

## (लोक सेवा आयोग)

राष्ट्रिय मानव अधिकार आयोगको राष्ट्रिय मानव अधिकार सेवा, अधिकृत प्रथम श्रेणी, सहसचिव पदको खुला र आन्तरिक प्रतियोगितात्मक परीक्षाको लागि पाठ्यक्रम

### एवं परीक्षा योजना

यस पाठ्यक्रम योजनालाई तीन चरणमा विभाजन गरिएको छ :

प्रथम चरण :- लिखित परीक्षा (Written Examination)

पूर्णाङ्क :- २००

द्वितीय चरण :- सक्षमता परीक्षण (Competency Test)

पूर्णाङ्क :- ३०

तृतीय चरण :- अन्तर्वार्ता (Interview)

पूर्णाङ्क :- ३०

प्रथम चरण : लिखित परीक्षा योजना (Written Examination Scheme)						
पत्र	विषय	पूर्णाङ्क	उर्तीर्णाङ्क	परीक्षा प्रणाली	प्रश्नसंख्या x अङ्क	समय
प्रथम	शासकीय प्रबन्ध, व्यवस्थापन, सार्वजनिक जवाफदेहिता, नैतिकता र व्यवसायिकता (Governance, Management, Public Accountability, Ethics and Professionalism)	१००	४०	Critical Analysis & Problem Solving	४ प्रश्न x २५ अङ्क	३ घण्टा
द्वितीय	मानव अधिकार (Human Rights) तथा Drafting and Reporting Skills सम्बन्धी	१००	४०	Critical Analysis & Problem Solving	४ प्रश्न x २० अङ्क	३ घण्टा
				Subjective Long Answer Type	१ प्रश्न x २० अङ्क	
द्वितीय चरण : सक्षमता परीक्षण (Competency Test)						
विषय		पूर्णाङ्क	परीक्षा प्रणाली	समय	कैफियत	
मामिला प्रस्तुतिकरण (Case Presentation)		३०	व्यक्तिगत प्रस्तुतिकरण (Ind.Presentation)	५० मिनेट		
तृतीय चरण :- अन्तर्वार्ता (Interview)						
विषय		पूर्णाङ्क	परीक्षा प्रणाली			
अन्तर्वार्ता (Interview)		३०	बोर्ड अन्तर्वार्ता (Board Interview)			

### द्रष्टव्य :

- लिखित परीक्षाको माध्यम भाषा नेपाली वा अंग्रेजी अथवा नेपाली र अंग्रेजी दुवै हुनेछ । तर द्वितीय पत्रको भाग (Part) II को हकमा लिखित परीक्षाको माध्यम भाषा अंग्रेजी हुनेछ । अर्थात् प्रश्नहरू अंग्रेजी भाषामा सोधिनेछ, परिक्षार्थीले ती प्रश्नहरूको उत्तर पनि अंग्रेजी भाषा नै दिनु पर्नेछ ।
- प्रथम र द्वितीय पत्रको लिखित परीक्षा अलग अलग दिनमा हुनेछ ।
- प्रत्येक पत्र/विषयका प्रत्येक प्रश्न/खण्डका लागि छुट्टाछुट्टै उत्तरपुस्तिकाहरू हुनेछन् । परिक्षार्थीले प्रत्येक प्रश्न/खण्डको उत्तर छुट्टाछुट्टै उत्तरपुस्तिकामा लेख्नुपर्नेछ ।
- यस पाठ्यक्रम योजना अन्तर्गतका पत्र/विषयका विषयवस्तुमा जेसुकै लेखिएको भए तापनि पाठ्यक्रममा परेका कानून, ऐन, नियम, विनियम तथा नीतिहरू परीक्षाको मिति भन्दा ३ महिना अगाडि (संशोधन भएका वा संशोधन भई हटाईएका वा थप गरी संशोधन भई) कायम रहेकालाई यस पाठ्यक्रममा परेको सम्झनु पर्दछ ।
- प्रथम चरणको परीक्षाबाट छनौट भएका उम्मेदवारहरूलाई मात्र द्वितीय चरणको परीक्षामा सम्मिलित गराइनेछ । साथै द्वितीय चरणको परीक्षामा सहभागी भएपछि मात्र तृतीय चरणको परीक्षामा सम्मिलित गराइनेछ ।
- द्वितीय चरणको मामिला प्रस्तुतिकरण (Case Presentation) को तयारीको लागि १ घण्टा १५ मिनेटको समय हुनेछ ।
- पाठ्यक्रम स्वीकृत मिति : २०७९/०६/२५

## (लोक सेवा आयोग)

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**प्रथम पत्र : शासकीय प्रबन्ध, व्यवस्थापन, सार्वजनिक जवाफदेहिता, नैतिकता र व्यवसायिकता (Governance, Management, Public Accountability, Ethics and Professionalism)**

### उद्देश्य

यस पत्रको उद्देश्य सार्वजनिक सेवाको अन्तरङ्ग (Core) मूल्यहरु, उच्च व्यवसायिक नैतिकता, इमानदारिता, निष्पक्षता, सम्पूर्ण सरोकारवालाहरुको यथोचित संलग्नता र सहभागिताबाट लोकतन्त्रको प्रतिफल वितरण गर्न सक्ने व्यक्तिको रूपमा सबैले विश्वास गर्ने तथा सुशासन सम्बन्धी अवधारणा लगायत विषयमा सैद्धान्तिक ज्ञान भएको र यस्ता ज्ञानलाई राष्ट्रिय तथा अन्तर्राष्ट्रिय परिवेश/परिस्थितीको कारणबाट प्राप्त अवसर तथा चुनौतीहरुको बीच कार्य क्षेत्र (व्यवहार) मा उतार्न आवश्यक पर्ने विश्लेषण, संश्लेषण (Synthesize) र सही मूल्याङ्कन (Evaluation) गरी सुशासनको प्रत्याभूति दिन उच्चतहको कर्मचारीमा आवश्यक पर्ने कौशल/क्षमता/गुणहरुको परीक्षण गर्ने रहेको छ।

### **प्रथम पत्र :**

**शासकीय प्रबन्ध, व्यवस्थापन, सार्वजनिक जवाफदेहिता, नैतिकता र व्यवसायिकता (Governance, Management, Public Accountability, Ethics and Professionalism)**

## **1. Governance and Development**

- 1.1 Concept, principles and dimensions of governance
- 1.2 Envisioning Governance and Public Services
- 1.3 Federal system : federal, provincial and local level governance
- 1.4 Public service delivery and its effectiveness
- 1.5 Public policy-policy formulation, implementation, monitoring and evaluation
- 1.6 Geopolitics and rights of land-locked and least developed countries
- 1.7 Aspects of development - economic, social, political and institutional
- 1.8 Nepalese economy and issues relating to planning, mobilization of resources, growth and development
- 1.9 Role of development partners in development and foreign aid mobilization, Civic engagement
- 1.10 Fiscal Federalism and its practices in Nepal
- 1.11 Financial Administration: Auditing and Budgeting - Budget Formulation, Implementation, Monitoring, Evaluation and Financial control system
- 1.12 Contemporary development paradigms : Human development, Sustainable development, Public Private Partnership, Economic liberalization and globalization, Economic diplomacy, Intellectual capitals, Inclusive development
- 1.13 Diversity management and Status of social diversity in Nepal
- 1.14 Issues relating to poverty, hunger, unemployment, population and migration
- 1.15 Welfare schemes, social protection and social security for weaker/vulnerable groups of the population in Nepal

## **2. Professional Ethics and Values**

- 2.1 Essence, determinants, consequences and dimensions of ethics
- 2.2 Human values
- 2.3 Principles of public life
- 2.4 Spiritualism in public affairs management, Spirituality at works
- 2.5 Ethical guidance, ethical issues in public sector management
- 2.6 Corruption : Challenges and corruption control strategies
- 2.7 Public accountability, transparency

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आन्तरिक प्रतियोगितात्मक परीक्षाको लागि पाठ्यक्रम

- 2.8 Understanding professional values, professional standards, professionalism in workplace
- 2.9 The foundation values for public service - integrity, impartiality, dedication, empathy, tolerance and compassion
3. **Management Concepts and Practice**
  - 3.1 Management: Concept, principles, functions, scope and role, level and skills of manager
  - 3.2 Contemporary challenges for managers; contemporary issues of management in Nepal
  - 3.3 Human resource management: Concept, functions and different aspects
  - 3.4 Planning: Concept, principles, nature, types, cycles and instruments
  - 3.5 Leadership: Concept, function, leadership styles, leadership and management
  - 3.6 Coordination: Concept, types, techniques of effective coordination
  - 3.7 Communication and counselling: Concept, communication processes and barrier to effective communication, techniques for improving communication
  - 3.8 Decision making: Importance, types, problem solving techniques, improving decision making
  - 3.9 Supervision, Monitoring and Quality Control
  - 3.10 Organizational behavior, work culture, motivation and morale
  - 3.11 Resource allocation and utilization
  - 3.12 Training techniques and reporting
4. **Professionalism and Management Issues and Practice**
  - 4.1 Nature and scope of management in public organization
  - 4.2 Staff management, collective bargaining and unionism
  - 4.3 Conflict management: concept, approaches, levels of conflict, causes of conflict and conflict management strategies
  - 4.4 Negotiation skills, method and significance of dispute settlement
  - 4.5 Grievance handling and role of management to the grievance handling
  - 4.6 Change management: concept, sources of organizational change, resistance to change, management of resistance to change
  - 4.7 Crisis management
  - 4.8 Emotional intelligence and its relevance in public management and governance
  - 4.9 Time management: concept and strategies for effective time management
  - 4.10 Participative management: concept, importance, techniques of participation
  - 4.11 Stress management: concept, causes and sources of stress, techniques of stress management
  - 4.12 Labour migration management, Disaster Management, Technology management, Information management, Performance Management, Team management, Talent management, Risk management
  - 4.13 Administrative regularities

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आन्तरिक प्रतियोगितात्मक परीक्षाको लागि पाठ्यक्रम

द्वितीय पत्र : मानव अधिकार (Human Rights) तथा Drafting and Reporting Skills सम्बन्धी

**Part I – (80 Marks)**

**(4 Questions × 20 marks for each question = 80 Marks)**

**1. State Policy on Human Rights in Nepal**

- 1.1 Democratic norms and values, rule of law and human rights
- 1.2 Constitutional and legal commitments on human rights
- 1.3 Role of Government and National Human Rights Institutions (NHRIs) for protection and promotion of human rights
- 1.4 Actors for human rights promotion : state agencies, National Human Rights Commission (NHRC) and other human rights commissions, civil society organizations, academia among others
- 1.5 Actors for human rights protection: NHRC, courts and tribunals, crime investigation and prosecution agencies
- 1.6 Preventive measures of human rights protection and promotion and their significance
- 1.7 Impunity and state accountability on protection and promotion of human rights.
- 1.8 Monitoring and investigation of human rights issues and role of NHRC Nepal
- 1.9 Settlement of human rights cases
- 1.10 Enforcement of human rights related decisions
- 1.11 Sustainable Development Goals and their status from human rights perspective
- 1.12 Challenges and opportunities of human rights protection and promotion in the Federal setup
- 1.13 Transitional justice and role of Truth and Reconciliation Commission (TRC) and National Human Rights Commission (NHRC) for victim justice

**2. International Human Rights System and Actors**

- 2.1 UN human rights mechanism
- 2.2 International system of promotion and protection of human rights
- 2.3 Regional arrangements on human rights : European Commission on Human Rights, African Commission on Human and Peoples' Rights, American system on human rights, Inter-American Human Rights System, Asian and Sub-Regional Human Rights System
- 2.4 Judicial measures : International tribunals and courts dealing with human rights issues, European Court of Human Rights,
- 2.5 Role of international organizations on the promotion and protection of human rights : OHCHR, thematic special rapporteurs, UN Human Rights Council and other UN agencies
- 2.6 Role of International Criminal Court on the Protection of human rights
- 2.7 Role of inter-governmental and international non-governmental sector on the promotion and protection of human rights such as APF of NHRIs, INGOs, NGOs and Media.
- 2.8 Human rights and its relation with humanitarian laws (peace time and war time)
- 2.9 Implementation of international humanitarian laws
- 2.10 International human rights treaty monitoring, UPR Process, State reports, General Recommendations, comments and concluding observations.
- 2.11 Rome statute and ICC
- 2.12 Geneva Convention
- 2.13 Common Article of Geneva Convention and Implementation of Human Rights Law
- 2.14 Globalization and Human Rights

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### **3. Human Rights Law and Treaties**

- 3.1 Human Rights International Bill : Universal Declaration of Human Rights, 1948, and Twin Covenants and Optional Protocol (ICESCR and ICCPR)
- 3.2 Law and practice on civil, cultural, economic, political and social rights
- 3.3 Law and practice on the issues of torture and inhuman and degrading treatment and racial discrimination
- 3.4 Rights of women in line with Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), 1979 and aftermath
- 3.5 Rights of children in light of Convention on the Rights of the Child (CRC), 1989 and aftermath
- 3.6 International Convention on the Elimination of all forms of Racial Discrimination (ICERD), 1965
- 3.7 Minority rights with focus to vulnerable groups : Indigenous groups, Dalits, HIV infected people, Transsexual minorities, Senior citizens, Migrant workers among others
- 3.8 State obligations on the respect for human rights
- 3.9 Positive discrimination as a respect for human rights
- 3.10 Human Rights and UN Charter
- 3.11 Parlemo protocol and its enforcement
- 3.12 American, European, African Convention on human rights and consideration for Asian Convention and SAARC
- 3.13 Human Rights implied on the ancient traditions (Hinduism, Buddhism, Confucianism, Islamic Jurisprudence and Christianity)

### **4. Human Rights and Development Issues**

- 4.1 The nexus between, social justice, social inclusion and human rights
- 4.2 Empowerment of disadvantaged groups and their human rights dimension
- 4.3 National and International development on Human Rights Based Approach to development
- 4.4 National and International developments on the issue right to live in peace
- 4.5 National and International Law and practice of right to environment
- 4.6 Human rights advocacy and outreach programs for the protection and promotion of human rights
- 4.7 Significance of human rights education, information and training for sustainable human development
- 4.8 Human rights and good governance
- 4.9 Federation, Province and Local Government obligations for safety and security issue of Human Rights defenders
- 4.10 Conflict Management (Region, Social, Caste Base, Community base)
- 4.11 Torture and Other Cruel, Inhuman, or Degrading Treatment or Punishment, Arbitrary Arrest or Detention (Arrest Procedures and Treatment of Detainees)
- 4.12 Civil Liberties: (Freedom of Expression- Including for Members of the Press and Other Media, Freedoms of Peaceful Assembly and Association, Freedom of Religion, Freedom of Movement and the Right to Leave the Country, Status and Treatment of Internally Displaced Persons, Protection of Refugees and Stateless Persons)
- 4.13 Labour Rights and its situation in Nepal

### **5. Major Human Rights Issues**

- 5.1 Trafficking in human persons including human organs
- 5.2 Internal displacement and migration
- 5.3 Conflict and violence

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- 5.4 Enforced disappearances
  - 5.5 Illegal use and employment of children
  - 5.6 Human rights education, civic sense and public awareness
  - 5.7 Discrimination and unequal treatment based on region, religion, gender, race, caste, etc.
  - 5.8 Different forms of traditional malpractices, causes and measures to control
  - 5.9 Rule of law versus impunity
  - 5.10 Violence against women, children and senior citizens
  - 5.11 The rights of Dalits
  - 5.12 Poverty (in context of obstacle for enjoying human rights)
  - 5.13 Rights of the Persons with disability
  - 5.14 Environment and Human Rights
  - 5.15 Business and human rights, consumer rights
- 6. Related Legislations, Enforcement Mechanisms & Humanitarian Intervention**
- 6.1 Human Rights provision in Constitution of Nepal, 2072
  - 6.2 National Human Rights Commission Act, 2068
  - 6.3 National Human Rights Commission (Complaint, Punishment & Compensation Determination) Regulation, 2069
  - 6.4 Human Trafficking and Transportation (Control) Act, 2064
  - 6.5 The Consumer Protection Act, 2075
  - 6.6 The Act relating to Children, 2075
  - 6.7 The Public Health Service Act, 2075
  - 6.8 The Right to Food and Food Sovereignty Act, 2075
  - 6.9 The Act relating to Compulsory and Free Education, 2075
  - 6.10 The Act relating to Rights of Persons with Disabilities, 2074
  - 6.11 Witchcraft-related accusation (Offence and Punishment) Act, 2072
  - 6.12 The Caste-based Discrimination and Untouchability (Offence and Punishment) Act, 2068
  - 6.13 Functions, Duties and Powers of Constitutional thematic Commission
  - 6.14 Human rights movement in Nepal
  - 6.15 National Human Rights Action Plan of the Government of Nepal
  - 6.16 Mediation and role of stakeholders
  - 6.17 Dynamics of conflict and its management
  - 6.18 Human rights obligation of state and role of oversight institutions
  - 6.19 Methodology and indicators of human rights monitoring
  - 6.20 Existing Strategic Plan of National Human Rights Commission of Nepal
- 7. Human Rights Protection during State of emergency, Armed Conflict, Civil Strife**
- 7.1 Human Rights protection during State of Emergency and Civil Strife
  - 7.2 International Conventions and Treaties Permitting Use of Arms
  - 7.3 Code of Conduct of Law Enforcement Officials While Using Arms
  - 7.4 Illegal Mobilization and Detention Control mechanism
  - 7.5 State of Emergency Procedure
  - 7.6 Judicial Guarantees
  - 7.7 Administration of Justice and Right to Fair Trial
- 8. Research Methodology**
- 8.1 Concept, meaning and characteristics of scientific research
  - 8.2 Types of research: Fundamentals and applied research; quantitative and qualitative research; inductive and deductive research.

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- 8.3 Research Proposal, Research Methodology, Data Collection and analysis through the lens of human rights laws and mechanisms, Research Report
- 8.4 Sampling and types of sampling
- 8.5 Importance of research and study in protection and promotion of human rights
- 8.6 Report Writing Modality for Human Rights protection (investigation and monitoring) and promotion.

**Part II – (20) Marks)**  
**(1Question × 20 Marks = 20 Marks)**

**9. Drafting and Reporting Skills**

- 9.1 Speech
- 9.2 Press release
- 9.3 Message
- 9.4 Memorandum of Understanding
- 9.5 Media Techniques
- 9.6 Academic Writing

**Note :** The questions of Part II of Paper II will be asked in English language. The answer of these questions must be written in the same language (English language).

यस पत्रको लिखित परीक्षामा यथासम्भव निम्नानुसार प्रश्नहरु सोधिनेछ ।

पत्र	विषय	भाग	अङ्कभार	परीक्षा प्रणाली	प्रश्नसंख्या x अङ्क	समय
II	मानव अधिकार (Human Rights)	I	80	Critical Analysis & Problem Solving	४ प्रश्न x २० अङ्क	३ घण्टा
	तथा Drafting and Reporting Skills सम्बन्धी	II	20	Subjective Long Answer Type	१ प्रश्न x २० अङ्क	