



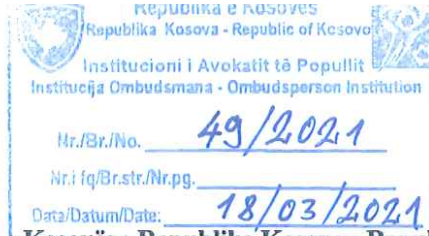
Republika e Kosovës/Republike Kosovo/Republic of Kosovo
Institucioni i Avokatit të Popullit në Republikën e Kosovës
Institucija Ombudsmara Republike Kosovo
Ombudsperson institution of Republic of Kosovo

2021 - 2025

Strategy of the Ombudsperson Institution 2021 - 2025 "8" Action Plan 2021 - 2023



EU Support to Ombudsperson Institution in Kosovo project is implemented
by a Consortium led by Hulla and Co. Human Dynamics GmbH & Co.



Republika e Kosovës • Republika Kosova • Republic of Kosovo
Institucioni i Avokatit të Popullit • Institucija Ombudsmana • Ombudsperson Institution

Prishtinë, 18.03.2021

The Ombudsperson,
in support of Articles 132 and 133 of the Constitution of Republic of Kosovo, Article 1, 3, paragraph 3 and Article 35 of the Law No. 05/L-019 on Ombudsperson, as well as Article 15 and 16 of the Rules of Procedures No. 02/2016 of the Ombudsperson Institution, brings the following:

DECISION

1. On approving **Ombudsperson Institution Strategy 2021- 2025**, according to the document attached to this Decision.
2. On approving **Implementation Plan of the Ombudsperson Institution Strategy 2021- 2023** according to the document attached to this Decision.
3. Monitoring of Strategy implementation shall be accomplished by a coordinating structure for monitoring and implementation of the Strategy, which will be appointed by the Decision of the Ombudsperson;
4. The Decision shall enter into force the day it is signed

Naim Qelaj
Ombudsperson

TABLE OF CONTENTS



06
Introduction

08
Executive summary

09
Strategic objectives

11
Methodology

12
Principles, Vision and the Mission

14
Analyses of the key issues

40
Strategy monitoring and reportin



Repubika e Kosovës/Republika Kosovo/Republic of Kosovo
Institucioni i Avokatit të Popullit/Instytucija Ombudsmana/Ombudsperson Institution

**STRATEGY OF THE
OMBUDSPERSON INSTITUTION**


2021-2025

Introduction

The Institution of Ombudsperson in Kosovo is an independent constitutional body of the Republic of Kosovo. The Institution of Ombudsperson (hereinafter IO) has continued to successfully implement the mandate, gradually improving its performance and impact on the work of other institutions in protecting fundamental rights and freedoms for all. The IO remains the most trusted institution by the citizens and perceived by the citizens as the most autonomous institution in terms of political interference. However, given the human rights situation in Kosovo, there is space and need for increased efforts to promote, protect human rights and prevent violations by other institutions.

In order to advance the implementation of its mandate, through its Strategy 2021-2025, the IO has defined the vision, mission, strategic and specific objectives and actions that aim to guide the medium-term work of the IO in implementing the principles and provisions of the Constitution of the Republic of Kosovo, the Law on Ombudsperson, international standards and other legislation in force in Kosovo. The strategy is a tool for prioritizing and concentrating the efforts of the Institution of Ombudsperson in the areas and segments in which it is considered that there is a greater need to implement constitutional and legal obligations.

Therefore, the purpose of the OIK Strategy is to contribute to increasing the impact of the Ombudsperson's work in protecting and promoting human rights and fundamental freedoms, as well as preventing violations by public institutions. In addition, the strategy aims to raise awareness and information of citizens about the mandate, role and responsibilities, ensure transparency, increase efficiency and effectiveness of work, as well as increase its professional and administrative capacity. Also, the Ombudsman Institution through this strategy aims to promote the Sustainable Development Objectives related to its role and responsibilities and to build a system for monitoring them. Such a goal can be achieved only through a medium-term planning mechanism of the Ombudsperson through which clear objectives, measures and activities are defined as well as through a proper monitoring system of its implementation.



The definition of objectives, indicators and targets that are intended to be achieved through this strategy has taken into account a number of factors and circumstances that determine the functioning of the Institution of Ombudsperson. To the OIK constitutional and legal obligations are the main and guiding factors for determining the strategic orientations which will enable their best implementation. The manner of interaction with other institutions and the challenges that have arisen, especially due to their action or inaction on the recommendations of the IO, creates a basis for greater concentration of the IO in activities that enable the overcoming or lessening of these challenges. On the other hand, the possibilities, regarding the position of the IO in the general institutional context, the existing capacities, both financial and professional, are circumstances which either enable or condition the planning of certain measures in the future medium-term plan. The support provided to the IO by either the European Union or other international mechanisms, through various forms and in particular through direct technical and professional support, are very important factors that will enable the successful implementation of the strategy. Transfer of expertise and increase of the ownership of the OI institution will ensure that it achieves the vision and goals of the strategy.

The drafting of the strategy was preceded by a detailed evaluation, its findings and challenges encountered and presented into the Report on the implementation of the OIK Strategy 2017-2019, conducted during August and September 2019. In addition, an evaluation of the training needs of the IO and the training plan have been the basis for the strategic planning in the field of the capacity building of the IO. The main reason for the development and approval of the strategy is its implementation. Therefore, the Strategy 2021-2025 of the IO, in addition to being a planning document, also serves as a document through which the performance of the institution should be evaluated. The strategy and the action plan 2021 - 2023 and its continuous monitoring and reporting process should serve as a basis for improvement of the IO's strategic decision-making process for the next five years.

2. Executive summary

The OIK Strategy 2021-2025 includes strategic and specific objectives which are intended to be accomplished during the 5-year period and whose progress or accomplishment is measured through indicators and targets set out under the strategy. The strategy is implemented through its three-year implementation plan which is an integral part of the strategy.

In addition to the introductory part, the working methodology, the legal basis for the functioning of the IO, the Strategy contains a summary of the analysis of the current situation, challenges and issues intended to be addressed.

The central part of the strategy consists of the chapter which contains the :



General objectives



Specific objectives



Indicators



Target

Strategic Objectives

The strategy of the IO contains four strategic objectives and each of them contains a number of specific objectives. The strategic and specific objectives of the strategy are as follows:

01

Protection and supervision of fundamental human rights and freedoms through the increased influence of the Ombudsperson Institution in fulfilling its mandate.

- Public awareness of fundamental human rights and freedoms
- Promotion and education for human rights in the institutions responsible for the implementation of constitutional and legal standards in the country
- Increase of OIK cooperation with other institutions and non-governmental organizations
- Advancing continuous communication and awareness on the role and importance of OIK;

- Protection and monitoring of the respect for the human rights, with a focus on systematic cases and those of the general interest;
- Improve efficiency and effectiveness in reviewing complaints and ex officio cases
- Increase the degree of implementation of OIK recommendations
- Monitoring of the legislation related to human rights and freedoms in Kosovo

02

Promotion of fundamental human rights and freedoms and the role of the OIK.

- Development of awareness programs for the promotion of Sustainable Development Objectives

- Development of a system for data generation in relation to the SDG indicators on the protection and promotion of human rights in the OIK

- Advancing the capacities of OIK staff in promoting and addressing of SDG's, and their interconnection to human rights

- International cooperation in mutual capacity building, exchange of experiences and good practices with regional countries towards achieving progress in promoting and addressing of SDG's

03

Promoting Sustainable Development Goals (SDG)

04

Further development of the institutional capacity and human resources of the OIK

- Continuous provision of opportunities for learning and professional development for OIK staff

- Increase of international cooperation of staff through exchange programs

- Strengthening the institutional capacity, administration and internal management of the OI including through functional review and internal normative acts'

The strategy also contains a chapter through which it aims to build its monitoring and reporting system, including the institutional mechanisms that should be built for monitoring and reporting, reporting responsibilities, reporting periods, etc., as well as the need for medium-term evaluation of the implementation of strategy, and the continuation of the action plan after the three-year period. In addition, the strategy foresees the need for a risk assessment as well as the drafting of their management plan after the approval of the strategy.

The assessment of the financial impact of the strategy is done through the costing of each activity defined in the strategy implementation plan. A summary of the financial impact assessment and its funding sources is presented in a separate section in the last part of the strategy.

3. Methodology

The Strategy for the Institution of Ombudsperson 2021-2025 has been drafted mainly on the basis of the findings and recommendations extracted from the Report on the Implementation of the Strategy and Development Plan of the Institution of Ombudsperson 2017-2019 drafted during August-September 2019. The revision of the strategy text was last done in November-December 2020 to reflect the latest developments, vision and aims of the new Ombudsperson elected in October 2020 by the Assembly. The strategic orientations and goals of the strategy are based on the vision of the Ombudsperson on improvement of OIK's functioning, the results of discussions during individual meetings with the OIK Deputies, management and staff. Coordination of the work in drafting the Strategy was done by the Working Group established by the Decision of the Ombudsperson, dated 18 September 2019 and revised in November 2020. The drafting of the strategy and implementation plan was supported by the Project of the European Union Support to the Ombudsman Institution. The project also supported the IOK by organizing workshops and other activities in order to draft and discuss the strategy and implementation plan.

The process of drafting the Strategy has gone through several main stages:

The stage of analyses and evaluation of the implementation of the Strategy 2017-2019 through which the assessment of the current situation was made as well as the identification of challenges and needs of the IO which has taken place during August and the first part of September. This stage has resulted in the finalization of the Report on the Implementation of the Strategy and Development Plan of the Ombudsperson institution 2017-2019 and its presentation and discussion in the Workshop organized on September 17th with all the management staff of the IO.

The stage of drafting the Strategy: Based on the findings and recommendations extracted from the Report on the Implementation of the Strategy and Development Plan of the Institution of Ombudsperson 2017-2019, new strategic objectives, specific objectives, indicators and targets have been identified. In addition, the strategic orientations and goals of the Strategy are based on the vision of the Ombudsperson to improve its functioning, the results of discussions during the individual meetings with the deputy Ombudspersons and the management of the IO during the second half of September and the first half of October 2019. Updating information on the current situation and recent developments are reflected in the strategy during November-December 2020. Also, to reflect the vision of the new Ombudsman, with his suggestion and that of the OIK staff during the process of reviewing the draft Strategy, the strategy goals, specific objectives, indicators and implementation plan were modified. The final draft of the Strategy was discussed and finalized in a three-day workshop held on 21-23 January 2021.

The stage of drafting the Action Plan: The drafting of the OIK Strategy was followed by the drafting of its implementation. The working group and OIK Department Directors who are not part of the group, were invited to participate in a one-day workshop which was held on 27 November 2019. The Draft Strategy and its implementation plan were discussed at this workshop. At the workshop, the Working Group with the support of the external expert supported by the project of the European Commission have finalized the draft plan for the implementation of the strategy. The draft has been distributed and received comments and recommendations from the Ombudsperson Institution. Also, the draft of the implementation plan of the strategy was reviewed after the review of the Strategy at the end of 2020 and January 2021. The finalization of the draft plan for the years 2021-2023 was done in the workshop of 21-23 January 2021 organized by the IOK while the provision of professional support was done by an external expert engaged by the EU Project – Support to IOK.

Principles, Vision and Mission

The basic principles of the activity of the Ombudsperson are:
Ombudsperson is an independent institution guided by the principles of impartiality, independence, the supremacy of human rights, confidentiality and professionalism.

The Institution of Ombudsperson serves as an effective, efficient and independent legal mechanism that monitors and protects the rights and freedoms of individuals from unlawful and irregular actions or failure to act of the public authorities.



Vision Statement



Mission Statement

The mission of the IO as a legal mechanism is the protection, monitoring and promotion of the fundamental rights and freedoms of natural and legal persons from unlawful and irregular actions or failure to act of the public authorities, institutions and other persons or authorities, which exercise public authorizations in the Republic of Kosovo through: receiving and investigating complaints of alleged human rights violations by public authorities in Kosovo, prevention of torture and other cruel, inhuman or degrading treatment or punishment, protection against discrimination and promotion of gender equality, contribution to good governance, transparency and accountability of the public administration to the citizens of Kosovo and to strengthening of the rule of law at the epicenter of which are the protection and respect of human rights in Kosovo.

Analyses of Key Issues

Legal
Framework
01

Mandate of the
Ombudsperson
Institution
02

Summary of cur-
rent situation and
main challenges
03

01

The Institution of the Ombudsperson was established on 30 June 2000 by UNMIK Regulation on the Establishment of the Institution of the Ombudsperson in Kosovo 2000/38. [a27] Until December 2005 the institution was headed by an international Ombudsperson. After the departure of the International Ombudsperson, until the election of the Ombudsperson by the Assembly of the Republic of Kosovo, the Institution was headed by the Acting Ombudsperson. In 2008, after the declaration of independence of Kosovo, the Assembly of Kosovo approved the Constitution of the Republic of Kosovo and in 2009 elected the new Ombudsperson.

The function of the Ombudsperson according to the law on the Ombudsperson aims to create a legal mechanism for the protection, supervision and promotion of the fundamental human rights and freedoms. In addition, the Ombudsperson monitors the National Preventive Mechanism against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment . The Ombudsperson also serves as a mechanism for equality for promoting, monitoring and supporting equal treatment without discrimination on grounds protected by the Law on Gender Equality and the Law on Protection from Discrimination . According to the Law on Ombudsperson , the IOK consists of: The Ombudsperson, five (5) Deputy Ombudspersons and the OIK staff. The following laws were adopted in May 2015 as a package of laws for the protection of human rights:

- **Law no. 05/L-019 on Ombudsperson ;**
- **Law no. 05/L-021 on Protection from Discrimination , and**
- **Law no. 05/L-020 on Gender Equality .**

These laws, known as the “Human Rights Law Package”, gave a new mandate and additional competencies to the Ombudsperson Institution of Kosovo. The Law on the Ombudsperson contains most of the recommendations communicated in the joint report of the EU and the Council of Europe . Currently, Kosovo has a legal and institutional framework that is able to meet EU human rights standard requirements in ensuring the protection of fundamental rights , although its implementation remains a challenge for IO and other institutions of Kosovo.

In addition to the primary legislation, the Ombudsperson has adopted secondary legislation based on which it functions in the implementation of its mandate, which includes:

- Regulation No. 03/2017** on career advancement and transfer of the employees of the Institution of Ombudsperson;
- Regulation No. 02/2017** on procedure of recruitment appointment and probationary work of the employees of the Ombudsperson Institution;
- Regulation No. 01/2017** on job description and classification of job positions in the Ombudsperson Institution;
- Regulation No. 02/2016** on the rules of procedure of the Ombudsperson Institution;
- Regulation No. 01/2016** on internal organization and systematization of job positions in the Ombudsperson Institution;
- Regulation No. 01/2015** on competition election procedure and proposal for the list of names of candidates for Deputy Ombudsperson;
- Regulation OI No.01/2019** on special procedures for admission, handling and addressing complaints addressed by children or complaints related to children's rights.

In addition to the primary legislation "Human Rights Package" and the secondary legislation adopted by OIK, several other laws adopted by the Assembly, include the Law No.06/L-081 on Access to Public Documents, Juvenile Justice Code no. 06 / L-006, Law No. 06/L-084 on Child Protection, the Law on General Administrative Procedure, as well as the new legislation on the public administration reform package that includes Law No.06/L-114 on Public Officials ; Law No.06/L-113 on the Organization and Functioning of the State Administration and Independent Agencies which have an impact on the aforementioned secondary legislation.

Chapter XII of the Constitution defines the role of Independent Institutions, including the role and competencies of the Ombudsperson (Articles 132-135). According to the Constitution, the role and competencies of the Ombudsperson are:

1.The Ombudsperson monitors, defends and protects the rights and freedoms of individuals from unlawful or improper acts or failures to act of public authorities.

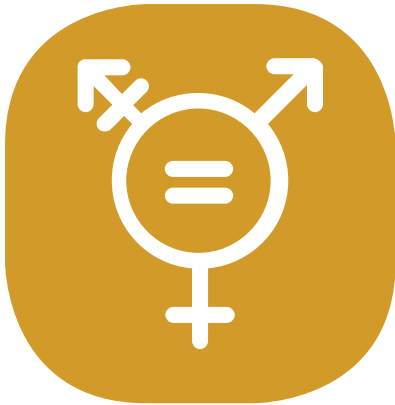
2.The Ombudsperson independently exercises her/his duty and does not accept any instruction or intrusions from the organs, institutions or other authorities exercising state authority in the Republic of Kosovo.

3.Every organ, institution or other authority exercising legitimate power of the Republic of Kosovo is bound to respond to the requests of the Ombudsperson and shall submit all requested documentation and information in conformity with the law.

According to the law, the Ombudsperson has the power to investigate either to respond to the complaint filed or on his/her own initiative (*ex officio*), if from the findings, evidence and facts presented by the complaint or from the knowledge gained otherwise it turns out that the authorities have violated human rights and freedoms set out in the Constitution, laws and other acts, as well as international human rights instruments. The finalization of the investigation, initiated either according to the complaint or at the initiative of the Ombudsperson, results in the issuance of a decision in which his/her findings and recommendations are presented.

The Ombudsperson can make general recommendations for the functioning of the judicial system although he/she will not interfere in cases and other legal proceedings that are taking place before the courts, unless there are delays in the proceedings. The Ombudsperson may also act as a friend of the court (*amicus curiae*) in trials related to human rights, equality issues and protection against discrimination and may initiate cases in the Constitutional Court in accordance with the Constitution and the Law on The Constitutional Court also exercises its powers through mediation and conciliation.

Within the Ombudsperson Institution also operates The National Mechanism for the Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (NPMT). In this context, the Ombudsperson is obliged to visit regularly and without notice all places where persons deprived of their liberty are held, including police detention, detention, stay in health institutions, customs detention, immigration ban and any other place where it is suspected that there is violation of human rights and freedoms. As a result, the Ombudsperson can provide suggestions and recommendations to the responsible persons and institutions where persons deprived of their liberty are being held, regardless of the type or object and circumstances of their detention, to improve their treatment and conditions.



The Ombudsperson also performs other tasks defined by the Law on Protection against Discrimination, the Law on Gender Equality and other legislation in force; collects statistical data on discrimination and equality issues submitted to the Ombudsperson, which it publishes; issue reports and make recommendations on policies and practices to combat discrimination and promote equality; cooperates with social partners and NGOs dealing with equality and anti-discrimination issues as well as with international bodies similar to the Ombudsperson.

The Ombudsperson also has responsibilities to commit to eliminating violations and discrimination; draft and approve special procedures for the receipt and handling of complaints against children, as well as the establishment of a specialized team for children's rights and a permanent program for raising awareness of children about their rights and the role of the OIK for their protection; to make known human rights and to recommend to the Government, the Assembly and other competent authorities of the Republic of Kosovo on issues related to the protection and promotion of human rights and freedoms, equality and non-discrimination; to publish its announcements, opinions, recommendations, proposals and reports; to recommend the issuance of new laws in the Assembly, the amendment and supplementation of laws as well as the issuance or amendment and supplementation of bylaws and administrative acts by the institutions of the Republic of Kosovo; prepare annual, periodic and other reports on the state of human rights and freedoms; to recommend the harmonization of domestic legislation with international standards on human rights and freedoms, equality and anti-discrimination, and to conduct research on the issue of fundamental human rights and freedoms, equality and anti-discrimination; in accordance with the Constitution and the legislation in force, to cooperate with all local and international authorities dealing with the protection of human rights and freedoms; maintain the confidentiality of all information and data it receives, paying particular attention to the safety of complainants, injured parties and witnesses, in accordance with the Law on Personal Data Protection.

The analysis of the situation and the identification of the main challenges was conducted during the preliminary phase of drafting the strategy through the evaluation of the implementation of the OIK Strategy 2017-2019. The evaluation report is based on the available documents about the work of the OIK during the last three years, especially the annual reports of the OI for 2017 and 2018 as well as the information provided by the IO in writing and through meetings either during the drafting of the report or during the drafting and review of the text of the strategy in December 2020. Therefore, in order to link existing needs and strategic orientations as well as measures to be taken to address these needs this chapter of the strategy includes a summary of information on the current situation and main challenges.

Credibility of the Institution of Ombudsperson and the promotion of fundamental rights and freedoms

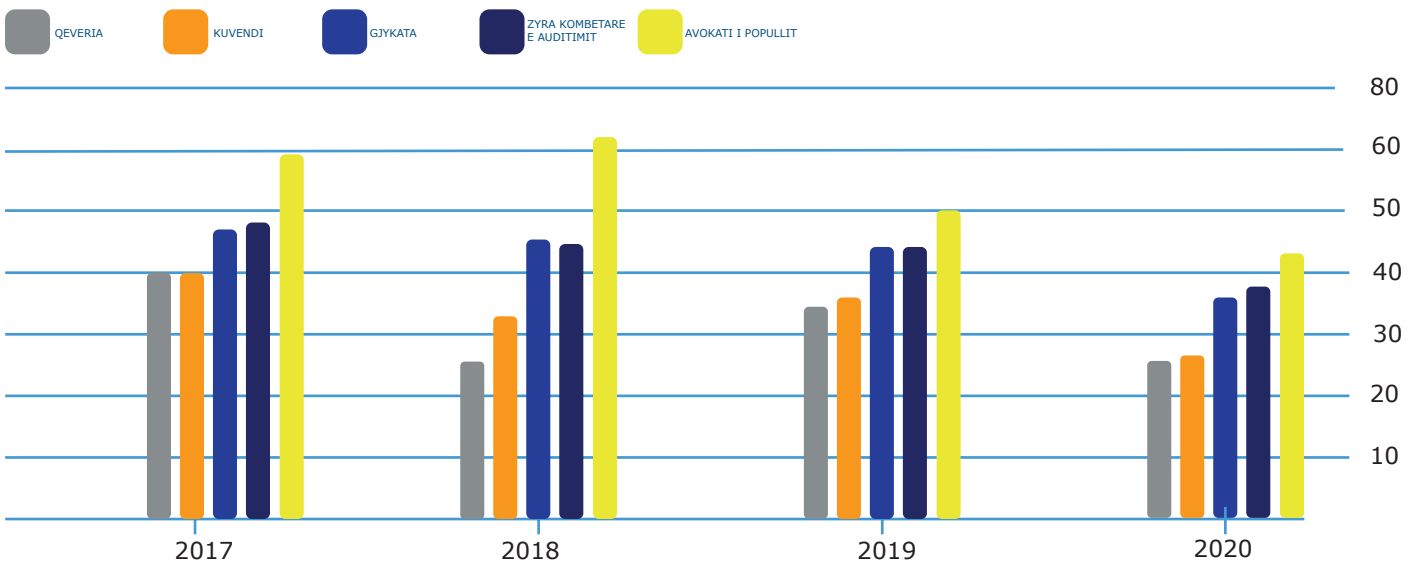


Figure 1. Comparative data of the Balkan Barometer on the question “How much do you trust certain institutions?” (%)

Based on external reports, such as the EC progress report and the Balkan Barometer Public Opinion polls, the Ombudsperson Institution is ranked as the most reliable institution in the Republic of Kosovo over the last four years with trustworthiness of 42% in 2020. Moreover, based on the Balkan Barometer Survey, citizens’ perception is that the OIK remains the most independent institution from political influence not including the published perception on media. At the regional level, the Ombudsperson is perceived as autonomous from political interference by the largest number of surveyed individuals. The average rate in the Western Balkans is 34%, while in Kosovo, the number of citizens who perceive the Ombudsperson Institution as autonomous from political influence in 2020 was 37%. However, it remains a challenge as the tendency of citizens’ perception of trust, as well as about the form of independence, citizens trust has fallen in 2020 compared to the previous three years

The report on the implementation of the IO strategy estimates that there has been an increase in the performance of the IO in recent years compared to the situation before the implementation of the Strategy began. This assessment is supported by figures which show that the workload of the IO has increased in recent years, the number of recommendations implemented is higher than before, the number of cases initiated on initiatives that have resulted in reports has increased. A number of other indicators also show a trend of improving performance of the IO.

Despite the fact that the IO remains the most trusted institution in Kosovo and the second most trusted institution in the region, the challenge remains as the trend of citizens' perception of trust, as well as the form of independence from political influence has decreased in 2019 compared to two past years. In addition, despite the active engagement of the IO in the field of awareness, especially during 2017 and 2018, the continuous challenge still remains relatively low awareness and information among the general public about the mandate and competencies of the IO, which is reflected by almost half of the inadmissible (closed as inadmissible) complaints submitted to the institution.

Focus on systematic issues of human rights and fundamental freedoms which are most relevant to the interests and concerns of citizens

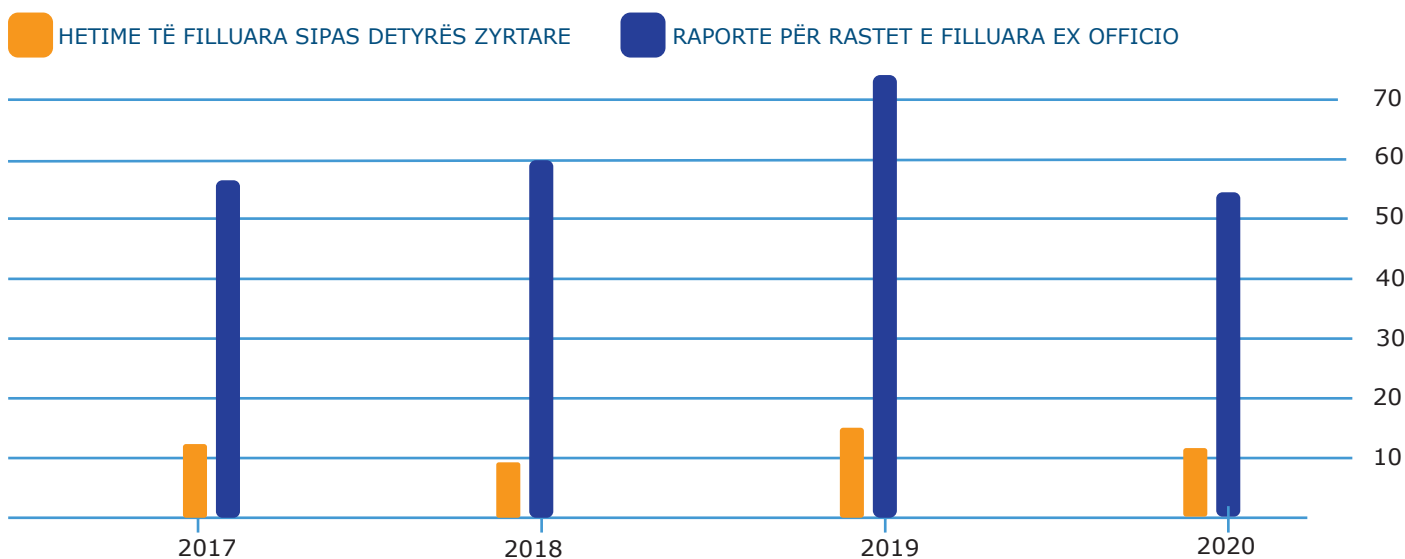


Figure 2. Ex-officio cases

As a monitoring mechanism the Institution of Ombudsperson plays an important role in increasing the accountability of the state administration. It can also contribute to improving the quality of administration by detecting cases of “mismanagement” and raising awareness about good governance. Despite limited resources, lack of proper inter-institutional cooperation and the challenging political environment in which it operates, the institution has been very active. The OIK Strategy 2017-2019 aimed to focus the IO on systematic violations of human rights and fundamental freedoms. These cases are usually initiated ex officio by the IO. It has been reported that during the last three years the trend of ex officio cases has increased from 56 as it was in 2016, to 72 cases in 2018 while during 2019 their number is 54. Also, the number of reports on ex officio cases has changed from year to year. While the number has increased from 12 in 2016 to 14 in 2018, during 2019 the number of reports on ex officio cases was 11 (see Figure 2). The growing trend during the previous years that has been dedicated to ex-officio investigations, mainly related to the continuous violations of human rights and freedoms, in order to ensure a greater impact on the improvement of the system for the protection of such rights should continue in the oncoming years.

The largest number of cases investigated by the IO have been mainly in relation to the right to a fair and impartial trial; the right to legal remedies; the right to work and practice the profession; health and social protection; property protection, etc. The OIK has consistently and extensively participated in the process of drafting the legislation by commenting on legislative initiatives and making recommendations regarding the need for legislative changes. Also, in the last two years OIK has submitted four requests to the Constitutional Court for constitutional review including here requests for constitutional review of two laws: Law Nr. 06/L-114 on Public Officials and Law Nr. 06/L-111 on Salaries in the Public Sector.

The rate of implementation of the recommendations of the Institution of the Ombudsperson

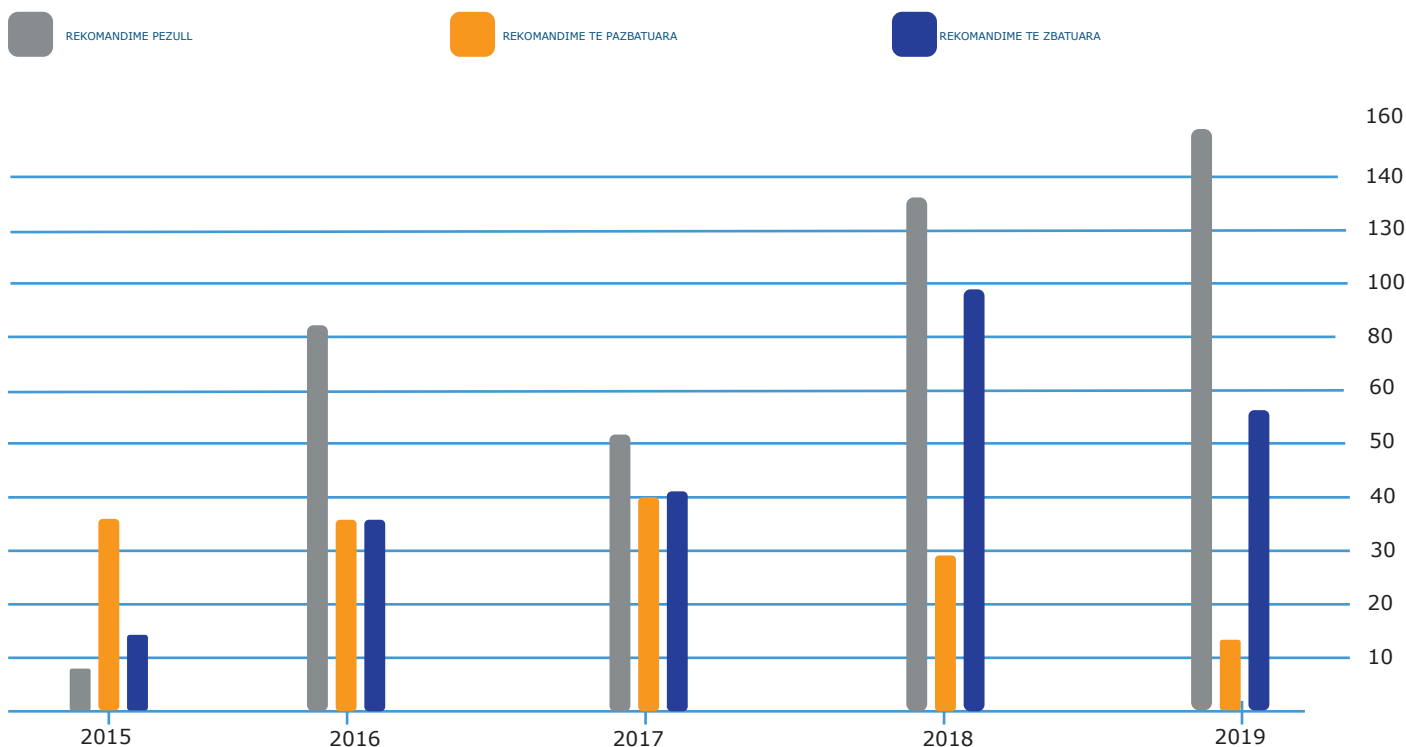


Figure 3. Status of recommendations

The recommendations issued by the Ombudsperson are one of the essential instruments through which it contributes to the protection of human rights, good governance, transparency and accountability of institutions. It is estimated that during the past years there has been an oscillating trend of implementation of the recommendations of the OIK by the institutions to which the recommendations have been addressed. According to the OIK Annual Report for 2019, 55 recommendations (or 25%) of the total number of recommendations have been implemented, 12 (5%) recommendations have not been implemented and 158 recommendations (70%) are waiting for implementation. According to the OIK Annual Report for 2018, 99 recommendations (or 38%) of the total number of recommendations have been implemented, 29 (11%) of its recommendations had not been implemented and 135 recommendations (51%) are waiting for implementation (**Figure 3**). In 2017, the percentage rate of implementation of the recommendations was 31% while the degree of unimplemented recommendations was **30%**. The percentage of pending recommendations for 2017 was **39%**.

The institutions which during 2019 have had the greatest number of received and non-implemented recommendations and which an emphasis should be placed upon in the years to come are:

- **Ministry of Justice out of 54 recommendations received, has implemented 16 recommendations or 30% of them, 4 recommendations or 7% of them has not whilst 34 recommendations or 63% of them are pending.**
- **Ministry of Labor and Social Welfare out of 31 recommendations received, 5 recommendations or 16% of them have been implemented, 2 recommendations or 7% have not been implemented, 24 recommendations or 77% of them are pending**
- **Ministry of Internal Affairs out of 14 recommendations received, 3 recommendations or 21% of them have been implemented, while 11 recommendations or 79% of them are pending.;**
- **The Police out of 16 recommendations received, 3 recommendations or 19% of them have been implemented, 1 recommendation or 6% has not been implemented, and 12 recommendations or 75% of them are pending**
- **Ministry of Education out of 9 recommendations has implemented none, 8 recommendations are pending and one recommendation has not been implemented**

Implementation of OIK recommendations still remains one of the main challenges despite the growing trend presented by the above statistics. A category of recommendations that represent a challenge for the IO is the large number of recommendations which are still pending, the number of which at the end of 2019 has reached 158 recommendations

The concern that “implementation of the Ombudsperson recommendations by Kosovo institutions remains a challenge” was also raised by the European Commission in the 2020 Progress Report. Therefore, there is a need to further focus on increasing the level of implementation and building appropriate mechanisms for this purpose. The SBS mechanism is one of the effective instruments for this purpose. However, this mechanism does not involve local municipal institutions. Another issue to be emphasized is the lack of mechanisms to focus on institutions that receive a larger number of recommendations and cause more violations such as the Ministry of Justice, Ministry of Labor and Social Welfare, Ministry of Interior, Kosovo Police, Ministry of Education and Science.

In addition, in order to increase the accountability of institutions for non-implementation of OIK recommendations but also for the respect of the human rights and freedoms, an important role is played by the functioning of the Assembly Committees functioning and their cooperation with OIK. On the other hand, in order to improve its coordination on human rights, in May 2016 the Government established an Inter-Ministerial Working Group on Human Rights, which is chaired by the Prime Minister and consists of the Ombudsperson, key ministries, civil society organizations and other relevant agencies that contribute to the protection of human rights in Kosovo. The Inter-Ministerial Working Group was supposed to meet at least three times a year . Despite some meetings held, the results were minimal.

Capacity building of the Institution of Ombudsperson

As a national human rights institution established in accordance with the Paris Principles, and the Constitution of the Republic of Kosovo, the role of the IO in protection of human rights and fundamental freedoms is essential, therefore developing the necessary staff capacities in this regard is of fundamental importance. The capacities of the IO have been continuously strengthened as a result of the active engagement of its staff and cooperation in various capacity building activities with numerous international organizations, Kosovo institutions and other actors. This conclusion is supported by the results presented in the previous chapter regarding the increase of the degree of implementation of recommendations and the positive trend of the work of the IO in dealing with all categories of cases and situations, as well as the EC report 2020 assessing that “the Ombudsperson Institution in Kosovo ... “has further increased capacity to review cases and has continued efforts to raise awareness of the protection and restoration of human rights” . Based on the information, the number of international IO capacity building events has increased in 2018 compared to the past two years. During the past two years (2017-2019), over 54 trainings have been provided to the administration and the professional staff of the OIK. The OIK staff also participated in 36 activities aiming at international cooperation and increase of its capacities. During 2019, a training needs assessment and a training plan have been developed by the European Commission’s Project - Support to the Ombudsperson Institution in Kosovo.

The report on the evaluation of the implementation of the Strategy of the IO 2017-2019 has identified that despite the increase of the capacities of the institution there are still challenges and shortcomings regarding the resources and limited capacities of the IO staff. For the purposes of implementing this strategy complete information on participation in capacity building events, number of trained staff and other relevant information should be available on a regular basis. Training needs assessment conducted by the European Union Project Support to the OIK and the development of a training plan will aim to address the shortcomings of the capacities of the OIK. The situation after drafting of the plan is also an opportunity to establish a system for regular assessment of capacity building, training planning, reporting and providing information about the training. The start of the implementation of this training plan has started slower than expected during 2020 due to the new situation created and the challenges resulting from the Covid-19 pandemic.

STRATEGIC OBJECTIVES 1

Protection and supervision of fundamental human rights and freedoms through the increased influence of the Ombudsperson Institution in fulfilling its mandate.

01

The accomplishment of this strategic objective will be done through the accomplishment of specific objectives as follow:

Specific Objective 1.1

Protection and monitoring of respect for human rights, with a focus on systematic cases and those that are of most interest to citizens

Specific Objective 1.2

Improving efficiency and effectiveness in reviewing complaints and ex officio cases

Specific Objective 1.3

Increase of degree of OIK recommendation Implementation

Specific Objective 1.4

Recommend new legislation in the Assembly, amendment of laws in force and issuance or amendment of bylaws and administrative acts by the institutions of the Republic of Kosovo

Specific objective 1.1 Protection and monitoring of respect for human rights, with a focus on systematic cases and those that are of most interest to citizens

The ombudsman institutions have an important role to play in strengthening democracy, the rule of law, good governance and the protection and promotion of human rights and fundamental freedoms. The main focus of OIK is on the protection of human rights through the review of complaints, the initiation of cases ex officio, the provision of professional recommendations and the care that they are implemented. In order to increase the focus on cases of systematic violations and those that affect citizens, the OIK will take appropriate measures in order to re-prioritize the work in relation to the cases according to complaints, either through the appointment of relevant staff in each department which will deal with systematic violations, either by allocating sufficient time to deal with such violations. It also aims at proactive staff engagement through research and analysis on certain topics which may lead to the identification and analysis of systematic violations by institutions. The commitment of the OIK will also consist of increasing the number of visits to institutions, especially by the Mechanism for the Prevention of Torture, which will affect the prevention of human rights violations.

When preparing cases for review, OIK staff needs additional information, analysis and research on certain topics that are of interest and that help increase the quality of their analysis. Therefore, it is required to strengthen the research segment on topics that are considered to have been systematically violated, or human rights violations that affect broad masses of the population. In order to do this, and in order to make more rational use of existing internal and external resources, the OIK can also cooperate with various specialized research organizations, whether those of civil society, donors or others. The development of research and studies related to such topics requires financial and human resources, therefore an annual or medium-term planning is needed, through which the study topics and deadlines are determined. This helps identify the financial and other resources needed that require prior planning and preparation.

Specific Objective 1.2 Improving efficiency and effectiveness in reviewing complaints and ex officio cases

While the implementation of recommendations and good governance in public administration are factors mainly beyond the control of the Ombudsperson Institution, the efficiency and quality of work processes, such as deciding on the admissibility of complaints, conducting investigations and issuing recommendations are factors that mostly depend on the way of organizing the work within the institution, the professional capacity of the staff, the clarity of the role and tasks, the necessary tools for the sharing and processing of information, etc. The right approach in finding the right solutions and using them directly affects the efficiency and effectiveness of the OIK's work in both the review of complaints and ex-officio cases.

In order to increase the quality of work and efficiency in reviewing cases, especially those initiated according to complaints, it is intended to divide cases in the first place according to the role and responsibility and specialization of departments, while balanced division of labor can be achieved after periodic assessments regarding the workload between departments.

The reduction and avoidance of old cases is intended to be done through a review and inter-functional discussion within the OIK periodically which is done on an annual basis in order to identify the reasons for obsolescence and take measures to avoid them. It also aims to develop standard operating procedures or guidelines for managing complaints and ex-officio cases.

One of the measures that is foreseen to be taken is to measure the complainants' satisfaction with the work of the OIK. The measurement of job satisfaction of the OIK is done through a short questionnaire which you are asked to fill in by the complainants after the end of the case. The results of the measurement process can be summarized in an analysis which is compiled on an annual basis and serves for internal purposes and is an important tool which aims to improve the processes and quality of work of the OIK.

Another segment related to the efficiency and effectiveness of the work of OIK is the clarification of the role and responsibility of the units within the institution for handling cases (complaints, cases and issues initiated on their own initiative). In this context, after the restructuring of the organizational structure of 2017 and the definition of the role and responsibilities between the departments of the institution, further improvements are required, especially in addition to some segments in the central office, also in clarifying the role and responsibilities of staff in regional offices, their communication lines and responsibilities to their superiors in the head office. Such improvements can be made after a functional review of the organizational structure of the OIK at the central and regional level and the review of the legal basis governing its organizational structure.

Improvement of the case monitoring system and information management in OIK and avoiding some shortcomings in the current case management system, will affect the completion of information, their automatic generation. This further enables the monitoring of case processing through the electronic system. Therefore, the creation of a new electronic system or the further development of the existing one is one of the tools to improve the situation in this field.

Specific Objective 1.3. Increase of the degree of implementation of OIK recommendations

A special aspect of the work of the Ombudsperson is the impact on the work of the State Administration and other public institutions. Such impact of the work of the Ombudsperson gives an important contribution towards the improvement of human rights, the prevention of bad governance and the functioning of a good public administration. The role of the Ombudsperson as a mechanism for monitoring the State Administration and other public bodies is challenged by the fact that the Ombudsperson's recommendations are not binding on the institutions to which it is addressed. Therefore, the implementation of the Ombudsperson's recommendations remains one of the main challenges. For this reason, the measures that must be taken to achieve its goal are multifaceted.

In previous years the structure and the scope of relations between the Assembly and the Ombudsperson has changed in its favor. The Ombudsperson also plays an important role in the functioning of Assembly committees. In this regard, it is considered that the creation of a structured and proactive approach to cooperation with the Assembly will significantly increase its influence and improve the accountability of other institutions. This cooperation, among other things, can be strengthened organizing conferences, round tables and workshops between the IO and the Assembly, and in particular with the relevant parliamentary committees. Increasing the cooperation with the Assembly will also increase the quality of the work of the IO in improving the process of drafting, reviewing and adopting legislation.

Improving the state of fundamental human rights and freedoms and implementing the recommendations of the IO requires efforts and coordination between all institutions of Kosovo whilst in this regard cooperation with the judiciary, government and local government is a key factor.

To improve coordination with the Government but also with other stakeholders, the functioning and redesign of the Inter-Ministerial Working Group on Human Rights is the key through which a mechanism can be established that helps achieve this objective of the strategy. In addition to general coordination, focus on institutions that have more unimplemented recommendations and the establishment of coordination mechanisms at the level of central government institutions and the local level as well. The relationship between the EU and Kosovo is a very important factor given that the EU is committed to improving the protection of human rights in Kosovo. Therefore, the utilization of all integration mechanisms and other mechanisms of international institutions as well, such as the Council of Europe, OSCE and membership in international mechanisms will increase the influence of the Ombudsperson in improving human rights and freedoms in Kosovo.

Specific Objective 1.4. Recommend new legislation in the Assembly, amendment of laws in force and issuance or amendment of bylaws and administrative acts by the institutions of the Republic of Kosovo

In order to improve the legislation on protection of human rights OIK will focus and increase its activity in the following segments:

- According to the Law on Ombudsperson OIK will recommend institutions to undertake legal initiatives for new draft laws or to amend laws or bylaws;
- To recommend to the Assembly the harmonization of the legislation with the international standards for human rights and freedoms as well as their effective implementation
- The IO can also recommend the compliance of laws, and other bylaws or administrative acts, guidelines and practices applied in Kosovo, with the Constitution of the Republic of Kosovo and international standards in the field of prevention of torture and other forms of cruel, inhuman or degrading treatment or punishment
- OIK will give recommendations and comments on the legislation which is in the process of drafting, either through the preliminary phase of consultation, public consultation through the electronic platform for public consultation or through participation and contribution to relevant parliamentary committees.

The measurement of accomplishment of the specific objectives of this field is done through the following indicators and targets:

Strategic Objective 1.

Protection and supervision of fundamental human rights and freedoms through the increased influence of the Ombudsperson Institution in fulfilling its mandate.

Specific Objective 1.1.

Protection and monitoring of respect for human rights, with a focus on systematic cases of general interest

INDICATORS	BASELINE	TARGET2023	2025
1.Number of ex officio cases initiated by OIK	43(2020)	46	49
2.Number of reports on ex officio cases	5(2020)	6	7
3.Number of amicus curiae cases	4(2020)	4	4
4.Number of opinions	3(2020)	5	5
5.Number of NPM visits	52(2020)	60	70
6.Number of investigated cases on torture and inhuman treatment	38(2020)	45	50
7.Number of investigated cases on children's rights	41(2020)	50	60
8.Number of cases investigated on the basis of discrimination	107 (2020)	110	120

Specific Objective 1.2. Improving efficiency and effectiveness in reviewing complaints and ex officio cases

1.Number of complaints received by the Ombudsperson Institution	1419 (2020)	1800	2200
2.Number of cases investigated by the Ombudsperson institution.	720 (2020)	900	1100
3.% of cases according to the complaints completed within 6 months	30 2020 %	37%	45%
4.% of ex Officio cases completed within 6 months.	14 2020 %	20%	25%
5.% of cases according to the complaints completed within one year	40 2020 %	46%	54%
6.Average review time during the phase of the receiving complaints	0	To be completed after the report on the first year	To be completed after the report on the first year
7.Average time during the review of the complaints from the acceptance phase until closing the case	0	To be completed after the report on the first year	To be completed after the report on the first year

Specific Objective 1.3. Increasing the degree of implementation of OI recommendations

1.% of OI recommendations to which central level institutions respond to the OIK	71% (2020)	78%	85%
2.% of OI recommendations to which local level institutions responded to the OI	56% (2020)	65%	75%
3.% of OI recommendations implemented by central level institutions	18% (2020)	24%	28%
4.% of OI recommendations implemented by local level institutions	20% (2020)	26%	31%
5.Number of procedures initiated for non-response to the ombudsperson's requests	0	To be completed after the report on the first year	To be completed after the report on the first year
6.Number of initiated procedures for obstruction of the work of the Ombudsperson	0	To be completed after the report on the first year	To be completed after the report on the first year

Specific Objective 1.4. Monitoring of the legislation related to human rights and freedoms in Kosovo

1.Number of recommendations submitted for the improvement of the legislation included in the legal acts	19	3	3
2.Number of recommendations for amendments of laws and issuance of new legal acts	1 (2020)	1	2
3.% of cases according to the complaints completed within 6 months	0 (2020)	3	3

Strategic Objective 2

Promotion of fundamental human rights and freedoms and the role of the OIK.

02

The accomplishment of this strategic objective will be done through the accomplishment of specific objectives as follows:

Specific Objective 2.1

Awareness of the public about fundamental human rights and freedoms;

Specific Objective 2.2

Promotion and education for human rights in the institutions responsible for the implementation of constitutional and legal standards in the country.

Specific Objective 2.3

Increase the cooperation of IO with other institutions and NGOs

Specific Objective 2.4

Advancing continuous communication and awareness on the role and importance of the OIK

Specific objective 2.1 Awareness of the public about fundamental human rights and freedoms

In the medium term, Ombudsperson Institution will focus on public awareness activities on the fundamental human rights and freedoms with a special focus on the rights and freedoms of certain categories of persons. These include the rights and freedoms of children, the rights of women, the rights and freedoms of persons with special needs, persons who are most vulnerable, the rights of persons who are serving sentences due to the commission of criminal offenses, etc. The increase of activities for these categories will consist in thematic research on human rights, their analysis and publications on systematic cases, organization and marking of anniversaries and special days for human rights, etc. In addition to the annual reports through which it reports on its work, as well as research on specific topics, the OIK will consider the publication of a periodical bulletin through which specific information, good practices and specific activities are published with public awareness of fundamental human rights and freedoms

Specific Objective 2.2 Promotion and education for human rights in the institutions responsible for the implementation of constitutional and legal standards in the country

The Ombudsperson Institution during the next medium term will be active in organizing campaigns, conferences and various events which aim to promote and inform the public about the role and importance of the work of Ombudsperson in the protection of rights and human freedoms. Of particular importance is the cooperation with organizations and other stakeholders in order to undertake educational activities which can share knowledge and inform potential parties about the opportunities offered by OIK services according to its competencies and responsibilities.

The OIK will also ensure the presence and promote the role and importance of the OIK through the representation of the Ombudsperson in key events and conferences organized by institutions and other parties. The presence of the OIK in conferences, roundtables, and important events is a goal and tool to increase public information and awareness. The OIK will focus on providing its representation, in addition to important events organized within the country, as well as events in the region and at the wider international level.

Specific Objective 2.3. Increase the cooperation of IO with other institutions and NGOs

The Institution of Ombudsperson aims to increase its cooperation in the field of human rights with local institutions, international organizations in Kosovo and civil society, in order to fulfill the obligation to promote fundamental human rights and freedoms and the mandate of the IO. Improving communication and cooperation with key stakeholders has been a key issue for informing them about the role and responsibilities of the IO. Door-to-door campaigns and a direct link between the IO and the complainant can be established by NGOs dealing with marginalized groups. Therefore, throughout the communication campaign, the aim is to involve and partner with civil society organizations which will contribute to strengthening the engagement of NGO's in the policy process (paying special attention to organizations at the local level) through structured dialogue between OIK and civil society and through the realization of various communication events.

2.4 Advancing continuous communication and awareness of the role and importance of the OIK e country

The main traditional attribute of the Ombudsperson is openness, information and work with the media. Through focused communication activities and awareness raising it is expected to contribute to a greater visibility of the Ombudsman Institution and a better understanding of its mandate and activities. Overall, contributing to better cooperation between the OIK and civil society in order to better protect fundamental human rights and freedoms and improve communication between the OIK and the public institutions responsible for the protection of human rights.

In order to assess the perception of citizens and to measure the impact of communication and awareness activities of the OIK, it is intended to organize public opinion polls to measure attitudes (and change of the attitudes) in a larger segment of the population, in three awareness campaigns throughout the country, which will be designed and implemented, focusing on the OIK mandate and its achievements. The purpose of the campaigns is to convey the impact of the OIK activities on the opinion of the citizens

about its mandate and responsibilities. Awareness on the role, responsibilities and importance of the work of the Ombudsperson Institution includes multidimensional activities and the use of various tools. The strategy through this objective aims to promote the role of the Ombudsperson Institution, improve its visibility and increase public awareness and understanding of the mandate and activities of institutions. Thus, at the end of the project implementation period, a large number of stakeholders (media NGOs, vulnerable groups/discriminated groups and the general audience) will be better informed about the role of the OIK in the process of protection of fundamental human rights and freedoms in Kosovo

In addition to the use of classic tools of promotion and information will be added the use of tools of information technology, as well as the use of certain social networks such as facebook and twitter. On the other hand, special attention will be paid to the advancement of communication with the media, especially through a structured and active approach to communicating with them.

The measurement of accomplishment of the specific objectives of this field is done through the following indicators and targets:

Strategic Objective 2.

Promotion of fundamental human rights and freedoms and the role of OIK

Specific Objective 2.1. Public awareness on fundamental human rights and freedoms

INDICATORS	BASELINE	TARGET 2023	TARGET 2025
1.Number of researches conducted and published by the OIK in order to promote human rights in Kosovo	0	2 1 per year	4
2.Number of conferences, seminars and round tables organized by the OIK.	0 international conferences 1 forum(2019) 10 roundtables (2019)	2 international conferences 6 forums,21 roundtables (in each region)(7 roundtables per year)	2 international conferences 3 forums 14 roundtables (7 roundtables per year)

Specific Objective 2.2. Promotion and education for human rights in the institutions responsible for the implementation of constitutional and legal standards in the country

1.Human rights platform reformed and functionalized			platform functionalized
2.Number of human rights educational activities that the OIK conducts with institutions responsible for the implementation of constitutional and legal standards in the country	2 educational campaigns(2019)	6 campaigns 2 per year	2 per year (4 campaigns)

Specific Objective 2.3. Increase the cooperation of IO with other institutions and NGOs

1.Number of MoUs the IO signs with NGOs and other organizations	3	9 3 per year	3 3 per year
2.Number of joint initiatives with other organizations (NGOs, domestic and international Governmental Organizations)	3 (2019)	3 per year	3 per year

Strategic Objective 2.4 Advancing continuous communication and awareness of the role and importance of the OIK

1.% of the increase of the credibility of the OIK institution.	42% (2020) Balkan Barometer	50%	60%
2.Number of promotional and information activities organized by the Ombudsperson	2 promotional campaigns (2019) 10 trainings with students (2019)	3 promotional campaigns 6 door to door campaigns 10 open days in each year	Growing 10 open days in each year
3.Number of information/declarations/notifications published	54 (2020)	60 each year	70 each year
4.Number of website visits	89.393 (2020)	130.000	150.000
5.Number of social media visits	15.990 (2020)	30.000	40.000

6.3 Strategic Objective 3

Promoting Sustainable Development Goals (SDG)

Sustainable development objectives affect all segments and institutions of the country. Therefore, a large number of institutions deal with their implementation. The Assembly of Kosovo on January 25 adopted the Resolution on the Sustainable Development Objectives, while in October 2018 the Assembly agreed to establish a Council for Sustainable Development, chaired by the Chairman of the Committee on Health, Labor and Social Welfare. This Council functions as a monitoring entity to ensure that the implementation of the MDGs is achieved. In this context, in order to fulfill its obligations towards these challenges, the OIK in 2019 has launched the Platform for Human Rights”, which aims to promote the implementation of fundamental human rights and freedoms, as guaranteed by the Constitution of the Republic of Kosovo, with international human rights acts and laws in Kosovo. This Platform contains two guides: the “Human Rights Guide” and the “Sustainable Development Objectives Guide (SCD)”, which will serve to provide easier and more practical access to domestic and international jurisdiction through links structured between legal instruments that apply directly to the Kosovo legal system, as well as to demonstrate the SDC’s links to fundamental human rights and freedoms.

Specific Objective 3.1

Development of awareness programs for the promotion of Sustainable Development Objectives

Specific Objective 3.2

Development of a system for data generation in relation to the SDG indicators on the protection and promotion of human rights in the OIK

Specific Objective 3.3

Advancing the capacities of OIK staff in promoting SDG’s, their addressing, and linking to human rights

Specific Objective 3.4

International cooperation in building mutual capacities, exchanging experiences and good practices with regional countries towards achieving progress in promoting and addressing SDG’s

Specific Objective 3.1. Development of awareness programs for the promotion of Sustainable Development Objectives

The OIK through the implementation of its responsibilities in the promotion of human rights and freedoms has an irreplaceable role in promoting and raising awareness in promoting the Sustainable Development Objectives. Therefore, the opportunities and initiatives for the promotion of SDG's in Kosovo by the OIK are multifaceted. In accordance with the Merida Declaration OIK during the next medium term will undertake the following activities:

- **Organizing workshops and roundtables on human rights and sustainable development;**
- **Provide advice to central and local level institutions, rights stakeholders and other stakeholders to promote a human rights-based approach to implementing and measuring the SDG Agenda.**
- **Develop and strengthen implementation partnerships by promoting transparent and inclusive processes for participation and consultation with human rights stakeholders and civil society at all stages of the implementation of the 2030 Agenda, such as the development of national strategies to achieve SDGs.**
- **Engage with incumbents, rights holders and other key actors, including the Government, the Assembly, the judiciary, local authorities, the Statistics Agency, civil society, marginalized groups, mainstream and social media, the United Nations and institutions other international and regional. The engagement of these parties will be done to raise awareness, build trust, promote dialogue and coordinated efforts for a human rights-based approach to the implementation and monitoring of the SDG Agenda**

Specific Objective 3.2. Development of a system for data generation in relation to the MDG indicators on the protection and promotion of human rights in the OIK

Indicators will be the pillar of monitoring progress towards CDS. However, the availability of data and their collection for progress reporting in relation to the achievement of these objectives is one of the main challenges. There are three challenges that present obstacles that make it impossible to assess the country's efforts towards the implementation of the SDGs.

- **Lack of accountability with regards to provision of data**
- **Inconsistent data between and within institutions**
- **Data has no correlation to SDG objectives**

The Ombudsperson Institution will use the mandate provided by the Constitution to assist in building a data collection system to ensure the protection and promotion of human rights in measuring the SDG Agenda, including through the search for cooperation with the Kosovo Agency of Statistics, and other relevant institutions, and based on existing international and domestic human rights mechanisms. The development of the Sustainable Development Goals Guide by the OIK is just one of the instruments which will be followed by other steps.

This will serve to monitor progress in implementing Agenda 2030 at national and local level to highlight inequality and discrimination in this regard, including through innovative approaches to data collection and cooperation with rights holders, groups and vulnerable and marginalized to participatory and comprehensive monitoring, and identifying obstacles as well as actions to achieve progress

Strategic objective 3.3 Advancing the capacities of OIK staff in promoting SDG's, addressing, and linking them to human rights

The development of the necessary expertise for the SDGs in the OIK staff is necessary if we take into account the specifics of the SDGs and their cross-sectoral scope. Therefore, the initial focus of the OIK is the development of appropriate training programs and capacity building which will enable the contribution of the OIK in their promotion and monitoring.

Capacity development initiatives will be adapted as much as possible to the specific tasks and current job descriptions of OI staff so that their engagement in the promotion, monitoring and reporting of SDGs is complementary and complementary to the promotion and monitoring of the implementation of human rights and freedoms. The training programs will be combined with the training programs implemented by the OIK with reference to Strategic Goal 4 of this Strategy. The implementation of these training programs will be done in full cooperation with relevant local and international institutions, donors and civil society organizations.

Specific Objective 3.4 International cooperation in building mutual capacities, exchanging experiences and good practices with regional countries towards achieving progress in promoting and addressing SDG's

At the Twelfth International Conference it was agreed that the International Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights supports capacity building, sharing of experiences and good practices, as well as managing knowledge with and between the NHRI regarding the Agenda, and resource mobilization for this purpose. Based on the strategic tripartite partnership UNDP-OHCHR-ICC is expected to provide support to NHRIs, regional networks and the ICC in this regard. Through this strategy, the OIK will be active in undertaking appropriate activities to take advantage of the opportunities offered by these international partners, in order to promote and address the MDGs.

**Strategic Objective 3.
Promoting Sustainable Development Goals (SDG)**

Specific Objective 3.1. Development of awareness programs for the promotion of Sustainable Development Objectives

INDICATORS	BASELINE	TARGET 2023	TARGET 2025
1.Number of awareness programs for the promotion of SDGs	0	2 cumulative	2 cumulative
2.Number of awareness-raising activities for the promotion of SDGs	3 (2020)	3 on annual basis	3 on annual basis

Specific objective 3.2: Development of a system for data generation in relation to the SDG indicators on the protection and promotion of human rights in the OIK

1.Electronic data generation system for SDG indicators functional	0	System functional	
---	---	-------------------	--

Specific objective 3.3. Advancing the capacities of OIK staff in promoting SDGs, addressing, and linking them to human rights

1.Number of trainings held for the promotion of SDGs, their addressing, and their relation to human rights.	0	3 cumulative	2 cumulative
2.Number of staff trained in promoting SDGs, addressing them, and relating to human rights.	0	All legal staff (Cumulative)	

Specific objectives 3.4. International cooperation in building mutual capacities, exchanging experiences and good practices with regional countries towards achieving progress in promoting and addressing SDGs.

1.Number of activities organized with international partners	0	2 (on an annual basis)	2 (on an annual basis)
--	---	------------------------	------------------------

04

6.4 Strategic Objective 4

Further development of the institutional capacity and human resources of OIK

Specific Objective 4.1

Continuous provision of opportunities for learning and professional development for IO staff

Specific Objective 4.2

Increase of international cooperation of the staff through exchange programs

Specific Objective 4.3

Capacity building, focus on strengthening the administration and internal management of the OIK.

Specific Objective 4.1. Continuous provision of opportunities for learning and professional development for IO staff

In order to further develop the capacity of the IO, as part of capacity building needs assessment during 2019, a detailed assessment of training needs of all categories of staff in the institution was conducted. Based on this assessment, a detailed plan has been made for the training of the IO staff for the next 3 years which started implementation during 2020 with the support of the EU project support to OIK. Among the aspects of training, special attention has been given to mentoring the staff dealing with systematic human rights violations. The development of the trainers training curriculum is of great importance because it will enable the IO staff to be trained and to conduct regular trainings for its staff, including other relevant institutions (central and local level) with which the IO works and addresses its recommendations. Drafting skills, legal reasoning and legal analysis trainings for the professional staff are intended to be held for in the form of "training of trainers". In addition, the main areas where needed will be general training on the European Convention on Human Rights and the case law of the ECHR, specialized training on law drafting, legal analysis, including online research activities.

Specific Objective 4.2. Increase of international cooperation of the staff through exchange programs

Trainings and seminars will be combined with experience exchange programs with other countries that will include senior professional staff and those junior ones who can contribute to increasing the quality of work of the IO. One of the segments that will be given special emphasis is the cooperation with international institutions which are involved in supporting the implementation, promotion and reporting of the Sustainable Development Objectives. Therefore, the achievement of this objective is closely related to the activities that are envisaged to achieve the specific objective 3.4.

Specific Objective 4.3. Capacity building, focus on strengthening the administration and internal management of the IO.

Besides the professional staff, the aim is to increase the capacity of the administrative services of the IO. This aims to develop activities that will contribute to improving the efficiency and effectiveness of IO administrative services, based on their in-depth assessment, in particular, on the assessment of the impact of the new regulations on administrative services and focused capacity building of the administrative services staff. Significant administrative and management capacities related to human resource management, budget planning and execution will be reviewed, critically evaluated and supported for further development. Based on the evaluation of the efficiency and effectiveness of administrative services, its regulatory framework will be improved through the drafting of new internal regulations, manuals and guidelines or amendments to the existing ones. In addition to the trainings, the administration aims to support the installation of a new software in human resources and finance, which is expected to increase the efficiency and effectiveness of the work of these two segments of the administration. Following a functional review of the organizational structure and reorganization of the OIK administration, the review of job descriptions is one of the following steps.

Strategic Objective 4.

Further development of the institutional capacity and human resources of the IO

Specific Objective 4.1. Continuous provision of opportunities for learning and professional development for IO staff

INDICATORS	BASELINE	TARGET 2023	TARGET 2025
1.Number of trainings organized for professional development of the OIK staff	3	30 (cumulative)	
2.Number of trained OI staff.		All OI staff participates at least once	
3.Number of ToT programs for OI staff	0	4	
4.Number of trained (certified) trainers	0	9	
5.Number of trainings held by OI internal trainers	0	2 trainings per year by each trainer	2 trainings per year by each trainer

Specific Objective 4.2. Increase of international cooperation of the staff through exchange programs

1.Number of activities in exchanging experiences of the OI with other countries	0 (2020)	At least 15 in a year	15 in a year
---	----------	-----------------------	--------------

Specific Objective 4.3. Increase of international cooperation of the staff through exchange programs

1. Electronic human resource management system built		Functional System	
2. Budget planning and execution system built		Functional System	
3. Functional review and reorganization of the OI completed		Completed	

Strategy monitoring and reporting

The Strategy of the Institution of the Ombudsperson 2021-2025 contains the implementation plan which covers the period from 2021 to 2023. The implementation plan contains the activities, indicators, departments and units responsible for its implementation, as well as the assessment of the financial cost of implementation and their source. Monitoring of the implementation of the Strategy will be carried out by a Coordination Structure for monitoring and reporting on the implementation of the strategy. The Coordination Structure in the form of a strategy monitoring group will be established by a decision of the Ombudsperson, will be headed by the Ombudsperson and will consist of the heads of all departments which have tasks in the plan for the implementation of the strategy. The decision to establish the coordination group will clearly define the composition of the group, roles and responsibilities, who is going to be responsible for the work of the secretariat, etc.

Reporting on the implementation of the strategy will be done every 3 months, annually and general reporting on the evaluation of the implementation of the implementation plan of the Strategy which will be done during the third year of the implementation of the Strategy. An evaluation of the implementation of the strategy will be done in the year and/or after the last year of the strategy. The 3-month report is made to monitor the progress of the implementation of the plan which should provide an overview of where the progress is satisfactory or unsatisfactory, what are the reasons for unsatisfactory results and what steps should be taken to improve the work for the implementation of the activities. The focus of the quarterly report shall be on meeting the deadlines for activities as set out in the action plan, the reasons for the delays, the risks associated with implementing the actions and the next steps. The annual report aims to report and evaluate the progress of the implementation of the strategy of each objective, using the information of the performance indicators and planned activities.

The first annual report will not contain comparative analysis on the progress made in each specific indicator, but there will be comparative analysis for all aspects that are a continuation of the previous Strategy whilst the reports for the second year will contain comparative analysis to previous years on the progress made towards achieving the objectives according to the indicators on an annual basis. Besides the progress made during the reporting year, the report shall contain information on whether the planned activities have been implemented, each separately, in a timely manner, on the use of financial resources, obstacles and challenges for the implementation, and the proposal of measures to overcome them. The annual report shall be prepared during the quarter of the following year.

The first annual report also serves to set baselines and targets for indicators that are missing due to lack of information at the time the strategy was drafted

After the approval of the Strategy, in order to eliminate the factors that may hinder its implementation, the IO will make an assessment of the risks for its implementation as well as the drafting of their management plan.

The strategy needs to be updated and adjusted regularly according to the changing of the external influences and set priorities.

The IO will make two assessments of the implementation of the strategy:

- An evaluation as part of the medium-term (intermediate) review of the action plan after a period of two-three years in order to continue the implementation plan, as well as an evaluation of its efficiency and improvement in the implementation process.
- Ex-post (final) evaluation which will be done during 2024 in order to assess whether the strategy has achieved the intended goals and has met the needs of the IO and to determine the next steps in planning the work of the IO.

Annex 1: INSTITUTION OF OMBUDSPERSON - STRATEGY IMPLEMENTATION PLAN 2021 – 2023

Annex is attached as a separate document



Repubika e Kosovës/Republika Kosovo/Republic of Kosovo
Institucioni i Avokatit të Popullit/Instytucija Ombudsmana/Ombudsperson Institution

**INSTITUTION OF OMBUDSPERSON STRATEGY
IMPLEMENTATION PLAN**

2021-2023

I.	STRATEGIC OBJECTIVE 1: Protection and monitoring of the fundamental human rights and freedoms through the increased influence of the Institution of the Ombudsman in fulfilling its mandate.					
1.1.	Specific Objective	Indicators	Baseline	Target 2021	Target 2022	Target 2023
Protection and monitoring of respect for human rights, with a focus on systematic cases of interest to citizens	1. Number of ex-officio cases initiated by the OIK	43 (2020)	44	45	46	
	2. Number of reports on ex officio cases	5 (2020)	6	6	6	
	3. Number of Amicus Curie	4 (2020)	4	4	4	
	4. Number of opinions	3 (2020)	4	4	4	
	5. Number of NPM visits	52 (2020)	55	57	60	
	6. Number of investigated cases on torture and inhumane treatment	38 (2020)	41	43	45	
	7. Number of investigated cases on children's rights	41 (2020)	44	47	50	
	8. Number of cases investigated on the basis of discrimination	107 (2020)	108	109	110	
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output
1.1.1.	Development of methodology for public opinion research on the role, mandate and activities of the IO	DCRPHR, CO	Q4 2021		EU Project, Support to IO	Methodology drafted
1.1.2.	Conducting public opinion polls to monitor citizens' perceptions of the work and mandate of the OI	DCRPHR, CO	Q4 2021 Q4 2022 Q4 2023		EU Project, Support to OI	Identification of the level of the public awareness about the role, mandate and activities of the OI 3 public opinion polls
1.1.3.	Establishment of a structured system of cooperation between the OIK and the Committee on Human Rights, Gender Equality, Missing Persons and Petitions of the Assembly	OI Cabinet	Q4 2021		OI budget	Meetings with the Assembly on a quarterly basis
1.1.4.	Organizing conferences, round tables and workshops between the OI and the Assembly and with the relevant parliamentary committees in particular	OI	ongoing		OI budget	Conferences, round tables and workshops between the OI and the Assembly: 4 Meetings / Workshops with Assembly Committees per year
1.1.5.	Initiation and cooperation with the Office of the Prime Minister in order to redesign and advance the Inter-Ministerial Council for Human Rights	Cabinet	Q2 2021		OI budget	Functional and redesigned Inter-Ministerial Council (Terms and Regulations of IG)

1.1.6.	Construction of an internal electronic system (integrated in the database) for monitoring the implementation of recommendations issued by the OI	DAAC	Q4 2021			Functional electronic system
1.1.7.	Advancing the human rights platform	DCRPHR	Q4 2022			Functional platform
1.1.8.	Creation of a physical and digital library for human rights	DCRPHR	Q4 2022			Library created
1.1.9.	Organizing regular meetings with international organizations in Kosovo	Cabinet	ongoing			Initiation / Notification of International inst. Organizing the meeting/s

1.2.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Improving efficiency and effectiveness in reviewing complaints and ex officio cases		1. Number of complaints received by the Ombudsperson Institution		1419 (2020)	1600	1700	1800
		2. Number of cases investigated by the Ombudsperson institution.		720 (2020)	800	850	900
		3. Percentage of cases according to the complaints completed within 6 months		215- 30% (2020)	32%	35%	37%
		4. Percentage of ex Officio cases completed within 6 months.		6-14% (2020)	16%	18%	20%
		5. Percentage of cases according to the complaints completed within one year		289-40% (2020)	42%	44%	46%
		6. Average review time during the phase of the receiving complaints		0	To be filled out after the first annual reporting		
		7. Average time for reviewing complaints from the time receiving them until the closure of the cases		0	To be filled out after the first annual reporting	To be filled out after the first annual reporting	To be filled out after the first annual reporting
1.2.1.	Evaluation and identification of cases older than 6 months.	Each department	every 6 months			Evaluation reports	
1.2.2.	Forming a group to oversee the construction of the case management system	Ombudsperson	Q12021			Decision for the group	
1.2.3.	Building of a new case management system	OI	Q4 2022		EU Project	System functional	
1.2.4.	Inclusion of the statistics generation component for the average case review time in the electronic case management system	DAAC, DIC	Q4 2022		EU Project	Component of generating statistics for the average time of case review in the electronic case management system	

1.2.5.	Revision of the Rules of Procedure in order to increase the work efficiency of the OIK in reviewing cases	Work group	Q3 2021			Rules of Procedure approved	
1.2.6.	Advancing the component for the identification of the previous practice of OI cases	OI	Q4 2022			Component in place	
1.3.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Increasing the degree of implementation of OI recommendations		1. Percentage of OI recommendations to which central level institutions respond to the OIK		71% (2020)	73%	75%	78%
		2. Percentage of OI recommendations to which local level institutions responded to the OI		56% (2020)	59%	62%	65%
		3. Percentage of OI recommendations implemented by central level institutions		10-18% (2020)	20%	22%	24%
		4. Percentage of OI recommendations implemented by local level institutions		25- 20%	22%	24%	26%
		5. Number of procedures initiated for non-response to the ombudsperson's requests		0	To be filled out after the first annual reporting	To be filled out after the first annual reporting	To be filled out after the first annual reporting
		6. Number of initiated procedures for obstruction of the work of the Ombudsperson		0	To be filled out after the first annual reporting	To be filled out after the first annual reporting	To be filled out after the first annual reporting
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
1.3.1.	Organizing conferences, round tables and workshops between the OIK and the Assembly and in particular with the relevant parliamentary committees	OI	ongoing		OI budget	Joint roundtables and workshops between the OIK and the Assembly; 4 Meetings / Workshops with Assembly Committees per year	
1.3.2.	Regular notification to the President and the Presidency of the Assembly regarding the delays in the implementation of the recommendations of the Ombudsperson	Cabinet	every 6 months		OI budget	Memo design for the Assembly Information in the form of Memo for the Assembly	
1.3.3.	Initiation and cooperation with the Office of the Prime Minister in order to redesign and advance the Inter-Ministerial Working Group on Human Rights	Cabinet	Q2 2021		OI budget	Working group redesigned and functional (Terms and Regulations of GN)	
1.3.4.	Establishment of reporting practice in the meetings of the general secretaries	DAAC	Q2 2021			Reporting at the meeting of the secretaries	
1.3.5.	Initiation and cooperation with the Office of the Prime Minister in order to redesign and advance the Inter-Ministerial Council for Human Rights	DCRPHR	Q3 2021		OI budget	Functional and redesigned Inter-Ministerial Council (Terms and Regulations of IG)	

1.3.6.	Building of an internal electronic system for monitoring the implementation of the recommendations issued by the OIK	DAAC	Q4 2021			Electronic system functional	
1.4 .	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Monitoring of the legislation related to human rights and freedoms in Kosovo		1. Number of recommendations submitted for the improvement of the legislation included in the legal acts / bylaws.		19	3	3	3
		2. Number of recommendations for amendments of laws and issuance of new legal acts		1 (2020)	1	1	1
		3. Number of referrals to the Constitutional Court		0 (2020)	1	2	3
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
1.4.1.	Recommendations to institutions for undertaking legal initiatives for new draft laws or amending draft laws or bylaws	DLA	Q4 every year			Document with recommendations	
1.4.2.	Recommendations on the compliance of laws, and other bylaws or administrative acts, guidelines and practices applied in Kosovo with the Constitution of the Republic of Kosovo and international standards in the field of prevention of torture and other forms of cruel, inhuman and degrading treatment or punishment	DLA	ongoing			Report with recommendations	
1.4.3.	Provision of recommendations for laws and bylaws which are in the drafting procedure	DLA	ongoing			Report with recommendations	
1.4.4.	Monitoring the inclusion of OI recommendations for laws and bylaws by drafting institutions and the Assembly	DLA	ongoing			Report with recommendations included in legal acts/bylaws	
1.4.5.	Publication of recommendations regarding the initiation of the drafting of legal and sub-legal acts, as well as recommendations for the improvement of the acts which are in the drafting procedure.	DI	every year			Published recommendations	

II.	STRATEGIC OBJECTIVE 2: Promotion of fundamental human rights and freedoms and the role of the OIK.						
2.1.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Awareness of the public about fundamental human rights and freedoms		1. Number of researches conducted and published by the OIK in order to promote human rights in Kosovo		0	1 per year	1 per year	1 per year
		2. Number of conferences, seminars and round tables organized by the OIK.		0 international conferences 1 forum (2019) 10 roundtables (2019)	1 conference 7 roundtables/trainings 2 forums	1 conference 7 roundtables/trainings 2 forums	2 international conferences 6 forums 21 roundtables (each region) (7 roundtables per year)
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
2.1.1.	Development of the concept for raising public awareness and informing about the role and importance of the OIK	DCRPHR	Q1 2020			Concept document developed	
2.1.2.	Drafting an annual plan of activities for the promotion and education rights in the field of human rights.	DCRPHR	Q4 every year			Annual plan drafted and approved	
2.1.3.	Development of the program for promotion and education in the field of human rights	DCRPHR	Q4 every year			Program drafted and approved	
2.1.4.	Organizing awareness campaigns on the mandate of the OI and the activities of the institution	DCRPHR	Every year			Three awareness campaigns	
2.1.5.	Awareness campaigns regarding the mandate of the institution for handling complaints about the violations of the rights of the child	DPRC DIC DAAC	Every year		EU Project OI budget	Three awareness campaigns regarding the mandate of the institution for handling complaints about violations of the rights of the child Minimum three school activities in each region	
2.1.6.	Organizing promotional activities for human rights recognized by international standards and instruments and the Constitution and issues related to human rights violations through roundtables / workshops or similar events	DCRPHR	ongoing			At least one event in each of the 7 regions of Kosovo each year for three years.	
2.1.7.	Publication of the bulletin on human rights and the work of the OIK.	Office for communication	Q4 2021			On an annual basis	
2.1.8.	Publication of videos for the promotion of human rights	Office for communication	ongoing			2 per year	

2.2.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
	Promotion and education for human rights in the institutions responsible for the implementation of constitutional and legal standards in the country	1. Human rights platform Reformed and functionalized					78% Platform functionalized in 2025
		2. Number of human rights educational activities that the OIK conducts with institutions responsible for the implementation of constitutional and legal standards in the country		2 educational campaigns (2019)	2	2	6 campaigns 2 every year
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
2.2.1.	Proactive communication with institutions that organize events and conferences on human rights	OI	ongoing		OI budget		
2.2.2.	Active participation of the Ombudsperson in key events and conferences on human rights	OI	ongoing		OI budget	Number of participation	
2.2.3.	Distribution of promotional materials to institutions responsible for the implementation of constitutional and legal standards in the country	Office for communication	ongoing			Number of materials distributed Number of institutions to which the materials are distributed	
2.2.4.	Organizing roundtable discussions on specific topics with institutions responsible for the implementation of constitutional and legal standards in the country	OI	ongoing			5 roundtables per year	
2.2.5.	Establishment of a system for storing information for promotional and educational activities for the public	Office for communication	Q4 2022			Information storage system created	
2.2.6.	Reaching cooperation agreements with institutions responsible for capacity building of the staff of institutions (Academy of Justice, KIPA, Police Academy)	Ombudsperson	ongoing			2 agreements The Justice Academy and KIPA	
2.3.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
	Increase of the cooperation of OI with other institutions and NGOs	1. Number of MoUs the OI signs with NGOs and other organizations		3	3 every year	3 every year	3 every year
		2. Number of joint initiatives with other organizations (NGOs, domestic and international Governmental Organizations)		3 (2019)	3 every year	3 every year	3 every year

No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
2.3.1.	Drafting and approval of the Action Plan for cooperation with civil society organizations	DCRPHR, Cabinet	T1 2021		OI budget	Plan drafted and approved	
2.3.2.	Initiation and signing of MoUs with NGOs and civil society organizations	Ombuds-person/Cabinet	ongoing			9 MoUs signed	
2.3.3.	Drafting the document that defines the criteria, selection procedures of NGOs for signing the MoU	DCRPHR	Q4 2021		EU Project		
2.3.4.	Organizing awareness Establishment of an advisory forum for structured cooperation with civil society organizations dealing with human rights	DCRPHR	Q2 2021			ToRs of the forum Organizing at least 6 forums	
2.3.5.	Active participation of the OI in various organizations organized by civil society organizations and other organizations	OI	ongoing			OI participation number	
2.4.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Advancing continuous communication and awareness of the role and importance of the OIK		1. Percentage of the increase of the credibility of the OIK institution.		42% (2020 Balkan Barometer)	44%	47%	50%
		2. Number of promotional and information activities organized by the Ombuds-person		2 promotional campaigns (2019) 10 training with students (2019)	1 campaign 2 door-to-door campaigns 10 open days in each year	1 cam-paign 2 door-to-door cam-paign 10 open days in each year	3 promotion cam-paigns (cumulative) 6 door-to-door cam-paigns (cumulative) 10 open days in each year
		3. Number of information/declarations/notifications published		54 (2020)	56	58	60 in each year
		4. Number of website visits		89.393 (2020)	100.000	115.000	130.000
		5. Number of social media visits		15,990 (2020)	20.000	25.000	30.000
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
2.4.1.	Drafting a document of cooperation with the media to raise awareness on the role and importance of the OIK.	Information Office	Q4 2021			The document drafted and approved	
2.4.2.	Development of methodology for public opinion research on the role, mandate and activities of the OIK.	DCRPHR, KO	Q1 2021		EU Project Support to OI	Methodology drafted	
2.4.3.	Conducting public opinion polls to monitor citizens' perceptions of the work and mandate of the OIK.	DCRPHR, KO	Q1 2021 Q1 2022 Q1 2023		EU Project Support to OI	Identification of the level of public awareness of the role, mandate and activities of the OIK	

2.4.4.	Publication of data on the work and activities of the OIK on the official website, on social networks and in the media	KO	ongoing				The data published
2.4.5.	Publication of reports with recommendations, opinions, Amicus curie and other information	KO	ongoing				All reports published
III.	STRATEGIC OBJECTIVE 3: Promoting Sustainable Development Goals (SDG)						
3.1.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Development of awareness programs for the promotion of Sustainable Development Objectives		1. Number of awareness programs for the promotion of SDGs		0	1	1	2 Cumulative
		2. Number of awareness-raising activities for the promotion of SDGs		3 (2020)	3	3	3 on an annual basis
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
3.1.1.	Development of awareness and information program for the promotion of SDGs	DCRPHR	Q4 2021			Program developed	
3.1.2.	Undertaking awareness-raising activities to promote SDGs	DCRPHR	ongoing				
3.1.3.	Organizing workshops and roundtables on human rights and sustainable development	DCRPHR	ongoing			According to the program	
3.1.4.	Provision of the advice to institutions at central and local level, rights stakeholders and other stakeholders to promote a human rights-based approach to implementing and measuring the SDG Agenda	DCRPHR	ongoing			Number of advices	
3.1.5.	Develop partnerships with human rights stakeholders and civil society at all stages of the implementation of Agenda 2030, such as the development of national strategies to achieve the SDGs.	DCRPHR	ongoing			Number of activities	
3.2.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Development of a system for data generation in relation to the SDG indicators on the protection and promotion of human rights in the OIK		1. Electronic data generation system for SDG indicators Functional		0			System functional
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
3.2.1.	Identification and development of indicators for SDGs	DCRPHR	Q42021			List of indicators	

3.2.2.	Building the concept for the Data Generation System in relation to the SDG indicators on the protection and promotion of human rights in the OIK	DCRPHR	Q1 2022			Concept developed	
3.2.3.	Development of a system for data generation in relation to the SDG indicators on the protection and promotion of human rights in the OIK	DCRPHR /IT	Q4 2022			Electronic system	
3.3.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Advancing the capacities of OI staff in promoting, and addressing the SDGs and their relation to human rights		1. Number of trainings held on promotion, and addressing of the SDGs and their relation to human rights		0	1	1	3 Cumulative
		2. Number of trained staff on promotion, and addressing of the SDGs and their relation to human rights		0			All legal staff cumulative
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
3.3.1.	Drafting a training plan for OI staff, on promoting SDGs.	DCRPHR	Q4 2021			Training plan ready (can be part of the promotion program)	
3.3.2.	Organizing trainings on promoting SDGs for OI staff	DCRPHR	ongoing			Trainings organized	
3.4.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
International cooperation in mutual capacity building, exchange of experiences and good practices with regional countries towards achieving progress in promoting and addressing SDGs		Number of activities organized with international partners		0	2	2	2 on an annual basis
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
3.4.1.	Exchange of experiences with international partners and other countries on SDGs	DCRPHR	ongoing			Number of activities	
3.4.2.	Cooperation activities with international partners on SDGs	DCRPHR	ongoing			Number of activities	

IV.	STRATEGIC OBJECTIVE 4: Further development of the institutional capacity and human resources of the OIK						
3.1.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Continuous provision of opportunities for learning and professional development to the OI staff	1. Number of trainings organized on professional development for OI staff		3	10	10	30 cumulative	
	2. Number of trained OI staff.					All OI staff participates at least once	
	3. Number of ToT programs for OI staff		0	0		4	
	4. Number of trained (certified) trainers		0			9	
	5. Number of trainings held by OI internal trainers		0		2	2	
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
TRAININGS FOR THE PROFESSIONAL STAFF							
4.1.1.	Providing trainings on the case-law of the European Court of Human Rights	DCRPHR	2021		EU Project, Support to OI	3 days	
4.1.2.	Providing training to act as Amicus Curiae	DCRPHR	2021		EU Project, Support to OI	3 days	
4.1.3.	Organizing the Workshop for NPM	DCRPHR	2021		EU Project, Support to OI	3-4 days	
4.1.4.	Training on monitoring children's rights and drafting special reports on children's rights with reference to international instruments	DCRPHR	2021		EU Project, Support to OI	2-3 days	
4.1.5.	Training on the best interests of children and children's right to participate in matters concerning them	DCRPHR	2022		EU Project, Support to OI	2-3 days	
4.1.6.	Testing Anti-Discrimination and Discrimination training	DCRPHR	2021		EU Project, Support to OI	2+2 days	
4.1.7.	Discrimination in the private sector training	DCRPHR	2022		EU Project, Support to OI	2 days	
4.1.8.	Environmental issues and human rights violations training	DCRPHR	2022		EU Project, Support to OI	1-3 days	
4.1.9.	Gender equality training	DCRPHR	2023		EU Project, Support to OI	2 days	

4.1.10.	Hate speech and the spread of hatred training	DCRPHR	2022		EU Project, Support to OI	2-3 days
4.1.11.	Human rights violations and access to justice training	DCRPHR	2023		EU Project, Support to OI	2-3 days
4.1.12.	Convention on the Rights of Persons with Disabilities training	DCRPHR	2021		EU Project, Support to OI	3-4 days
4.1.13.	Training to develop research / analytical skills	DCRPHR	2021 2022		EU Project, Support to OI	3 days
4.1.14.	Training to increase the assessment skills of new national legislation related to the ECHR	DCRPHR	2021		EU Project, Support to OI	3 days
4.1.15.	Training on monitoring, reporting and evaluation for professional services	DCRPHR	2022		EU Project, Support to OI	2-4 days
4.1.16.	Training to deal with difficult complainants and application of mediation techniques	DCRPHR	2021		EU Project, Support to OI	2-4 days
4.1.17.	Management of public opinion research / surveys training	DCRPHR	2021		EU Project, Support to OI	1 days
4.1.18.	Managing public awareness campaigns training	DCRPHR	2021		EU Project, Support to OI	3 days
4.1.19.	Public speaking and communication skills training	DCRPHR	2023		EU Project, Support to OI	2 days
4.1.20.	Communication training - Narrative method [1] to present human rights and promote the mandate of the IO	DCRPHR	2022		EU Project, Support to OI	2-3 days
4.1.21.	Organizing events and conferences training	DCRPHR	2023		EU Project, Support to OI	2-4 days
4.1.22.	Digital communication skills training	DCRPHR	2023		EU Project, Support to OI	3 days
4.1.23.	Promotion of the mandate of the IO to handle complaints about violations of the rights of the child training	DCRPHR	2021		EU Project, Support to OI	3 days

JOINT TRAININGS FOR PROFESSIONAL STAFF AND ADMINISTRATION SERVICES						
4.1.24.	English language skills development training	DCRPHR	2021 – 2022		EU Project, Support to OI	2 classes, twice a week, two semesters a year
4.1.25.	Basic communication skills and workplace ethics training	DCRPHR	2021 / 2022		EU Project, Support to OI	two days
4.1.26.	Reporting skills, including international reports training	DCRPHR	2021 – 2022		EU Project, Support to OI	two days
4.1.27.	Stress and time management training	DCRPHR	2021		EU Project, Support to OI	2-3 days
4.1.28.	Public speaking and communication skills training	DCRPHR	2022		EU Project, Support to OI	2-3 days
4.1.29.	Interpersonal communication training	DCRPHR	2021		EU Project, Support to OI	2-3 days
4.1.30.	Team building training - team roles	DCRPHR	2021/2022		EU Project, Support to OI	2-3 days
4.1.31.	HRMD training for non-HR employees	DCRPHR	2021/2022		EU Project, Support to OI	1-2 days
4.1.32.	Personnel management and development - Staff evaluation: Manager perspective training	DCRPHR	2021/2022		EU Project, Support to OI	1-2 days
4.1.33.	Budget and public finances training	DCRPHR	2021 / 2022		EU Project, Support to OI	2-4 days
4.1.34.	Procurement and e-procurement training Module 1: Introduction to the procurement process and procedures	DCRPHR	2021		EU Project, Support to OI	2-3 days
4.1.35.	Training on MS office package (MS Word-MS Excel-MS Power Point)	DCRPHR	2021-2022		EU Project, Support to OI	It takes place in several cycles (dynamics and duration according to the agreement with the training provider)
TRAININGS FOR ADMINISTRATION SERVICES						
4.1.36.	Strategic and operational planning, as well as risk management training	DCRPHR	2021		EU Project, Support to OI	2-4 days
4.1.37.	Monitoring, evaluation and reporting training	DCRPHR	2021		EU Project, Support to OI	2-4 days
4.1.38.	Team management and effective delegation training	DCRPHR	2021/2022		EU Project, Support to OI	2-3 days

4.1.39.	Team building training	DCRPHR	2021		EU Project, Support to OI	2-3 days
4.1.40.	Basic communication and workplace ethics training	DCRPHR	2021/2022		EU Project, Support to OI	2 days
4.1.41.	Report writing skills training	DCRPHR	2021/2022		EU Project, Support to OI	1-3 days
4.1.42.	HRM training for the other staff besides human resources	DCRPHR	2021/2022		EU Project, Support to OI	1-2 days
4.1.43.	Staff management and development training	DCRPHR	2021/2022		EU Project, Support to OI	1-2 days
4.1.44.	Auditing in public institutions training	DCRPHR	2021/2022		EU Project, Support to OI	2-4 days
4.1.45.	Budget and public finances training	DCRPHR	2021/2022		EU Project, Support to OI	2-4 days
4.1.46.	Procurement and e-procurement training - Module 1. Introduction to procurement processes and procedures	DCRPHR	2021		EU Project, Support to OI	2-3 days
4.1.47.	Procurement and e-procurement training - Module 1. procurement procedures (advanced training)	DCRPHR	2021		EU Project, Support to OI	1-3 days
4.1.48.	Training on Procurement	DCRPHR	2021		EU Project, Support to OI	Duration and dynamics to be decided with the training provider
4.1.49.	Accounting training	DCRPHR	2021		EU Project, Support to OI	Duration and dynamics to be decided with the training provider
4.1.50.	Planning and Administering SharePoint training (e.g., 20339-1) Planning and Administering SharePoint 2016/2021	DCRPHR	2022		EU Project, Support to OI	Duration and dynamics to be decided with the training provider
4.1.51.	Online SharePoint training Power User	DCRPHR	2022		EU Project, Support to OI	Duration and dynamics to be decided with the training provider
4.1.52.	Training of Trainers for OI staff	DCRPHR	2022			7 trained trainers

No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
4.2.1.	Training on integrity and anti-corruption	DCRPHR	2021		EU Project, Support to OI	3-5 days (study trip)	
4.2.2.	Participation in workshops and international meetings for the purpose of exchanging experiences	OIC	ongoing			Number of participations in workshops and meetings	
4.2.3.	Signing of MoUs with institutions of other countries in order to exchange experiences	OIC	ongoing			Number of MoUs	
4.2.4.	Following the practice in the Council of Europe/ ECtHR for OI staff.	OIC	ongoing			Number of staff participating in the practice	
4.3.	Specific Objective	Indicators		Baseline	Target 2021	Target 2022	Target 2023
Capacity building, focus on strengthening the administration and internal management of the OIK including through functional review and internal normative acts.		1. Electronic human resources management system built					Functional system
		2. Budget planning and execution system developed					Functional system
		3. Functional review and reorganization of the OI completed					Completed
No.	Activity	Responsible Department	Implementation Deadline	Budget	Financing	Result / Output	
4.3.1.	Functional review of the organizational structure of the OIK	Cabinet/ Secretary	Q3 2021		EU Project, Support to OI	Report	
4.3.2.	Drafting a plan for the implementation of the conclusions of the functional review of the organizational structure of the OIK	Cabinet/ Secretary	Q3 2021			Plan drafted and approved	
4.3.3.	Review of the Regulation on the internal organization of the Ombudsperson	Cabinet	Q4 2021			Regulation reviewed	
4.3.4.	Analysis of the internal legal framework of the OI	Cabinet	Q3 2021			Analysis Report	
4.3.5.	Review of the internal legal framework of the OI	Cabinet	Q4 2021			Approved bylaws	
4.3.6.	Evaluation of the efficiency and effectiveness of Administrative Services after the restructuring in 2016 and 2017 completed and accepted by the management of the institution	DA	2021		EU Project, Support to OI	Evaluation report	
4.3.7.	Building a Human Resource Management System	DCRPHR	Q2 2021		EU Project, Support to OI	System reviewed	
4.3.8.	Review of the budget planning and execution system	FO	Q3 2021		EU Project, Support to OI	System reviewed	



This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of the Ombudsperson Institution in Kosovo, and do not necessarily reflect the views of the European Union