



**BOSNA I HERCEGOVINA**  
Institucija ombudsmena/ombudsmana  
za ljudska prava  
Bosne i Hercegovine

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Институција омбудсмена/омбудсмана  
за људска права  
Босне и Херцеговине

# ***Operational Strategy of the Institution of Human Rights Ombudsman of Bosnia and Herzegovina for the Period of 2016 - 2021***

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## I. Introduction

This document presents the Operational Strategy of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina for the period of 2016 to 2021. As an independent institution established by the provisions of the Agreement on Human Rights, that is, Annex 6 of the General Framework Agreement for Peace in Bosnia and Herzegovina, the Institution of Human Rights Ombudsman of Bosnia and Herzegovina (hereinafter: the Institution) is the fundamental guarantor for the realization of the rule of law and protection of human rights and fundamental freedoms in Bosnia and Herzegovina. The analysis and improvement of the human rights situation, as well as definition of strategic objectives and priorities undertaken by the Institution requires a systematic and long-term approach. In addition, the Institution has special jurisdiction determined by the Law on Prohibition of Discrimination<sup>1</sup>, Freedom of Access to Information Act<sup>2</sup>, and the Laws on Ministerial, Government and Other Appointments in Bosnia and Herzegovina, of Federation of Bosnia and Herzegovina, and of the Republika Srpska<sup>3</sup>.

The Operational Strategy of the Institution of Human Rights Ombudsman of Bosnia and Herzegovina for the period of 2016 to 2021 was prepared in consultations within the Institution, at the headquarters and its regional and field offices (Banja Luka, Brčko, Mostar, Livno, and Sarajevo), and consultations with other institutions, NGOs, the media, and international organizations. The Operational Strategy defines the objectives and priorities to be achieved in order to improve the situation of human rights and fundamental freedoms in Bosnia and Herzegovina through the action of the Ombudsmen.

The human and financial resources available to the Institution that are necessary for the implementation of the defined activities were taken into account during the development of this Strategy. Due to the Institution's own limited financial resources, the Institution is planning to partially rely on the support of partner organizations, to implement the Strategy.

The Strategy is based on the mission, vision and principles on which the Institution was established, in accordance to the provisions of the Law on Human Rights Ombudsman of Bosnia and Herzegovina<sup>4</sup> and Paris Principles<sup>5</sup> governing the functioning of national mechanisms for the protection of human rights and fundamental freedoms. It also describes the organizational structure of the Institution, an analysis of the current situation, and an implementation plan with a clearly defined time frame, key actors or duty bearers, and indicators to measure its success.

With respect to the time frame for the implementation of planned activities, the Institution shall adopt annual work plans each year.

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1 Official Gazette of BiH, No: 59/06

2 Official Gazette of BiH, No: 28/00, 45/06, 102/09 and 62/11

3 Law on Ministerial Appointments, Appointments of the Council of Ministers and Other Appointments („Official Gazette of BiH“, No: 37/03), the Law on Ministerial, Government and Other Appointments of FBiH („Official Gazette of FBiH“, No: 12/03 and 34/03), the Law on Ministerial, Government and Other Appointments of the Republic of Srpska („Official Gazette of the Republic of Srpska“, No: 41/03)

4 Official Gazette of BiH, No: 19/02, 35/04 and 32/06.

5 Resolution of UN General Assembly, No: 48/134

## II. Mission, vision and principles

Chapter two of the Strategy includes the Institution's mission, vision, and principles of operation for the planned period.

### 2.1. Mission

According to Article 1 of the Law on Human Rights Ombudsman of Bosnia and Herzegovina: "The Human Rights Ombudsman of Bosnia and Herzegovina is an independent institution established to promote good governance and the rule of law, the protection of freedom of natural and legal persons, as guaranteed by the Constitution and international treaties appended thereto, which will in that respect monitor the activities of the institutions of Bosnia and Herzegovina, its entities and the Brčko District, in accordance with the provisions of this law." Article 7 of the Law on the Prohibition of Discrimination also states that, "[The] central institution competent for protection from discrimination is the Human Rights Ombudsman of Bosnia and Herzegovina."

### 2.2. Vision

In the period of 2016 to 2021, the Institution aims to develop into a stronger national mechanism for the protection of human rights in Bosnia and Herzegovina that ensures citizens' rights guaranteed by the Constitution of Bosnia and Herzegovina. It will also promote human rights values and related good practices from international human rights systems.

On the other hand, the Ombudsman and the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina will be:

- Visible, recognizable, respected and effective;
- Flexible in operation, and accessible to the public;
- Structured and organized in such a way that it provides citizens throughout the country with the same level of protection and promotion of their human rights;
- Trained to participate in the elimination of all forms of discrimination against citizens and ensure their equality in the society;
- Incorporated in the structure of Bosnia and Herzegovina as a mechanism for accountability of duty bearers in the further development of democracy based on the rule of law, and respect for citizens' human rights and fundamental freedoms;
- Trained in human rights monitoring, particularly with a strong presence in institutions and other places where persons are deprived of their liberty.

### 2.3. Principles

The Principles of the Institution are defined in the Law on Ombudsman for Human Rights (Article 2, 4 and 25), the Law on Prohibition of Discrimination, and the Rules of Procedure of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina<sup>6</sup>. These principles are:

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<sup>6</sup> Official Gazette of BiH, No: 104/11



- Independence of the Ombudsman Institution from government influence, other state institutions, in undertaking its work;
- Organizational, administrative, and financial autonomy in upholding its duties derived from the Constitution of BiH and the laws of specific competencies;
- Impartiality and independence in their work;
- Efficiency;
- Cooperation with civil society organizations.

## 2.4. Responsibilities

The Ombudsman Institution is responsible for:

- Undertaking actions following the submission of complaints or *ex officio* in cases relating to poor functioning of or violations of human rights and liberties by any authority. Additionally, undertaking general investigations, and issuing individual and/or general recommendations;
- Adopting specific procedures for receiving and addressing complaints submitted by children, minorities, and persons with disabilities;
- Conducting investigations following complaints regarding the poor functioning of the judicial system, or poor administration of an individual case, and providing general or individual measures. The Institution will not interfere with the adjudicative function of the court, but may initiate court proceedings or intervene in pending proceedings whenever it finds that such action is necessary for the performance of their duties;
- Ensuring the implementation of domestic and international human rights framework;
- Ensuring the equality of all citizens and the elimination of all forms of discrimination;
- Monitoring the implementation of Freedom of Access to Information Act;
- Informing the public about human rights through the media and education;
- Publication of information, opinions, recommendations, proposals and its reports;
- Initiation of legislative and regulatory amendments and adoption with an aim of harmonization of domestic laws with international human rights standards and ensuring the enhancement of human rights and fundamental freedoms;
- Preparation of annual, periodic, special and other information and reports on the status of human rights and fundamental freedoms;
- Cooperation with all national and international authorities and institutions involved in the protection of human rights and fundamental freedoms, in accordance with the Constitution and relevant legislation. .

### III. Organizational structure

#### THE INSTITUTION OF HUMAN RIGHTS OMBUDSMAN OF BOSNIA AND HERZEGOVINA

3 Ombudspersons from the ranks of 3 constituent peoples

##### CABINET

1. Head of the Cabinet
2. Communications and International Cooperation Adviser
3. PR Expert Advisor
4. Interpreters (2)
5. Technical Secretary

##### FINANCE AFFAIRS DEPARTMENT

1. Head of Finance and Accounts Department
2. Head of Finance – Banja Luka Department
3. Financial Department Administrative Officer Cashier
4. Head of Procurement Section

##### GENERAL AFFAIRS DEPARTMENT

1. Head of General Affairs department (-)
2. Expert Advisor for Registration
3. Data Base and Archive Expert Associate
4. Incoming and Outgoing Mail Clerk (2)
5. Driver/Courier (2)
6. Receptionist/Security Guard (3)
7. Administrative and Technical Support Officer
8. Cleaning Lady/Housekeeper (2)

##### INFORMATION TECHNOLOGIES DEPARTMENT

1. Head of Department
2. IT Officer

##### DEPARTMENTS

###### *Department for the Protection of the Rights of the Child*

1. Head of Department/ Assistant Ombudsman
2. Expert Advisor
3. Expert Associate

###### *Department for Elimination of All Forms of Discrimination*

1. Head of Department/ Assistant Ombudsman
2. Expert Advisor
3. Expert Associate

###### *Department for the Protection of the Rights of National/Religious and Other Minorities*

1. Head of Department/ Assistant Ombudsman (-)
2. Expert Advisor

###### *Department for the Protection of Economic, Social and Cultural Rights*

1. Head of Department/ Assistant Ombudsman (-)
2. Ombudsman Advisor
3. Expert Advisor
4. Expert Associate

###### *Department for the Protection of the Rights of Persons with Disabilities*

1. Head of Department/ Assistant Ombudsman
2. Expert Associate

###### *Department for the Protection of the Rights of Prisoners/Detainees*

1. Head of Department/ Assistant Ombudsman
2. Expert Associate

###### *Department for the Protection of Civil and Political Rights*

1. Head of Department/ Assistant Ombudsman
2. Expert Associate

###### *Not allocated to specific department*

1. Expert Associate (2)

##### REGIONAL OFFICES

###### *Regional Office of Brčko District*

1. Head of Office/Assistant Ombudsman
2. Expert Associate
3. Administrative and Technical Support Officer

###### *Regional Office Mostar*

1. Head of Office/Assistant Ombudsman
2. Ombudsman Advisor
3. Expert Associate
4. Administrative and Technical Support Officer (2)
5. Driver

##### FIELD OFFICES

###### *Field Office Livno*

1. Head of Office/Assistant Ombudsman
2. Ombudsman Advisor
3. Administrative and Technical Support Officer

No:	Name of the post according to the Rule Book <sup>7</sup> on internal organization and systematization in sectors and departments	Systematized	Filled	Difference (3-4)
1	2	3	4	5
<b>I.</b>	<b>Cabinet</b>	<b>8</b>	<b>6</b>	<b>2</b>
1	Chief of Cabinet	1	1	
2	Secretary	1	0	
3	Technical Secretary of the Ombudsman	1	1	
4	Translator/Expert Advisor	2	2	
5	Communication and International Cooperation Advisor	1	1	
6	Expert Advisor for Public Relations	1	1	
7	Expert Associate for General Affairs	1	0	
<b>II.</b>	<b>Department for the Protection of the Rights of the child</b>	<b>3</b>	<b>3</b>	<b>0</b>
1	Head of Department/Assistant Ombudsman	1	1	
2	Expert Advisor for the Rights of the Child	1	1	
3	Expert Associate	1	1	
<b>III.</b>	<b>Department for the Protection of the rights of Persons with Disabilities</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Head of Department/Assistant Ombudsman	1	1	
2	Expert Advisor for the Rights of Persons with Disabilities	1	0	
3	Expert Associate	1	1	
<b>IV.</b>	<b>Department for the Protection of the rights of National, Religious and Other Minorities</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Head of Department/Assistant Ombudsman	1	0	
2	Expert Advisor for the Rights of Religious, National and Other Minorities	1	1	
3	Expert Associate	1	1	
<b>V.</b>	<b>Department for the Protection of Economic, Social and Cultural Rights</b>	<b>5</b>	<b>3</b>	<b>2</b>
1	Head of Department/Assistant Ombudsman	1	0	
2	Advisor for Economic, Social and Cultural Rights	1	1	
3	Expert Advisor for Economic, Social and Cultural Rights	1	1	
4	Expert Associate	1	1	
5	Administrative and Technical Affairs Officer	1	0	
<b>VI.</b>	<b>Department for the Protection of Civil and Political Rights</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Head of Department/Assistant Ombudsman	1	1	
2	Expert Advisor for Political and Civil rights	1	0	
3	Expert Associate	1	1	
<b>VII.</b>	<b>Department for Elimination of all Forms of Discrimination</b>	<b>3</b>	<b>3</b>	<b>0</b>
1	Head of Department/Assistant Ombudsman	1	1	
2	Expert Advisor for Discrimination	1	1	
3	Expert Associate	1	1	
<b>VIII.</b>	<b>Department for Monitoring the Rights of Detainees/Prisoners</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Head of Department/Assistant Ombudsman	1	1	
2	Expert Advisor for the Rights of Prisoners/Detainees	1	0	
3	Expert Associate	1	1	
<b>IX.</b>	<b>Department for the Protection of Human Rights in the Area of Judiciary</b>	<b>3</b>	<b>1</b>	<b>2</b>
1	Head of Department/Assistant Ombudsman	1	0	
2	Expert Advisor for the rights in Judiciary and administration	1	0	
3	Expert Associate	1	1	

7 Rule Book on internal organization and systematization of posts in the Institution of Ombudsman for Human Rights of Bosnia and Herzegovina, No. Oi-K-395/13

No:	Name of the post according to the Rule Book <sup>7</sup> on internal organization and systematization in sectors and departments	Systematized	Filled	Difference (3-4)
1	2	3	4	5
<b>X.</b>	<b>Finance and Accounting Department</b>	<b>6</b>	<b>5</b>	<b>1</b>
1	Head of Department	1	1	
2	Head of Finance - Department Banja Luka	1	1	
3	Expert Associate for Financial Affairs	1	1	
4	Financial Affairs Officer (Cashier)	1	1	
5	Financial Documentation and Project Management Officer	1	0	
6	Head of procurement	1	1	
<b>XI.</b>	<b>General Affairs Department</b>	<b>16</b>	<b>12</b>	<b>4</b>
1	Head of Department	1	0	
2	Expert Advisor for Registration	1	1	
3	Data Base and Archive Expert Associate	2	1	
4	Incoming and Outgoing Mail Clerk	4	3	
5	Driver / Courier in the Main Office Banja Luka	1	1	
6	Driver / Courier in Regional Office Sarajevo	1	1	
7	Driver / Courier in Regional Office Mostar	1	0	
8	Receptionist / Security Officer	3	3	
9	Cleaning Lady/Housekeeper	2	2	
<b>XII.</b>	<b>Department of Information Technology</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Head of Department	1	1	
2	IT Officer	2	1	
<b>XIII.</b>	<b>Main Office of the Institution in Banja Luka</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Chief of the Office/Assistant Ombudsman	1	0	
2	Expert Associate	1	1	
3	Administrative and Technical Affairs Officer	1	1	
<b>XIV.</b>	<b>Field Office Bihać</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XV.</b>	<b>Field Office Doboj</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XVI.</b>	<b>Field Office Prijedor</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XVII.</b>	<b>Regional Office Brčko District</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Head of the Office/Assistant Ombudsman	1	1	
2	Expert Associate	1	1	
3	Administrative and Technical Affairs Officer	1	0	
<b>XVIII.</b>	<b>Field Office Bijeljina</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XIX.</b>	<b>Field Office Tuzla</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XX.</b>	<b>Regional Office Sarajevo</b>	<b>3</b>	<b>0</b>	<b>3</b>
1	Head of the Office/Assistant Ombudsman	1	0	
2	Expert Associate	1	0	
3	Administrative and Technical Affairs Officer	1	0	

No:	Name of the post according to the Rule Book <sup>7</sup> on internal organization and systematization in sectors and departments	Systematized	Filled	Difference (3-4)
1	2	3	4	5
<b>XXI.</b>	<b>Field Office Foča</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XXII.</b>	<b>Field Office Travnik</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XXIII.</b>	<b>Field Office Zenica</b>	<b>2</b>	<b>0</b>	<b>2</b>
1	Expert Advisor-Head of the Office	1	0	
2	Administrative and Technical Affairs Officer	1	0	
<b>XXIV.</b>	<b>Regional Office Mostar</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Head of the Office/Assistant Ombudsman	1	0	
2	Advisor	1	1	
3	Administrative and Technical Affairs Officer	1	1	
<b>XXV.</b>	<b>Field Office Livno</b>	<b>3</b>	<b>3</b>	<b>0</b>
1	Head of the Office/Assistant Ombudsman	1	1	
2	Advisor	1	1	
3	Administrative and Technical Affairs Officer	1	1	
<b>IV</b>	<b>TOTAL (I+II+III...XXV):</b>	<b>90</b>	<b>52</b>	<b>38</b>

## IV. Situational analysis

Following the completion of the appointment procedure in November of 2015 for a six year term, the Institution achieved the basic prerequisite for further strengthening of the Ombudsman Institution as a strong guarantor of the rule of law in Bosnia and Herzegovina. In the previous period the Institution was consolidated through the unification of the ombudsman institutions in BiH, the establishment of a functional internal structure of the Institution, and the adoption of the necessary internal regulations and procedures that received a positive opinion of the Audit Office of the Institutions of BiH.

The Institution's authority as the national mechanism for the protection of human rights and dignity developed and the public confidence increased... Partnerships with numerous institutions at the national and international level, with a special focus on strengthening cooperation with the non-governmental sector, were established.. This has created the preconditions necessary for successful re-accreditation of the Institution by the international subcommittee of International Coordinating Committee of National Institutions for the Protection and Promotion of Human Rights (ICC) in Geneva, which rewarded the Institution with "A" status in 2010.

The institution will continue its work in a particularly challenging socio-political environment, particularly with hopes of successfully undertaking complex reforms required under the European Union accession process, which includes the implementation of a series of complex reform processes. Widespread poverty, unemployment, a large number of socially excluded citizens, discrimination, and other forms of violations of human rights are basic contextual factors and key challenges for the work of this Institution. In addition, the challenges include the signing of the Accession Agreement, the adoption of the Sustainable Development Goals (SDG)<sup>8</sup>, the commitment to establish the National Prevention Mechanism (NPM)<sup>9</sup>, and continued participation in the Universal Periodic Review (UPR) and reporting to United Nations treaty bodies. In the previous operational period, the public became more aware of the Institution's committed and of quality work on the protection of human rights, which resulted in an increased work load. . The institution continues to increase its accessibility to citizens throughout the country through established regional or field offices and monthly outreach events. Unfortunately, scarce financial and human resources limit the Institution's ability to expand its field presence across Bosnia and Herzegovina and to address citizens' concerns in a timely and efficient manner. Recognized as a strong state mechanism for the protection and promotion of human rights, the Institution is accredited with the status "A" by the International Coordinating Committee of National Institutions for the Protection and Promotion of Human Rights (ICC), its headquarters in Geneva, and is fully functioning in accordance with the Paris Principles.

8 12 International ICC Conference, Merida, Yucatan, Mexico - Declaration of Merida, the role of NHRIs in implementation of sustainable development goals, adopted on 10 October 2015 in Merida, Mexico <http://nhri.ohchr.org/EN/ICC/InternationalConference/12IC/Background%20Information/Merida%20Declaration%20FINAL.pdf>

9 Conclusions of the Council of Ministers of BiH, No: 05-50-1-729/14 of 06.05.2014 on the Draft amendments to the Law on BiH Ombudsmen in terms of setting up a separate department for NPM within the Institution.

#### **4.1. Internal factors**

The main motive and the responsibility for improving the Institution is the confidence which citizens place in its work, as is evidenced by the continual increase in number of complaints submitted on an annual basis. . This also provides a strong incentive for the Institution's employees to maximize their efforts in identifying and achieving strategic priorities of the Institution and its further strengthening.. The challenges preventing the Institution from improved operations include insufficient staffing, outdated equipment, and the unresolved issue pertaining to the permanent premises of the Institution in Sarajevo and Livno.

However, within its existing capacity, the Institution organized its work in order to enable processing of citizens' complaints within a reasonable time. In addition to resolving complaints, the Human Rights Ombudsmen, in accordance with their possibilities, also act in a preventive manner in regards to the protection of citizens' rights through promotion of international standards of protection of human rights and its consistent application. Through the assessment of the work of the Institution thus far, some internal weaknesses were identified, primarily concerning the need to adopt new regulations on internal organization and systematization of posts, improved allocation of responsibilities, and strengthening internal communication.

#### **4.2. External factors**

Currently, the functioning of the Ombudsman Institution are placed in the context of current reform efforts aimed at improving its status and independence through the development of the new Law on Human Rights Ombudsman of Bosnia and Herzegovina, as well as amendments to the Law on Prohibition of Discrimination in BiH. In order to reform and strengthen the Institution, its mandate, organization and functioning, a platform for a broad debate was established. . The established mechanisms for cooperation with the authorities and institutions of Bosnia and Herzegovina, as well as partnerships with international bodies such as the OSCE Mission to BiH, the United Nations agencies, diplomatic and consular missions to Bosnia and Herzegovina, the Council of Europe, and numerous international ombudsman networks allow for partial support in the realization of planned activities and defined priorities. Ombudspersons

## **V. Strategic objectives**

The Ombudsman Institution has, in accordance to the Law on Human Rights Ombudsman of BiH, developed the following strategic objectives to fulfill its mission and vision:

- Strengthen the capacity of the Institution;
- Effectively protect and promote human rights;
- Cooperate with the governmental institutions and authorities of BiH;
- Ensure international and institutional cooperation;
- Cooperate with non-governmental organizations and citizens;
- Cooperate with the media;
- Cooperate with academia.



ACTIVITIES	TIME FRAME FOR REALIZATION OF ACTIVITIES	ACTIVITY STAKEHOLDERS	INDICATORS FOR REALIZATION OF ACTIVITIES	EXPECTED COSTS OF TECHNICAL AND HUMAN RESOURCES
<b>STRATEGIC OBJECTIVE 1. STRENGTHEN THE FUNCTIONING, PERSONNEL, AND TECHNICAL CAPACITY OF THE INSTITUTION</b>				
<b>STRATEGIC SUB-GOAL 1.1. INCREASE CAPACITY OF HUMAN RESOURCES</b>				
<ul style="list-style-type: none"> <li>• Create professional training and development program for employees</li> </ul>	<ul style="list-style-type: none"> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudspersons</li> <li>• Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>• Program of professional training and development of employees adopted</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Continuous professional training and development opportunities for employees</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• All employees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants who complete training</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Internal knowledge and skills sharing amongst employees</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• All employees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of internal trainings implemented</li> <li>• Number of trained employees</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Strengthen teamwork between Institution's employees</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>• Number of working meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Hire interns/volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for Financial Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new interns/volunteers hired in the calendar year</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Increase financial and technical resources available for inter-institutional and inter-sectorial activities/cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for Financial Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of finalized partnership agreements</li> <li>• Total amount of project funds available for enhancing cooperation in the Institution during the calendar year</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 1.2. STRUCTURAL STRENGTHENING OF THE INSTITUTIONS</b>				
<ul style="list-style-type: none"> <li>• Permanent resolution of the question of the premises of regional and field offices of the Institution</li> </ul>	<ul style="list-style-type: none"> <li>• 2016 -2019</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent premises provided free of cost</li> </ul>	<ul style="list-style-type: none"> <li>• Funds from the budget of the Council of Ministers</li> </ul>
<ul style="list-style-type: none"> <li>• Opening of regional/field offices (Tuzla, Bihać, Prijedor, Doboj, Bijeljina, Posušje, and Trebinje)</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for Financial Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of regional/field offices opened</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Accessible working spaces for persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016 -2019</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for Financial Affairs</li> <li>• Common Affairs Service of the Institutions of BiH</li> </ul>	<ul style="list-style-type: none"> <li>• All work premises are accessible to persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Budgetary resources of Service for Common Affairs of the Institutions of Bosnia and Herzegovina</li> </ul>
<ul style="list-style-type: none"> <li>• Establish of monthly outreach visits to local self-governments</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• OSCE Mission to BiH</li> <li>• Local governments units</li> </ul>	<ul style="list-style-type: none"> <li>• Number of local self-governments with established monthly outreach visits</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>

<b>STRATEGIC SUB-GOAL 1.3. IMPROVEMENT OF ICT RESOURCES OF THE INSTITUTION</b>				
<ul style="list-style-type: none"> <li>• Improve the existing electronic OWIS/ORKA system, and monitor updates of the system</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Information Technology</li> <li>• ORKA</li> </ul>	<ul style="list-style-type: none"> <li>• Additional modules developed for the book established acts and modules for internal documents (regulations)</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Replace old technology with new computers, servers, and network equipment</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for Financial Affairs</li> <li>• Department of Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>• The percentage of new equipment to total IT equipment in Institution over a three year period</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain and update website <a href="http://www.ombudsmen.gov.ba">www.ombudsmen.gov.ba</a></li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department of Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Website usage statistics (via Google Analytics)</li> <li>• Number of total visits in one year</li> <li>• Number of unique users/visitors in one year</li> <li>• Amount of information published online in one year</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• One or two-day employee training on computer literacy and MS Office</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Number of internal trainings in a calendar year</li> <li>• Total number of trained employees</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>

ACTIVITIES	TIME FRAME FOR REALIZATION OF ACTIVITIES	ACTIVITY STAKEHOLDERS	INDICATORS FOR REALIZATION OF ACTIVITIES	EXPECTED COSTS OF TECHNICAL AND HUMAN RESOURCES
<b>STRATEGIC OBJECTIVE 2. EFFECTIVE PROTECTION AND PROMOTION OF HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS</b>				
<b>STRATEGIC SUB-GOAL 2.1. ADDRESSING COMPLAINTS OR CONDUCTING EX OFFICIO INVESTIGATIONS</b>				
<ul style="list-style-type: none"> <li>Address complaints lodged by natural and legal persons related to human rights and fundamental freedoms violations</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Departments</li> <li>Regional/field offices</li> </ul>	<ul style="list-style-type: none"> <li>The number of cases received annually</li> <li>Number of complaints closed annually</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Acting ex officio in cases of violations of human rights and fundamental freedoms</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Departments</li> <li>Regional/field offices</li> </ul>	<ul style="list-style-type: none"> <li>The number of ex officio investigations annually</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Monitor the implementation of issued recommendations of the Ombudsmen</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Departments</li> <li>Regional/field offices</li> </ul>	<ul style="list-style-type: none"> <li>The number of issued recommendations on an annual basis</li> <li>Number of the recommendations implemented annually</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Inform the public on instances of non-compliance with the recommendations of the Ombudsmen</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Number of notices</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Preparation of special reports on violations of human rights and fundamental freedoms</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Departments</li> <li>Regional/field offices</li> </ul>	<ul style="list-style-type: none"> <li>Number of special reports published annually</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 2.2. PROTECTION AND PROMOTION OF RIGHTS BY THEMATIC PRIORITIES</b>				
<b>STRATEGIC sub-goal 2.2.1. The protection and promotion of the rights of persons with restricted freedom of movement</b>				
<ul style="list-style-type: none"> <li>Raise awareness of public on the rights of persons with restricted freedom of movement</li> </ul>	<ul style="list-style-type: none"> <li>2016 -2019</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> <li>Department for protection of the rights of prisoners/ detainees</li> </ul>	<ul style="list-style-type: none"> <li>Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Improve respect for the rights of persons with restricted freedom of movement</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Department for protection of the rights of prisoners/ detainees</li> <li>Department for monitoring the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>Number of complaints filed</li> <li>Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Improve respect for the rights of women and children with restricted freedom of movement</li> </ul>	<ul style="list-style-type: none"> <li>2016 -2019</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Department for protection of the rights of prisoners/ detainees</li> <li>Department for monitoring the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>Number of complaints filed</li> <li>Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>

<ul style="list-style-type: none"> <li>• Train prison staff and staff in other institutions accommodating persons with restricted freedom of movement on the rights guaranteed by: ECHR, CEDAW, CRC, and the European Prison Rules</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of the rights of prisoners/ detainees</li> <li>• Department for monitoring the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings</li> <li>• Number of trained staff</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Establishment of a NPM in accordance with OPCAT</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2017</li> </ul>	<ul style="list-style-type: none"> <li>• Parliamentary Assembly of BiH</li> <li>• Ombudsmen</li> </ul>	<ul style="list-style-type: none"> <li>• NPM established</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and provide analysis on the implementation of recommendations in the special report on the situation in prisons, detention centers, and other places accommodating persons with restricted freedom of movement</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of the rights of prisoners/ detainees</li> <li>• Regional offices</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis produced</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Improve health services available in institutions for people with restricted freedom of movement</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of the rights of prisoners/ detainees</li> <li>• Regional offices</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints filed</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Organization of scientific conferences and expert discussions on topics related to restriction of freedom of movement</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for protection of the rights of prisoners/ detainees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of expert discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• General and personal safety training for prison staff</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of the rights of prisoners/ detainees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Raise awareness of the important role of probation services in reducing recidivism of offenders and minor offenses</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of the rights of prisoners/ detainees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the current legislation related to enforcement of alternative measures and criminal sanctions</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of the rights of prisoners/ detainees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Number of proposed regulation amendments</li> <li>• Number of special reports prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>

<b>STRATEGIC SUB-GOAL 2.2.2. Protection of the rights of ethnic, religious, and other minorities</b>				
<ul style="list-style-type: none"> <li>• Raise awareness of public on protecting the rights of ethnic, religious, and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for protection of rights of national, religious, and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Improve respect for the rights of ethnic, religious, and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of national, religious and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Combat public's stereotypes and prejudice towards national, religious, and other minorities in Bosnia and Herzegovina</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for protection of rights of national, religious, and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of expert discussions and seminars</li> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Education of national minorities and other vulnerable groups in BiH on their rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of national, religious, and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of educational events</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the current legislation protecting the rights of ethnic, religious, and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of national, religious, and other minorities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Number of amendments to regulations proposed</li> <li>• Number of special reports prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 2.2.3. Protection of the rights of persons with disabilities</b>				
<ul style="list-style-type: none"> <li>• Raise awareness of public on protecting the rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for protection of rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Improve respect for the rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Educate representatives of associations of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of educational events</li> <li>• Number of representatives of associations educated</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the implementation of recommendations from the special report on the rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis produced</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>

<ul style="list-style-type: none"> <li>• Monitor and analyze the current legislation on disability rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Number of amendments to regulations proposed</li> <li>• Number of special reports prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Preparation of the Special Report on of the Violation of Rights of Persons Accommodated in Institutions for Persons Deprived of Legal Capacity</li> </ul>	<ul style="list-style-type: none"> <li>• 2017-2018</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for protection of rights of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Special report prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 2.2.4. Prevention of all forms of discrimination</b>				
<ul style="list-style-type: none"> <li>• Raise awareness of public on the elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Promote the Law on Prohibition of Discrimination in Bosnia and Herzegovina and associated legal remedies</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings and engagements with expert bodies and the public</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor cases of discrimination before courts and other bodies</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Number of cases monitored</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Strengthen litigation and mediation capacity of the Department for Elimination of All Forms of Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2018</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Publish special report on the Rights of LGBT persons in BiH</li> </ul>	<ul style="list-style-type: none"> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Special report published and promoted</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Strengthen cooperation with CSOs working on protection from discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for elimination of all forms of discrimination</li> <li>• Academia</li> <li>• CSOs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of realized joint activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare Guidelines and Manual on Processing Cases of Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2017</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for elimination of all forms of discrimination</li> <li>• OSCE Mission to Bosnia and Herzegovina</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of Guidelines and Manual on cases relating to discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>

<ul style="list-style-type: none"> <li>• Prepare Guidelines and Manual for Court Proceedings Initiated in Accordance to the Law on Prohibition of Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• 2017-2018</li> </ul>	<ul style="list-style-type: none"> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of Guidelines and Manual for Court Proceedings Initiated in Accordance to the Law on Prohibition of Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze positive legislation in the field of elimination of all the forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Number of initiatives for legal amendments</li> <li>• Number of prepared special reports</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Conduct trainings in large companies/public companies to prevent mobbing and other forms of workplace discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 2.2.5. Protection of the rights of the child</b>				
<ul style="list-style-type: none"> <li>• Raise awareness of public on protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints filed</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Raise awareness of parents and persons working with children on international standards and relevant domestic legislation</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Raise awareness of children on their rights through different education programs</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the rights of the child in Bosnia and Herzegovina through the individual complaints</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor institutions taking care of children</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of monitoring visits</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze positive legislation relating to protection of child rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Number of initiatives for legislative amendments</li> <li>• Number of special reports prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>

<ul style="list-style-type: none"> <li>• Monitor and analyze cases of child rights violations in vocational secondary schools</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Number of initiatives for legislative amendments</li> <li>• Number of special reports prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Enable children to participate in the work of the Ombudsman Institution through the Young Advisors Network</li> </ul>	<ul style="list-style-type: none"> <li>• 2017-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of the rights of the child</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Participation of children in work of the Ombudsman Institution through the Young Advisors Network</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 2.2.6. Improvement of implementation of Freedom of Access to Information Act</b>				
<ul style="list-style-type: none"> <li>• Raise awareness of public on the Freedom of Access to Information Act</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> <li>• Number of complaints filed</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the implementation of Freedom of Access to Information Act</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the legal framework in the field of freedom of access to information in Bosnia and Herzegovina</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of initiatives for amendments to the Freedom of Access to Information Act</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Establish a digital database of three-month statistics required by to the Freedom of Access to Information Act</li> </ul>	<ul style="list-style-type: none"> <li>• 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Information Officer</li> <li>• Information Technologies Department and ORKA</li> </ul>	<ul style="list-style-type: none"> <li>• Established digital database in the Ombudsman Institution</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare special Report on Implementation of the Freedom of Access to Information Act</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Special report prepared</li> <li>• Number of recommendations implemented from the Special report</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Prepare Guidelines for the Implementation of the Freedom of Access to Information Act</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2017</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of civil and political rights</li> <li>• Information Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Train Information Officers on educating public bodies about the implementation of the Freedom of Access to Information Act</li> </ul>	<ul style="list-style-type: none"> <li>• 2017-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of civil and political rights</li> <li>• Information Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings</li> <li>• Number of trained Information Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Participation in the Open Government Partnership (OGP)</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of civil and political rights</li> <li>• Information Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Number of activities</li> <li>• Number of public bodies with improved active transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>



<b>STRATEGIC SUB-GOAL 2.2.7. – Protection of economic, social, and cultural rights</b>				
<ul style="list-style-type: none"> <li>• Raise awareness of public on the importance of the economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Improve implementation of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints filed</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze labor rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the situation of pension and disability insurance</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the situation of health care, with a special emphasis on health care of children under 15</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2017</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of economic, social, and cultural rights</li> <li>• Department for the protection of the rights of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> <li>• Special report prepared on unequal implementation of the right of the child to health care</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the situation of pre-school, primary, secondary, and higher education</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze the situation of environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Harmonize of the Law on Police Officials of BiH with the Law on Pension and Disability Insurance in RS</li> </ul>	<ul style="list-style-type: none"> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudspersons</li> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Initiative for amendments to the Law on Police Officials of BiH with the Law on Pension and Disability Insurance in RS submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Analyze the implementation and promotion of the European Social Charter.</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis completed</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Promote the Platform of economic and social rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet</li> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Lobby for ratification of collective complaints mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet</li> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Collective complaints mechanism adopted</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>

<ul style="list-style-type: none"> <li>• Prepare report for the European Committee of Social Rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Report prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze positive legislation in the field of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudspersons</li> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Continue work and activities supporting of the Strategy on the Free Legal Aid System in Sarajevo Canton for the period of 2016 – 2018</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2018</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of economic, social, and cultural rights</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the activities from the Action Plan arising from the Cooperation Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 2.2.8. Department for the protection of civil and political rights</b>				
<ul style="list-style-type: none"> <li>• Raise awareness of public on protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the implementation of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints</li> <li>• Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor court proceedings in highly sensitive cases</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of court proceedings monitored</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor and analyze positive legislation supporting civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyses produced</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Analyze implementation of Article 6 and 13 of ECHR</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis completed</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Analyze the implementation of the rights of displaced persons as prescribed by Annex VII and property rights</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis completed</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Analyze the implementation of citizens' rights before administrative bodies, particularly those related to rule of law</li> </ul>	<ul style="list-style-type: none"> <li>• 2017-2018</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Special report on implementing principles of good governance and rule of law prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Raise awareness of public on protecting freedom of the media and freedom of expression</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>

<ul style="list-style-type: none"> <li>• Prepare special report on Protecting Freedom of the Media and Freedom of Expression</li> </ul>	<ul style="list-style-type: none"> <li>• 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of civil and political rights</li> <li>• Information Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Produced Special report</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance media freedom and freedom of expression</li> </ul>	<ul style="list-style-type: none"> <li>• 2017-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Department for the protection of civil and political rights</li> <li>• Information Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of recommendations implemented from special report</li> <li>• Enhanced legal framework supporting the work of media</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Cooperate with journalist associations</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• Cabinet</li> <li>• Department for the protection of civil and political rights</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation established</li> <li>• Number of joint activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<b>STRATEGIC SUB-GOAL 2.3. Promotion of human rights and fundamental freedoms and education</b>				
<ul style="list-style-type: none"> <li>• Promote of human rights and fundamental freedoms</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• All the employees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Raise awareness of citizens on the role of the Ombudsman Institution in protecting human rights and fundamental freedoms</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• All the employees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Promote the implementation of international human rights and fundamental freedoms standards</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• All departments</li> </ul>	<ul style="list-style-type: none"> <li>• Number of recommendations published on website</li> <li>• Number of promotional activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Strengthen cooperation with academia</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• All departments</li> </ul>	<ul style="list-style-type: none"> <li>• Number of official agreements signed establishing cooperation</li> <li>• Number of joint activities</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>• Train certain professionals (police officers, students, NGOs etc.) in human rights and fundamental freedoms</li> </ul>	<ul style="list-style-type: none"> <li>• 2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>• Ombudsmen</li> <li>• All departments</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary resources</li> <li>• Donor resources</li> </ul>

ACTIVITIES	TIME FRAME FOR REALIZATION OF ACTIVITIES	ACTIVITY STAKEHOLDERS	INDICATORS FOR REALIZATION OF ACTIVITIES	EXPECTED COSTS OF TECHNICAL AND HUMAN RESOURCES
<b>STRATEGIC GOAL 3: COOPERATION WITH INSTITUTIONS AND BODIES OF BOSNIA AND HERZEGOVINA, ENTITIES AND BRČKO DISTRICT</b>				
<ul style="list-style-type: none"> <li>Submit annual reports on results of the Institution's activities, as well as reports on instances of discrimination in Bosnia and Herzegovina</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Reports adopted</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Monitor the implementation of the Ombudsmen's recommendations</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>The Parliamentary Assembly of BiH</li> </ul>	<ul style="list-style-type: none"> <li>Number of recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Organize meetings with administrative bodies to promote good practices regarding rule of law</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings annually</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Participate in preparation of Strategy for the Protection of Human Rights in BiH 2017-2022</li> </ul>	<ul style="list-style-type: none"> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>The BiH Ministry of Human Rights and Refugees</li> <li>Ombudsmen</li> <li>The BiH Ministry of Justice</li> <li>Entity ministries of justice</li> <li>OSCE Mission to BiH</li> <li>CSOs</li> </ul>	<ul style="list-style-type: none"> <li>Strategy for the Protection of Human Rights in BiH completed</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Participation in the preparation of Strategy for Combating Discrimination in BiH 2017 - 2022</li> </ul>	<ul style="list-style-type: none"> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>The BiH Ministry of Human Rights and Refugees</li> <li>Ombudsmen</li> <li>The BiH Ministry of Justice</li> <li>Entity ministries of justice</li> <li>OSCE Mission to BiH</li> <li>CSOs</li> </ul>	<ul style="list-style-type: none"> <li>Strategy for Combating Discrimination in BiH completed</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Participate in preparing annual education and training programs for judges and prosecutors</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Centers for education of judges and prosecutors</li> </ul>	<ul style="list-style-type: none"> <li>Suggestions of Ombudsmen incorporated into annual programs for education of judges and prosecutors</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Cooperate with other official institutions and bodies of Bosnia and Herzegovina, the entities, and Brčko District of BiH</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation implemented</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Cooperate with other Ombudsmen in BiH</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation implemented</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Cooperate with local communities and public institutions</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation implemented</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>

ACTIVITIES	TIME FRAME FOR REALIZATION OF ACTIVITIES	ACTIVITY STAKEHOLDERS	INDICATORS FOR REALIZATION OF ACTIVITIES	EXPECTED COSTS OF TECHNICAL AND HUMAN RESOURCES
<b>STRATEGIC GOAL 4: INTERNATIONAL INSTITUTIONAL CO-OPERATION</b>				
<b>STRATEGIC SUB-GOAL 4.1. Enhancement of cooperation with the international institutions</b>				
<ul style="list-style-type: none"> <li>Re-accreditation of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina</li> </ul>	<ul style="list-style-type: none"> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> </ul>	<ul style="list-style-type: none"> <li>Re-accreditation process completed</li> <li>Preservation of "A" status accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen cooperation with the Global Alliance of National Human Rights Institutions (GANHRI) (formerly ICC) and its members</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings</li> <li>Number of participations attending meetings</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Become member of Equinet</li> </ul>	<ul style="list-style-type: none"> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> <li>Department for elimination of all forms of discrimination</li> </ul>	<ul style="list-style-type: none"> <li>Application to join Equinet submitted</li> <li>The Ombudsman Institution accepted with full Equinet membership</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Become member of IOI</li> </ul>	<ul style="list-style-type: none"> <li>2017</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> </ul>	<ul style="list-style-type: none"> <li>Application submitted to join IOI</li> <li>The Institution accepted with full IOI membership</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Become member of SEE NPM</li> </ul>	<ul style="list-style-type: none"> <li>2017</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> <li>Department for the protection of the rights of detainees/prisoners</li> </ul>	<ul style="list-style-type: none"> <li>Application submitted to join SEE NPM</li> <li>Upgraded from observer to full-member status</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Participate in the work of international networks: ENNHRI, ENOC, CRONSEE, IOI, SEE NPM, EQUINET</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Number of activities</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Prepare reports to UN Committees on human rights situation, and participate in relevant state-level committee hearings</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Number of reports prepared</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>

<ul style="list-style-type: none"> <li>Participate in preparation of the Universal Periodic Review (UPR)</li> </ul>	<ul style="list-style-type: none"> <li>2017-2019</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Mid-term review completed</li> <li>UPR report completed</li> <li>Participation in UPR reporting process</li> <li>Number of implemented UPR recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Enhance cooperation with international organizations working in Bosnia and Herzegovina</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Number of joint activities</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Participate in international conferences and expert meetings related to human rights</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Number of conferences and meetings attended</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen cooperation with regional Ombudsmen</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation established</li> <li>Number of joint activities</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Assume chairmanship of the Network of Human Rights Protection Mechanisms in the Balkans region</li> </ul>	<ul style="list-style-type: none"> <li>2017</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Advisor for international cooperation and communications</li> </ul>	<ul style="list-style-type: none"> <li>Chairmanship assumed</li> <li>Number of activities undertaken by the Network</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>

ACTIVITIES	TIME FRAME FOR REALIZATION OF ACTIVITIES	ACTIVITY STAKEHOLDERS	INDICATORS FOR REALIZATION OF ACTIVITIES	EXPECTED COSTS OF TECHNICAL AND HUMAN RESOURCES
<b>STRATEGIC GOAL 5: COOPERATION WITH NGOs</b>				
<b>STRATEGIC SUB-GOAL 5.1. Establishment and strengthening of co-operation with NGOs</b>				
<ul style="list-style-type: none"> <li>Strengthen cooperation with NGOs in a transparent manner</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Number of joint activities</li> <li>Amount of information posted on the Institution's website</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Improve Platform for Cooperation with NGOs</li> </ul>	<ul style="list-style-type: none"> <li>2016-2017</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Platform improved</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> </ul>
<ul style="list-style-type: none"> <li>Establish consultative, thematic NGO Boards</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Thematic Boards established</li> <li>Number of consultations held with boards</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Maintain consulting and with NGOs</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> <li>All departments</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings held</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>
<ul style="list-style-type: none"> <li>Cooperate with NGOs based on newly established cooperation agreements</li> </ul>	<ul style="list-style-type: none"> <li>2016-2021</li> </ul>	<ul style="list-style-type: none"> <li>Ombudsmen</li> <li>Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Number of agreements signed</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary resources</li> <li>Donor resources</li> </ul>

## **VI. Thematic priorities of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina**

The following section outlines the Ombudsman Institution's thematic priorities in the period from 2016 to 2021. Priorities will be regularly assessed and adjusted as needed.

Thematic priorities which significantly influence the work of the Ombudsman Institution include: :

- Protection of the rights of the child
- Protection of the civil and political rights, with a particular emphasis on prevention of discrimination
- Protection of religious rights and freedoms
- Protection of the rights of minorities
- Protection of economic, social, and cultural rights
- Protection of the rights of vulnerable groups, including the following categories: persons with disabilities, persons with mental and/or intellectual disabilities, elderly persons, persons with substance addictions, persons living with HIV, asylum seekers, victims of trafficking, and gender and sexual minorities
- Protection of the rights of persons deprived of liberty
- Freedom of the media and the rights to access to information
- Efficiency of court protection
- Protection of the right to a healthy environment

The above-mentioned priorities will be achieved through activities including, though not limited to: development and knowledge exchange, issuing publications, including continuous facilitation of trainings and, if necessary, establishment of working groups on specific thematic priorities.

## **VII. Development of information and communication technologies - ICT**

Information and communication technology (ICT) is a key element in improving the Institution's functioning. Over the course of six years, IT equipment – particularly employee workstations – need be updated or replaced, and IT infrastructure and services need to be continually improved. The outdated equipment dating back to the 2009 IPA grant is one of the biggest weaknesses in the past. Since 95% of the equipment was procured under that one grant, all outdated technologies must be replaced simultaneously to ensure that Institution's employees have equal access to ICT. It would be optimal for the employee workstations to not be older than three years due to maintenance and service. Following the three year period the equipment is usually not within the warranty period making it is difficult to secure spare parts.

Period 2016 – 2021 – maintenance and enhancement of the website and web content, including following the trends related to informing the public, legislation and rules governing this area.

Period 2016 – 2021 – maintenance and improvement of web applications and OWIS case database through addition of new functionalities and services deemed necessary.

Replacement of equipment should be ensured through regular budgetary funds, however if this is not possible, it will be imperative to secure donor funds.

Occasional training of employees are also imperative in the form of one or two-day courses.

The Institution's IT staff also needs to be trained in order to advance their specialized knowledge and skill set.

### **GOALS OF INFORMATION-COMMUNICATION TECHNOLOGIES**

- Improved business productivity through use of ICT and new skills, ,
- Increased innovation based on ICT within the Institution,
- Logical and efficient information sharing,
- Education on IT literacy,
- Different services under the same conditions for all,
- Training courses, lectures, workshops,
- Education of users on the use of IT sources.

### **REQUIRED**

- Adequate IT equipment,
- Increase acquisition of all IT sources,
- Continued research and analysis on users' needs,
- User perception/satisfaction.



## VIII. Financial plan

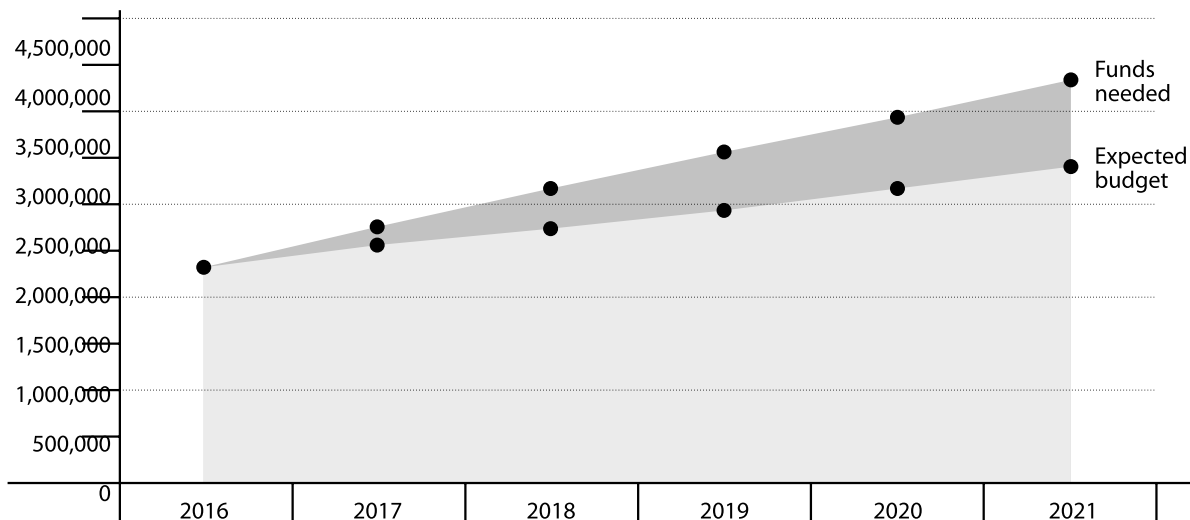
The cost of the strategic program of the Ombudsman Institution, for which the funds are not ensured or they are only partially ensured, cannot be accurately estimated. An attempt was made to determine what will require additional resources and accurately estimate the amount of needed funds. In some cases, it was necessary to assume the nature of activities needed for the implementation of strategic programs. It is possible that cost estimates will change after submission of the financial plan when additional information becomes available or due to other variable factors enabling more precise estimate of costs. . Consequently, this financial plan should be seen as an initial or first draft, after which a finalized version will be produced. The financial plan will be updated twice each year, alongside project updates that are recorded in the PIMIS database of projects in Bosnia and Herzegovina.

The financial plan was created to assist:

- Domestic institutions and donors to better understand the current status of the activities related to the Ombudsman Institution's Operational Strategy for the period of 2016-2021 , which will enhance joint planning of the activities following the adoption of the Operational Strategy of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina;
- Ombudsmen of BiH to set their activities according to defined priorities and establish a link between the planning and budgeting process, and ensure that budgetary expenses are based on the Strategy;
- Donors for identification of potential projects that could be supported; and;
- Donor coordination and more efficient use of funds.

The Operational Strategy of the Institution of the Human Rights Ombudsman for the period of 2016 to 2021 provides a wide range of activities aimed at strengthening the Institutions' internal operations, human resources and human capacity, and its technical expertise. An increase in requested resources is necessary to cover the salaries of additional employees hired to satisfy the Rules on Internal Organization and Systematization of Jobs in the Institution of Human Rights Ombudsman of Bosnia and Herzegovina, opening of the proposed regional/ field offices, and increasing activities of the Ombudsman Institution in the field of efficient protection of human rights.

Year	2016	2017	2018	2019	2020	2021
Required funds	2,368,000.00	2,759,000.00	3,150,000.00	3,541,000.00	3,932,000.00	4,323,000.00
Expected budget	2,368,000.00	2,538,000.00	2,725,000.00	2,930,700.00	3,156,970.00	3,405,867.00



**Graphic preview of the expected and required funds for the implementation of the activities from the Operational Strategy of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina**

If we compare the amount of allocated funds for the budget of the Ombudsman Institution per year in the previous period, it is clear that the increase relates mainly to the increase in the costs for the payment of gross salary partly calculated for conducted work, i.e. the budget is not further developed.

Taking this into consideration, the current prognosis for the future funding is not encouraging. The funding available at present leaves little room for any significant increases in the budget.

This document is intended to serve as a reference for all working groups engaged in drafting action plans to implement the strategies' various goals. In the framework of these activities, the next steps will be determined in order to realize these strategic goals, along with the assessment of funds necessary for this.

As previously stated, the estimate of any additional funds is only just estimates. Generally speaking, these estimates are quite modest and much larger additional resources will be needed in order to achieve progress, therefore it will be necessary to focus on finding additional sources of funding.

## **IX. Implementation and monitoring**

### **9.1. Implementation**

It is the responsibility of the Ombudsman Institution and its employees to implement the strategy, as outlined in each year's operational plan.

Yearly operational plans will be developed in parallel with an annual budget.

The Institution of the Human Rights Ombudsman of Bosnia and Herzegovina will develop a yearly strategy-implementation plan.

### **9.2. Review and supervision**

For this strategy to succeed, it is necessary that the planning and realization be a continuous process, based on theoretical knowledge and empirical data. Such a process includes, in addition to defining the strategy (based on incorporating conducted analysis, specific goals, existing knowledge, and measuring the impact of measures and activities), also its implementation and performance evaluation (evaluation of the results of pre-defined measures and activities). This strategy must be regularly updated and adapted to changing external influences and established priorities.

It is the responsibility of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina to, in cooperation with relevant partners, formally review this Strategy at least once a year.

### **9.3. Monitoring**

Performance evaluation based on continuous monitoring of the results of the measures and activities is important as it allows the improvement and redefining of the activities to be undertaken in achieving defined strategic goals.

Implementation of this strategy is the responsibility of the Institution of the Human Rights Ombudsmen of Bosnia and Herzegovina, and all its employees. Daily work of the Ombudsman Institution should be guided by the strategy's operational and strategic goals, and its vision, to ensure that Bosnia and Herzegovina's citizens enjoy their constitutionally-guaranteed and internationally accepted human rights and fundamental freedoms.

## List of abbreviations used in the Strategy

<b>ECHR</b>	European Convention on Human Rights and Fundamental Freedoms
<b>CEDAW</b>	The UN Convention on the Elimination of All Forms of Discrimination against Women
<b>CRC</b>	UN Convention on the Rights of the Child
<b>NPM</b>	National Preventive Mechanism
<b>OPCAT</b>	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT – Convention, Official Gazette of BiH, no. 8/08)
<b>OSCE</b>	Organization for Security and Cooperation in Europe
<b>ICC</b>	The International Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights
<b>ENNHRI</b>	European Network of National Human Rights Institutions
<b>ENOC</b>	European Network of Ombudsman for Children
<b>CRONSEE</b>	South East Europe Children’s Rights Ombudsperson’s Network
<b>IOI</b>	International Ombudsman Institute
<b>SEE NPM</b>	South East Europe National Preventive Mechanisms
<b>EQUINET</b>	European Network of Equality Bodies
<b>UPR</b>	Universal Periodic Review







