

2018

Strategic Plan of the People's Advocate of the Republic of Albania

2019-2022



The People's Advocate of Albania

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Chapter 1

The People's Advocate of the Republic of Albania

1.1 Introduction to the People's Advocate of the Republic of Albania

The establishment of the People's Advocate is based on Chapter VI of the 1998 Constitution of the Republic of Albania. The Constitutional requirement of establishing a People's Advocate institution has been executed through Law "On the People's Advocate", Republic of Albania No. 8454, dated 04.02.1999, supplemented by the law no. 8600, dated 10.04.2000, amended by the law no. 9398, dated 12.05.2005, added to and as amended by the law 155/2014, dated 27.11.2014, "On the People's Advocate".

Article 60, sections 2 and 3, Article 61 and 62 of the 1998 Constitution of the Republic of Albania guarantees that the People's Advocate is independent in the exercise of his duties. The independence of the People's Advocate is further detailed in Chapter II of the Law "On the People's Advocate".

The People's Advocate is the National Human Rights Institution (NHRI) of Albania and is a member of the Global Alliance of National Human Rights Institutions (GANHRI), where it accredited A-status for its compliance with the UN Paris Principles. Furthermore, the People's Advocate is an active member of International Ombudsman Institute (IOI) and the European Network of National Human Rights Institutions (ENNHRI).

1.2 Mandate, tasks and roles of the People's Advocate

1.2.1 The Mandate of the People's Advocate

The People's advocate in the Republic of Albania has a broad mandate, which in some countries are covered by two or more institutions. In general, the mandate of the People's Advocate covers the following functions as:

- The national human rights institution (NHRI) according to the UN Paris principles
- The "classic" Ombudsman with the task of overseeing the public authorities in terms of the application of rule of law and the principles of good governance and to avoid maladministration in the delivery of public goods and services
- The National Preventive Mechanism against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment in accordance with the Optional Protocol of the UN Convention against Torture (NPM)
- The Children's Ombudsman: The creation of such institutions has been promoted by the United Nations Committee on the Rights of the Child, and, from 1990 onwards, by the Council of Europe"

The mandate of the People's Advocate is primarily stated in Article 60 section 1 of the 1998 Constitution of the Republic of Albania:

"The People's Advocate defends the rights, freedoms and legitimate interests of individuals from unlawful or improper action or failure to act of the organs of public administration".

This constitutional provision has further been detailed in Article 2 of the Law “On the People’s Advocate”, which states the duties of the People’s Advocate:

“The People’s Advocate safeguards the rights, freedoms and lawful interests of individuals from unlawful and improper actions or failures to act of the organs of public administration as well as third parties acting on their behalf. He is promoter of the highest standards of human rights and freedoms in the country.”

The Article 31/1 of the Law “On the People’s Advocate” provides furthermore the People’s Advocate with the mandate to function as the National Preventive Mechanism against Torture and Other Cruel Inhuman or degrading Treatment or Punishment in accordance with the Optional Protocol of the Convention against Torture (OP-CAT):

“The people’s Advocate shall exercise the functions of the national Mechanism for the prevention of torture, cruel, inhuman or degrading treatment or punishment in accordance with the Constitution, international treaties ratified by the Republic of Albania and the legislation in force.”

In addition, according to a special law (law no. 9888, dated 10.03.2008 "On some amendments to the law "On the rights and treatment of detainees") the People’s Advocate is recognised as the NPM of Albania.

Article 54 of the Constitution of Albania give a special protection to children and young persons and therefore the rights of minors and young persons constitute a special category for protection, which constitute part of the mandate of the People’s Advocate. Another special law (the Law on the Protection of Children, no.18/2017) regulates the People’s Advocate’s work as the Children’s ombudsman. The Juvenile Criminal Justice Code entered into power from 1 January 2018 protects the rights of the minors and young persons in conflict with the law, which must be a special focus area for monitoring by the People’s Advocate. In addition, the amendments of 2014 to the Law on People’s Advocate establish a Commissioner for Protection from Discrimination, within the People’s Advocate.

The mandate of the People’s Advocate encompasses all rights that are guaranteed by the Constitution to everyone living in Albania, which also includes foreigners and stateless persons on the territory of the Republic of Albania (Article 16 section 1 of the 1998 Constitution of the Republic of Albania). The second section of Article 2 of the Law “On the People’s advocate” further details the Constitutional requirement:

“The provisions of this Law shall also apply to protect the rights of foreigners, whether they are residing lawfully, in Albania or not, refugees, asylum seekers as well as stateless persons within the territory of the Republic of Albania, pursuant to the terms set forth by law. People’s Advocate carries out also other tasks determined by special laws”¹

Article 63 of the 1998 Constitution of the Republic of Albania details the tasks of the People’s Advocate:

1. *The People’s Advocate presents an annual report before the Assembly.*
2. *The People’s Advocate reports before the Assembly when so requested, and he may request the Assembly to hear him on matters he considers important.*
3. *The People’s Advocate has the right to make recommendations and to propose measures when he finds violations of human rights and freedoms by the public administration.*
4. *Public organs and officials are obliged to provide the People’s Advocate with all the documents and information requested by him.*

¹ Children of foreigners residing in Albania as immigrants or refugees may be a category deanding special attention and protection.

1.2.2 Specific Tasks of the People's Advocate

The Law “On the People’s Advocate” further details the specific tasks that the People’s Advocate must carry out in order to fulfil its mandate, which can be broadly categorized as follow:

1. Investigations of individual cases, both upon complaints and by own initiative (*Suo motu*), which are specified in the following provisions in the Law “On the People’s Advocate”:
 - *Handling and administration of complaints and notifications of individuals, group of individuals or non-governmental organizations concerning violations of their rights, their freedoms or lawful interests by improper actions of the public administration (Article 12, article 17).*
 - *Investigation of cases (also on People’s Advocates own initiative), when suspecting violation of rights (Article 13, Article 18a, Article 19)*
 - *Request explanations from the organs of public administration and public prosecution’s office in cases of pre-trial detention and arrest (Article 18b)*
 - *Make recommendation to the High State Audit to exercise its powers (article 18c)*
 - *Make on spot investigations, including the access to any premises of public institutions and examination on the spot of the acts and papers pertaining to the case under investigation (Article 19a)*
 - *Request explanations from all organs of central and local administration and obtain all files or material relevant to the investigation (Article 19b)*
 - *Interrogate any persons that, in his judgment, is involved in the matter under investigation and ask for the presence in his office of all people without immunity (Article 19c)*
 - *Arrange or request an expert opinion. People’s Advocate has the right to give the deadline for the completing of the above-mentioned (Article 19d)*
 - *Enter any public administration institutions like prisons, places where the police and prosecution office keep the escorted, detained or arrested people (the detainees), in state units or institutions, mental hospitals, nursery homes, orphanages and other places he is informed or deems that it is possible for human rights and freedoms to be violated (Article 19/1)*
 - *Meet or talk in confidentiality with any persons being present or kept in institutions like prisons, places where the police and prosecution office keep the escorted, detained or arrested people (the detainees), in state units or institutions, mental hospitals, nursery homes, orphanages and other places, where it is possible for human rights and freedoms to be violated (Article 19/1)*
 - *To access information or documents classified as state secrets (Article 20)*
 - *Recommend how to remedy infringements to the Administrative organ, to the authority supervising the administrative organ, to the public prosecutor and to propose dismissal of officials to the relevant authorities including the Assembly (Article 21b-e)*
 - *Notify competent authorities of cases of infringements of rights by the organs of judiciary of the violations (Article 21f)*
 - *Request from the competent authority the initiation of the administrative procedure for disciplinary measures to be taken or even asked the dismissal from work or civil service of civil servants refusing to cooperate with the People’s Advocate (Article 22/1)*
 - *Follow up cases by referring them to higher organs of the hierarchy or by reporting on them to the Assembly (Article 23)*

2. Ensuring that national laws are aligned with international law, by drafting legislative proposals, commenting on draft laws, and by contesting existing laws before the Constitutional Court, which are specified in the following provisions in the Law “On the People’s Advocate”:
 - *Recommend court cases (Article 21g)*

- *To participate among the relevant authorities to the examination of the recommendations, request or proposals (Article 22)*
 - *Right to propose or recommend amendments and improvements of legislation and bylaws to ensure their compliance with Constitutional human rights (Article 24)*
 - *Support the adoption of legal amendments to the national legislation proposed by the international human rights monitoring reports*
3. Reporting, including national reporting to the Parliament (annual reports and special reports cf. art. 26 and 27 of the Law on “the People’s Advocate”), and reporting to various regional and international human rights bodies, which are specified in the following provisions in the Law “On the People’s Advocate”:
- *Submit an annual report to the Assembly, which shall discuss it in a plenary session. A copy of the report shall be submitted to the President of the Republic and the Prime Minister (Article 26).*
 - *Submit, on its own initiative or at the written request of the President of the Assembly or of a group of deputies, special reports on various issues within its functions, especially if it is a violation of the constitutional and legal rights (Article 27).*
 - *Contribution to the preparation of reports on human rights of the Albanian state for international organizations in the implementation of the conventions ratified by Albanian state, pertaining human rights and freedoms (Article 29)*
4. Promotion, including human rights promotion in general (cf. art. 2 of the Law on “the People’s Advocate”), human Rights promotion within educational institutions (cf. art. 29 of the Law on “the People’s Advocate”), and cooperation with non-governmental organizations on the human rights situation and organize at least annually a national activity on the situation of human rights and freedoms, which are specified in the following provisions in the Law “On the People’s Advocate”:
- *Cooperation with non-governmental organizations on the human rights situation and organize at least annually a national activity on the situation of human rights and freedoms (Article 30)*
 - *Exercise the functions of the National Mechanism for the prevention of torture, cruel, inhuman or degrading treatment or punishment in accordance with the Constitution, international treaties ratified by the Republic of Albania and the legislation in force (Article 31/1).*

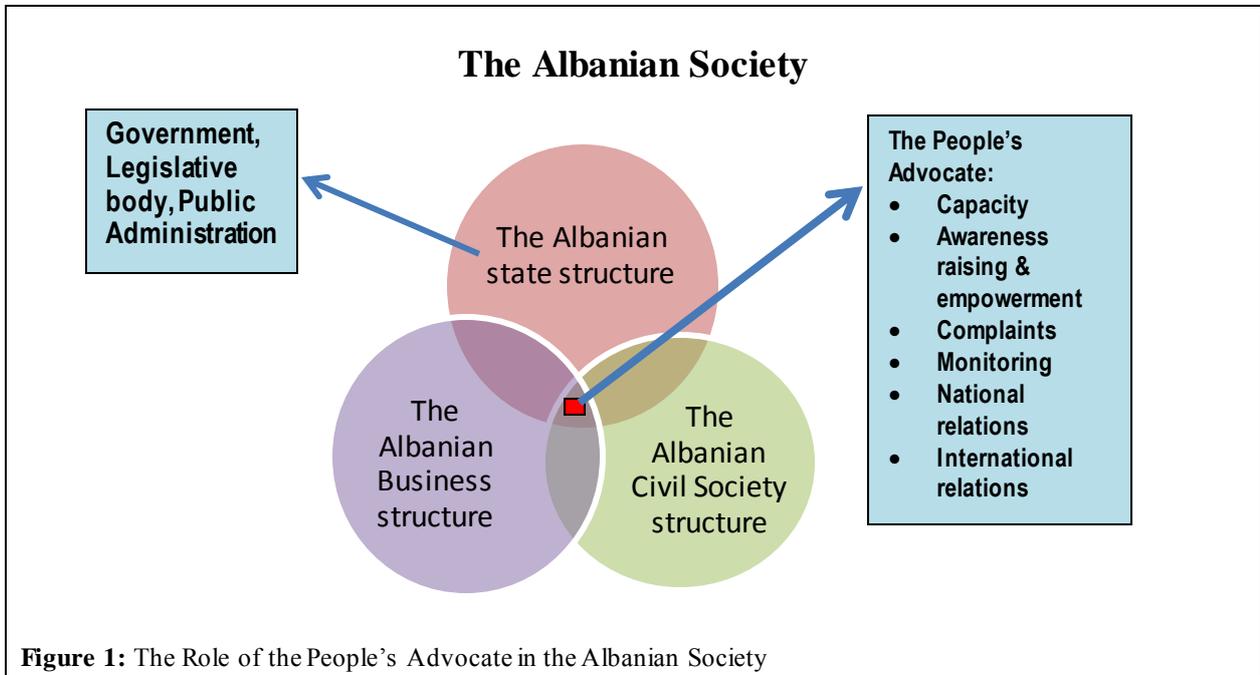
1.2.3: The Roles of the People’s Advocate

The role of the People’s Advocate as envisioned in its enabling legislation is to directly and indirectly influence all decision processes in the society that affect the freedoms of everyone provided by the Constitution and other normative Acts of the Republic of Albania as well as the generally recognized principles and norms of international law. This provision ensures that the People’s Advocate must be the national focal point and expertise centre for the human rights and freedoms of everyone, with close connections to and cooperation with all state structures, business structures and civil society structures.

Furthermore, the People’s Advocate must directly and in cooperation with these structures raise awareness on freedoms of everyone, and of national and international human rights standards among all people as rights holders and empower them to claim their rights. In this regard the People’s Advocate has a special obligation to handle complaints from individuals and groups of individuals living within the area of the state jurisdiction. As freedoms of everyone and human rights focal point and expertise centre, the People’s Advocate has the

obligation to build sufficient capacity and national as well as international networks to be capable and accessible for all target groups and their needs in regard to freedom rights and human rights issues.

The position of the role of the People's Advocate can be shown as depicted in figure 1:



1.3 The Guiding Principles of the People's Advocate

The guiding principles for the People's Advocate in the Republic of Albania are based on the Constitution, relevant national laws and international human rights conventions that Albania has ratified.

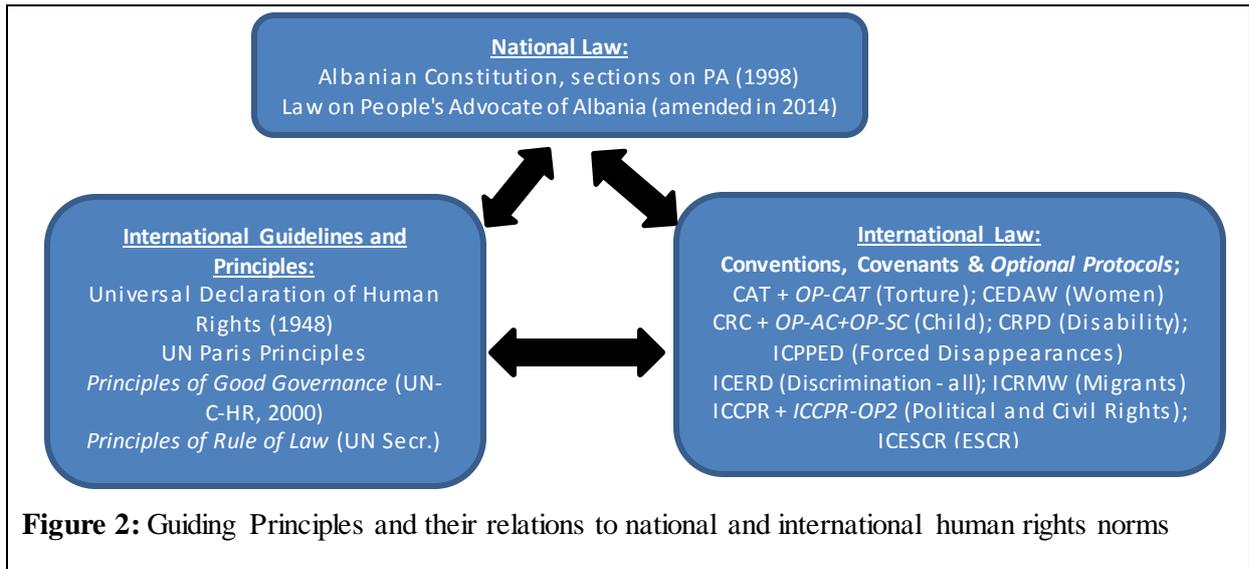
The Guiding Principles:

The People's Advocate of Albania is guided by the principles of impartiality, confidentiality, professionalism, independence, and respect for human rights and human dignity.

These Guiding Principles are applied to the work of the People's Advocate from a human rights based approach, with reference to roles and responsibilities of the PA envisioned in the following core documents:

- The 1998 Constitution of the Republic of Albania.
- Universal Declaration on Human Rights of December 1948.
- The Convention against Torture and Other Cruel Inhuman or degrading Treatment or Punishment
- Optional Protocol of the Convention against Torture
- International Covenant on Civil and Political Rights

- Second Optional Protocol the International Covenant on Civil and Political Rights aiming at the abolition of the death penalty
- Convention for the Protection of All Persons from Enforced Disappearance
- Convention on the Elimination of All Forms of Discrimination against Women
- International Convention on the Elimination of All Forms of Racial Discrimination
- International Covenant on Economic, Social and Cultural Rights
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
- Convention on the Rights of the Child
- Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict
- Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography
- Convention of the Rights of Persons with Disabilities
- UN Paris Principles.
- The principles of good governance: *“Transparent, responsible, accountable and participatory government, responsive to the needs and aspirations of the people, is the foundation on which good governance rests, and that such a foundation is a sine qua non for the promotion of human rights” (UN Commission on Human Rights; E/CN.4/RES/2000/64; 27 April 2000).*
- The principles of rule of law: *“...a principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency.” (Report of the UN Secretary General, S/2004/616).*
- In accordance to the above mentioned principles the guiding principles of the People’s Advocate in the republic of Albania are detailed in the 1998 Constitution of the Republic of Albania:
 - *The People’s Advocate is independent in the exercise of his duties (Article 60, sec. 2)*
 - *The People’s Advocate has a separate budget, which he administers himself (Article 60, sec. 3)*
 - *The People’s Advocate enjoys the immunity of a judge of the High Court (Article 61, sec. 3)*
 - *The People’s Advocate may not take part in any political party, carry on any other political, state or professional activity, or take part in the management organs of social, economic and commercial organisations (Article 61 sec. 4)*
- The Law “On The People’s Advocate” of the Republic of Albania further states that the People’s Advocate is guided by the principles of impartiality, confidentiality, professionalism and independence (Article 2).



1.4 Vision, Mission and Values of the People's Advocate

1.4.1 Vision statement:

The vision of the People's Advocate of the Republic of Albania is based on the principle of rule of law and human rights, and is governed in accordance with the principles of good governance for the Albanian nation and its people.

Vision Statement:

The vision of the People's Advocate of the Republic of Albania is a society governed by the principles of human rights, where public institutions work in a transparent, fair, responsible and effective manner.

1.4.2: Mission statement:

The People's Advocate of the Republic of Albania is established with the mission described in the Article 60 sec. 1 of the 1998 Constitution of the Republic of Albania, which is further detailed in the Law "On the People's Advocate" Article 2.

Mission Statement:

The People's Advocate safeguards the rights, freedoms and lawful interests of individuals from unlawful or improper action or failure to act of the organs of public administration as well as third parties acting on their behalf. The People's Advocate is the promoter of the highest standards of human rights in the country and the People's Advocate wants to make long-term contributions to an Albanian society guided and informed about Democracy and the respect of Human Rights. The

People's Advocate exercises the functions of the National Mechanism for the prevention of torture, cruel, inhuman or degrading treatment or punishment.

1.4.3: Values of the People's Advocate

The People's Advocate maintains the following values in carrying out its mandate:

Values

The People's Advocate holds to the values of professionalism, independence and impartiality, transparency, accountability, cooperation, practicality, pro-activeness, and non-discrimination.

1. **Professionalism:** The People's Advocate serves with integrity, responsibility, and impartiality, while applying the highest standards of professionalism. The People's Advocate also encourages a working environment that promotes personal and professional growth, teamwork, innovation and creativity.
2. **Independence and Impartiality:** The People's Advocate is impartial and objective in all actions, in the promotion and protection of the individual and public rights, and exercises independence from the state.
3. **Transparency:** The People's Advocate is aware of the need to serve the people and partners in a transparent way, and to make sure that information on the activities of the People's Advocate's activities is publicly available and easily accessible.
4. **Accountability:** The People's Advocate is accountable to all of its actions and opinions. The People's Advocate is subject to the Act on Public Access to Information and its financial accounts are subject to audit by the General Auditor.
5. **Cooperation:** The People's Advocate collaborates with the people, local and international partners with a common aim, shares knowledge and experience and discuss with and help one another in good faith.
6. **Practicality:** The People's Advocate is open-minded and listens carefully and respectfully to the people and partners, and communicates clearly and endeavours to see things from different perspectives. The People's Advocate also tries to put in place proper infrastructure and extend activities and services to all regions of Albania in order to ensure easy access to all people, with no distinction, including vulnerable and special-needs groups.
7. **Pro-activeness:** The People's Advocate engages actively with the people and partners, learns from experience, and maintain a proactive approach in the identification, development and application of best practice.
8. **Non-discrimination:** The People's Advocate treats all individuals equally, appreciating and respecting diversity.

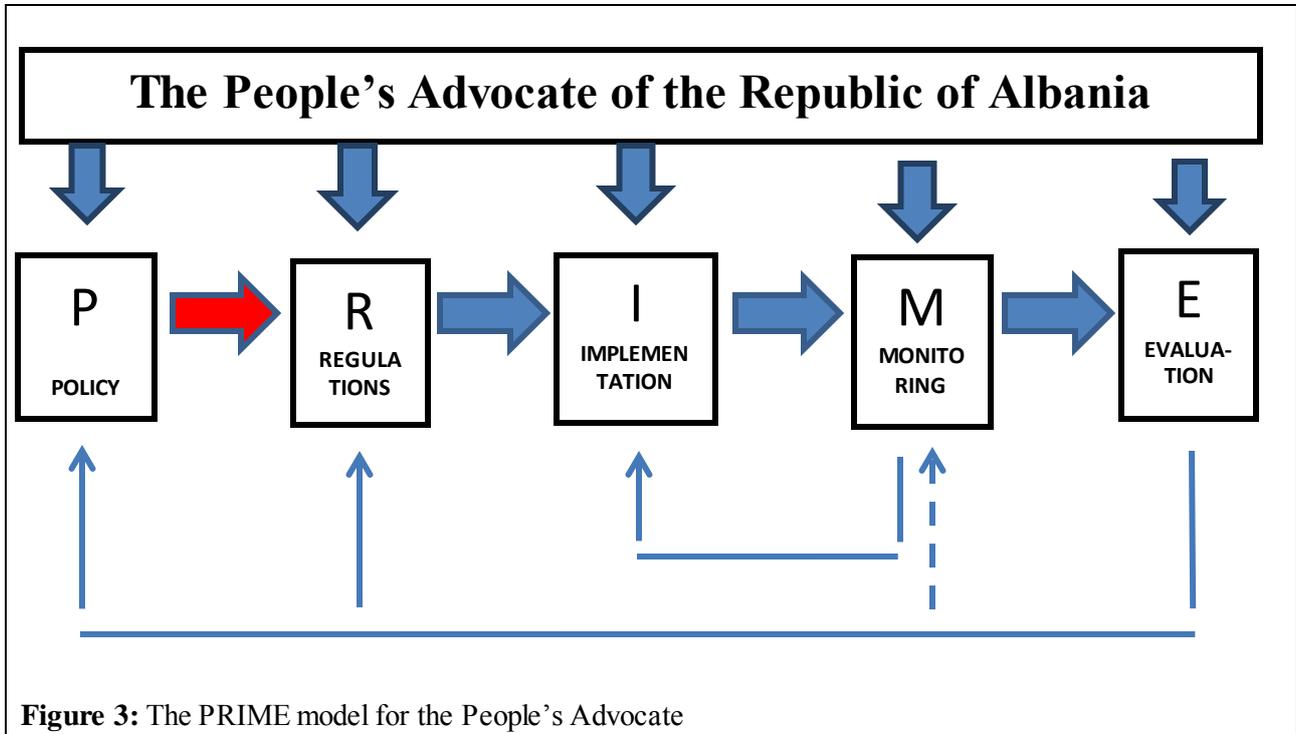
1.5: Strategic Direction of the People’s Advocate

The logic behind the strategic approach of the People’s Advocate is that all decision processes at all levels in the structures in the society in principle has the following steps:

- **Firstly, a policy** that describes an objective and a related desired outcome (what should be the situation when the policy is implemented).
- **Secondly, rules and regulations** to ensure the outcomes of policies are developed (which laws should regulate the society to ensure the implementation).
- **Thirdly, the implementation** of the rules and regulations (enforcement of laws and change in the society as consequence of the laws).
- **Fourthly, the monitoring** and measuring the degree of implementation (the enforcement of the law is monitored in order to optimize procedures).
- **Fifthly, the evaluation** of the policy and its implementation and adjustments initiated if the expected outcomes are not materialized (the effect of the law is evaluated and adjustment of policy or reform of the law is initiated if implementation of the policy has not shown the intended effect).

The People’s Advocate has a need to influence all steps in the promotion of freedoms everyone, as well as the promotion and protection of human rights related processes in and between the target groups and s/he must prioritise and focus on how to contribute to results within each and every of the mentioned steps in order to fulfil his mission.

The relation between the five levels can be illustrated as follows in figure 3:



The People’s Advocate has, on the outset, access to the driving logic shown in figure 3 in carrying out its role, as follows:

POLICY & REGULATION

Policy: The People's Advocate has access to influence **policy** of governments through annual reports, annual NPM reports, recommendations, which it delivers to the Assembly. In addition, pursuant to the Child Rights and Protection Law (2017), the Peoples Advocate is a member of the National Council for the Rights and Protection of the Child, a body empowered to provide advice, proposals and recommendations to the Council of Ministers for laws, policies and implementation measures with regard to children. However, the People's Advocate has no mandate to initiate the law making process and depends therefore on the willingness of the Assembly and the government to follow up on the recommendations of the People's Advocate.

Regulations: The People's Advocate has access to influence the law making process through its recommendations based on analysis of draft laws, complaints resolutions, and investigations. The People's Advocate has access to lobby and advocate for legislative reform, which can be done through conferences, roundtables, public hearings, media, personal contacts etc.

IMPLEMENTATION, MONITORING & EVALUATION

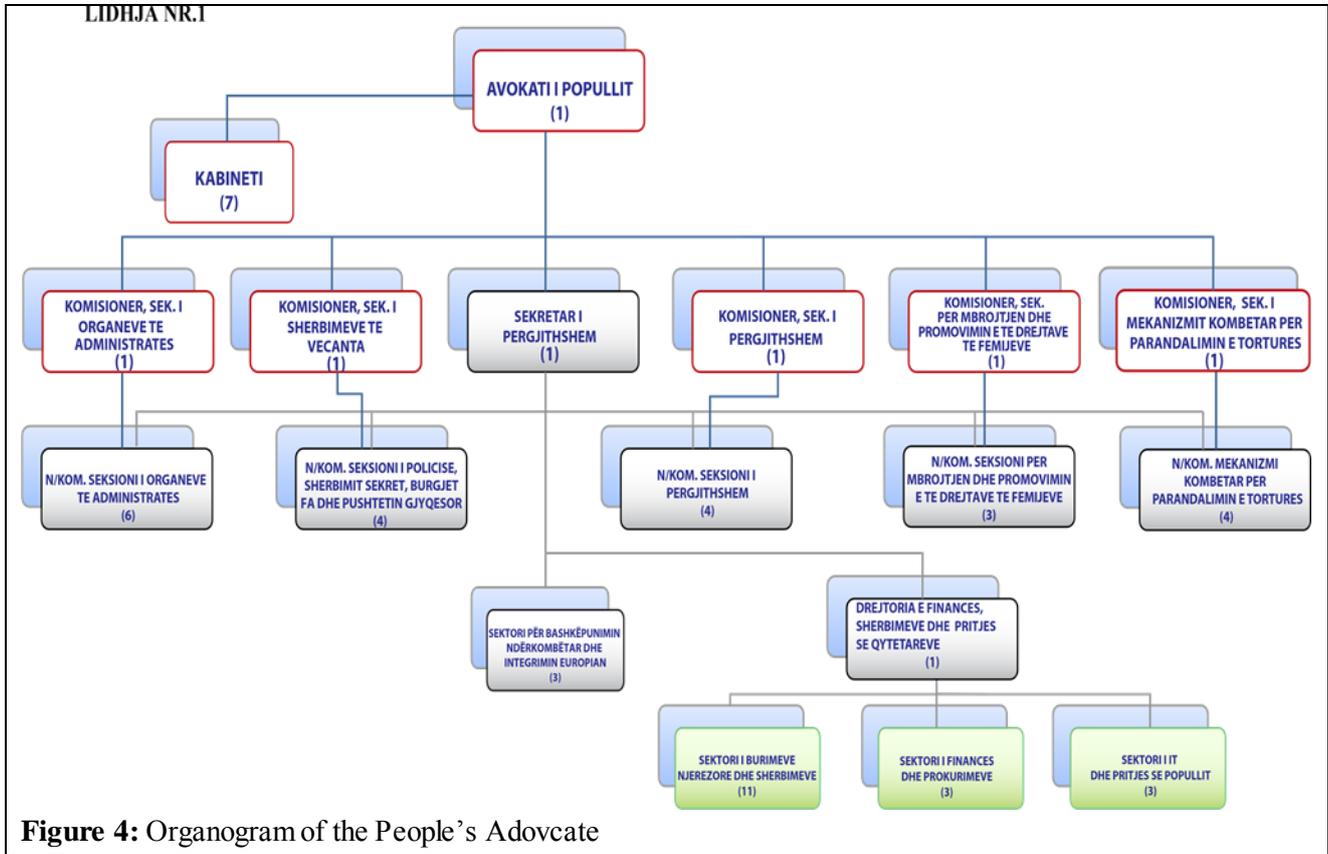
Implementation: The People's Advocate develops work plans and action plans for assessing the public administration, hereunder work plans for the functioning as National Mechanism for the Prevention of Torture, Cruel, Inhuman and Degrading Treatment or Punishment. Hence, through investigations, examinations and complaints handling, the People's Advocate **monitors** the **implementation** of legislative framework in Albania. Through conferences, roundtables, public hearings, media, personal contacts the People's Advocate promotes the principles of good governance and rule of law to central and local administration. If necessary, the People's Advocate has access to involve international expertise to review the implementation of the legislation. Through its annual reports, NPM reports and special reports submitted to the Assembly, the President of the Republic and the Prime Minister, the People's Advocate **evaluates** the implementation of legislation, and whether it is in accordance with Constitutional rights and internally recognized human rights standards.

1.6 Strategic Ambitions of the People's Advocate

In view of the institutional capacity and resources, and with due consideration to the political, legal, social, economic, developmental, and cultural realities of Albania, the strategic ambition of the People's Advocate is to become the key human rights actor of a well-functioning national human rights system in Albania as described in the role of the People's Advocate. With this approach and strategic ambition, the People's Advocate aims to focus on what is considered important for both for building up the capacity of the institution and for establishing dialogue with relevant stakeholders. At the same time the People's Advocate of the Republic of Albania will focus on the delivery of results in the short term, while maintaining long-term goals in focus, that can show to the Albanian society that the People's Advocate can make a difference and create change. At the same time, the People's Advocate will also address issues that require long-term commitment, external political support of the civil society and the international community in Albania and additional fundraising beyond the funding that the People's Advocate receives from the state.

1.7 The structure of the People's Advocate

The People's Advocate is organized as per the following structure (organogram):



The following table gives details of the current staffing structure and the number of positions filled.

Function	Number of employees	Category/Class
People's Advocate	1	Law No. 9584, date 17.7.2006, Annex 1, B
Cabinet	7	Decision of Council of Ministers (DCM) No. 187, date 08.03.2017
-Director of cabinet	1	I-b
-Adviser	5	DCM No. 187, date 08.03.2017
-Secretary	1	I-a
- General Secretary	1	
Section for central administration, local government and third parties acting for their own account	7	
- Commissioner	1	Law Nr.8454, date 4.2.1999
- Commissioner Assistant	4	II-a
- Commissioner Assistant	2	II-b
Section for Police, Secret Service, Prisons, Armed Forces and Judiciary	5	Law No.8454, date 4.2.1999
- Commissioner	1	

- Commissioner Assistant	2	II-a
- Commissioner Assistant	2	II-b
General Section	5	Law No.8454, date 4.2.1999
- Commissioner	1	
- Commissioner Assistant	3	II-a
- Commissioner Assistant	1	II-b
Section for the Protection and Promotion of the Rights of the Child	4	Law No. 155/2014, date 27.11.2014
- Commissioner	1	
- Commissioner Assistant	2	II-a
- Commissioner Assistant	1	II-b
Mechanism for prevention of Torture and Other Cruel, Inhuman and Degrading Treatment	5	Law nr. 155/2014, date 27.11.2014
- Commissioner	1	
- Commissioner Assistant	2	II-a
- Commissioner Assistant	2	II-b
Directorate of Finance, Services and Services to Citizens	18	II-b
- Director	1	
Services and Human Resource Unit		
- Head of Sector	1	III-a
- Specialist for human resources	1	III-b
- Specialist Protocol	1	III-b
- Archivist/Librarian	1	VIII
- Warehouseman	1	VI
- Driver of the Head of Institution	1	VI
- Driver	2	IV
- Secondary specialist technician	1	VI
- Cleaning worker	2	I
Unit of Finance and Procurement	3	
-Head of Unit	1	III-a
-Finance expert	1	III-b
-Procurement expert	1	III-b
Unit of IT and Desk office	4	
- Head of Unit	1	III-a
- Expert / services to citizens	3	III-b
Unit of International Relations, Integration and Project Coordination	3	
- Head of Unit	1	III-a
- Expert	2	III-b

Chapter 2

The Strategic Planning Process

2.1 Methodology

The management team of the People's Advocate of Albania (PA) have prepared the strategic plan with the support of the Danish Institute for Human Rights and the Danish Parliamentary Ombudsman. The planning process has been the result of a participatory effort of the leadership and staff of the People's Advocate with the following steps:

1. Internal analysis of the mandate of the PA
2. Status review of the key tasks carried out by the PA
3. Guiding principles of PA's work
4. Review of the Vision, Mission and Goals
5. Analysis of internal factors which influence the functions of PA
6. Analysis of external factors which influence the functions of PA
7. SWOT Analysis and identification of potential interventions to fulfil the mandate
8. Development of key-result areas and related strategies
9. Finalization of the strategic plan draft
10. Adoption of the Strategic Plan by the leadership of the People's Advocate
11. Presentation of the plan to key stakeholders and partners
12. Validation and public launching

Subsequent to the adoption of the strategic plan, the People's Advocate of Albania will prepare annual action plans /operational plans for the implementation of the strategies in cooperation with relevant partners (Partners should include but not be limited to Civil Society and interest groups, as well as NGOs and International organizations). Finally, it is recommended that the People's Advocate prepare an easy communicable and visual identifiable version of its strategy that can be used towards attracting attention of interested stakeholders, and to raise awareness about the importance of its selected key result areas.

2.2 SWOT Analysis

A SWOT analysis has been done with inputs from the leadership and staff of the People's Advocate to identify internal strengths and weaknesses, as well as external opportunities and threats. The SWOT analysis is presented below:

STRENGTHS		WEAKNESSES	
1	Professionalism of staff	1	Inadequate financial resources
2	Constitutional protection of rights	2	Outdated complaints handling system (linked to financial resources)

3	Communication and broad mandate, access to other institutions and broad scope of work	3	Weak management of duties/jobs in operational terms
4	Legal space to anchor and access every situation, visits, monitoring, etc.	4	Lack of clarity of the priority areas in the mandate (ambiguity of the mandate)
5	Legal framework/mandate of PA to report to and work with parliament whenever it is needed	5	Inadequate attention paid to staff motivation and engagement (no performance vs. reward structure)
6	The partnership with civil society and media	6	Lack of staff involvement in decision making
7	The recommendations and reports that address specific groups of people	7	Lack of cooperation, collaboration, and coordination among departments
8	Unlimited access to documentation and reports	8	Excessive bureaucracy on various procedures
9	The right leadership is very relevant – for internal procedure and working with international stakeholders	9	Mismatch between human resources capacity and the mandate
10	The right of the ombudsman to address the constitutional court	10	Lack of suitable/appropriate infrastructure (incl. vehicles, etc.)
11	Quality of work performed by the institute and staff	11	Inadequate leadership will to motivate staff
12	Trust, dedication of staff and leadership		Inadequate staffing of the section on Children's Rights
13	Internal collaboration		
14	Prevalence of female domination among staff		
15	Leadership's rapport and relationship with the parliament		
16	The report of the ombudsman institute discussed in the plenary session of parliament		
17	Legal provision in the PAI's enabling legislation that reports issued must be taken up and reviewed in parliament		
18	Capacity to implement and manage donor supported projects		
OPPORTUNITIES		THREATS	
1	Human rights campaigns in all regions of Albania	1	Inadequate financial and human resources (PA not able to follow up on complaints to monitor final resolution and limited opportunity to follow up on the NPM mandate)
2	The opportunity to be part of coalition with civil society + possible partnership with civil society	2	Prolonging of the appointment procedure (Ombudsman and Commissioners/elected staff) could cause loss of productivity (seen it in the past (7 months to 2 years) with negative impact on PA's authority and effectiveness)
3	Lobbying with the civil society and the parliament on different issues	3	Possibility of the institution being politicized (possible loss of independence with increased political influence on PA)
4	Collaboration and coordination with other national institutions (+ Teamwork opportunities (external))	4	Possibility of the technical staff to be appointed based on political affinity (vested interests)
5	Collaboration with external partners (international? Corporate?) + partnership with DIHR/DPO	5	Prolonged procedures in hiring technical staff due to civil service recruitment procedures/practices

6	Study visits and trainings within the country and abroad	6	Broadening the mandate without commensurate change in financial and human resources
7	Exchange of good practice with other counterparts (NHRIs)	7	Establishment of other institutions with overlapping mandates
8	Continued financial support and expertise (from UN, etc.)	8	Impact on the reputation of the institution due to non-implementation of recommendations
9	Introduce legally enforceable penalties for non-compliance	9	Possibility of reduced public trust in the institution to make a difference
10	Legal framework can be enhanced	10	Political and media attacks on PAI, after supporting certain communities (include Roma, LGBTI)
11	Attract the attention through the media to specific problems and hearings of parliament	11	There is no proper assessment of the reports by parliament
12	Enhanced use of technological products	12	Possibility of the regional offices being closed due to shortfalls in resources
13	Training in public procurement process	13	Lack of support from various parliamentary groups on the requests of PAI for legal changes
14	Demography of Albania with a large youth population with higher education level (compared to previously) and high social mobility (Average age, 33)	14	Challenges in the effective use of technology (don't use high-end technology)
15	Increased use of technology by the population		

A SWOT analysis helped form the basis for identifying Key Results Areas (KRAs) and strategies, which can build on strengths to transform service delivery to the people of Albania, and maximizing the benefits of opportunities, while at the same time on how to use strengths and opportunities to reduce threats and weaknesses. In addition, detailed internal and external factor (PESTL) analyses were also carried out in order to better understand the potential for successfully carrying out the designated strategies and activities (the analyses are available in Annexes 4.1 and 4.2).

Chapter 3

Strategic plan 2018 - 2022

3.1 Key Results Areas

For the planning period 2018-2022, the People's Advocate has chosen FOUR Key Result Areas (KRAs), based on the SWOT analysis and other institutional considerations. The KRAs along with relevant strategic priorities are as follows:

KEY RESULT AREA 1: HUMAN RIGHTS PROTECTION AND PREVENTION OF VIOLATIONS

- **Strategy 1.1:** Address violations of human rights and other lawful interests of men, women, boys and girls and provide adequate remedies to victims
- **Strategy 1.2:** Prevention of human rights violations
- **Strategy 1.3:** Legal framework and enforcement of human rights
- **Strategy 1.4:** Equal opportunities for all vulnerable groups
- **Strategy 1.5:** Rights of people on the move

KEY RESULT AREA 2: HUMAN RIGHTS PROMOTION

- **Strategy 2.1:** Promotion of Children's Rights
- **Strategy 2.2:** Human Rights Education
- **Strategy 2.3:** Sustainable Development and Human Rights

KEY RESULT AREA 3: VISIBILITY, PARTNERSHIP AND COLLABORATION

- **Strategy 3.1:** Access and visibility of the People's Advocate
- **Strategy 3.2:** Partnership and Collaboration

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY AND LEADERSHIP

- **Strategy 4.1:** Human resources capacity
- **Strategy 4.2:** Financial resources and infrastructure
- **Strategy 4.3:** Institutional leadership

The development of concrete action plan / operational plan must be done by the departments or sections that will be responsible for the execution of them. As the strategic plan is ambitious, some of the main activities listed under the key result areas are projects that will require many resources and expertise while other activities are reflection of prioritisation and broader framing of activities, which are part of the activities that the People's Advocate is undertaking or is planning to undertake.

KEY RESULTS AREA 1: HUMAN RIGHTS PROTECTION AND PREVENTION OF VIOLATIONS

OVERALL OBJECTIVE: *The People's Advocate handles cases of maladministration by public authorities and seeks proper remedy solutions for complainants/rights holders. The People's Advocate of Albania monitor and reports human rights violations cases to relevant local, national and international authorities and institutions.*

Strategy 1.1: Address violations of human rights and other lawful interests of men, women, boys and girls and provide adequate remedies to victims, without delay

Strategic objective: To protect all people in Albania, including, minorities, minors, women, persons with disabilities, disadvantaged groups, foreigners (whether they are residing lawfully in Albania or not), refugees, asylum seekers as well as stateless persons within the territory of the Republic of Albania, as well as Albanian citizens living abroad, from maladministration by public authorities and third parties and to secure remedy in cases of violations.

Main Activities:

- 1.1.1 Receive and investigate complaints submitted by individuals or groups within legal deadlines, prioritising child rights violation complaints.
- 1.1.2 Take initiatives in investigating cases based on information from third parties with respect to various emerging human rights issues (national and international) according to international best practices
- 1.1.3 Monitor the services delivery by public institutions
- 1.1.4 Conduct independent administrative inspections in cases of alleged violations
- 1.1.5 Identify and address systemic cases of significance and involve in strategic litigation (e.g. through amicus curiae) in order to support key human rights cases and to increase the visibility and credibility of the People's Advocate
- 1.1.6 Issue recommendations to public administration agencies on issues of individual and systemic violations
- 1.1.7 Share good practices between central and regional offices of the People's Advocate on complaints and investigations
- 1.1.8 Carry out a comprehensive assessment on the need for improvement and upgrade the complaints and case management system, with a view to ensure timely monitoring of cases and to enable disaggregation of information by age, sex, disability, ethnicity, citizenship, and other vulnerabilities of the affected persons, and train staff in the new complaints and case management system
- 1.1.9 Develop and implement a handbook on complaints handling and investigations

Expected Outcomes:

- a) Increased proportion of complaints addressed and improved rate of positive outcomes of grounded complaints, without delay.

- b) Increased level of implementation of recommendations in improving the legislation, regulations and administrative practice
- c) Improved quality of service delivery to citizens from all state institutions/duty-bearers, including the People's Advocate office

Outcome Indicators:

- i. Number and percentage of complaints successfully addressed and remedied, disaggregated by type of human rights violation, gender, age, ethnicity and other key demographic variables.
- ii. Number of legislative recommendations positively received, as indicated by the level of human rights sensitivity of new legislations and administrative regulations adopted by the Assembly and government agencies.
- iii. Number and proportion of complaints on maladministration and human rights violations received from the public.

Strategy 1.2: Prevention of human rights violations

Strategic objective: To prevent rights violations arising from maladministration by public authorities and third parties acting on their behalf, and to prevent torture and other cruel, inhuman or degrading treatment or punishment, in places where men, women, boys and girls are deprived of their liberties or in state care, and to ensure that public authorities comply with national legislation and international recommendations.

Main Activities:

- 1.2.1 Carry out the role of the National Preventive Mechanism (NPM) through regular inspection visits to places of detention and places where people are deprived of their liberties and/or people under state care
- 1.2.2 Carry out systematic monitoring of the overall human rights situation in the Republic of Albania, including proactive fact-finding regarding cases of ill-treatment, exploitation, trafficking in persons or other violations of human rights.
- 1.2.3 Prepare special thematic or topical reports on human rights and administration
- 1.2.4 Monitor the quality of services delivery by public institutions with a view to identify potential violations and make recommendations to prevent any such
- 1.2.5 Take initiatives in investigating cases (*suo motu*) based on information from third parties to identify potential systemic violations
- 1.2.6 Support relevant public administration authorities in improving their capacity with a view to reduce potential human rights violations and maladministration
- 1.2.7 Submit recommendations to relevant public administration authorities to revise, review or update public administration procedures to mitigate any potential violations

Expected Outcomes:

- a) Increased level of prevention of human rights violations as evident from reduction in cases of violations reported the People's Advocate

- b) Increased implementation of recommendations made by the People's Advocate in improving legislation, regulations and practice of state institutions
- c) Improved overall human rights situation in the Republic of Albania, as evident from people's perception and country reports by independent human rights organizations
- d) Increased level of protection of minors and young persons in conflict with the law by the national mechanism

Outcome Indicators:

- i. Number and nature of human rights violation complaints received by the People's Advocate by year, type of violation and severity of the case
- ii. Number of the People's Advocate's recommendations fully implemented by the competent state authorities as indicated by improvements in systemic practice of duty-bearers
- iii. Number of independent critical appraisals of the overall human rights situation in Albania, including reports of national, regional and international human rights bodies and agencies

Strategy 1.3: Legal framework and enforcement of human rights

Strategic objective: To improve the legal framework and enforcement options for the People's Advocate, for improved protection of people's rights according to national law and the highest international standards.

Main Activities:

- 1.3.1 Carry out an impact assessment to identify areas where there are no regulations and guidelines to properly implement human rights and good governance standards within the mandate of the People's Advocate
- 1.3.2 Make recommendations to the Assembly and the government on legislative framework to ensure proper implementation of human rights standards in Albania
- 1.3.3 Prepare special reports and recommendations to relevant state agencies on specific areas of governance, which require change in practice and enforcement and present them to the Parliament and to the public administration.
- 1.3.4 Enter into research collaboration with different universities and research institutions both at the national and international levels and carry out research to identify core policy interventions
- 1.3.5 Strengthen the monitoring and reporting practice of the People's Advocate in carrying out the functions of follow-up, review and monitoring of the implementation of Albania's international human rights obligations under the conventions that the state is a party to and recommendations made by the various human rights mechanisms and procedures

Expected Outcomes:

- a) Improved quality of special reports of the People's Advocate targeting specific human rights violations

- b) Improved legislation and regulations relevant to effective implementation of human rights in Albania, which are in compliance with highest international standards and practice
- c) Reduced violations of human rights as resulting from improved legal and regulatory frameworks and enhanced implementation
- d) Increase accountability and awareness of civil servants on the need to respect human rights of all groups and persons.

Outcome Indicators:

- i. Number and quality of special reports issued by the People's Advocate
- ii. Number of legislative reforms which included human rights standards and principles
- iii. Number and nature of human rights violations cases reported to the People's Advocate and other competent authorities

Strategy 1.4: Equal opportunities for all vulnerable groups

Strategic objective: To improve the conditions for vulnerable groups and individuals (including persons with disabilities, elderly, children, victims of sexual and gender-based violence, LGBTI, Roma and Egyptians and other minorities, etc.) and to protect minority groups and women against all forms of violence

Main Activities:

- 1.4.1 Prepare annual and/or special reports with reference to Albania's national policy on providing adequate protection for children, by preparing human rights situation analysis reports on the prevalence of violence against children, in particular of vulnerable, minorities and street children
- 1.4.2 Monitor the implementation of Albania's National Action Plan on the Rights of the Child in cooperation with CSOs/NGOs in the field of children's rights (in line with the recommendations in the Concluding Observation of the CRC Committee of Experts' report on Albania)
- 1.4.3 Support state agencies in the implementation of international best practices in the area of children's rights, such as the Children's Rights Protection Agency, and the Child Protection Units in the local level
- 1.4.4 Prepare annual report and/or shadow/parallel reports by the People's Advocate, which includes special sections on the human rights situation of vulnerable groups (including people with disabilities, elderly, children, women, LGBTI, etc.)
- 1.4.5 Monitor and report on the condition of minority groups, including the Roma and/or Egyptians living in Albania on a regular basis
- 1.4.6 Prepare special reports on the prevalence and the level of responsiveness of the public administration towards gender-based violence and violence against children in Albania
- 1.4.7 Engage with public institutions in increasing their awareness and lobby for resource allocation to ensure equal access to public services and institutions for all vulnerable groups

- 1.4.8 Cooperate with relevant state agencies to increase the adaptability and use of technology and information by children and the ageing population of Albania in reducing social isolation and securing their equal rights to public services
- 1.4.9 Expand the partnerships and collaboration with relevant national and international institutions and civil society on activities targeted towards improving the conditions for women and girls in Albania, including addressing gender stereotypes and harmful practices against women; trafficking of women; women's working conditions, including gender wage gap in the private sector; access of women to adequate health services, sexual and reproductive health services; women's economic empowerment; and women's property rights
- 1.4.10 Engage in national processes on improving the access to and conditions of women in public and private sector leadership positions
- 1.4.11 Engage actively in anti-xenophobia initiatives and processes, and monitor indicators of xenophobic activities in Albania.

Expected Outcomes:

- a) Increased resource allocation to and awareness by public institutions to better facilitate equal access to public services and institutions for the most vulnerable in society, including persons with disabilities
- b) Improved reporting by the People's Advocate and remedial action by state administration on issues and concerns of the vulnerable groups in Albania
- c) Reduced prevalence of hate speech and other forms of discrimination against minorities and vulnerable groups in Albania
- d) Increased respect of rights and access to services of children from all categories
- e) Increased responsiveness and action by the competent state administration on cases of gender-based violence and violence against children
- f) Enhanced implementation of the national standards regarding gender equality and increased number of women in leadership positions

Outcome Indicators:

- i. Proportion of state budget allocation and specific programmes to enhance service access for persons with disabilities
- ii. Number of PA reports addressing concerns of vulnerable groups and number of cases in which state action has led to successful remedies in relation to concerns of vulnerable groups
- iii. Number and quality of child-specific services and made available in Albania
- iv. Number and nature of reported cases of gender-based violence and violence against children, and actions taken by state agencies
- v. Number of women in cabinet, parliament, as well as in leadership positions in state and non-state entities in Albania

Strategy 1.5: Rights of people on the move

Strategic objective: To protect the rights of migrants, asylum seekers, foreigners residing in Albania (lawfully or not) and to reduce the prevalence of human trafficking to, from and through Albania

Main Activities:

- 1.5.1 Carry out regular (on-going and more frequently) and ad hoc inspection visits to migration processing centers (closed and open) in Albania and abroad and provide recommendations to relevant public authorities
- 1.5.2 Investigate and highlight cases where lack of cross-border cooperation between states amounts to jeopardizing refugees/migrant rights through joint activities of national Ombudsmen offices
- 1.5.3 Carry out awareness raising campaigns, roundtables and outreach events on trafficking and the rights of refugees and migrants
- 1.5.4 Prepare annual and/or special reports to parliaments with a specific section on ‘leaving no one behind’ (SDG Guiding Principle) and relate all future reporting to the relevant SDG goal and indicators in relation to people on the move
- 1.5.5 Strengthens the People’s Advocate’s capacity to report on people on the move and relevant SDG indicators prepared through partnerships with relevant international institutions, such as DIHR, OHCHR and other relevant UN agencies in Albania, such as the UNDP, UNICEF and UNHCR
- 1.5.6 Expand collaboration and partnership with relevant national and international institutions in the area of asylum, migration and human trafficking

Expected Outcomes:

- a) Coordinated efforts of the relevant authorities to reduce the numbers of people trafficked from and through Albania
- b) Decreased number of irregular pushbacks of refugees and migrants to border countries.
- c) The rights of migrants and their families are protected and dealt with and the People’s Advocate recommends solutions aligned with the highest international standards
- d) Enhanced prevention of violation of migrants’ rights
- e) Increased local integration possibilities for refugees already in Albania.

Outcome Indicators:

- i. Internationally, independently verified and reported number of human trafficking from and through Albania (example from Global Report on Trafficking in Persons)
- ii. Verified number of People’s Advocate’s recommendations on rights of migrants fully or partially carried out (as evident in annual reports)
- iii. Number of success stories of integration of migrants into the Albanian society

KEY RESULTS AREA 2: HUMAN RIGHTS PROMOTION

OVERALL OBJECTIVE: *The people in Albania are increasingly aware of their rights, how to claim them, and where to go if their rights are violated.*

Strategy 2.1: Promotion of Children's Rights

Strategic objective: To combat abuse and maltreatment of all children – in particular children of vulnerable groups and minorities - and violations of the Convention on the Rights of the Child (CRC and the two Optional Protocols)

Main Activities:

- 2.1.1 Prepare information materials on the rights of the child, using appropriate technologies for the target groups social and demographic backgrounds Organize periodic roundtable meetings with groups presenting children and young persons and gather their view on the rights of the minors.
- 2.1.2 Increase communication through internet and social media with young persons on the children's rights instruments and support mechanisms available
- 2.1.3 Engage with schools and other educational institutions to promote children's rights in ways that are easily accessible to children and young persons
- 2.1.4 Share good practices with child protection units in municipalities and conduct regular monitoring of the cases they deal with
- 2.1.5 Prepare shadow/parallel reports to relevant international human rights mechanisms and procedures on the implementation of Albania's obligations under the various human rights treaties which protect the rights of the child

Expected Outcomes:

- a) Increased awareness of children and young people about their rights and who to contact in cases of violations
- b) Enhanced implementation of Albania's obligations under the Convention of the Rights of the Child and national agenda for the protection of the Rights of the Children 2017-2020

Outcome Indicators:

- i. Level of child rights awareness as indicated in surveys on child rights (conducted by PA or other agencies)
- ii. Status of implementation of the CRC and NAPRC in Albania

Strategy 2.2: Human Rights Education

Strategic objective: To integrate human rights education into the curriculum of the formal education system in Albania

Main Activities:

- 2.2.1 Develop an Intervention Plan on the People's Advocate's engagement with relevant educational authorities in the area of human rights education
- 2.2.2 Build capacity and number of staff working at the People's Advocate in strategic human rights education activities, by e.g. becoming a member of the NHRI-network on Human Rights Education
- 2.2.3 Carry out a mapping on the use of human rights in the formal education system curricula
- 2.2.4 Cooperate with the Ministry of Education and the Anti-Discrimination Commissioner on integration of human rights education in the Albanian education system
- 2.2.5 Promote human rights education in the education system through the use of relevant technologies and tools, including printing and distributing posters and other materials representing human rights relevant and appropriate to school children
- 2.2.6 Continue to arrange internships for university students/graduates in the People's Advocate to expose them to human rights practice
- 2.2.7 Organize visits and give presentations on the role and functions of People's Advocate to relevant university students in Albania
- 2.2.8 Follow up and report on Albania's implementation of SDG goal 4 "*Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*"
- 2.2.9 Encourage schools/universities and student bodies to organize activities related to human rights issues

Expected Outcomes:

- a) Increased awareness of the population of Albania about their rights and how to claim them
- b) Increased awareness, handling and respect for the Human Rights and Rule of Law from public professionals coming out of the formal education system
- c) Enhanced achievement of inclusive and quality education for all in all sectors and areas of Albania

Outcome Indicators:

- i. Level of human rights awareness as evident in learning effect reports based on pre- and post-intervention surveys
- ii. General human rights awareness surveys/studies
- iii. Level of fulfilment of the SDG Goal 4 indicators

Strategy 2.3: Sustainable Development and Human Rights

Strategic objective: To strengthen the interface between human rights and sustainable development in Albania and to increase the awareness and respect of businesses to human rights principles

Main Activities:

- 2.3.1 Prepare a gaps analysis on the People’s Advocate’s capacity in the area of Business and Human Rights
- 2.3.2 Increase the capacity of the People’s Advocate on issues related to consumer rights and on how to receive and address complaints in this area
- 2.3.3 Conduct an analysis on the People’s Advocate’s capacity and preparedness to work in the area of Sustainable Development Goals, including monitoring on Albania’s implementation and reporting on the SDGs
- 2.3.4 Enter into dialogue with relevant government agencies with a view to engage with the state agencies and corporations in the area of UN Guiding Principles on Human Rights and Business
- 2.3.5 Enter into dialogue with business associations and labor unions on increasing the awareness of workers’ rights

Expected Outcomes:

- a) Increased awareness of workers about their rights (right of work and rights in work)
- b) Increased awareness on elimination of economic exploitation of young persons at work
- c) Businesses and other employers increasingly respect workers’ rights
- d) The UN Guiding Principles on Human Rights and Business included in policies of the Albanian government (including the National Human Rights Action Plan)

Outcome Indicators:

- i. Workers’ rights awareness as indicated by the reports on labour and workers’ rights situation in Albania
- ii. Reduction/ elimination of economic exploitation of children in Albania
- iii. Enhanced workers’ rights in all industries and sectors in Albania
- iv. Inclusion of the UNGPHRB in the NHRAP

KEY RESULT AREA 3: VISIBILITY, PARTNERSHIP AND COLLABORATION

OVERALL OBJECTIVE: *To increase the visibility of the People’s Advocate among the public of Albania and to enhance collaboration and partnership with national and international partners as a means to strengthen the resources and capacity of the People’s Advocate to carry out its core functions.*

Strategy 3.1: Access and visibility of the People’s Advocate

Strategic Objective: To improve access to information and to increase the accessibility of citizens to the People's Advocate, including people in remote areas, people without access to internet, children, the elderly and people with other accessibility challenges, and to raise awareness on the roles and functions of the People's Advocate among the public, state institutions and other stakeholders in order to enhance visibility and credibility of the People's Advocate

Main activities

- 3.1.1 Organize awareness campaigns, mainly through the visual media, to showcase, in an easily accessible language the work of the People's Advocate to the public (including TV campaigns). The messages must be designed in such a way that they can be easily absorbable by children, elderly, persons with disability, etc.
- 3.1.2 Develop information leaflets (case for support) about the roles and achievements of the People's Advocate to increase the public's awareness on the important role of the People's Advocate in Albanian society
- 3.1.3 Celebrate International Human Rights Day and other relevant human rights celebrations to increase engagement with and awareness of the public on core human rights issues
- 3.1.4 Strengthen the existing regional offices by increasing their capacity and functions, to interact with sensitivity with diverse and particularly vulnerable persons/groups and making them permanent in the structure of the People's Advocate
- 3.1.5 Identify regions in which new regional offices (or outreach centres) can be opened in order to enhance public access to the People's Advocate, and develop relevant cooperation arrangements with other institutions in setting up new offices or outreach centres (e.g. with the Anti-Discrimination Commission)
- 3.1.6 Increase the quality and quantity of publications on the work of the People's Advocate and other promotional materials to be distributed to the public, state institutions and communities. In particular, publish summaries of cases handled by the People's Advocate and their outcome in a lay person language. Prepare particularly those related to child rights cases in a child friendly language/style.
- 3.1.7 Increase the level of outreach to all regions of Albania, especially those in remote areas, through organizing open days, roundtables, conferences and other forms of regular meetings (in or just outside regional offices) to facilitate the filing of complaints and information sharing on human rights themes
- 3.1.8 Establish a stronger mechanism for partnering with members of parliament, mayors, media and citizens in order to address issues of access to the People's Advocate
- 3.1.9 Increase the use of technology and various forms of media to reach out to all segments of the Albanian society, especially targeted to those living in remote and inaccessible areas
- 3.1.10 Develop specific programs targeting the youth in order to enhance their awareness on the work of the People's Advocate.
- 3.1.11 Finalize the communication strategy that addresses and details the various approaches that can be used to enhance external communication of the People's Advocate
- 3.1.12 Publish summaries and outcomes of *amicus curiae* cases that PA has engaged in lay person and child-friendly language, in order to increase visibility and credibility of the People's Advocate

Expected outcomes

- a) Increased effectiveness of the People's Advocate's communications with the public and external stakeholders
- b) Increased public trust in the People's Advocate as evident in the increased number of referrals to PA offices throughout Albania
- c) Enhanced visibility of the People's Advocate to all segments and sectors of the Albanian society
- d) Increased number of people who receive services from the People's Advocate
- e) Enhanced public perception on the People's Advocate (Ombudsman), Commissioners and staff in their individual capacity

Outcome Indicators:

- i. Number and quality of stakeholder and public communications PA has in a given year
- ii. Number of referrals and support received by the public from PA offices

Strategy 3.2: Partnership and Collaboration

Strategic Objective: To increase the collaboration and partnership with constitutional institutions, the executives, local government, the civil society, educational institutions, ministries, academic institutions, international partners and the media to promote and protect human rights within the constitutional mandates of the People's Advocate

Main Activities:

- 3.2.1 Set up an advisory body with members from civil society, academia and other public and private partners to identify and discuss important and relevant human rights topics
- 3.2.2 Organize the monitoring, inspections and drafting of reports on specific human rights areas (such as thematic reports, shadow/parallel reports) in collaboration with civil society
- 3.2.3 Organize joint roundtables with educational institutions, academia and universities to familiarize them with the role of the People's Advocate and how to promote human rights
- 3.2.4 Strengthen collaboration with other human rights guaranteeing institutions such as the Commissioner for Protection from Discrimination, the Commissioner of Data Protection as well as with the National Agency on the Rights of the Children and other interest groups of children and youth
- 3.2.5 Increase the awareness and sensitivity of constitutional and the executive bodies in Albania, including the Assembly, and other state agencies, about the roles and functions the People's Advocate through regular engagement activities
- 3.2.6 Collaborate with international partners to explore opportunities for cooperation in the areas of staff training, study visits and joint reports on specific human rights issues
- 3.2.7 Work with UN agencies in Albania in collecting and maintaining data on human rights thematic areas
- 3.2.8 Strengthen and enhance collaboration, engagement and participation in relevant regional and international networks of NHRIs and Ombudsman Institutions

- 3.2.9 Sign collaboration agreements and memoranda with relevant public and private institutions to create a common strategy to help perform the People's Advocate's duties and functions through joint activities and programmes
- 3.2.10 Establish peer-to-peer partnership with other NHRIs (at regional and global levels)

Expected Outcomes:

- a) Stronger and more sustained partnerships and cooperation with relevant national, regional and international stakeholders established
- b) Increased public knowledge about the work of the People's Advocate by working with educational institutions
- c) Increased awareness of the public institutions and local authorities on the role of the People's Advocate in relation to human rights promotion and protection

Outcome Indicators:

- i. Number of formalized partnerships and collaboration activities with national, regional and international stakeholders
- ii. Number of collaboration activities with educational institutions
- iii. Number of collaboration activities with public institutions and local authorities

KEY RESULT AREA 4: INSTITUTIONAL CAPACITY AND LEADERSHIP

Overall Objective: *To increase the institutional capacity of the People's Advocate to carry out its mandate, by improved knowledge, skills and competence of staff, enhanced financial and infrastructure resources, and stronger leadership and internal structures.*

Strategy 4.1: Human resources capacity

Strategic Objective: To ensure that the required human resources are available at the People's Advocate, including timely recruitment of staff and provision of required training and expertise to effectively carry out all mandates and functions of the People's Advocate.

Main activities

- 4.1.1 Identify outstanding issues with staff recruitment process and address challenges by prioritizing solutions at the leadership level, and ensure that the required staff positions are filled on a timely manner
- 4.1.2 Revise and strengthen the organizational structure (organogram) within the legal provisions, and propose and lobby for a change of the staff structure and budgets as necessary, in order to enhance the functioning of the People's Advocate
- 4.1.3 Develop and strengthen internal regulations, procedures and processes in relation to staff job descriptions, promotion, career development opportunities, performance appraisal and rewards and incentives in order to increase the level of staff retention and motivation
- 4.1.4 Identify and establish alternative structures and arrangements (including legal and procedural arrangements with relevant authorities) to allow for temporary or contract staff/consultant service to be procured in areas in which fulltime staff cannot be hired
- 4.1.5 Establish a new department/section (through appropriate adjustments in the structure) to facilitate the preparation of special reports (part of a possible research and study section)
- 4.1.6 Provide training to leadership and staff of the People's Advocate in core human rights themes and in organizational management areas through in-house training, international training and exchange visits
- 4.1.7 Enter into strategic partnerships with relevant agencies and networks (including UN agencies and other NHRIs and OIs) with the aim of exchanging best practices, tools and methods on the protection and promotion of human rights
- 4.1.8 Improve and increase internal communication on annual and long-term priority areas, through the use of strategies and regularly updated action plans
- 4.1.9 Organize staff retreats and socialization opportunities to enhance teamwork and collegiality among the leadership and staff of the People's Advocate

Expected outcomes:

- a) Improved organizational structure (organogram) that better reflects the mandate, functions and roles of the People's Advocate
- b) Stronger human resource capacity, including timely filling of required positions and staff capacity and retention

- c) Staff members are better trained and exposed to various thematic human rights areas both locally and internationally
- d) Enhanced motivation, cooperation and output of the leadership and staff of the People's Advocate

Outcome Indicators:

- i. The new organizational structure of PA reflects the mandate of the PA fully
- ii. Number of staff and resource allocation for different activities of the PA
- iii. Number of staff trained on human rights thematic areas
- iv. Reduced staff turnover/accretion and improved performance

Strategy 4.2: Financial resources and infrastructure

Strategic Objective: To strengthen the financial resources available to the People's Advocate along with required machinery, materials, hardware, software and other necessary infrastructure.

Main activities:

- 4.2.1 Strengthen budgetary planning and utilization of funds, in accordance with public finance and audit regulations, in order to enhance the efficiency of resource use
- 4.2.2 Acquire better vehicles for use by the People's Advocate in visits to regional areas
- 4.2.3 Establishing child-friendly room/waiting area (accessible by children with disabilities as well and equipped with appropriate bathroom) to facilitate children and parents receiving services from the People's Advocate offices
- 4.2.4 Update the People's Advocate's website to ensure that it is more user-friendly, information-rich and functional
- 4.2.5 Acquire and establish office automation systems including document management systems to streamline workflows and documentation
- 4.2.6 Enhance the computer and network hardware and software, including data backup and storage (together with backup/parallel system in an alternative location)
- 4.2.7 Develop and implement a Fundraising Strategy which targets potential donors on specific thematic areas of activities (including in money or in kind)
- 4.2.8 Develop or improve clear, precise, well-adapted and contextualised manuals, methodologies and tools on all functional areas of the People's Advocate

Expected outcomes:

- a) Improved budget planning and utilisation (which integrates a more comprehensive and clearer process of budget planning)
- b) Enhanced resource mobilization, including from the state and through donor support
- c) Upgraded technological hardware and software to better streamline information/knowledge management
- d) Improved hardware and infrastructure needed to carry out core functions of the People's Advocate

Outcome Indicators:

- i. More standardized budget planning practiced by PA
- ii. Number of state and donor funded projects/activities and allocated resources
- iii. Upgraded office equipment and facilities – including hardware and software

Strategy 4.3: Institutional leadership

Strategic Objective: To strengthen the role of leadership in guiding and supporting the structure, systems and processes of the People's Advocate and in maintaining a high level of staff motivation and morale.

Main activities:

- 4.3.1 Clearly identify and specify the priorities of each Section, Directorate and Unit and empower the Commissioners, Directors and Heads of Units to play a broader and more visible role in managing functions within their Section, Directorate or Unit.
- 4.3.2 Strengthen the internal coordination and reporting process through establishment and consolidation of guidelines and standard operating procedures, and encourage fair and proper distribution of duties between comparable responsibilities across departments and among staff
- 4.3.3 Train Commissioners, Directors and Heads of Units on leadership, management, delegation and internal monitoring
- 4.3.4 Consistently convey the collaborative spirit of team work, coordination and cooperation between and among Sections, Directorates and Units
- 4.3.5 Strengthen cooperation with regional offices, and ensure that work is carried out according to same methodologies and standards across all regional offices
- 4.3.6 Establish more frequent interactions between the senior leadership (Ombudsman, Commissioners, General Secretary, Directors and Heads of Units) and technical staff to strengthen rapport and trust

Expected outcomes:

- a) Enhanced motivation of staff to perform at a higher level
- b) Improved quality of work at all levels of the People's Advocate
- c) Increased trust and coordination between the leadership and staff at all levels

Outcome Indicators:

- i. Increased staff retention and performance as indicated by formalized performance appraisal
- ii. Efficiency of staff output
- iii. The level of organizational commitment from the staff and leadership

Chapter 4

Implementation, Monitoring & Review of the Strategic Plan

4.1 Implementation of the Strategic Plan

This Strategic Plan sets forth the tactical directions, objectives, goals, actions and indicators that are essential for achieving the strategic ambitions of the People's Advocate for the next 5 years. In order to implement the Strategic Plan effectively and to move smoothly through the action steps, it is expected that the implementation must proceed judiciously yet swiftly to minimize minor and major disruptions, which could arise from any of the internal or external factors identified during the strategic plan. There is also the need to take a deliberate and phased approach to the implementation of the Strategic Plan, which takes into consideration the availability and access to appropriate infrastructure, resources and capacity of the People's Advocate to achieve the stated strategic objectives.

The Strategic Plan can only be implemented effectively if the required human resource capacity and financial resources are available. Therefore, the leadership of the People's Advocate will develop and implement a comprehensive approach to work with the government and donor agencies to secure necessary resources and technical support for effective implementation of the Strategic Plan.

Once the Strategic Plan is endorsed and launched, Annual Work Plans or Operational Plans will be developed year-by-year, which will detail the specific activities, expected outputs, outcomes, indicators, means of verification, budget and timelines. These annual plans /operational plans will be fully aligned with the Strategic Plan to maintain focus of activities and to facilitate the proper monitoring and evaluation of the Strategic Plan. These annual plans will be discussed with International Organizations present in Albania, NGOs and partner institutions in order to coordinate and gather support.

4.2 Monitoring & Review of the Strategic Plan

In order to achieve the objectives of this Strategic Plan, regular monitoring and review is essential. The People's Advocate will put in place an internal monitoring mechanism, which will be based on process and outcome evaluations – including regular implementation assessments, output and quality assessments, as well as impact on resources of the People's Advocate. Outcomes of the annual work plans / operational plans will be compared against the expected outcomes of the Strategic Plan, in order to identify areas of alignment or misalignment, which will then be used to make necessary adjustments to programmes, activities and resource allocation decisions.

To this effect, the People's Advocate will carry out the following specific activities as part of the monitoring and review of the Strategic Plan:

1. Set up a Strategic Plan Monitoring & Review Committee, assigned with the task of carrying out regular monitoring and review of the Strategic Plan

2. Conduct a review of each annual work plan /operational plan to identify level of alignment and relevance to the Strategic Plan
3. Conduct a mid-term review of the Strategic Plan after two years of implementation to identify areas where adjustments to goals or activities should be made to better reflect the changing reality of the internal and external environments in which the People's Advocate functions
4. Conduct a final evaluation and monitoring of the Strategic Plan at the end of its planning period, which will provide the necessary inputs to the subsequent strategic plan.