

ACTION PLAN 2019-2022 OF THE STRATEGIC PLAN OF THE INSTITUTION OF THE OMBUDSMAN										
FIELD	Strategy	Activity	Responsible Structure/reporter	Responsible Structure/Institution	dead-line	Funds from PA/ State budget/year	Funds from donors	Financial Loans / Unpaid Fund Activities	Results	Indicators
Field no. 1: PROTECTION OF HUMAN RIGHTS AND PREVENTION OF VIOLATIONS	Strategy 1.1: Addressing violations of human rights and other legitimate interests of men, women, boys and girls and providing appropriate means to victims without delay.									
	Strategic Objective: To protect all citizens in the Republic of Albania including minorities, minors, women, persons with disabilities, groups in difficulty, foreigners (regardless of whether they live in Albania or not), refugees, asylum seekers and stateless persons within the territory of the Republic of Albania, as well as Albanian citizens living abroad, mismanagement by public authorities and third parties and to provide correction in cases of violations	Activity 1. Develop a standardized manual for addressing complaints and managing cases. Publication online.	All sections, Secretary General	Cabinet PA	Jun-19	N/A	USAID		Increase effectiveness in managing complaints	Publication of a standardized draft manual
		Activity 2. Identification of strategic cases and intervention with amicus curia in collaboration with Law Clinics.	All sections	Law Clinics at Country Level	2019-2022	65,000 ALL	N/A		Addressing violations of citizens' rights strategically. Proposals for legislative changes	Identify at least two strategic cases per year
		Activity 3. Approval of the methodology for monitoring social services in local government units.	General Section	GIZ, ALTRI Center	Jun-19	N/A	GIZ		Increasing the quality of social services offered to citizens at the local level. The implementation of European standards at the local level in relation to these services	Monitoring methodology designed and shared with interest groups
	Strategy 1.2: Preventing Human Rights Violations									
	Strategic Objective: To prevent violations of rights by mismanagement by public authorities and third parties acting on their behalf, as well as to prevent torture and the awful, inhuman and degrading treatment or punishment. Decisions where men, women, boys and girls are deprived of their freedoms or under state care and to ensure that public authorities are in compliance with national legislation and international recommendations	Activity 1. Monitor the provision of ADISA services to various municipalities	Administration Section	Local government, NGOs	2020-2022	185,000 ALL	N/A		Addressing violations of citizens' rights by public administration bodies. Increase the quality of service delivery by public administration for citizens.	At least one monitoring report prepared per year for the municipality.
		Activity 2. Monitoring the recommendations of the PA institution to guarantee and respect the rights of children living in residential social care institutions	Section for Protection and Promotion of Children's Rights	Ministry of Health and Social Protection, Local Government, NGOs	2019-2022	32,800 ALL	N/A		Guaranteeing rights and providing services according to the standards for this age group.	9 (nine) residential social care institutions for children, 2 in Tirana, 3 in Shkodra, one in Korca, one in Durres, one in Vlora)
		Activity 3. Inspection of Child Protection Units in meeting the protection of children at the local level "	Section for Protection and Promotion of Children's Rights	Municipalities, Child Protection Agency, NGOs	2019-2022	131,200	N/A		Increase the quality of service delivery by the Child Protection Units at the country level.	At least 4 monitorings per year.
		Activity 4. Promotion of a safe digital environment for children	Section for Protection and Promotion of Children's Rights	National Authority for Electronic Certification and Cyber Security, AKEP, Donors, NGOs	2019-2022	203,500 ALL	N/A		Ensuring a safe digital environment for all children.	At least one roundtable / awareness raising activity per year.

Field no. 1: PROTECTION OF HUMAN RIGHTS AND PREVENTION OF VIOLATIONS

<p>Strategic Objective: To prevent violations of rights by mismanagement by public authorities and third parties acting on their behalf, as well as to prevent torture and the awful, inhuman and degrading treatment or punishment. Decisions where men, women, boys and girls are deprived of their freedoms or under state care and to ensure that public authorities are in compliance with national legislation and international recommendations</p>	Activity 5. Monitor the provision of Roma children access to the health service	General Section, Section for the Protection and Promotion of the Rights of the Child	Ministry of Health and Social Protection, UNICEF, NGOs	2020	2019 - 87,000 ALL 2020 - 174,000 ALL 2021 - 174,000 ALL 2022 - 174,000 ALL	N/A		Increase the quality of the free health service provided to citizens. Addressing Systemic Violations.	At least 3 regional hospitals during 2019; 6 regional hospitals during 2020; 6 health centers during 2021; 6 hospitals during 2022.
	Activities 6. Monitoring of mental health institutions for children.	Section for Protection and Promotion of Children's Rights	Ministry of Health and Social Protection, UNICEF, NGOs	2022	N/A	UNICEF		Increase the quality / condition of mental health institutions for children.	Monitoring report prepared, published and disseminated with interest groups.
	Activity 7. Monitoring of the application of the report of the special report "With the voice of juveniles deprived of liberty" of the PA institution regarding the conditions and treatment of children in detention and detention places in the criminal justice juvenile ".	Special Section and the National Mechanism for the Prevention of Torture and the Section for the Protection and Promotion of the Rights of the Child	General Directorate of Prisons, NGOs, CPT	2019-2022	2019 - 145,000 ALL 2020 - 217,500 ALL 2021 - 217,500 ALL 2022 - 290,000 ALL	N/A		Ensuring respect for fundamental human rights according to European standards for citizens who are in the conditions of deprivation of liberty.	At least 4 monitors during 2019; 6 monitors during 2020; 6 monitors during 2021; 8 monitoring during 2022 does not include monitoring missions based on individual complaints.
	Activity 8. Monitoring and preparation of a special report on mental health hospitals	The National Mechanism for the Prevention of Torture	Ministry of Health and Social Protection, NGO	2021	320,000 ALL	N/A		Ensuring respect for fundamental human rights for citizens who are in compulsory medical treatment.	Monitoring of mental health hospitals; 1 drafted and published monitoring report.
	Activity 9. Drafting a special report on property right in focus: Expropriations for public interest	Administration Section	Ministry of Justice, NGO	2019	220,000 ALL	N/A		Ensuring respect for property rights as one of the fundamental human rights. Addressing systemic problems.	Draft, publish and disseminate a special report with stakeholders.
	Activity 10. Monitoring of ZVRPP throughout the country.	Administration Section	Ministry of Justice, NGO	2019-2022	51,000 ALL	N/A		Increase the quality of services provided to citizens by public administration.	At least 4 monitorings per year.
	Activity 11. Monitoring in Elderly Housing	General Section	Local Government, NGOs	2019-2020	2019 - 51,000 ALL 2020 - 51,000 ALL	N/A		Ensuring social rights and providing services according to standards for this age group.	At least 3 centers during 2019; 3 centers over 2020;
	Activity 12. Monitoring of Victims of Trafficking Victims' Centers	The National Mechanism for the Prevention of Torture	Ministry of Internal Affairs, Regional Anti-trafficking Committees, NGOs	2019-2022	28,000 ALL	N/A		Ensuring respect for fundamental human rights for victims of trafficking.	At least one monitoring per year at two reception centers
	Activity 13. Monitoring and implementation of AP recommendations and ECHR decisions on Albania	All sections related to the field of their jurisdiction.	OSCE Presence in Albania	2019-2022	N/A	OSCE		Ensuring human rights compliance at the local level.	At least one report per year regarding the execution of ECHR decisions. Annual AP Report.
	Activity 14. Monitoring the regular process standards in 6 first instance courts and ordinary court appeals.	Special Section	High Council of Judiciary, NGO	2020	320,000 ALL	N/A		Ensuring regular standards of conduct as a prerequisite for the rule of law.	1 monitoring report on regular process standards that will include data and information on regular trial standards in 6 courts.

Field no. 1: PROTECTION OF HUMAN RIGHTS AND PREVENTION OF VIOLATIONS

Strategy 1.3: Legal framework and implementation of human rights										
Strategic Objective: Improve the legal framework and law enforcement opportunities for the Ombudsman for a better protection of human rights under national law and the highest international standards	Activity 1. Monitoring and reporting on the implementation of ECRI recommendations and standards from Albania.	General Section	Ministry of European Affairs and Foreign Affairs, NGO	2019-2022	320,000 ALL	N/A			Guarantee implementation at the local level of European standards of protection of citizens from racism and intolerance of any kind / form.	At least 1 report presented to EKRI per year.
	Activity 2. Provide professional and active participation in all activities organized by responsible institutions at the legislative and executive level in addressing the rights issues for children	Section for the Protection and Promotion of the Rights of the Child	Ministry of Health and Social Protection, Agency for the Protection of Children's Rights, Central Institutions, Commissioner for Protection from Discrimination, Ministry of Justice, UNICEF	2019-2022	N/A				Advocate for the respect of children's rights by all state structures.	Participation in less than 3 inter-institutional meetings per year.
	Activity 3. Provide professional and active participation in inter-institutional units dealing with issues of prevention of torture, cruel and degrading treatment or punishment in the institutions of liberty of liberty.	Activity 3. Provide professional and active participation in inter-institutional units dealing with issues of prevention of torture, cruel and degrading treatment or punishment in the institutions of liberty of liberty.	Ministry of Justice, CPT, School of Magistrates, NGOs	2019-2022	N/A				Advocating for the respect of the rights of persons deprived of their liberty, persons subject to forced or compulsory medical treatment, asylum seekers, etc. by all state structures.	Participation in less than 3 inter-institutional meetings per year.
	Activity 4. Provide professional and active participation in inter-institutional units dealing with issues related to citizens' rights with the judiciary.	Special Section	High Judicial Council, High Council of Prosecutor's Office, Ministry of Justice, School of Magistrates, NGOs	2019-2022	N/A				Advocating for the respect of the rights of citizens in the Albanian judicial system at all levels.	Advocating for the respect of the rights of citizens in the Albanian judicial system at all levels.
	Activity 5. Provide professional and active participation in inter-institutional units dealing with issues related to the rights of vulnerable groups.	General Section	Commissioner for Protection from Discrimination, Ministry of Justice, School of Magistrates, Clinics of Law, NGOs	2019-2022	N/A				Advocate for the respectation of the rights of disadvantages groups of society by all state structures.	Participation in less than 3 inter-institutional meetings per year.
	Activity 6. Professional and active participation in inter-institutional units dealing with issues related to public administration services	Administrative section	Institutions at central level, Department of Public Administration, School of Public Administration, NGOs	2019-2022	N/A				Institutions at central level, Department of Public Administration, School of Public Administration, NGOs	Participation in less than 3 inter-institutional meetings per year.
	Activity 7. Advocacy meetings with members of the "Friends of Children" group to increase the budget for the protection and promotion of children.	Section for the Protection and Promotion of the Rights of the Child	AP Cabinet, UNICEF	2019-2022	N/A				Advocating for the respect of children's rights at the central level.	Participation in every meeting of "Children's Friends"

Field no. 1: PROTECTION OF HUMAN RIGHTS AND PREVENTION OF VIOLATIONS

Strategic Objective: Improve the legal framework and law enforcement opportunities for the Ombudsman for a better protection of human rights under national law and the highest international standards	Activity 8. Monitoring the budget allocated to the Mid-term Budget Program for the implementation of CEDAW	General section	UN Women	2019-2022	N/A		UN Women - 2019	Improved capacity in managing public finances.	At least one MTBP monitoring every year
	Activity 9. Strengthening the monitoring and reporting practices in carrying out the functions of monitoring, reviewing and monitoring the implementation of the international human rights obligations of Albania in accordance with Conventions and Obligations (CRC, CEDAW, UPR)	All sections	UNRC	2019			€3'000 (UNRC)	Improve monitoring capacities according to international human rights obligations.	Implementation of some trainings for increasing the monitoring and reporting capacities
	Strategy 1.4: Equal opportunities for all vulnerable groups								
	Activity 1. Roundtable on the implementation of the new legal framework for minorities in the areas where they are established - Improving the dialogue between the National Committee of Minorities and the State Interlocutors		The Ministry of Europe and Foreign Affairs, the National Minorities Committee, the OSCE Presence and the NHRIs	2019			OSCE	Advocating for the implementation of minority rights in Albania.	Organize a round table.
	Activity 2. Discussion table with central and local institutions for the presentation of the findings of the AP monitoring visits to the Residential Centers and discussion of their problems	General Section	Municipalities, Ministry of Health and Social Protection, Commissioner for Protection from Discrimination, Donors, NGOs	2020	92,000 ALL	N/A		Advocacy with respect to improving the situation / service delivery in residential centers.	Organize a round table.
	Activity 3. Special report on the situation and respect of the rights of the Roma community in the 6 largest municipalities in Albania	General Section	Municipalities, Ministry of Health and Social Protection, Commissioner for Protection from Discrimination, Clinics of Law, NGOs, Donors	2021	220,000 ALL	N/A		Advocating for improving the situation of the Roma community in Albania.	Preparation and dissemination of 1 report with stakeholders.
	Activity 4. Special Report on the Situation of LGBTI, in 6 Municipalities in Albania	General Section	Ministry of Health and Social Protection, Commissioner for Protection from Discrimination, Clinics of Law, NGOs, Donors	2021	220,000 ALL	N/A		Advocating for the improvement of the LGBTI community in Albania, fighting homophobia.	Draft, publish and disseminate a special report with stakeholders.

Field no. 1: PROTECTION OF HUMAN RIGHTS AND PREVENTION OF VIOLATIONS	Strategic Objective: Improving the conditions for vulnerable groups and individuals (including persons with disabilities, the elderly, children, victims of sexual and gender violence, LGBTIs, Roma and Egyptians and other minorities, etc.) and the protection of minority groups and women against all forms of violence	Activity 5. Special Report, Respect for the Rights of Children with Disabilities in Social Residential Care Institutions	General Section, Section for the Protection and Promotion of the Rights of the Child	Ministry of Health and Social Protection, Commissioner for Protection from Discrimination, Clinics of Law, NGOs, Donors	2022	220,000 ALL	N/A		Advocacy for improving the situation of people with disabilities in Albania. Improvement of services for people with disabilities at national level.	Draft, publish and disseminate a special report with stakeholders.
		Activity 6. Two discussion roundtables on the findings of the monitoring report on social services.	General Section	Municipality of Kukës, Librazhd, Elbasan, Berat, Fier, and Pogradec, ALTRI, GIZ, USAID	2019	190,000 ALL	N/A		Advocate for the quality of social services provided by local government units.	Organize two roundtables.
	Strategy 1.5: The Rights of People on the Move									
	Strategic Objective: To protect the rights of immigrants, asylum seekers, aliens residing in Albania (legally or not) and reduce the prevalence of trafficking in human beings from and through Albania	Activity 1. Monitoring of the Asylum Seekers' Reception Center.	Special Section and the National Mechanism for the Prevention of Torture	Ministry of Internal Affairs, UNHCR, NGOs	2019-2022	N/A			Ensuring the implementation of national legislation and international agreements on asylum.	At least one monitoring per year.
		Activity 2. Monitoring of border points and border procedures.	Special Section and the National Mechanism for the Prevention of Torture	Ministry of Internal Affairs, Border Directorate, NGO	2019-2022		UNHCR		Ensuring respect for the rights of each individual at the border crossing points.	At least two border points per year.
		Activity 4. Cooperation with state institutions and NGOs on the situation of stateless persons in the Republic of Albania. (Child Protection Agency, Anti-Trafficking Unit).	Special Section and the National Mechanism for the Prevention of Torture	Ministry of Internal Affairs, Border Management, Donors, NGOs	2020	190,000 ALL	N/A		Advocacy for Respect for Asylum Seekers' Rights at Local Level.	Organize at least two meetings.
	Story 2.1: Promoting Children's Rights									
Field no. 2: PROMOTING HUMAN RIGHTS	Strategic Objective: To combat the abuse of all children - especially children belonging to vulnerable groups and minorities - violations of the Convention on the Rights of the Child and the two Optional Protocols (CRCs).	Activity 1. Increase public awareness of children's rights by organizing open days in each LGU and educational institution through the combination of presentation with artistic / cultural activities.	Section for Protection and Promotion of Children's Rights	Local Government, Clinics of Law, NGOs	2019-2022 [at least 3 per year]	AP budget	Donor		Improve knowledge on the recognition and respect of children's rights.	Organize 3 Open Days per Year.

Field no. 2: PROMOTING HUMAN RIGHTS	Strategic Objective: To combat the abuse of all children - especially children belonging to vulnerable groups and minorities - violations of the Convention on the Rights of the Child and the two Optional Protocols (CRCs).	Activity 3. Promotion of international standards for children in conflict with the law on judges and prosecutors in Albania.	Section for Protection and Promotion of Children's Rights	The Ministry of Justice, the School of Magistrates, KLP, KLGJ, the NGO	2020		Donor		Improving knowledge on international standards related to juvenile justice.	Organize at least 1 High Level Forum
		Activity 4. Participation of PA representatives in public discussions on children's rights with a particular focus on promoting findings of the report on child labor violation inspections and AP recommendations.	Section for Protection and Promotion of Children's Rights	Institutions at central, public and private TV	2019-2022	N/A	N/A		Advocating for the protection and respect of children's rights.	At least 4 public debates per year.
	Strategy 2.2: Human Rights Education									
	Strategic Objective: Integrate human rights training into the curriculum of the formal education system in Albania	Activity 1. Preparation of information materials on fundamental freedoms and rights, according to articles of the ECHR - use in awareness-raising activities.	All sections	NGO	2019- essential rights 2020 - procedural rights 2021 - material rights 2022 - other rights	2019 - 360,000 ALL			Improving the knowledge of citizens on their fundamental rights and defense mechanisms.	2 leaflets on basic rights in 2019; 2 leaflets regarding procedural rights in 2020; 2 leaflets related to material rights 2021; 2 leaflets related to other rights in 2022
		Activity 2. Encourage inclusion of children's rights issues in pre-university education programs	The Section for Protection and Promotion of the Rights of the Child and the General Section.	Ministry of Education, Sports and Youth, NGO	2019-2022		Donors		Improvement of knowledge on fundamental rights and freedoms and defense mechanisms.	Organize 2 contests between high schools in Tirana during 2019; Organizing a competition between secondary schools in Shkodra district during 2020; Organizing a competition between high schools in Vlora Region during 2021; Organizing a competition between high schools in Korça Region during 2022.
		Activity 3. Creating a Human Rights Blog - Success Story in Protecting Human Rights within the AP website.	All sections	Cabinet	2019-2022	Budget of AP			Awareness of the protection of human rights at the national level.	Activating the blog within 2019; updating the blog every month.
		Activity 4. Organizing a weekly radio show on topics that affect human rights.	All sections	Cabinet	2020-2022	N/A			Improving the knowledge of citizens on their fundamental rights and defense mechanisms.	Transmission of one radio program per month.

Field no. 2: PROMOTING HUMAN RIGHTS	Strategic Objective: Integrate human rights training into the curriculum of the formal education system in Albania	Activity 5. Organizing the Film Week on Human Rights.	All sections	Cabinet	2019-2022	300,000 ALL			Improving the knowledge of citizens on their fundamental rights and defense mechanisms.	Organizing the Film Week on Human Rights / year.
		Activity 6. Focus groups meetings on the needs of detained persons in prisons or other detention institutions - B-Competent Project	The International Mechanism for the Prevention of Torture.	Ministry of Justice, Prisons Directorate, European Commission, B-Competent Consortium	2019-2021		EU		Improving the knowledge of civilian prisons on the rights of the detained people.	Organize at least 6 focus groups.
		Activity 7. Analysis of existing training programs and training materials of civilian prison staff regarding the rights of prisoners. B-Competent Projects.	National Mechanism for the Prevention of Torture.	Ministry of Justice, Prisons Directorate, European Commission, B-Competent Consortium	2019-2021		EU		Better addressing the needs of civilian prison staff in relation to EU standards.	Drafting and publishing an analytical report.
	Strategy 2.3: Sustainable Development and Human Rights									
	Strategic Objective: Strengthen interaction between human rights and sustainable development in Albania and increase the awareness and respect of businesses on the principles of human rights	Activity 1. Special Report on the Protection of Consumer Rights in Albania.	Administration Section	Consumer Protection Authority, NPO	2020	220,000 ALL			Improving the legal framework and practice in guaranteeing consumer rights in Albania.	Draft, publish and disseminate a special report with stakeholders.
		Activity 2. Organize a discussion table with state structures and organizations working in the field of consumer law.	Administration Section	Institutions at the central level, the Consumer Protection Authority, NGOs	2020	150,000 ALL			Advocate for the protection and protection of consumer rights according to European standards.	Organize a round table discussion.
		Activity 3. Continuous coordination with the UN representation in Albania for capacity building within the SDG.	Administration Section	UN Representative in Albania, NGO	2019-2022	300,000 ALL			Capacity building within the SDG and advocacy in achieving the objectives.	Organize at least two meetings / activities per year. Develop a monitoring methodology for the implementation of the CSOs at the central and local levels

Strategy 3.1: Access and visibility of the Ombudsman									
Strategic Objective: Improve access to information and increase the access of citizens to the People's Advocate, including people in remote areas, people without Internet access, children, the elderly and people with other accessibility challenges and to raise awareness of the roles and functions of the People's Advocate among the public, state institutions and other stakeholders in order to increase the visibility and credibility of the Ombudsman	Activity 1. Organize Open Days in each municipality for the purpose of informing citizens of fundamental rights.	All Sections / Regional Offices	Cabinet, Local Government, Commissioner for Protection from Discrimination, NGO	2019-2022	402,000 ALL			Improving the knowledge of citizens on their fundamental rights and freedoms and defense mechanisms.	7 regions where are the regional offices during 2019; 7 municipalities during 2020; 7 municipalities during 2021; 7 municipalities during 2022.
	Activity 2. Meeting with civil society organizations in the areas of human rights.	All sections	Cabinet, Civil Society Organizations	2019 - 2022	150,000 ALL			Coordination of work on the protection and promotion of human rights.	At least 1 meeting per year.
	Activity 3. Two Open Days in the Institution of the People's Advocate - Visit of citizens to the institution of AP.	All sections	Cabinet, Civil Society Organizations, Media	2019-2022	N/A			Activity 3. Two Open Days in the Institution of the People's Advocate - Visit of citizens to the institution of AP.	On May 10 and December 10 each year.
	Activity 4. Promoting the work of AP in social media.	All sections	Cabinet	2019-2022	Budget of PA			Improving the knowledge of citizens about the work and mission of the People's Advocate.	Achieve an audience of 600,000 people on social media per year.
	Activity 5. Overview of the most important annual activities with animated videos.	All sections	Cabinet, NGO	2019-2022	Budget of PA			Improving the knowledge of citizens about the work and mission of the People's Advocate.	At least one animated video every year
Strategy 3.2: Partnership and Cooperation									
Strategic Objective: Increase cooperation and partnership with constitutional institutions, executives, local government, civil society, educational institutions, ministries, academic institutions, international partners and media to promote and protect human rights within the constitutional mandates of the People's Advocate	Activity 1. Establish an internal coordination system for partnership / cooperation with public institutions & other strategic partners.	The Secretary General and the Sector of International Cooperation and European Integration.	Cabinet	2019-2022	N/A			Increase effectiveness in co-operation / partnership with public institutions and strategic partners in protecting and respecting human rights in the country.	Creating internal systems within 2019. Updated every year.
	Activity 2. Creation of a mapping of NGOs by area of competency covering and annual update.	Sector of International Cooperation and European Integration.	Cabinet , Sections	May 2019 [refresh every year]	N/A			Increase effectiveness in co-operation with civil society organizations.	Finalize the mapping of the NPO system. Updated every year.

Field no. 3: COMPLETENESS, PARTNERSHIP AND COOPERATION	Strategic Objective: Increase cooperation and partnership with constitutional institutions, executives, local government, civil society, educational institutions, ministries, academic institutions, international partners and media to promote and protect human rights within the constitutional mandates of the People's Advocate	Activity 3. Signing of new cooperation agreements with local government units, in the cities where they exercise their activity AP Regional Offices.	Secretary General / Directorate of Finance, Services and Citizens' Reception	Cabinet, Local Government Units	2019-2022	N/A			Coordination of work on the protection and promotion of human rights at the local level.	Signing of at least 7 memorandums of cooperation.
		Activity 4. Establish cooperation with Legal Clinics providing primary and secondary assistance	All sections	Cabinet	2019	N/A			Increasing effectiveness in addressing the problem / violation of the rights of vulnerable groups.	Signing at least 8 memorandums with law clinics.
Field no. 4: INSTITUTIONAL CAPACITY AND LEADERSHIP	Strategy 4.1: Human Resources Capacities									
	Strategic Objective: Provide human resources needed at the PA's disposal, including timely recruitment of staff and provision of training and expertise required to effectively carry out all mandates and functions of AP.	Activity 1. Realization of the recruitment process of vacancies in accordance with the new organizational structure of the institution.	Secretary General, Directorate of Finance, Services and Citizens' Reception	Institution's units / structures	2019	Budget of PA			Increase human resources capacities.	Recruit new staff according to legislation in the field of civil service.
		Activity 2. Proposal to increase the number of human resources capacities of the institution through the creation of a new subsection for research and studies.	Secretary General, Directorate of Finance, Services and Citizens' Reception	Institutions Units / Institutions Parliament of Albania / Ministry of Finance	2019	N/A			Empowering human resources capacities.	Finalizing an internal report on the assessment of the situation.
		Activity 3. Review and strengthen the organizational structure of the institution.	Secretary General / Directorate of Finance, Services and Citizens' Reception	Institution's units / structures	During 2020	N/A			Increase efficiency and further interaction in accordance with standards of organization and activity of national institutions for the protection of human rights.	Finalize an internal report on the current structure and new proposals.
		Activity 4. Improvement of internal regulatory acts (internal regulation, division of areas of responsibility, review of job descriptions, performance appraisal process) and periodic updating.	Secretary General, Directorate of Finance, Services and Citizens' Reception	Institution's units / structures	2019-2022	N/A			Increasing Efficiency at Work.	Adoption of relevant regulatory acts by PA

Field no. 4: INSTITUTIONAL CAPACITY AND LEADERSHIP

<p>Strategic Objective: Provide human resources needed at the PA's disposal, including timely recruitment of staff and provision of training and expertise required to effectively carry out all mandates and functions of AP.</p>	Activity 5. Increasing the efficiency of staff work of AP Regional Offices.	Secretary General, Directorate of Finance, Services and Citizens' Reception	Local Government, regional offices	2019	N/A			Increasing the number of complaints that are generated by regional offices.	Internal Audit Report on the Performance of Regional Offices.
	Activity 6. Establishment and functioning of new regional AP offices in other municipalities	Secretary General, Directorate of Finance, Services and Citizens' Reception	Cabinet, Municipalities, Commissioner for Protection from Discipline	2020-2022	Budget of PA			Increase citizens' access.	Functioning of at least 3 new offices
	Activity 7. Continuing training of PA staff by sections and area of expertise and creating an online training platform under the scope of rights covering each section	Secretary General, Directorate of Finance, Services and Citizens' Reception	All Sections, Cabinet	2019-2022	Budget of PA	Donors	ALL 1,300,000.00	Increase of professional capacities.	At least 2 trainings per section per year.
	Activity 8. Technical training for monitoring and reporting based on rights - based on the collection and analysis of data according to international human rights standards	All Sections	OSCE Presence in Albania, UNRC	2019		OSCE, UNCR		Improving knowledge in human rights monitoring based on data collection and analysis.	Organize at least 2 trainings.
	Activity 9. Identifying the needs of the PA office for the PBA	All Sections	UN Women	2019-2022		UN Women		Improve capacities in public finance planning.	Identifying and discussing PBA needs.
	Activity 10. Training of the PA in monitoring the PBA related to GRB	All Sections	UN Women	2019		UN Women		Improve the capacity of the PA in monitoring PBA.	Organize at least 1 training.
	Activity 11. Training on capacity building related to minority rights within international standards	General Section	OSCE Presence in Albania	2019		OSCE		Improve knowledge of international human rights standards regarding minority rights.	At least one capacity building training.
	Activity 12. Organization of capacity building activities for strengthening the role of the National Human Rights Institutions and monitoring of GB-VA and preparation of alternative reports for relevant international human rights bodies regarding women's rights and equality gender	General Section, AP Cabinet	UN Women	2019		UN Women		Capacity building in monitoring and reporting to international human rights organizations.	Capacity building in monitoring and reporting to international human rights organizations.

Field no. 4: INSTITUTIONAL CAPACITY AND LEADERSHIP

<p>Strategic Objective: Provide human resources needed at the PA's disposal, including timely recruitment of staff and provision of training and expertise required to effectively carry out all mandates and functions of AP.</p>	Activity 13. Supporting the engagement and active participation of the People's Advocate Institution in ROP and follow-up sessions on gender equality and empowerment of women, EVA recommendations	General Section, Cabinet	UN Women	2019	Budget of PA	UN Women		Enhance the capacity to report and follow the recommendations of international human rights bodies regarding gender equality.	Organize at least 2 activities.
	Activity 14. Development of study visits to institutions, networks where the PA is involved in exchanging best practices and increasing the capacity of the PA	All structures of the institution	Cabinet, partner institutions, cooperation networks	2019-2022	Budget of PA	Donors		Improving professional capacities.	At least 2 meetings a year.
	Strategy 4.2: Financial Resources and Infrastructure								
	Activity 1. Strategy Review and Risk Management	Secretary General, Directorate of Finance, Services and Citizens' Reception	Institutions' Units / Structures	2020	N/A			Improve risk management and control	Finalization of the internal audit report and risk management.
	Activity 2. Building a friendly environment for children within the institution	Secretary General, Directorate of Finance, Services and Citizens' Reception	Institutions' Units / Structures	2019-2020	Budget of PA			Contributing to the creation of facilities for children.	Construction of a child-friendly space within the PA facilities.
	Activity 3. Temporary recruitment of two external experts for the Section for Protection and Promotion of Children's Rights	Secretary General, Section for Protection and Promotion of Children's Rights	UNICEF	june-december 2019		1633800 Lek (UNICEF)		Increase human resources capacities	Improve quality and effectiveness at work
	Activity 4. Replacement of the Docu-Live System with a new advanced system.	Secretary General, Directorate of Finance, Services and Citizens' Reception	Institutions' Units / Structures	During 2019-2020		Donors		Case Management Management (Case-Management)	Functioning of the new system.
	Activity 5. Install a Video Conference System at the Library Hall.	Directorate of Finance, Services and Citizens' Reception	Secretary General	During 2020		Donors		Improving the quality and effectiveness of work	Procurement and Installation of Video Conference System.
	Activity 6. Creating a Back-Up for Servers and Infrastructure in another building outside the People's Advocate Institution in case of natural disasters.	Secretary General, Directorate of Finance, Services and Citizens' Reception	AKSHI	During 2020	Budget of PA			Increase security of information retention	Creating and finalizing the Back-UP system.
	Activity 7. Improving and Updating the Web Site.	IT Sector	Institutions' Units / Structures	Ongoing	N/A			Increase visibility of the institution	Updating the website on a weekly basis.
	Activity 8. Upgrading and Updating the Mobile Application.	IT Sector	Institutions' Units / Structures	Ongoing	N/A			Increase citizen access to the PA institution	Updating the Mobile Application on a weekly basis.

Field no. 4: INSTITUTIONAL CAPACITY AND LEADERSHIP

	Strategic Objective: Strengthening the financial resources available to the People's Advocate along with the necessary machinery, materials, equipment, software and infrastructure.	Activity 9. Upgrading and Updating Servers.	Directorate of Finance, Services and Citizens' Reception	Secretary General	Ongoing	Budget of PA			Improve the technical infrastructure of the institution	Updating the servers.
		Activity 10. Monitoring the implementation of the track record by installing a new software.	IT Sector	Institutions' Units / Structures	Dec-20		Donors		Improve monitoring of implementation of recommendations	Submitting monitoring and reporting data every three months.
		Activity 11. Improving the process of archiving documents of the institution.	Directorate of Finance, Services and Citizens' Reception	Institutions' Units / Structures	Ongoing	N/A			Maintain and process documentation in accordance with required standards	Improving and updating archive documents
	Strategy 4.3: Institutional Leadership									
	Strategic Objective: Strengthen the leadership role in leading and supporting the People's Advocate's structure, systems and processes and maintaining a high level of motivation and staff morale.	Activity 1. Retreat to analyze mid-term achievements and future challenges	All sections	Cabinet	2020	Budget of PA			Analysis of the work of PA and identification of mid-term challenges.	Drafting of the mid-term report on the implementation of the Action Plan; updating of the Action Plan regarding the possible developments of the PBA.
		Activity 2. Continuous training of commissioners and managers of other levels on leadership, management, delegation and internal monitoring.	All sections	Cabinet	2019-2022	Budget of PA			Improve leadership and management skills.	At least two trainings per year.
		Activity 3. Study visit to European partner institutions in exchange of best experience in the field of leadership.	All sections	Cabinet	2019-2022		Donors		Increase staff capacity.	At least two study visits a year.