

The Ombudsmen Institution of
Bosnia and Herzegovina



Institucija ombudsmena/ombudsmana
za ljudska prava Bosne i Hercegovine

***Work strategy of
Human rights Ombudsman
of Bosnia and Herzegovina
for the period 2010 – 2014***

in association with



Save the Children
Norway

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I Introduction

Establishment of the Institution of Human Rights Ombudsman of Bosnia and Herzegovina (hereinafter referred to as: the Ombudsman Institution) which made, pursuant to the provisions of the Human Rights Agreement (Annex 6 of the Framework Agreement for Peace in BiH), one of two parts of the Human Rights Commission, was a significant step forward to a systematic approach toward the creation of the national human rights protection mechanism in Bosnia and Herzegovina.

Commitment to ensuring the efficient human rights protection was further confirmed in 2000 when the High Representative for Bosnia and Herzegovina imposed the Law on Human Rights Ombudsman of BiH, which was subsequently endorsed by the Parliamentary Assembly of Bosnia and Herzegovina as a legislative authority. This Law set forth the aim of the Ombudsman to be promotion of rule of law and the protection of human rights and fundamental freedoms as enshrined by the BiH Constitution and international treaties appended thereto (Annex I).

Following the signing of the Dayton Agreement for Peace, a foreign citizen was at the head of the Ombudsman Institution. At the beginning of 2004 three BiH citizens took over the management of the Institution (from the ranks of three constituent peoples: Bosniaks, Croats and Serbs) having been appointed by the Parliamentary Assembly of BiH, while the current Ombudspersons were appointed in December 2008.

After the end of war the process of transition including the economic transition started in Bosnia and Herzegovina, which created the situation where the Ombudsman Institution had to react to human rights violations promptly and on the ad-hoc basis. However, the accession of Bosnia and Herzegovina to the Council of Europe (in 2002) and commencement of the activities aimed at signing of the SAA with the EU demanded a strategically oriented approach to the promotion and protection of human rights, as well as the work of the Institution and attaining of its full functionality based on the same principle. This compelled the Ombudspersons to start preparing this Work Strategy of the Institution of the Human Rights Ombudsman for the period 2010 – 2014.

Therefore, this document represents a first strategic plan of the Ombudsman Institution prepared following the comprehensive consultations including the internal consultations along the structure of the Institution's offices (Banja Luka, Brčko, Mostar and Sarajevo), and consultations with other institutions, NGOs, media representatives and international organizations.

Strategy is based on mission, vision and principles on which the Institution is established pursuant to the provisions of Law on Human Rights Ombudsman of Bosnia and Herzegovina and Paris principles governing the functioning of the national human rights protection mechanisms. It also provides the organizational structure of the Institution and analysis of the situation, along with the strategic goals/priorities and the list of the activities which need to be taken by the Institution in order to achieve the implementation of these goals/strategic priorities, in addition to the elements related to the financial plan. Finally, the Strategy comprises the implementation plan and the process of supervision to be used for the assessment of the progress made in the work of the Institution of the Human Rights Ombudsman of Bosnia and Herzegovina.

Strategy is a basis for the annual activity plan to be adopted by the Ombudsman Institution for every year.

II Mission, vision and principles

This part of the Strategic plan comprises mission, vision and principles of work of the Institution of the Ombudsman for the planned period.

2.1. Mission

As set forth in the Law on Human Rights Ombudsman of Bosnia and Herzegovina, the Human Rights Ombudsman of Bosnia and Herzegovina is an independent institution set up in order to promote good governance and the rule of law and to protect the rights and liberties of natural and legal persons, as enshrined in particular in the Constitution of Bosnia and Herzegovina and the international treaties appended thereto

2.2. Vision

In the period 2010-2014, vision of the Ombudsman Institution is to evolve into a powerful national human rights protection mechanism in BiH which will be able to ensure the enjoyment of the rights as enshrined by the Constitution of BiH and promote values and good practices of the internationally attained human rights to the citizens of Bosnia and Herzegovina.

To this end, the Ombudsman Institution will be:

- visible, recognizable, respectable and efficient institution relied on flexibility and openness to the citizens it its work;
- structurally and territorially organized so as to ensure the equal level of the protection to all the citizens and promote human rights;
- integrated in the structures of Bosnia and Herzegovina as a corrective factor in further development of democracy based on the rule of law and observance of human rights.

2.3. Principles

Principles of work of the Ombudsman Institution are defined in Law on Human Rights Ombudsman (articles 2, 4 and 25) and the Rules of Procedure governing the functioning of the Human Rights Ombudsman of BiH (articles 3, 4). These principles are the following:

- independence of the Institution from all the state authorities in carrying out its function;
- financial independence;
- impartiality and self-reliance in work;
- efficient implementation of the international and local human rights framework;
- acting upon the lodged complaints and ex officio in cases involving the poor functioning of, or violations of human rights and liberties committed by, any government body in the course of which it may undertake general investigations and recommend appropriate individual and/or general measures;
- conducting the investigations upon all complaints made about the poor functioning of the judicial system or the poor administration of an individual case and recommending the appropriate individual or general measures. not interfering with adjudicative functions of the court, but with possibility to initiate court proceedings or intervene in pending proceedings, whenever is found that such action is necessary for the performance of its duties.
- obligation of the government authorities to provide the Institution with appropriate assistance in its investigations and inspections

3. Organizational structure



4. Analysis of situation

Under the influence of numerous external and internal factors, the aims of the Ombudsman Institution, and its activities, have significantly changed, in particular during 2009. Strict internal structures of the Institution of the Ombudsman have been put in place including the managing structure; departments were established to allow for greater specialization in processing the individual complaints and provision of more efficient protection of human rights, which means better follow-up of human rights situation in certain fields. Establishment of regional offices made the Institution accessible to citizens as much as possible under the present circumstances. In addition to that, the Institution of the Ombudsman by its activities, particularly by its analytical approach and expertise, is able to prevent human rights violations in BiH and raise awareness on internationally recognized human rights principles. At the same time, preconditions are met for the Ombudsman Institution to strengthen its position in the internationally established networks of national human rights protection mechanisms both on global and regional level in order to exchange best practices in the functioning of human rights protection institutions.

4.1. Internal factors

Key strength of the Institution is that it operates as a strong national human rights protection mechanism in BiH, which is primarily determined by the expertise and experience of its employees, well-built managing structure and developed territorial presence, but also the international co-operation. This strength gives an impetus to the eagerness of all the employees of the institutions to contribute to its further strengthening, which gives them feeling of participation in this process.

However, there is a space for addressing some internal weaknesses encountered within the Institution of the BiH Ombudsman on its way to attaining the maturity. Stronger strategic approach in determination of priorities and ensuring the continuity in realization of these priorities can contribute to more efficient protection of human rights in BiH, as well as the clarification of mutual relationships between the departments and joint activities especially in cases involving the multiple human rights violations. Split of responsibilities, and lines of communications, either internal or with external partners is also something that should be further developed. Also, processes and instruments for exchange of experience are currently undeveloped and inefficient. Engagement of the Institution of the Ombudsman in the process of dissemination of information and awareness on international human rights standards is low. Therefore there is a need for training, capacity building and development of skills within the Institution. However, given the financial restraints and limited funds of the Institution which should primarily be used for the benefit of citizens, elimination of internal weaknesses of the Institution should be organized through the international assistance, particularly through more active participation in the international networks of human rights protection institutions, first of all the International Coordinating Committee (ICC), European Ombudsman Institute, Mediterranean group of human rights protection mechanisms and like. There is still a need for engagement in exchange of internationally recognized best practices in order to strengthen domestic capacities and attaining of maximal results in ensuring the human rights protection in BiH. Awareness rising on the role of the Institution of the Ombudsman is an important element since the citizens sometime have unrealistic expectations due to the lack of familiarity with the mandate of the Ombudsman. Knowing this fact, the Ombudsman Institution is maintaining continuous consultations with the NGO sector, authorities and maintains an open dialogue with the citizens.

4.2. External factors

The Ombudsman Institution has been functioning in a relatively favorable external setting. There is no doubt that carrying out the basic functions of the Institution is one of the most important prerequisites for the establishment of the rule of law, which is an elementary objective of the authorities in a state. This makes us certain that the authorities will keep supporting creation of better external setting for the functioning of the Ombudsman Institution, which presupposes their support to the independence, in particular the financial independence, and compliance with the documents of the Institution, especially recommendations and special reports. There are also well developed mechanisms enabling the regional networking of partners (bodies and agencies of the United Nations, Council of Europe, Save the Children Norway, OSCE etc.) that ensure the implementation and protection of human rights. This is particularly important with a view to the re-accreditation process through which the Institution goes periodically and which presents the assessment of the accomplishments achieved within the course of the Institution's development, particularly in the field of human rights protection on principles of full independence.

5. Strategic objectives

This part of strategic plan comprises the strategic objectives of the Institution and activities to be taken in order to realize these strategic objectives. Activities will be reviewed and updated regularly in order to reflect the situation on the ground.

Pursuant to the mandate established in the Law on Human Rights Ombudsman of Bosnia and Herzegovina, the Ombudsman Institution developed its strategic objectives in order to achieve mission and vision of the Institution:

1. Strengthening of the institutional capacity of the Ombudsman;
2. Efficient human rights protection and promotion;
3. Co-operation with the institutions and the authorities of Bosnia and Herzegovina;
4. International and institutional co-operation;
5. Co-operation with NGOs and citizens.

5.1. STRATEGIC OBJECTIVE 1: STRENGTHENING OF THE INSTITUTIONAL CAPACITY OF THE OMBUDSMAN

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
1. Strengthening of human resources				
	<p>Description:</p> <ul style="list-style-type: none"> • Development of specialized training programs in the field of human rights for the staff. • Participation of the employees at trainings sessions organized by the Council of Europe , UN organizations and other national human rights institutions (NHRIs) • Organization of seminars for the team work improvement • Ensuring additional financial and material resources for realization of activities based on programs and projects including inter-institutional and inter-sectoral co-operation <p>Implementing party: Ombudspersons and cabinet</p>	Regular annual reporting	<ul style="list-style-type: none"> • Educated staff for specific issues in the human rights field • Educated staff for more efficient ensuring of human rights protection following the individual complaints, particularly in cases involving more complex human rights violations • Educated staff for ensuring professional and analytic observations in the field of human rights based on multi-disciplinary approach • Trained young lawyers through the training program for trainees and volunteers • Established inter-institutional and inter-sectoral co-operation 	<p>Funds</p> <ul style="list-style-type: none"> • Costs planned in the budget • Voluntary contributions • Educative contents organized by other organizations and institutions <p>Time</p> <ul style="list-style-type: none"> • Long-term objective, permanent
2. Finalization of structural configuration of the Institution				
	<p>Description:</p> <ul style="list-style-type: none"> • Analysis of the established structure after merger of entity Ombudsman institutions and filling in the vacant positions in order to determine the efficiency and to finalize the structural configuration of the Institution based on findings • Digital networking of the central and regional and field offices and establishment of database with electronic processing of cases • Establishment of co-operation with local authority structures • Permanent accommodation of the Institution <p>Implementing party: Ombudspersons and cabinet</p>	Regular annual reporting	<ul style="list-style-type: none"> • Fully built structure of the Institution allowing for the efficient human rights protection and equal degree of human rights protection on the whole territory of Bosnia and Herzegovina. • Ensured statistic evidence of human rights violations classified by gender, municipality, violating party and other relevant parameters • Ensured more efficient case management regardless to territorial indentation of the Institution's organizational structure • Formalized co-operation with local communities • Seat of the Institution and its regional offices settled on their own premises making the related budget line free and enabling the re-direction of the pertinent funds for development of the institutions in other segments 	<p>Funds</p> <ul style="list-style-type: none"> • Regular budget funds for the staff • 20.000 BAM for digital networking and establishment of database in co-operation with OSCE • For permanent accommodation of three offices (Banja Luka, Mostar, Sarajevo) around 1.000.000 BAM <p>Time</p> <ul style="list-style-type: none"> • First two described items are short-term objective 2010-2011 • Other two items are long-term objective, permanent

5.2. STRATEGIC OBJECTIVE 2: EFFICIENT PROTECTION AND PROMOTION OF HUMAN RIGHTS

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
1. Resolving of complaints or ex officio activities				
	<p>Description:</p> <ul style="list-style-type: none"> Establishment of human rights violations through the efficient and impartial investigations thus gaining confidence of the complainants as to the professionalism of the Institution; Timely processing of complaints and informing the applicants on progress in a fair proceedings for all the stakeholders Assessment of incidence of human rights violations; Issuing of recommendations to the authorities in cases involving human rights violations; Follow-up on the implementation of the Ombudsman's recommendations; Informing the public in cases of non-compliance with the recommendations of the Ombudsman; Organizing the meetings with the authorities in order to ensure rule of law and creation of good practice <p>Implementing party: Ombudspersons, departments and regional offices</p>	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> Attained high degree of professionalism in human rights protection Attained maximal promptness in processing the individual complaints Attained high degree of professionalism in work with applicants Analyses on human rights violations and their incidence produced in large numbers Compliance with the issued recommendations in high degree A large number of specialized reports on certain rights violations prepared Annual report presented Public informed on cases of non-compliance with the recommendations of the Ombudsman System of periodic meetings with the representatives of the relevant authorities established in order to endorse human rights 	<p>Funds</p> <p>Regular budget funds</p> <p>Time</p> <p>Long-term objective, permanent</p>
2. Protection of the rights per thematic priorities				
2.1. Protection of the rights of persons with restricted liberty	<ul style="list-style-type: none"> Ensure better observance of the rights of persons with restricted liberty Educate prison staff and staff of other institutions accommodating persons with restricted liberty on human rights, in particular the Convention on Prohibition of all Forms of Gender Discrimination/ CEDAW, the Convention on the Rights of the Child and European prison rules Lobbying for the establishment of the national preventive mechanism pursuant to OPCAT 	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> Special report on situation in prisons, remand and other facilities accommodating persons with restricted freedom of movement based on visits, monitoring and received individual complaints Advanced protection of persons with restricted liberty, in particular the situation of women and minors Established national preventive mechanism pursuant to OPCAT Greater competence for the implementation of international standards by the prison staff and staff of other institutions accommodating persons with restricted freedom of movement 	<p>Funds</p> <ul style="list-style-type: none"> Budget funds Voluntary contributions <p>Time</p> <ul style="list-style-type: none"> Long-term objective, permanent

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
2.2. Protection of the rights of minorities and vulnerable groups	<ul style="list-style-type: none"> • Organization of expert discussions and seminars on combating stereotypes and prejudices towards national minorities and other vulnerable groups, in particular Roma, as a largest and the most marginalized national minority in BiH • Education of minorities on their rights • Analysis of the influence of legal reform in the social protection field to the rights of vulnerable categories (persons with disabilities, civil victims of war, children with no parental care) 	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> • Stereotypes and prejudices towards national minorities and other vulnerable groups suppressed • Regular reports on participation of national minorities in the authority bodies submitted to the relevant administrative, executive and judicial bodies • Greater level of competence of minority members to ensure protection of their rights • Produced special reports on the rights of vulnerable categories from the aspect of legislative reform 	Funds <ul style="list-style-type: none"> • Budget funds • Voluntary contributions Time <ul style="list-style-type: none"> • Long-term objective, permanent
2.3. Prevention of discrimination	<ul style="list-style-type: none"> • Ensure the efficient implementation of the Law on Prohibition of discrimination upon the individual complaints • Ensure monitoring of court cases involving discrimination • Educate representatives of the administrative authorities, police, prosecution and courts on international standards, legislation and case-law concerning discrimination • Establish mediation mechanism pursuant to the provisions of the Law on Prohibition of discrimination 	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> • Greater public awareness on discrimination problem and legal instruments for its suppression • Produced analysis of the harmonization of positive legislation with the Law on Prohibition of discrimination • Produced regular report on the implementation of the Law on Prohibition of discrimination • Greater competence of the representatives of the administrative authorities, police, prosecution and courts in prevention of discrimination to ensure more efficient processing of discrimination cases • Established co-operation with civil society involved in protection from discrimination 	Funds <ul style="list-style-type: none"> • Budget funds • Voluntary contributions Time <ul style="list-style-type: none"> • Long-term objective, permanent
2.4. Protection of the children's rights	<ul style="list-style-type: none"> • Rising awareness of the adults (parents and professionals) on the rights and obligations arising from the UN Convention on the Rights of the Child and other international and domestic instruments for the protection of the rights of the child • Rising awareness of the children on their rights through the different educative programs • Analysis on the situation of children's rights as per individual complaints, visits to the children care institutions and assessment of their situation • Continuous follow-up on the harmonization of domestic legislation with the Convention on the Rights of the Child and other international instruments 	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> • High awareness level of the adults and the children on the rights of the child • Sensibilized and capacitated authorities in BiH on their obligation to ensure equal rights to all the children in BiH • Produced special report and analysis on situation of the rights of the child and legislation in BiH governing the enjoyment of these rights 	Funds <ul style="list-style-type: none"> • Budget funds • Voluntary contributions based on the Co-operation Agreement with "Save the Children Norway" amounting at 68.000 EUR on annual basis

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
2.5. Freedom of media and the rights to access to information	<ul style="list-style-type: none"> • Follow-up on media freedoms • Follow-up on the implementation of the Law on Freedom of Access to Information • Processing the individual complaints related to freedom of access to information • Raising awareness of the citizens of the rights to freedom of access to information 	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> • Produced periodical reports on freedom of media and implementation of the Law on Freedom of Access to Information • Organized seminars for media on human rights and the freedom of access to information 	Funds <ul style="list-style-type: none"> • Budget funds • Voluntary contributions Time <ul style="list-style-type: none"> • Long-term objective, permanent
2.6. Protection of economic, social and cultural rights	<ul style="list-style-type: none"> • Follow-up on situation in the field of social rights with emphasis on the influence of economic crisis and reform measures to these rights • Analysis on the access to health care • Analysis of the situation in the field of pension system • Analysis of the situation of elderly • Analysis of the implementation of the European Social Charter 	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> • Report on the enjoyment of social rights with emphasis on the vulnerable categories • Completed analysis on the access to health care • Completed analysis on the access to pension • Produced special report on the rights of old and frail persons • Completed analysis on the implementation of European Social Charter • Permanently informed public on situation in the field of economic, social and cultural rights • Successfully resolved individual cases involving the violation of economic, social and cultural rights 	Funds <ul style="list-style-type: none"> • Budget funds • Voluntary contributions Time <ul style="list-style-type: none"> • Long-term objective, permanent
2.7. Follow-up of the access to court protection	<ul style="list-style-type: none"> • Monitoring over the cases found to be very sensitive <p>Implementing party: Ombudspersons, departments and regional offices</p>	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> • Report on the effectiveness of court protection 	Funds <ul style="list-style-type: none"> • Budget funds • Voluntary contributions Time <ul style="list-style-type: none"> • Long-term objective, permanent

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
3. Human rights promotion	<p>Description</p> <ul style="list-style-type: none"> • Promotion of best practices in the implementation of international human rights standards aimed at permanent rising of level of the accomplished rights in BiH • Establishment of co-operation with professional associations for the improvement of human rights situation, exchange of information and opening of discussions around all the issues important for realization and fostering of human rights in BiH • Taking measures for the elimination of human rights violations • Follow-up and evaluation of the issued recommendations • Participation in the process of consultations about the human rights organized by other parties • Preparation of regular and special reports on issues of wider importance and/or interest involving human rights. • Regular meetings with Agent to BiH before the European Court of Human Rights in Strasbourg, Highs Judicial and Prosecutorial Council, Constitutional Court, parliamentary human rights protection bodies, other institutions and organizations <p>Implementing party: Ombudspersons, cabinet, heads of departments and heads of regional offices</p>	Reporting in annual or periodic and special reports of the Institution if the need so requires	<ul style="list-style-type: none"> • Established and formalized co-operation with professional associations in all the segments of human rights promotion • Better compliance with the issued recommendations • Status of a respectable institution in consultative processes on human rights achieved • Produced special reports on human rights which could be used for the promotion of human rights protection due to their wider context • Established permanent consultative mechanism with the BiH before the European Court of Human Rights in Strasbourg, Highs Judicial and Prosecutorial Council, Constitutional Court, parliamentary bodies for human rights protections and other institutions and organizations 	<p>Funds</p> <ul style="list-style-type: none"> • Funds planned in the budget • Voluntary contributions <p>Time</p> <ul style="list-style-type: none"> • Long-term objective, permanent

5.3. STRATEGIC OBJECTIVE 3: CO-OPERATION WITH INSTITUTIONS AND AUTHORITIES OF BOSNIA AND HERZEGOVINA

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
1. Cooperation with institutions and authorities of Bosnia and Herzegovina				
	<ul style="list-style-type: none"> Joint analyses and assessments of the incidence of human rights violations Review of recommendations directed to the bodies and institutions Joint follow-up on the implementation of recommendations Joint analyses of the co-operation with local authorities Discussion of conditions of accommodation and functioning of the Institution 	Reporting annually or periodically	<ul style="list-style-type: none"> ensuring the efficient functioning of the Institution formalization of co-operation with institutions and bodies attaining of high degree of professionalism in proceedings better efficiency in processing the individual complaints 	Funds <ul style="list-style-type: none"> Funds planned in the budget Voluntary contributions Time <ul style="list-style-type: none"> Long-term objective, permanent

5.4. STRATEGIC OBJECTIVE 4: INTERNATIONAL AND INSTITUTIONAL CO-OPERATION

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
1. Establishment and fostering co-operation with the international institutions				
	<ul style="list-style-type: none"> Strengthening of co-operation with the International Co-operation Committee (ICC) and its members; Active participation in European Ombudsman networks, Mediterranean network of national mechanisms for the human rights protection, International Ombudsman Institute (IOI), Children Rights Ombudsman Network of South-East Europe (CRONSEE), European Ombudsman Institute EOI); Reporting to UN committees on human rights situation and participation in meetings of the relevant committees while discussing the reports of Bosnia and Herzegovina and development of other forms of co-operation; Participation at conferences, seminars and round tables on issues involving human rights ; Initiation of co-operation with mechanisms for the protection of human rights on Balkans region 	Annual report of the Institution	<ul style="list-style-type: none"> Re-accreditation of the Institution finished and status „A“ granted Co-operation with regional institutions for the protection of human rights and wider co-operation More active membership in different networks with full enjoyment of rights and observance of obligation arising from membership Institution becoming a relevant source of information on the human rights situation in BiH Established network of mechanism for the human rights protection in the Balkans region 	Funds <ul style="list-style-type: none"> Funds planned in the budget Voluntary contributions Meetings organized by other organizations and institutions Time <ul style="list-style-type: none"> Long-term objective, permanent

5.5. STRATEGIC OBJECTIVE 5: CO-OPERATION WITH NGOS

Activities	Description and implementing party	Reporting and deadlines for the activities	Expected results	Expected expenses, staff and time
1. Establishment and advancement of co-operation with NGOs				
	<ul style="list-style-type: none"> • Consultative meetings of the Ombudsman Institution with NGOs will be held periodically, if possible quarterly. • Signing of Memorandum of Understanding between the Ombudsman Institution and NGOs dealing with human rights protection and promotion of the importance of European integrations • Strengthening of co-operation with NGOs by setting up new forms of co-operation on the principles of full partnership and mutual respect; • Web-site of the Institution comprises link dedicated to NGOs 	Annual report of the Institution	<ul style="list-style-type: none"> • Co-operation with NGOs established and formalized through the signing of Memorandum of Understanding • Established methodology of co-operation with NGOs on the basis of partnership • Established permanent support to NGO in strengthening of their capacity to ensure further protection and promotion of human rights • Web-site of the Institution comprises link dedicated to NGOs 	<p>Funds</p> <ul style="list-style-type: none"> • Funds planned in the budget • Voluntary contributions <p>Time</p> <ul style="list-style-type: none"> • Long-term objective, permanent

6. Thematic priorities

This part of strategic plan comprises an overview of the thematic priorities of the Ombudsman Institution for the period 2010-2014. These priorities will be subject to regular review and update. The following thematic priorities were identified as very important in the work of the Ombudsman:

1. Protection of the rights of minorities
2. Prevention of all the forms of discrimination
3. Protection of the rights of vulnerable groups including: persons with disabilities, persons with mental and/or intellectual disabilities, elderly citizens, drug addicts and HIV positive persons, asylum seekers, victims to trafficking in human beings, gender and sexual minorities
4. Protection of the rights deprived from freedom
5. Protection of the children's rights
6. Protection of economic, social and cultural rights
7. Protection of civil and political rights
8. Protection of the rights to healthy life and environment
9. Protection of religious rights and freedoms
10. Freedom of media and the rights to access to information
11. Efficient court protection

Activities on the implementation of the mentioned thematic priorities can include, but are not limited to the following: development and exchange of expert opinions, publications in addition to training sessions and establishment of working groups for certain thematic priorities.

7. Financial plan

This strategic plan is to be implemented based on the funds from the budget of the institutions of Bosnia and Herzegovina for each calendar year, while some of the activities will be realized from voluntary contributions and international co-operation, in particular the objective no. 1 related to the strengthening of the institutional capacity of the Institution.

8. Implementation and monitoring

8.1. Implementation

Responsibility for the implementation of this Strategic plan shall lay on the Ombudspersons of Bosnia and Herzegovina and the cabinet members, as well as the heads of departments for certain activities as identified in operative plans for each calendar year. Operative plan for each year will be developed together with the budget for that particular year.

Implementation plan for this Strategy for each year will be developed by the Ombudspersons with support of the cabinet.

8.2. Monitoring and review

In order to ensure for this Strategic plan to be a dynamic document, strategic objectives, activities and thematic priorities comprised herein will be open for review at least once a year by the Ombudspersons. Suggestions and comments of the representatives of civil society are welcome in order to improve the implementation of this Strategy.

8.3. Supervision

Ombudspersons, cabinet and heads of departments are responsible for following-up the implementation of this Strategic plan and are obligated to make their decisions based on its results on a regular basis.

