukraine of the IX convocation as a non-party MP for the 60th district (Donetsk region). Dmytro Lubinets was elected Chairman of the Committee on Human Rights, De-occupation and Reintegration of Temporarily Occupied

Territories in Donetsk, Luhansk regions and the Autonomous Republic of Crimea, the City of Sevastopol, National Minorities and Interethnic Relations.

In 2014, he was elected the Member of Ukrainian Parliament for the 60th district. He took the position of Secretary of the Committee on Regulation and Organization of Work of the Verkhovna Rada of Ukraine. Member of the Permanent Delegation of the Verkhovna Rada of Ukraine to the Parliamentary Assembly of the EU — Eastern Neighbors (PA EURONEST).

In 2010, he was elected member of the Volnovakha City Council of the 6th convocation for the 9th majority district, held the position of the secretary of the Land Commission. He started working in 1996 as a manager of work with corporate clients of the production and commercial small cooperative enterprise "ATT", where he worked until 1998. From 2005 to 2014, he was a private entrepreneur.



Mr Yuriy Lysenko

Representative of the Ukrainian Parliament Commissioner for Human Rights in the United Kingdom

Yuriy Lysenko is a distinguished human rights advocate, lawyer, philanthropist, and public figure dedicated to representing and protecting the rights of Ukrainian citizens in the United Kingdom. In his official capacity as the overseas representative of the Ukrainian Parliament Commissioner for Human Rights, he provides free legal consultations, fosters collaboration with British ombudsmen and human rights institutions, and engages in parliamentary, diplomatic, and

community-based initiatives.

A leading voice of the Ukrainian diaspora in the UK, Yuriy is the founder of the London Business Club, which unites and supports Ukrainian entrepreneurs, and the Director of Conservative Friends of Ukraine, an organization strengthening UK–Ukraine relations and enhancing the voice of the Ukrainian community within the UK's Conservative Party.

He is a regular participant in key international forums, including the World Economic Forum in Davos, the Oxford–Ukraine Summits, the Ukraine Recovery Conference, and parliamentary events, contributing to high-level discussions on Ukraine's resilience, recovery, and global partnerships.

Yuriy Lysenko is also a partner and co-founder of Sterling Law, a prominent London-based firm recognized by The Legal 500. He heads the firm's immigration and human rights division, providing strategic legal guidance while championing the rights and welfare of Ukrainians abroad.



Ms Clare MacGillivray

Director of Making Rights Real, Scotland

Clare is a community worker, activist and campaigner for human rights.

She is a founding member and the Director of Making Rights Real - a small and mighty charity in Scotland that supports communities to use human rights as a tool for change. She is a passionate community development practitioner, with over 25 years' experience of working

with communities campaigning for equality and social justice.

Clare is the driving force behind the [Fearless](#) podcasts and an [Atlantic Fellow for Economic and Social Equity](#) with London School of Economics. As member of the International Committee with the International Association for Community Development, in 2019 she chaired the World Community Development Conference and was awarded



Ms Géraldine Mattioli-Zeltner

Adviser in the Office of the Council of Europe Commissioner for Human Rights

Géraldine Mattioli-Zeltner works as Adviser in the Office of the Council of Europe Commissioner for Human Rights since 2016. In this capacity, she organised in 2017 a workshop convened by then Commissioner Nils Muižnieks on the implementation and impact of National Human Rights Action Plans. Before joining the

Council of Europe, Géraldine Mattioli-Zeltner was Advocacy Director for the International Justice program of Human Rights Watch (2004-2016) and prior to that she worked for Field Diplomacy Initiative, a Belgian NGO. Géraldine Mattioli-Zeltner is a graduate of the European Masters' programme in Human Rights and Democratisation and of the Institute for Political Studies (Sciences Po) in Aix-en-Provence.



Professor Pádraig McAuliffe

Professor in Law, University of Liverpool

Pádraig McAuliffe is a graduate of University College Cork (BCL and PhD). He joined the School of Law and Social Justice at the University of Liverpool in 2013 and has been a professor since 2018. He is the author of two books, *Transitional Justice and Rule of Law Reconstruction: A Contentious Relationship* (Routledge, 2013) and *Transformative Transitional Justice and the Malleability of Post-Conflict States* (2017). He is an associate editor of the *International Journal of Transitional*

Justice. His interests include transitional justice, the historic institutionalism of socio-economic rights, and justice sector reform.



Judge Emeritus Joseph Zammit McKeon

Parliamentary Ombudsman of Malta

Judge Joseph Zammit McKeon started his distinguished career as a litigation lawyer in 1982. He was subsequently appointed as the first President of the Commission for the Promotion of Occupational Health and Safety following the Occupational Health and Safety (Promotion) Act

1994—a role he held until the introduction of the Occupational Health and Safety Authority Act in 2001. During this period, he also served as a lecturer and examiner in Occupational Health and Safety Legislation at the University of Malta until 2009.

In 2001, he was appointed the first Chairman of the Malta Transport Authority, and in 2006, he became the inaugural Chairman of the Board of Appeal from Awards on Tenders by Local Councils. His judicial career began on 28 January 2009 when he was appointed Judge of the Superior Courts, serving in the First Hall Civil Court (including as a Court of Constitutional Jurisdiction), the Constitutional Court, and the Court of Appeal and Criminal Appeal in their Superior Jurisdictions. From 9 April 2018 until his retirement on 19 March 2021, he served as President of the Civil Court (Commercial Section).

Following his retirement from the bench, he held key roles, including Chairman of the Malta Maritime Forum and serving on various boards, such as the Malta Business Registry Advisory Board.

On 8 March 2023, he was unanimously elected as the fourth Parliamentary Ombudsman. As Parliamentary Ombudsman of Malta, he serves as Secretary General and Treasurer of the Association of Mediterranean Ombudsmen. He has also been elected as Director of the International Ombudsman Institute's European Regional Board and its global Board of Directors.



Charlie McMillan

Co-chair of SNAP 2 Leadership Panel, Scotland

Charlie McMillan (MSc (Social Work), MA (Psychology), CQSW, PGCSSM) is the Interim Director of the Human Rights Consortium Scotland, which is Scotland's civil society network organisation and a human rights defender which influence on the promotion of human rights compliance and incorporation.

As part of his role at the Consortium he is one of three co-chairs of the SNAP 2 Leadership Panel. He joined the Leadership Panel in 2022 as part of the refresh of the Panel to facilitate the development of SNAP 2 (2023 – 2030). His key focus is on human rights realisation for individuals and communities.

Charlie joined the Human Rights Consortium after 5 years as Chief Executive at the Scottish Commission for People with Learning Disabilities. During his time there he founded and was Chair of Restraint Reduction Scotland, and founded and was Co-Chair of the Scottish Gender-Based Violence and Learning Disability Steering Group.



Ms Brunilda Menalla

Adviser at the Commissioner for Protection from Discrimination CPD Albania

Brunilda Menalla is an Adviser and practitioner of the law, with experience in public administration and human rights institutions. She has an academic university background mainly focused on Politics, Gender and Human Rights.

Ms Menalla works for the independent public institution in Albania, specifically responsible for guaranteeing and ensuring effective implementation of the principle of equality and non-discrimination in Albania. Ms Menalla monitors instances of discrimination, and assessing the admissibility of new cases to the court regarding complaints. She is involved in human rights advocacy for addressing gender and anti-discrimination issues, handling cases of workplace harassment, raising awareness about the importance of gender equality in Albania, emphasizing the need for society changes, and better enforcement of legal frameworks to ensure equal rights and protections for all citizens. Additionally, Ms Menalla has contributed to initiatives combating cyber bullying and discrimination in employment, advocating for institutional reforms to enhance social equality. She has conducted various reports and studies for international organizations to that effect.



Dr Jolita Miliuvienė

Parliamentary Ombudsperson of Lithuania

Dr. Jolita Miliuvienė is a researcher and an associate professor of constitutional law and comparative constitutional law at the Institute of Public Law in Mykolas Romeris university Law School in Vilnius, Lithuania. She is also a Parliamentary Ombudsperson of Lithuania for Human Rights. Previously, she worked at the Constitutional Court of the Republic of Lithuania, for more than fifteen years, lastly as the legal adviser to the President of the Constitutional Court. She also was a liaison officer for the Venice Commission. She was a national expert in research concerning Covid-19 legal regulation. Her research interests are: constitutional justice, constitutional adjudication, human rights, comparative constitutional law, soft law.



Professor Valsamis Mitsilegas
Professor of European and Global Law
and Dean of the School of Law and Social
Justice, University of Liverpool

Valsamis Mitsilegas is Professor of European and Global Law and Dean of the School of Law and Social Justice at the University of Liverpool. He is also Co-Director of the Liverpool EU Law Research Centre (EU Law at Liverpool). His research explores the development of and intersection between European and Global Law, including migration, criminal and security law, and their impact on human rights, justice and the rule

of law. He is Co-Coordinator of the [European Criminal Law Academic Network \(ECLAN\)](#) and a member of the Management Board of the International Research Network on Migration and Crime (CINETs). He is currently serving for a fifth term as a member of the European Commission's Expert Group on Criminal Policy and has been appointed in 2025 as member of the High Level Forum on the Future of EU Criminal Justice. He is the author of 11 books and over 150 articles and chapters and the curator of over 20 edited volumes. Recent books include Lawless Borders. The Rule of Law Deficit in European Immigration Control (with Guild and Vavoula, Bristol UP, 2025) the second edition of EU Criminal Law (Hart, 2022: [EU Criminal Law, 2nd edition](#)), and Policing Humanitarianism (with Carrera, Allsopp and Vosyliute., Hart, 2019).



Ms Belén Morra A.
Human Rights Director, Human Rights
General Unit, Ministry of Foreign Affairs,
Paraguay

Belén Morra Alvarenga is a Paraguayan professional with extensive experience in law, diplomacy, and human rights. She holds a Law Degree (2005) and a Public Notary Degree (2007) from the National University of Asunción, as well as a Master's in

Government and Public Management from American University of Paraguay (2020), graduating SUMMA CUM LAUDE. Belén is fluent in English, German, and Spanish, and has a background in diplomacy, having entered the Diplomatic and Consular Career through the first Paraguay's national competitive exam and merit-based selection in 2007.

Belén's career in the Ministry of Foreign Affairs of Paraguay spans various key roles. Since 2024, she has served as the Director of Human Rights in the General Unit of

Human Rights. Prior positions include coordination of general affairs and external relations at the Diplomatic and Consular Academy "Carlos Antonio López," as well as leadership roles in departments focused on international human rights and monitoring decisions from the Inter-American Court of Human Rights. Additionally, she has served as Consul of First Class at the Paraguayan Consulate General in Málaga, Spain. She has contributed significantly to human rights initiatives, including her work on the First National Human Rights Plan for Paraguay and her leadership in developing the "System of Monitoring International Human Rights Recommendations" (SIMORE), collaborating with countries such as Uruguay, Honduras, and Brazil. She has also been involved in the development of Paraguay's National Plan for Indigenous Peoples and continues to represent the country in various human rights networks and commissions, such as the National Refugee Commission (CONARE), among others.



Ms Lucy Mulvagh
Director of Policy, Research and Impact,
Health and Social Care Alliance Scotland
(the ALLIANCE)

Lucy Mulvagh is the Director of Policy, Research and Impact at the Health and Social Care Alliance Scotland (the ALLIANCE), Scotland's national third sector intermediary for health and social care, with a membership of over 3,600 people and organisations. Lucy has been at the ALLIANCE since 2016, overseeing a broad

portfolio that includes policy and public affairs, research, the Scottish Sensory Hub, the Health and Social Care Academy, special projects, impact and evaluation, and human rights. Prior to this, Lucy worked for international NGOs that work for and with minorities and indigenous peoples. Lucy sat on the Leadership Panel and co-chaired the Health and Social Care Action Group of SNAP 1, Scotland first NHRAP. In 2021-23, she was seconded as the inaugural Secretariat Lead for SNAP 2, Scotland's second NHRAP. During this time she helped establish the Secretariat, recruit and induct members of the independent SNAP Leadership Panel, and supported the Panel to review, revise, finalise and publish SNAP 2. Lucy has an MA in Human Rights from Essex University, is a Fellow of the Royal Society of Arts, Manufactures and Commerce, and a member of the Chartered Institute of Public Relations. She is also the Convenor of Engender, Scotland's feminist membership organisation, and Vice Chair of the Human Rights Consortium Scotland, the civil society network to defend and promote human rights in Scotland.



Dr Michael O' Flaherty

Commissioner for Human Rights of the Council of Europe

Dr Michael O' Flaherty is Commissioner for Human Rights of the Council of Europe since April 2024. An Irish human rights lawyer, he has been Director of the EU Fundamental Rights Agency (2015-2023), a member of the UN Human Rights Committee (2004-2012), Chief Commissioner of the Northern Ireland Human

Rights Commission (2011-2013), Professor of Human Rights Law at the universities of Nottingham and Galway and held various field and HQ posts with the UN.

Ms Yoojin Oh

Director, National Forensic Hospital, Ministry of Justice, South Korea

Yoojin Oh is the Director of General Affairs at the National Forensic Hospital under the Ministry of Justice, Republic of Korea. Previously, she served as the Director of the Human Rights Policy Division, where she led the drafting of the third National Action Plan for Human Rights, oversaw the preparation of the Human Rights Policy Framework Act, and worked on advancing the Anti-Discrimination Act. She also played a central role in drafting and coordinating Korea's Universal Periodic Review (UPR) reports for three cycles and represented the government in various international human rights mechanisms. Prior to that, she was a Human Rights Officer at the National Human Rights Commission of Korea (2003–2009), contributing to legislative reforms and policy recommendations in alignment with international human rights standards. She also worked as a Project Manager at the Asia Pacific Forum of National Human Rights Institutions. Yoojin holds a Master's in Law and Diplomacy from The Fletcher School, Tufts University, and a Bachelor's in Communications from Yonsei University.



Ms Nanni Olsson

Senior Specialist on Fundamental and Human Rights in the Public Law Unit of the Ministry of Justice of Finland

Nanni Olsson works as a Senior Specialist on fundamental and human rights in the Public Law Unit of the Ministry of Justice of Finland. She is part of the team responsible for the preparation and implementation of Finland's national action plans on fundamental and human rights. She has also played a key role in preparing and implementing fundamental and human rights indicators. She represents Finland

at the EU Council's Working Party on Fundamental Rights, Citizens' Rights and Free Movement of Persons and engages in human rights work within the Council of Europe.

In addition to fundamental and human rights, Nanni's tasks include other expert and legislative drafting tasks in the field of public law, including a legislative drafting project regarding the constitutional guarantees for the independence of the judiciary. She also supports the legislative and program projects of other ministries, especially from the perspective of fundamental rights.

Nanni has a Master of Laws degree from the University of Helsinki.



Dr Nadire Özdemir

Ankara University Faculty of Law, Türkiye

Assoc. Prof. Dr. Nadire Özdemir is a graduate of the Faculty of Law at Ankara University. She completed both her Master's and Doctorate degrees in Public Law at the Institute of Social Sciences, Ankara University. Dr. Özdemir has also undertaken research as a visiting academic at the Faculty of Law, University of Oxford, and at Johannes Gutenberg University Mainz. Her scholarly work encompasses a range of topics, including the philosophy and sociology of law, gender and law, law and culture,

human rights and access to justice of vulnerable groups. Additionally, she has made significant contributions to various projects addressing these critical issues.



Ms Nareeluc Pairchaiyapoom

Director of the Department of Rights and Liberties Protection International Human Rights Division Ministry of Justice, Thailand

Nareeluc Pairchaiyapoom is the Director of the International Human Rights Division of the Rights and Liberties Protection Department, Ministry of Justice Thailand. As a seasoned civil servant of the Ministry of Justice, a lead government agency responsible for drafting and pushing forward implementation of National Human Rights Plan, Nareeluc has extensive

experience in working with representatives from governments, civil societies and domestic and international organizations on a wide range of human rights issues. She is also widely acclaimed for her expertise in policies relating to legal aid, gender diversity, anti-torture and enforced disappearances, and business and human rights issues.

Nareeluc was awarded the “Thailand’s Best Government Officer Award” in 2013 and the “Rising Star of the Year Award 2017” as presented by the prestigious Associations of Thai Government Scholarship Students. She holds an LLB in Law and LLM in Private and Business Law from Chulalongkorn University, a Master’s degree in Theory and Practice of Human Rights from Essex University, and a Post Graduate Diploma in Human Rights Law from Nottingham University.



Dr Pietro de Perini

University Human Rights Centre A. Papisca, University of Padova, Italy

Pietro de Perini is a researcher and assistant professor of International Relations at the University of Padova. He is the coordinator of the human rights curriculum of the international Ph.D programme in Human Rights, Society and Multi-level Governance and the managing editor of the open access journal *Peace Human Rights Governance* (<https://phrg.padovauniversitypress.it/>)



Ms Ana Peti

Director at the Commissioner for Protection from Discrimination, Albania

Ana Peti is a finance professional with over 13 years of experience in both the private and public sectors, specializing in financial management, strategic planning, and resource optimization. She holds a Master of Science in Banking and Finance and has built a stable career in leading financial operations and supporting institutional development.

In recent years, Ana has transitioned to the public sector, where she currently works at a national human rights institution, Commissioner for Protection Against Discrimination. Her role focuses on strengthening financial governance, transparency, and accountability – aligning financial practices with the principles of human rights and democratic integrity. Ana has also gained academic experience as a lecturer at the University, where she has taught finance-related courses, further enriching her professional portfolio with academic contributions to the next generation of finance professionals. She has participated in numerous national and international training sessions and conferences in the fields of finance and human resources, and is certified as a Trainer of Trainers (ToT). Additionally, she is certified as a Certified Public Accountant (CPA), which further strengthens her professional expertise in the financial field. Her ability to bridge the technical and human aspects of institutional development makes her a valuable contributor to initiatives promoting sustainable and inclusive approaches. With her interdisciplinary expertise and active involvement in both the private sector and civil society, Ana brings a unique perspective to discussions on finance, institutional reform, and social impact.



Dr Danielle Reeder

University Teacher in Law, University of Liverpool/Manchester

Geopolitical Affairs and International Security Researcher

Research Assistant for Network on NHRAPs Project

Danielle Reeder is a security and defence scholar specialising in UK/European strategy, regionalism, and military alliances. She recently completed her doctoral thesis on collective security, alliance security, and Brexit at the University of Liverpool.

She completed her Master's in Security and International Law with distinction at the University of Manchester, and completed a Bachelor's in Chinese and World Politics at Hamilton College in New York, USA.

She has worked part-time in military think tanks in Washington and London, and contributed as a MENA Regional Coordinator for the Journal on the Use of Force and International Law (JUFIL) Digest of State practice. She is an active member of the European Society of International Law, and has participated in EU/NATO legal training forums in Vilnius and Ljubljana. She teaches several law subjects, including human rights, at both Liverpool and Manchester. She is part of Liverpool's International Law and Human Rights Unit. Danielle is a D.C./South Carolinian native, and spent many formative years living in Beijing and Hangzhou. She speaks English and Mandarin, and is working on the Greek and French.

Ms Elinor Puzey

Senior Associate - Human Rights (Wales)

Equality and Human Rights Commission, UK

Elinor leads on human rights for the Wales team at the EHRC. Prior to joining the Commission, she worked in the third sector, primarily for violence against women and girls organisations. She has worked at Welsh Women's Aid and the NSPCC in Wales on policy and public affairs. During her time at Standing Together Against Domestic Violence in West London, she worked on the housing sector response to domestic abuse. Her first role in the women's sector was supporting women and children in a refuge in South London.



Professor Giorgio Repetto

**Professor of Constitutional Law,
Department of Law, Università di
Perugia, Italy**

Giorgio Repetto (1978) is Professor of Constitutional Law at the Law Department of Università di Perugia (Italy), where he teaches Italian and European Constitutional Law. He is currently responsible of a research grant funded by the Italian Ministry of University and Research on "Framing National Human Rights Institutions: European and Comparative Interplays (FRAME)".

He authored books in Italian on fundamental rights' protection before European courts (Argomenti comparativi e diritti fondamentali in Europa, 2011), on the transformations of judicial review in Italy (Il canone dell'incidentalità costituzionale, 2017) and on a comparison between the Italian and the German models of judicial review (Studi sulla giustizia costituzionale in Germania, 2024).

An editor, among others, of The Constitutional Relevance of the ECHR in Domestic and European Law (Intersentia, 2013), his contributions in English have been published in German Law Journal, European Constitutional Law Review and in European Journal of Social Security. From 2020 to 2025 he has been law clerk at the Italian Constitutional Court.



Ms Meg de Ronde

**Tatau-Uruora | Kāwanatanga Chief
Executive at the New Zealand Human
Rights Commission (Te Kāhui Tika
Tangata)**

Meg de Ronde is the Tatau-Uruora | Kāwanatanga Chief Executive at the New Zealand Human Rights Commission (Te Kāhui Tika Tangata). She is in a shared leadership structure at the Commission alongside a Māori leader who works in partnership with Meg's role. Meg's previous work includes Amnesty International Regional Director for East Asia, South East Asia and the Pacific (with

responsibility for human rights work in 19 countries) as well as a number of years as the Executive Director for Amnesty International New Zealand. Meg's background is in investigations, research, advocacy, campaigning, and academia. Currently Meg is the Asia Pacific voting member on the Global Alliance of National Human Rights Institution's Sub-Committee on Accreditation. Over the last two years Meg has had the privilege of assessing the compliance with the Paris Principles of over 40 national human rights institutions (NHRIs) from around the world. The first National Plan of Action for Human Rights in New Zealand is now over 20 years old and Meg is part of the team that is developing the next iteration of the plan for the New Zealand NHRI.



Dr Jan Willem Rossem
Coordinator of Fundamental Rights
Department, The Netherlands

Jan Willem van Rossem is a senior legal advisor on fundamental rights, working in the legal department of the Dutch Ministry of Interior Affairs and Kingdom Relations. He holds a PhD in constitutional law (University of Groningen 2014) and graduated in Dutch law in 2006 at the same university. As a legal advisor on fundamental rights at the Dutch Ministry of Interior

Affairs and Kingdom Relations, Jan Willem focuses on a wide variety of topics and coordinates several legislative, policy and advisory processes related to fundamental rights.



Ms Thalia Kehoe Rowden
Co-Executive Director Human Rights
Measurement Initiative (HRMI), New Zealand

Thalia Kehoe Rowden is a human rights leader based in Aotearoa New Zealand. She has worked as a Baptist minister in New Plymouth, New Zealand; with Partners Relief & Development in South East Asia; and as a plain-English legal resource writer for the Wellington Community Law Centre; before joining HRMI in 2018. She is a disabled Pākehā New Zealander with English, Scottish, and Irish ancestry, and has two children.



Ms Anna Saarela
Ministerial Adviser in the Public Law Unit of
the Ministry of Justice of Finland

Anna Saarela works as a ministerial adviser in the Public Law Unit of the Finnish Ministry of Justice, where she coordinates national fundamental and human rights policy. Her responsibilities include preparing and implementing national human rights action plans, and she has played a key role in developing national human rights indicators as part of the third national human rights action plan. In addition

to human rights policy, Anna's duties encompass constitutional law expertise and supporting legislative projects, particularly from a human rights perspective.

Anna graduated with a Master of Laws from the University of Helsinki in 2012 and has been with the Ministry of Justice since 2016. Her previous roles have included working on democracy and electoral issues, as well as linguistic rights.

In her free time, Anna enjoys spending time with her two young children and loves to dive into new DIY projects.

Ms Margit Sarv

Acting Head of NHRI activities at the Office of the Chancellor of Justice
in Estonia

Ms Margit Sarv is the Acting Head of NHRI activities at the Office of the Chancellor of Justice in Estonia. She has worked a long time on protection and promotion of rights of the child and gender equality. She has studied Political Science at the Central European University and University of Tartu.



Ms Sanne Staaltjens
Legal Advisor for the Ministry of the Interior
and Kingdom Relations, The Netherlands

Sanne Staaltjens is a lawyer specializing in fundamental rights. She works at the Dutch Ministry of the Interior and Kingdom Relations, within the department responsible for constitutional affairs. As a part of the team dedicated to fundamental rights, her work primarily involves the international and European dimension of these issues. In this capacity, she is responsible for providing legal and policy

advice on matters with regard to fundamental rights, as well as contributing to legislative processes. More specifically, her work includes participating in EU Council Working Parties, maintaining relations with the EU Agency for Fundamental rights and overseeing reporting obligations under United Nations human rights treaties. While her focus is primarily on the international and European matters, she is also involved in national human rights issues, including work related to the Dutch Human Rights Institute.



Professor Paolo De Stefani
University Human Rights Centre A. Papisca,
University of Padova, Italy

Paolo De Stefani is a researcher and aggregate professor of international law at the University of Padua. He lectures at the University of Padua and at the Catholic University of Lyon and is national director of the European master's degree in Human Rights and Democratization (Venice).



Mr Rajendra Thapa
Joint Secretary, Office of the Prime Minister and
Council of Ministers, Singh Durbar, Kathamandu,
Nepal

Since 1990, Mr Rajendra Thapa has worked as a permanent government employee for Government of Nepal, with various responsibilities. For almost six years, he worked at the Parliament Secretariat of Nepal. Then, he joined the judicial service as a court officer, working in Supreme Court of Nepal, as well as the appellate and

district courts for almost fourteen years.

From here, Mr Thapa began working in the Ministry of Law and Justice as an Under Secretary (Law) and in the Ministry of Science and Technology, Ministry of Foreign Affairs, Nepal Law Commission and Office of the Company Registrar almost for nine years. Subsequently, he began working in the Office of the Chief Minister and Council of Ministers of Lumbini Province as a Secretary of law for five years.

He obtained a Masters of Laws (LLM) in International Legal Studies with a Specialisation in International Human Rights Law from American University, Washington College of Law, Washington D.C., and completed a Masters of Public Administration (MPA) in e-Government from Sungkyunkwan University, Seoul, South Korea.

Since December 2023, Mr Thapa now works in the Office of the Prime Minister and Council of Ministers of the Government of Nepal as a Joint Secretary, Head of the Human Rights and International Treaty Division.

Mr Thapa has also enjoyed the opportunity of engaging in the works of Human Rights Council and OHCHR as a fellow for three months in Geneva, participating in various international seminars and workshops.



Dr Christos Tsevas
Human Rights Officer (Legal Advisor) at the
Greek National Commission for Human
Rights

Dr. Christos Tsevas is a Human Rights Officer (Legal Advisor) at the Greek National Commission for Human Rights (2024-present). He is an Adjunct Lecturer in International Human Rights Law and International Refugee Law at Democritus University of Thrace - Law Faculty (2021-present). Formerly,

Christos was a Project Transition Analyst at the International Organization for Migration/UN Migration (2022-2023), a UNHCR Associate Asylum Expert (2017-2021), and a Legal Officer at the Greek Asylum Appeals Committees, designated by the GNCHR (2013-2016). He has served as a Teaching Associate at the Faculty of Law of the National and Kapodistrian University of Athens in International Human Rights Law and Artificial Intelligence (2024-2025), as a Lecturer in International and European Law at the Hellenic Open University (2024-2025), as a Lecturer at the Greek National School of Public Administration and Local Government (2024), as a Consultant at the International Institute of Humanitarian Law for courses of the Department of International Refugee Law and Migration Law (2022-2023), and as an EPLO Academic Coordinator of the Executive Course on Migration (2021). Christos holds a PhD in Human Rights Law (University of Strasbourg, DUTh). He has also teaching experience in EU Law and Policies, Constitutional Law, Institutions and Policies of Human Rights Protection, Artificial Intelligence, Open Data and Data Protection and he has published in these fields. Christos is an attorney-at-law with expertise in international and European human rights, public, refugee, and migration law.



Ms Mariia Ushchapivska
Deputy Head of the International Cooperation and European Integration Department – Secretariat Office of the Ukrainian Parliament Commissioner for Human Rights

Ms Ushchapivska was born in the city of Kyiv, Ukraine. She is a trained lawyer, and international expert. Ms Ushchapivska holds a Master of Law from Taras Shevchenko National University of Kyiv, and a Pre LLM degree from Chicago Kent College of Law, USA. She now serves as the Deputy Head of the International Cooperation and European Integration Department, as Head of the Unit for Cooperation with National Human Rights Institutions of the Secretariat of the Ukrainian Parliament Commissioner for Human Rights



Ms Yuyun Wahyuningrum
PhD Researcher, Erasmus University, The Netherlands

Executive Director of the ASEAN Parliamentarians for Human Rights Representative of Indonesia to AICHR (2019-2024)

Ms. Wahyuningrum is the Executive Director of ASEAN Parliamentarians for Human Rights (APHR) and a PhD researcher at Erasmus University, the Netherlands. She is also an Affiliated Researcher at the Asian Research Centre for Migration (ARCM), Chulalongkorn University.

From 2019 to 2024, she served two consecutive terms as Indonesia's Representative to the ASEAN Intergovernmental Commission on Human Rights (AICHR) and chaired the Commission in 2023. In July 2024, she joined the Asia Justice Coalition as a Board Member for the Women Leaders in International Justice and Accountability project and was appointed to serve as Scientific Committee for the 5th World Congress on Justice with Children (2025).

With over 25 years of experience, she has worked with the Human Rights Working Group (HRWG), Oxfam International, FORUM-ASIA, Child Workers in Asia, Solidarity Center, and Indonesia's National Commission on Child Protection. From 2015 to 2017, she led the Regional EU-ASEAN Dialogue Instrument on Human Rights Facility. In 2013, she founded Weaving Women's Voices in ASEAN (WEAVE), a

feminist network advocating for women's and girls' rights in Southeast Asia, where she continues to serve as an advisor. Her achievements include being named Mahidol Outstanding Alumna 2024, International Democracy Goodwill Ambassador (2021–2022), and one of Indonesia's #100WomenWiki WomenUnlimited Experts (2018).

She regularly contributes to The Jakarta Post, Bangkok Post, The Nation, and Talking ASEAN. Her latest academic publication, "A Decade of Institutionalizing Human Rights in ASEAN: Progress and Challenges," appeared in the Journal of Human Rights (2021).



Mr Michael Windfuhr
Deputy Director of the German Institute for Human Rights & member of the UN Committee on Economic, Social and Cultural Rights

Since 2011, Mr Windfuhr has been Deputy Director of the German Institute for Human Rights. He has been a member of the UN Committee on Economic, Social and Cultural Rights since 2016, and a Chair of the Business and Human Rights Working Group of the Multistakeholder Platform of the CSR Forum of the Federal Government for the implementation of

the topic of business and human rights in Germany since 2017.

Mr Windfuhr is also a member of the independent complaint's mechanism of the development banks of Germany, France and the Netherlands (DEG, FMO, Proparco). Previously, he worked as head of the human rights team at Brot für die Welt (2006-2010) and held various positions at FIAN International between 1986 and 2006.

Michael Windfuhr studied political science, German studies, geography and philosophy in Heidelberg.



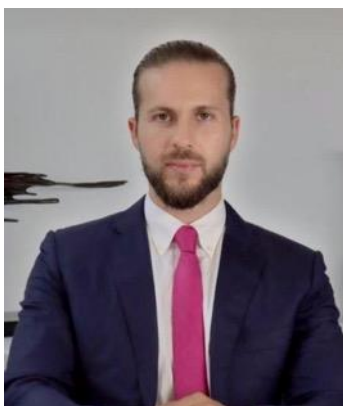
Ms Wu Tzu-hsien

Section Chief at the Department of Human Rights and Transitional Justice, Executive Yuan, Taiwan (ROC)

Wu Tzu-hsien is Section Chief at the Department of Human Rights and Transitional Justice, Executive Yuan, Taiwan. She leads the development and coordination of key national human rights initiatives, including the National Human Rights Action Plan, the implementation of the Business and Human Rights framework, and the design, delivery and evaluation of human rights training for civil servants.

From 2006 to 2020, Wu worked for the Control Yuan, Taiwan's national ombudsman institution, where she focused on promoting good governance and safeguarding individual rights. In 2020, she joined Taiwan's National Human Rights Commission, contributing to the advancement of human rights policies and monitoring mechanisms.

Wu specializes in integrating human rights principles into public administration and is committed to strengthening Taiwan's human rights governance in line with international standards.



Mr Arturo Guerrero Zazueta **Director General of Human Rights, Gender Equality and International Affairs of the Federal Judiciary Council in Mexico**

Mr. Arturo Guerrero Zazueta holds a law degree from the Escuela Libre de Derecho and a master's degree in legal argumentation from the University of Alicante. He worked as a lawyer at the Inter-American Court of Human Rights and was a consultant to the Office of the Special Rapporteur for Freedom of Expression of the Inter-American Commission on Human Rights. In the past 12 years,

he has served in different high-level positions within the Federal Judiciary, such as clerk in Mexico's Supreme Court of Justice and more recently as Executive Secretary of the Plenary of the Federal Judiciary Council, a body in charge of preserving and strengthening the autonomy, independence and impartiality of the jurisdictional bodies and administrative areas of the Judiciary. Currently, he is the General Director of Human Rights, Gender Equality and International Affairs, a position from which he

promotes gender equality and human rights' policies to improve the working conditions in the institution and foster an inclusive and respectful work environment within the Judiciary. Under his leadership, programs and strategies are implemented to ensure that the principles of equity and human rights are fundamental to the organizational culture, while also promoting the training and awareness of staff in these crucial areas.



Dr Domenico Zipoli, PhD **Senior Research Fellow and Project Coordinator, Geneva Human Rights Platform of the Geneva Academy of International Humanitarian Law and Human Rights**

Dr. Domenico Zipoli leads projects at the Geneva Human Rights Platform, focusing on leveraging digital tools to enhance human rights and Sustainable Development Goals (SDG) monitoring. He completed his PhD at the University of Oslo, researching the cooperation between United

Nations Human Rights Treaty Bodies and National Human Rights Institutions. His professional experience includes roles at the European Union's Fundamental Rights Agency, the Raoul Wallenberg Institute of Human Rights and Humanitarian Law, and national human rights institutions in Mongolia and Ecuador. Dr. Zipoli holds an LLM in International Human Rights Law from Lund University and a Bachelor of Laws from the University of Exeter. His expertise is further enriched by research stints at the Inter-American Court of Human Rights and the Australian Institute for Human Rights.