



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

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## **ACTION PLAN 2024 – 2025**

**on the implementation of the OI Strategy 2021 – 2025**  
**(revised in 2024)**

**ACTION PLAN 2024 – 2025**  
**on the implementation of the OI Strategy 2021 – 2025 (revised in 2024)**

I.	STRATEGIC OBJECTIVE 1: Protection and supervision of fundamental human rights and freedoms				
1.1.	Specific Objective	Indicators	Baseline 2023	2024 target	2025 target
Increasing effectiveness and efficiency in the protection and supervision of human rights		DAC – Overall number of:	1660	----	----
		<ul style="list-style-type: none"> <li>complaints received by OI</li> <li>complaints investigated by OI</li> </ul>	654	----	----
		DAC – Percentage of cases			
		<ul style="list-style-type: none"> <li>from complaints, closed within 6 months</li> <li>ex officio, closed within 6 months</li> </ul>			
		DAC – Percentage of cases			
		<ul style="list-style-type: none"> <li>as per complaint, closed within 6 – 12 months</li> <li>ex officio, closed within 6 – 12 months</li> <li>as per complaint, closed within 12 months or more</li> <li>ex officio, closed within 12 months or more</li> </ul>			
		DAC – Number of:			
		<ul style="list-style-type: none"> <li>ex-officio cases initiated by OI (per reporting year)</li> </ul>	39	---	---
		<ul style="list-style-type: none"> <li>reports addressed ex-officio (per reporting year)</li> </ul>	12	---	---
		<ul style="list-style-type: none"> <li>Letters of Recommendation (per reporting year)</li> </ul>	2	---	---
		<ul style="list-style-type: none"> <li>Amicus Curiae (by year)</li> <li>Opinions (by year)</li> </ul>	1	---	---
			1	---	---

	NMPT – Number of: <ul style="list-style-type: none"> <li>visits:</li> <li>of informative/descriptive reports of visits</li> <li>general visits</li> <li>follow-up visits</li> <li><i>ad hoc</i> visits</li> <li>thematic visits</li> <li>reactive visits</li> </ul>	61 61 10 24 23 1 3		
	NMPT - Number of cases: <ul style="list-style-type: none"> <li>initiated as per complaint</li> <li>investigated</li> <li>closed</li> <li><i>ex officio</i></li> </ul>	34 34 2 5		
	DPCHR – Number of cases <ul style="list-style-type: none"> <li>initiated as per complaint</li> <li>investigated as per complaint</li> <li>closed (from cases as per complaint)</li> <li><i>ex officio</i></li> </ul>	50 50 27 5		
	DPD – Number of cases: <ul style="list-style-type: none"> <li>initiated for discrimination, as per complaint</li> <li>initiated for discrimination, as per complaint</li> <li>closed (cases as per complaint)</li> <li><i>ex officio</i></li> </ul>	90 38 130 2		
	DLAI – Number of cases: <ul style="list-style-type: none"> <li>initiated as per complaint</li> <li>investigated as per complaint</li> <li>closed (from cases as per complaint)</li> <li><i>ex officio</i></li> </ul>	169 158 158 11		
	DLAI – Cases addressed to the Constitutional Court <ul style="list-style-type: none"> <li>as issued raised by OI</li> </ul>			

	<ul style="list-style-type: none"> <li>• as issued addressed after receiving an issue/case/complaint</li> <li>• as comments, as per request of the Constitutional Court</li> </ul>	1 1 5		
	DCRP – Number of cases: <ul style="list-style-type: none"> <li>• opened as per request</li> <li>• investigated as per complaint</li> <li>• closed (from cases as per request)</li> <li>• <i>ex officio</i></li> </ul>	41 41 45 7		
	DSC – Number of submissions processed: <ul style="list-style-type: none"> <li>• Letters</li> <li>• Decisions</li> <li>• Reports on cases</li> <li>• <i>Ex Officio</i> Reports</li> <li>• Opinions</li> <li>• <i>Amicus Curiae</i></li> <li>• Research</li> <li>• Other (please specify, citing its respective number)</li> </ul>	1 426 <sup>1</sup> 553 16 12 1 1 - 4 reports of NMPT, 2 letters of recommendations, 1 request and 4 comments for the Constitutional Court		

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<sup>1</sup> Letters and notifications

		DSC – Number of submissions (as per type), returned for reconsideration by OI <ul style="list-style-type: none"><li>• Letters</li><li>• Decisions</li><li>• Reports on cases</li><li>• <i>Ex Officio</i> Reports</li><li>• Opinions/<i>Amicus Curiae</i>/Research</li></ul>					
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output	
1.1.1.	Review of the investigation procedures and the drafting of the guidelines for the investigation procedures	DSC	T2 2024			Review completed  Guide for investigation procedures - document approved and being implemented	
1.1.2.	Continuation of Ombudsprudence – drawing up summaries of Reports issued by OI within a year	DSC	T4 2024 T4 2025			Published summaries	
1.1.3.	Drafting of the DPD strategy within the OI strategy and in accordance with the Monitoring of the framework for the implementation of the Law on Protection from Discrimination	DPD	T4 2025			DPD Strategy	
1.1.4.	Drafting of Standard Operating Procedures (SOPs) for complaints submitted to the OI regarding discrimination and the actions of the OI in situations where the cases related to the	DPD	T4 2024			Finalization of SOPs and implementation  Follow-up of cases treated based on SOPs	

	complaints have also been presented to the courts;					
1.1.5.	Identification of cases during field activities, from the media or other information channels	<b>DPCHR</b>	<b>Ongoing</b>			Cases identified and investigated
1.1.6.	Review and return to function of the Platform “Know your rights”	<b>DPCHR</b>	<b>2024 functionalization</b> <b>2025 functional</b>			Functional platform Brief report regarding the use (click), absorption of complaints (complaints through the platform)
1.1.7.	Preparation of the draft summary of the annual work reports	<b>DCRP</b>	<b>T4 2024</b>			Draft summary of the annual report for the relevant year
1.1.8.	Reporting on the implementation of the Action Plan	<b>Working group according to the Decision of the OI</b>	<b>T2 2024</b> <b>T4 2024</b> <b>T2 2025</b> <b>T4 2025</b>			Evaluation report of the implementation of the Action Plan 2024-2025
1.1.9.	Creation of physical and electronic library for the work needs of OI and research from and for OI	<b>DCRP</b>	<b>2024</b>			Library created (if funds are available)
1.1.10.	Human Rights Platform Update	<b>Working group (according to the Decision of OI)</b>	<b>2024</b>			Updated platform
1.1.11.	Research on public perception regarding discrimination	<b>Working group according to the Decision of OI</b>	<b>2025</b>			Research done

1.1.12.	Carrying out visits to places of deprivation of liberty	<b>NMPT</b>	<b>Ongoing</b>			Visits made Conducted interviews Informative descriptive reports of visits
1.1.13.	Organization of thematic conferences	<b>NMPT</b>	<b>T2 2024</b> <b>T4 2024</b> <b>T2 2025</b> <b>T4 2025</b>			Completion of Conferences
1.1.14.	Evaluation and reporting of cases older than 12 months	<b>Directors</b> <b>+ OI</b> <b>(final assessment)</b> <b>+</b> <b>DAC</b>	<b>T2</b> <b>T4</b>			Evaluation reports (reasons) for cases within departments Statistics for the average at the institution level
1.1.15.	Reporting to the RKS Assembly and Assembly Committees	<b>Cabinet</b>	<b>Ongoing</b>		<b>OI budget</b>	Sending and discussing the Annual Report in the Assembly Session Reporting to the Assembly Committees responsible for HR, GE, MP, P as well as the Budget and Finance Committee
1.1.16.	Drafting of the Special Report on protection from discrimination for 2023	<b>DPD</b>	<b>T1 2024</b> <b>T1 2025</b>		<b>CoE budget</b> <b>OI budget</b>	Special report on protection from discrimination for 2023; Submitting to the Assembly and discussion
1.1.17.	Cooperation with the RKS Assembly and Assembly Committees, with a focus on the Committee for Human Rights, Gender Equality, Missing	<b>Cabinet</b>	<b>Ongoing</b>		<b>OI budget</b>	Response to invitations from the Assembly and the responsible Assembly Committees

	Persons and Petitions, in order to restore rights according to the findings and recommendations in the Reports addressed by the OI					Realization of initiatives by the OI for joint events that focus on human rights and freedoms with the Assembly, namely the respective Assembly Committees related to the nature of the reports or the focused issues		
1.1.18.	Cooperation with the Prime Minister’s Office, ministries and their subordinate authorities	Cabinet	Ongoing		OI budget	Meetings and contribution to the Inter-Institutional Council  Meetings in working groups with the Government  OI organizations that include OPM, ministries, their subordinate authorities		
1.2	Specific Objective	Indicators			Baseline 2023	2024 target	2025 target	
Increasing the rate of implementation of OI recommendations		1. The overall number of recommendations addressed to central level authorities			129	---	---	
		2. How many recommendations addressed to the central level have been answered: <ul style="list-style-type: none"><li>Within the legal term (30 days)</li><li>Outside the legal term</li><li>No response</li></ul>			64 (50%) 31 (24%) 34 (26%)	---	---	
		1. The total number of recommendations addressed to local authorities			171	---	---	

		2. How many recommendations addressed to the local level have been answered:					
		<ul style="list-style-type: none"> <li>• Within the legal term (30 days)</li> <li>• Outside the legal term</li> <li>• No response</li> </ul>		10 (6%) 35 (20%) 126 (74%)	---	---	
		3. Number of OI recommendations implemented by the central level (according to authority)		31 (24%)	+5%	+5%	
		4. Number of OI recommendations implemented by local level (according to authority)		10 (6%)	+10%	+5%	
		5. Number of procedures initiated for non-response to the requests of the Ombudsperson		0	---	---	
		6. Number of procedures initiated for obstructing the work of the Ombudsperson		0	---	---	
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output	
1.2.1	Monitoring the implementation of the recommendations of the OI, addressed to the authorities	Departments according to the respective recommendations	Ongoing			Issuing and reporting recommendations and their applicability status, on a regular basis	
1.2.2.	Reporting on the implementation of recommendations	All departments	T2 T4			Reports that provide an overview of the applicability of the recommendations	
1.2.3	Organization of the joint activities of the OI, the Assembly and the relevant Assembly Committees, to hold the respective authorities accountable for the addressed recommendations	Cabinet	Ongoing		OI budget	Conferences, roundtables and workshops	

1.2.4	Notification of the Assembly Committees regarding delays in the implementation of OI recommendations by the responsible authorities	<b>Cabinet</b>	<b>T1 T3</b>		<b>OI budget</b>	Regular information of the Assembly
1.2.5	Cooperation with the Office of the Prime Minister, including the inter-institutional Council and working groups, in order to address the findings related to the complaints and issues handled by the OI, as well as the implementation of the recommendations	<b>Cabinet</b>	<b>Ongoing</b>		<b>OI budget</b>	<p>Meetings with the inter-institutional Council and proactive contribution</p> <p>Communications carried out and advice given in order to channel and operationalize the process of responses from the authorities regarding the implementation of recommendations</p> <p>Working Group meetings and proactive input</p> <p>Initiatives and realization of joint events in order to make the authorities aware of the importance of implementing the recommendations</p>
1.2.6	Cooperation with authorities at the central and local level in order to implement the recommendations	<b>The Cabinet (DO)</b>	<b>T3 2024 T3 2025</b>		<b>OI budget</b>	1 joint meeting with the central level authorities to address the applicability status of the recommendations (at least the level of Secretaries; in case of addressing the recommendations to political officials, then the level

						<p>of participation should be from this line of responsibility)</p> <p>1 joint meeting with the local level authorities to address the status of the applicability of the recommendations</p> <p>1 meeting with the Association of Municipalities</p>
1.2.7	<p>Identification of cases when public authority officials, in the roles they exercise:</p> <ul style="list-style-type: none"> <li>• refuse to cooperate</li> <li>• intervene during the investigation process</li> </ul>	<b>Directors</b>	<b>Ongoing</b>			<p>Initiation of procedures for measures according to the provisions of Article 25 of Law No. 05-L019 on the Ombudsperson</p> <p>It is reported for:</p> <ul style="list-style-type: none"> <li>• The authority that violated the provision</li> <li>• The type of non-fulfilment of obligations</li> <li>• Status of the process regarding the requested measure</li> </ul>
1.2.8	<p>Drafting and addressing of an electronic executive summary that is distributed (via official e-mails/e-mails - to public officials in address books), which draws attention to the mandate and role of the OI, the obligation to respond to the requests of the OI, the importance of</p>	<b>DCRP Office for Communication</b>	<b>T2 2025</b>			<ul style="list-style-type: none"> <li>• Meeting with the Minister of MIA to agree on the distribution of this summary via the electronic address book/official emails of public officials</li> <li>• Drafting the summary</li> </ul>

	recommendations and their implementation, as well as the list of institutions that have implemented the recommendations and those that have not implemented them.					<ul style="list-style-type: none"><li>Addressing</li></ul>		
1.3	Specific Objective	Indicators			Baseline 2023	2024 target	2025 target	
Supervision of legislation in relation to human rights and freedoms in Kosovo		1. Number of recommendations for the inclusion of international instruments in the Constitution of the country			---	1	1	
		2. Number of recommendations for amending laws and issuing new legal acts			---			
		3. Number of recommendations presented for amending-supplementing sub-legal acts and for the issuance of new sub-legal acts of the legislation included in legal/sub-legal acts			---			
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output		
1.3.1	Identification of legal gaps, potential conflicts or necessary legal changes regarding human rights issues	DLAI + All departments	T4 every year			Addressing Recommendations to: <ul style="list-style-type: none"><li>Assembly</li><li>Government</li><li>Other authorities</li></ul>		
1.3.2	Analysis of legal and sub-legal acts, policies and other documents, and identification of	DLAI + All departments	Ongoing			Addressing Recommendations to: <ul style="list-style-type: none"><li>Assembly</li><li>Government</li></ul>		



II.	<b>STRATEGIC OBJECTIVE 2:</b> <b>Promotion of fundamental human rights and freedoms and the role of the OI</b>				
2.1	Specific objective	Indicators	Baseline 2023	2024 target	2025 target
Public outreach to raise awareness about fundamental human rights and freedoms and the role of OI		1. OI presence in events/activities: <ul style="list-style-type: none"> <li>➤ Domestically</li> <li>➤ Abroad</li> </ul>	32 9		
		2. Presence of DO, according to the delegation from O, in events/activities: <ul style="list-style-type: none"> <li>➤ Domestically</li> <li>➤ Abroad</li> </ul>	38 19		
		3. DCRP –Number of <ul style="list-style-type: none"> <li>• Events/activities, initiated and carried out by DCRP               <ul style="list-style-type: none"> <li>➤ substantially related to the cases</li> <li>➤ considered educational and promotional</li> </ul> </li> <li>• Events (by type), where DCRP has participated by delegation</li> </ul>	4 6 2 5		
		4. DPD – Number of <ul style="list-style-type: none"> <li>• Events/activities, initiated and carried out by DPD               <ul style="list-style-type: none"> <li>➤ substantially related to the cases</li> <li>➤ considered educational and promotional</li> </ul> </li> <li>• Events (by type), where DPD has participated by delegation</li> </ul>	3 3 1 33		

	<b>5. DPCHR – Number of</b> <ul style="list-style-type: none"> <li>Events/activities, initiated and carried out by DPCHR <ul style="list-style-type: none"> <li>➤ substantially related to the cases</li> <li>➤ considered educational and promotional</li> </ul> </li> <li>Events (by type), where DPCHR has participated by delegation</li> </ul>	5 24 5		
	<b>6. DLAI – Number of</b> <ul style="list-style-type: none"> <li>Events/activities, initiated and carried out by DLAI <ul style="list-style-type: none"> <li>➤ substantially related to the cases</li> <li>➤ considered educational and promotional</li> </ul> </li> <li>Events (by type), where DLAI has participated by delegation</li> </ul>			
	<b>7. DSC – Number of</b> <ul style="list-style-type: none"> <li>Events/activities, initiated and carried out by DSC <ul style="list-style-type: none"> <li>➤ substantially related to the cases</li> <li>➤ considered educational and promotional</li> </ul> </li> <li>Events (by type), where DSC has participated by delegation</li> </ul>	4		
	<b>8. NMPT – Number of</b> <ul style="list-style-type: none"> <li>Events/activities, initiated and carried out by NMPT <ul style="list-style-type: none"> <li>➤ substantially related to the cases</li> <li>➤ considered educational and promotional</li> </ul> </li> <li>Events (by type), where NMPT has participated by delegation</li> </ul>	2 1 33		
	<b>9. Public Communication Office (PCO)</b> Number of:			

	<ul style="list-style-type: none"><li>• addresses to the public, according to the type and channel of communication</li><li>• events/activities initiated and realized by the PCO</li><li>• events (by type), where PCO has participated by delegation</li><li>• website visits/views</li><li>• visits to social media</li></ul>	117 addresses through press releases, social networks, interviews on TV, radio ***** Web visits: 8.8 K users 58K views 8.3K new users ***** Facebook visits 43K <i>(without any boost)</i> Facebook reach 93.4K <i>(without any boost)</i> Facebook follows 671 <i>(without any boost)</i>		
	<b>10.</b> Office for International Relations (OIR) Number of:			

		<ul style="list-style-type: none"><li>• Official letters addressed to international actors</li><li>• International reports regarding the human rights situation in the country</li><li>• International events/activities coordinated and carried out by OIR</li></ul>			8 11 38		
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output	
2.1.1	Drafting of the OI Communication Plan with the public	Office for Communication	T2			Drafted and approved document  2 reports (every 6 months) for the communication developed with the public (the reports are based on the Plan of communication with the public)	
2.1.2.	Awareness campaign for children – for their rights and for the role of OI	DPCHR	Ongoing			Analysis of visits and identification of potential cases for investigation  Raising the level of children’s knowledge about human rights and the role of OI	
2.1.3	Initiating discussions on issues of social rights	DPD DLAI	T1 – 2024 T1 - 2025			Discussion roundtable for social dialogue (presentation of findings from the Report on safety and health at work; minimum wage, trade union rights; collective contracts, legislation on rights and safety at work; mechanisms related to the right to work, etc.) Issue of the Report on the obligations of the state in	

						protecting the health of unemployed persons.
2.1.4	Initiating discussions regarding the protection of children from sexual exploitation and abuse	<b>DPCHR</b>	<b>T2 2024</b>  <b>2025</b>			Thematic roundtables related to the protection of children from abuse, with a focus on sexual abuse  Report on the findings, addressing the recommendations and supervising their implementation
2.1.5.	Initiating discussions on issues of health rights	<b>DLAI</b>	<b>2024</b> <b>2025</b> <b>Ongoing</b>			Discussion roundtable on health rights  Reports related to health rights and the health system in the country
2.1.6	Raising awareness of judges and prosecutors regarding the handling of cases in the justice system that are related to discrimination (administrative, civil, criminal and misdemeanour)	<b>DPD</b>	<b>2024</b> <b>2025</b>		<b>OI budget</b>	Thematic roundtable with judges and prosecutors on the issue of handling cases of discrimination in the justice system, as well as inspectorates – as a link in the administrative process
2.1.7.	Investigation and monitoring of the legal request (Law no. 05/L021 on Protection against Discrimination) for the publication on the website of information regarding the possibility of submitting a complaint to the OI regarding discrimination by public bodies	<b>DPD</b>	<b>T3 2024</b>			Report with recommendations related to the case

2.1.8.	Monitoring of respect for gender equality in employment, as required by Law no. 05/L020 on Gender Equality.	DPD	T3 2024			Report with recommendations related to the case	
2.1.9.	Legal analysis and research on women’s property rights	DLAI DPD	T3 2024			Addressing findings and conclusions	
2.1.10.	Website redesign	Office for Communication + IT	2024			Redesigned and functional website	
2.1.11.	Proactive approach regarding the work and activities of OI on the official website, in social networks and in the media	Office for Communication	Ongoing			Placing information, addresses, publications, etc., on web pages, social networks, media	
2.1.12.	Launch of the Report on the language of communication in public discourse		T1 2024			Report addressed  Roundtable with media, civil society and respective institutions related to the topic	
2.2	Specific Objective	Indicators			Baseline 2023	2024 target	2025 target
Promotion and education about human rights and the role of OI to the public and responsible institutions		1. DCRP – Total number at institution level: <ul style="list-style-type: none"><li>• of promotional activities – for the reporting year</li><li>• educational/awareness activities</li><li>• of collaborations/projects – for the reporting year</li><li>• reports (summary of annual work reports, drafting of periodic reports, periodic reporting for the implementation of the action plan) - for the reporting year</li><li>• publications, with the aim of promoting human rights</li></ul>			4 thematic discussion roundtables  37 visits to schools as part of the Get to Know the Ombudsperso		

		<ul style="list-style-type: none"> <li>• events organized for the purpose of promotion (+ target groups and the number of people included in the target group</li> </ul>			n Institution campaign; 5 lectures with students 1 regional meeting within the Task Force on Gender Sensitive Standards of Safety and Health at Work and Decent Work; 3 meetings with civil society within the Forum for Dialogue with CSOs		
		2. Number of meetings with units for human rights and gender equality <ul style="list-style-type: none"> <li>• At the central level</li> <li>• At the local level</li> </ul>					
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output	

2.2.1.	Drafting of the program and plan for the promotion, education and awareness of human rights and the role of OI	<b>DCRP</b> + <b>All departments and offices</b>	<b>T2 2024</b>			Calendar of activities according to the responsibilities of departments and offices (drawn up in cooperation with all departments and offices)
2.2.2.	Organization of awareness campaigns for human rights and the importance of respecting and protecting them	<b>DCRP</b>	<b>2024</b> <b>T3</b> <b>2024 and 2025 – ongoing</b>		<b>OI budget</b> + <b>donors</b>	Awareness campaign on the ground for protection from discrimination 2024 Media campaign for HR and the 2025 mandate
2.2.3.	Distribution of promotional materials to institutions responsible for the implementation of constitutional and legal standards in the country	<b>DCRP</b>	<b>Ongoing</b>			Number of distributed materials. The number of institutions to which the materials are distributed
2.2.4.	Week of OI	<b>Cabinet</b>	<b>T4 2024</b>			5 days with different thematic roundtables on the occasion of marking the 24 <sup>th</sup> anniversary of OI (5 DO for 1 roundtable)
2.2.5.	Drafting the Hate Crimes Guideline	<b>DPD</b>	<b>T2 2024</b>		<b>Financially supported by OSCE</b>	Finalization and implementation of the Guideline
2.2.6.	Drafting of Guidelines for the handling of complaints submitted by the LGBTI+ community	<b>DPD</b>	<b>T2 2024</b>		<b>Supported by CSDO</b>	Finalizing the Guideline
2.2.7.	Organization of discussion roundtables on specific topics with institutions responsible for	<b>Cabinet</b>	<b>2024</b> <b>2025</b>			3 roundtables per year

	the implementation of constitutional and legal standards in the country					
2.2.8.	Public awareness of the negative impact of corruption on human rights	<b>Cabinet</b>	<b>2024 2025</b>			Campaign for public awareness of the negative impact of corruption on human rights
2.2.9.	Conducting trainings for: <ul style="list-style-type: none"> <li>• Police officers</li> <li>• Correctional service officers</li> </ul>	<b>NMPT</b>				The trainings carried out Number of participants
2.2.10.	Promotional campaign for the role and mandate of OI	<b>DCRP</b>	<b>Ongoing 2024</b>		<b>Donors</b>	Organising of 7 regional tables
2.2.11.	Placing promotional activities from the Cabinet, departments and offices on the OI website	<b>Office for Communication IT</b>	<b>Ongoing</b>			Presentation of activities and events held by the Cabinet, departments and offices on the website
2.2.12.	Initiation of cooperation agreements with the Academy of Justice, KIPA, Police Academy, related to the framework of the protection of human rights and freedoms and the role and mandate of OI	<b>Cabinet</b>	<b>Ongoing</b>			Signed agreements Their implementation
2.2.13.	Project related to the media presence of OI in RTK as a public broadcaster	<b>DCRP</b>	<b>2024 2025</b>			Project completed
2.2.14.	Measurement of public opinion on the perception related to the work and mandate of OI	<b>External engagement</b>	<b>T3 2025</b>			Finalized research along with findings, analysis and conclusions

2.3	Specific objective	Indicators			Baseline 2023	2024 target	2025 target
<b>Increasing cooperation between OI and institutions, non-governmental organizations, as well as international cooperation</b>		1. <b>Cabinet</b> – Number of meetings held with authorities/institutions: <ul style="list-style-type: none"> <li>Requested (initiated) by OI</li> <li>Requested (initiated) by the authorities/institutions</li> </ul>			24 24		
		2. <b>Cabinet</b> – Number of meetings with: <ul style="list-style-type: none"> <li>local organizations and mechanisms (by type)</li> <li>international organizations and mechanisms (by type)</li> </ul>			56 59		
		3. <b>DCRP</b> – Number of joint initiatives with other organizations (NGOs, governmental, local and international organizations)			13		
		4. <b>OIR</b> – Number of international meetings and cooperation, by type			32		
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output	
2.3.1.	Continuation of cooperation with civil society organizations	<b>DCRPHR Cabinet</b>	<b>Ongoing</b>		<b>OI budget</b>	Regular meetings Initiation of joint activities and their realization Mutual contribution to common topics and organizations	

2.3.2.	Implementation of MoU with NGOs and civil society organizations	<b>Cabinet and relevant departments depending on the field covered</b>	<b>Ongoing</b>			Reports on the implementation of MoU
2.3.3.	Meetings with authorities and institutions	<b>Cabinet</b>	<b>Ongoing</b>			Meetings held
2.3.4.	Continuation of the work of the forum with civil society and NGOs	<b>DCRPHR</b>	<b>Ongoing</b>			Regular meetings Concluding reports on the issues discussed and the findings or joint positions of the Forum 1 annual report on the results of the joint work of the Forum
2.3.5.	Organization of the celebration of the International Human Rights Day (December 10)	<b>Cabinet and Office for IR</b>	<b>T4 2024 T4 2025</b>			Organization of the event(s)
2.3.6.	Organization by the OI of events with international actors	<b>Office for IR</b>	<b>T4 2025</b>			Marking the 25th anniversary of the establishment of OI (as an international event)
2.3.7.	Cooperation with international actors	<b>Office for IR</b>	<b>T4 2024 T4 2025</b>			Reporting on cooperation
2.3.8.	Participation in international visits and events	<b>Cabinet OIR</b>	<b>Ongoing</b>			Visit made Participation in events organized in Kosovo by international actors

<b>III.</b>	<b>STRATEGIC OBJECTIVE 3:</b> <b>The correlation between the 2030 Agenda and the Sustainable Development Goals (SDGs) with human rights</b>					

3.1	Specific Objective	Indicators			Baseline 2023	2024 target	2025 target
The correlation of SDGs with human rights in the local context		1. The number of reports that reflect the correlation with the SDGs and their goals					
		2. Generation of data related to the correlation of cases with SDGs and the goals of the 2030 Agenda					
		3. Reports that identify a lack of qualitative or quantitative data and consequently prevent comparison, analysis and evaluation					
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output	
3.1.1.	Correlating the goals of the SDGs with human rights – The integrated approach to the achievement of the SDGs and the realization of human rights <i>(the use of the Human Rights Platform (HRG (oik-rks.org)) and the Methodological Framework for measuring the respect for human rights in the country and their supervision (document for the support of the MoU between OI and KAS)</i>	All departments	Ongoing			Reflection of the interrelationship of the goals of the SDGs with human rights in <i>Ex Officio</i> reports and Case Reports.  Identifying mutual influence.	
3.1.2.	Identification of contextual indicators, related to SDGs	All departments	Ongoing			Contextual indicators – identified	

3.2.	Specific Objective	Indicators		Baseline 2023	2024 target	2025 target
<b>Contribution, monitoring and follow-up of the human rights-based approach to the implementation of the 2030 Agenda for Sustainable Development</b>		1. The number of activities related to the Agenda where OI: <ul style="list-style-type: none"> <li>initiates</li> <li>was only a participant</li> <li>contributed to panels</li> </ul>				
		2. The number of cases where OI played the role of a communication bridge between institutions or offered advice regarding the 2030 Agenda				
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output
3.2.1	Events initiated by OI/or participation of OI, related to the 2030 Agenda and the correlation with human rights, as well as the role of OI as NHRI ( <i>Agenda 2030 – SDGs 16 – Promotion of peaceful and inclusive societies for sustainable development , providing access to justice for all and building effective, accountable and inclusive institutions at all levels</i> )	DCRP	Ongoing			Accomplished: <ul style="list-style-type: none"> <li>Conferences</li> <li>Presentations</li> <li>Roundtables</li> <li>Workshops</li> <li>Participation in panels</li> <li>Contribution to discussions/events/topics</li> </ul>

3.2.3.	Development of partnership for the achievement of Agenda 2030 and SDGs	Cabinet	Ongoing			Partnership with actors: <ul style="list-style-type: none"> <li>Domestic</li> <li>International (with counterpart institutions)</li> <li>International (with offices and missions operating in Kosovo)</li> </ul> Report on: <ul style="list-style-type: none"> <li>Who with</li> <li>Type of cooperation</li> <li>Focus of cooperation</li> </ul>
IV.	STRATEGIC GOAL 4: Further development of the institutional capacities and human resources of OI					
4.1.	Specific Objective	Indicators			Baseline 2023	2024 target
Capacity building and professional, administrative and managerial development of OI staff		1. Number of trainings organized for professional development of OI staff (by type)				
		2. Number of trained OI staff				
		3. Number of trained (certified) trainers				
		4. Number of trainings held by internal trainers of OI				
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output
4.1.1	Workshop – Communication and work ethics/ Stress management	Cabinet	T2 2024 T2 2025		OI	

4.1.2.	Workshop - Strategic and work planning, as well as risk management	<b>Office of Secretary</b>	<b>T2 2024</b> <b>T2 2025</b>		<b>OI</b>	
4.1.3.	Worker for the drafting of the Integrity Plan of OI	<b>Working group according to the Secretary's Decision</b>	<b>T2</b>		<b>OI</b>	Participants: Working Group
4.1.4	Raising the capacities of OI for the correlation of CDOs with human rights and the identification of indicators		<b>T2 2024</b> <b>T2 2025</b>		<b>OI</b>	Participants: O, DO, Directors, Senior Legal Advisors, Legal Advisors, OPK, OIR, Legal Assistants
4.1.5.	Training – Practice of the European Court of Justice – environmental and labour related cases	<b>DCRP</b>	<b>T1 2024</b>		<b>UNDP</b>	
4.1.6.	Training - Public speaking and communication skills	<b>DCRP</b>			<b>OI</b>	
4.1.7.	Training – Monitoring children's rights and drafting special reports on children's rights with reference to international instruments and the 2030 Agenda	<b>DPCHR</b>			<b>OI</b>	
4.1.8	Training – the best interests of children and the right of children to participate in matters that concern them	<b>DPCHR</b>			<b>OI</b>	
	Training – Types of unequal treatment: Direct discrimination;	<b>DPD</b>				

	Indirect discrimination; Harassment; Incitement to discriminate; Victimization; Segregation; Discrimination on the basis of association; Discrimination based on perception; Multiple discrimination					
	Training – Judicial practice of regular courts related to cases of discrimination in European Union countries	<b>DPD</b>				
	Training - Analysis of the proportionality test	<b>DPD</b>				
4.1.9	Training - Article 3 and Article 5 of ECHR	<b>NMPT</b>			<b>OI</b>	
4.1.10	Training – Interviewing patients in mental health institutions and identifying maltreatment	<b>NMPT</b>			<b>OI</b>	
4.1.11.	Training – Legislation, Procedures and management of procurement activities	<b>Office of Secretary</b>			<b>OI</b>	Participants: IAP staff
4.1.12.	Training – Procurement procedures and contract management	<b>Office of Secretary</b>			<b>OI</b>	Participants: IAP staff
4.1.13.	Training – Procurement procedures and contract management	<b>Office of Secretary</b>			<b>OI</b>	Report by type and position, for the trainings carried out
<b>4.2.</b>	<b>Specific Objective</b>	<b>Indicators</b>			<b>Baseline</b>	<b>2024 target</b>

					2023		2025 target
<b>Capacity building through international cooperation</b>		1. The number of OI experience exchange activities with other countries					
		2. New experiences/good practices brought to the institution					
<b>No.</b>	<b>Activity</b>	<b>Responsible for reporting</b>	<b>Implementation deadline</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Result / Output</b>	
4.2.1.	Participation in workshops and international meetings in order to exchange experiences	OIR	Ongoing			The number of participations in workshops and meetings	
4.2.2.	Capacity building through international cooperation and experiences	OIR	Ongoing			Quality measurement is done continuously and in the annual work evaluations	
<b>4.3</b>	<b>Specific Objective</b>	<b>Indicators</b>			<b>Measurement</b>	<b>2024 target</b>	<b>2025 target</b>
<b>Review of internal normative acts, procedures and functioning</b>		1. Revision of the internal regulations of OI and their harmonization with the Law on Public Officials and the Law on Salaries			Revised and finalized regulations		
		2. Annual planning of the OI budget, according to the plan of the organizational units			Implementation of annual budget planning		
		3. The number of recommendations implemented <ul style="list-style-type: none"> <li>Internal auditor</li> <li>External auditor</li> </ul>			Implementation report		
		4. The electronic system of human resources management			Evaluation reports		

		5. The budget planning and execution system developed			Evaluation reports		
No.	Activity	Responsible for reporting	Implementation deadline	Budget	Source of funding	Result / Output	
4.3.1.	Drafting of the Manual/guide for Work Processes and Procedures and their Administration by Units: Finance and Budget, Procurement, Non-Financial Assets, Logistic Support and Information Technology for OI	<b>Office of Secretary and responsible units</b>	<b>2024</b>			Completed Manual / Guide	
4.3.2.	<p>Drafting of the Implementation Plan of the findings and recommendations</p> <ul style="list-style-type: none"> <li>• Internal auditor</li> <li>• External auditor</li> </ul>	<b>Office of Secretary and responsible units</b>	<b>2024</b> <b>2025</b>			<ul style="list-style-type: none"> <li>• Report on the implementation of the recommendations of the internal audit report - addressed through the action plan by the units when there are findings.</li> <li>• The report on the implementation of the recommendations of the external auditor's report (NAO), is addressed through the management action plan.</li> </ul>	
4.3.3.	Planning the realization of requests and needs for working conditions within the OI	<b>Office of Secretary</b>	<b>2024</b> <b>2025</b>			<ul style="list-style-type: none"> <li>• Drafting of the plan of annual requests/needs from organizational units - for finalization of the OI Plan</li> <li>• Drafting of the Procurement Plan as well as the Expenditure</li> </ul>	

						budget for the organizational units • Implementation report
4.3.4.	Planning and realization of adaptation of the physical access (entrance) to OI and the reception office according to acceptable standards for physical access	<b>Office of Secretary</b>	<b>2024</b>			Accomplished
4.3.5.	Planning and implementation of the friendly office for interviewing children and parties with sensitive characteristics	<b>Office of Secretary</b>	<b>2024</b>			Accomplished