## Management Response to the Evaluation of the Council of Europe Action Plan for Bosnia and Herzegovina 2022-2025

Name of Evaluation Report:	Evaluation of the Council of Europe Action Plan for Bosnia and Herzegovina 2022-2025			
Date of Evaluation Report:	30 May 2025	Date of Action Plan:	1 September 2025	

## **Overall management response to the evaluation:**

The Directorate of Programme Co-ordination (DPC) of the Council of Europe considers the evaluation report to be an overall fair and useful assessment of the implementation of the Council of Europe Action Plan for Bosnia and Herzegovina 2022-2025 and agrees with most conclusions and recommendations.

Accepted recommendations and findings of the evaluation will feed into the preparation of the following Action Plan for Bosnia and Herzegovina (2026-2029).

## Dissemination plan for the evaluation

The final evaluation report was shared by email with the members of the Reference Group, representing all relevant MAEs, as well as the Council of Europe Office in Sarajevo. The report will also be sent to member States and partners that contributed to the Action Plan. The report and the Management Response will be published on the dedicated <u>webpage</u> of the Directorate of Internal Oversight (DIO).

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
	_	nnual coordination meetings involving meetings to feed directly into project	- •	• • • • • • • • • • • • • • • • • • • •	_
_	thematic areas. Ose these	meetings to reed directly into project	promining and ensure angi	milene with evolving	, necusi
Response:	Dlans of the Council of Euror	e, the present Action Plan does not fo	rocoo a Stooring Committ	too dua ta tha cami	nlov govornanco structuro o
	-	ation of the Action Plan is ensured th	_		_
_		cation with major donors in the count	_	-	
•		he evaluation report). In the implemen	•	·	_
on the co-operation l country level.	between the two entities (Fe	deration of Bosnia and Herzegovina an	d Republika Srpska) there	fore also contributin	ng to the co-operation on the
-		ganisations and local institutions are in		_	_
are discussed throu	ighout the project implem	ies of the Council of Europe are tailore entation. Consequently, the Director rough the modalities and mechanisms f	ate of Programme Co-o	ordination believes	

□Accepted	DPC, MAEs, with	- The Council of	- Continuous	Marjan JANSSENS (Country
☑ Partially accepted	coordination support	Europe will continue	action	Advisor for South-East
□Rejected	from the CoE Office in	participating in and	- Target date: by	Europe and Türkiye, DPC)
	Sarajevo.	supporting the	31 January 2028	
		existing co-		
		ordination		
		mechanisms across		
		all thematic areas.		
		- Representatives of		
		CSOs and local		
		institutions will		

 $<sup>^{1}</sup>$  The management decision is in relation to the Recommendation (Accepted, Partially accepted, Rejected).  $^{2}$  For implementing accepted recommendations.

<sup>&</sup>lt;sup>3</sup> For recommendations that are partially accepted or rejected.

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
			continue to be		
			included in the		
			project Steering		
			Committees where		
			possible/appropriate.		

Recommendation 2: Convene pre-implementation workshops with key implementing partners to define thematic and sub-thematic responsibilities. Create a role matrix outlining a clear distribution of tasks beyond project-specific activities to strengthen stakeholder ownership and accountability.

Response: The importance of co-ordination is recognised as an essential element of effective implementation of the Action Plan. The Council of Europe ensures that the programming phase of the Action Plan already involves structured consultations with national stakeholders and key implementing partners to identify priority areas, define the scope of engagement, and map potential contributions and respective responsibilities. To this end, a draft Action Plan is consulted with the authorities in Bosnia and Herzegovina before it is officially presented for the endorsement by the Committee of Ministers of the Council of Europe (CM). Moreover, in line with the new practice introduced for Action Plans, an informal meeting of the CM Rapporteur Group on Democracy (GR-DEM) was organised in June 2025 to provide an opportunity to the member States to comment on the draft Action Plan for Bosnia and Herzegovina (2026-2029).

During the inception phase of each project implemented under the Action Plan, the roles of key implementing partners are formalised in project documents, Terms of Reference of project Steering Committees, and other operational tools that support project implementation. The development of such frameworks facilitates a common understanding of respective responsibilities and ensures accountability for results beyond activity-level delivery.

Institutional ownership and long-term engagement are further reinforced through regular engagement with duty bearers throughout the project cycle, including through co-chairing arrangements in project Steering Committees. Accountability is further strengthened through result-based monitoring and regular reporting on progress, allowing for timely adjustments and sustained engagement by all stakeholders concerned.

⊠Accepted	MAEs, in consultation	- The Council of Europe will continue	- Continuous	Marjan JANSSENS (Country
☐ Partially accepted	with DPC and project	fostering an inclusive and co-	action	Advisor for South-East
□Rejected	teams (Senior Project	ordinated approach that encourages	- January 2026	Europe and Türkiye, DPC)
	Officer, Project	active stakeholder participation and	onwards	
	Manager)	reinforces mutual accountability	(implementation	
		across all levels of project	of the new	
		implementation.	Action Plan for	

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
		- The Council of Europe will explore		Bosnia and	
		possibilities for further defining and		Herzegovina	
		streamlining the distribution of tasks		2026-2029)	
		of key implementing partners (for		- Target date: by	
		example by providing more detailed		31 January 2028	
		descriptions in the project			
		documents).			

Recommendation 3: Identify and engage community actors and institutions that have demonstrated leadership in politically sensitive areas. Establish local partnership roadmaps outlining shared objectives and support measures for implementation and visibility.

Response: The Council of Europe consistently applies a participatory and inclusive approach to project design and delivery, which includes extensive stakeholder consultations at the central, entity and local levels, and across sectors. In line with the Council of Europe Human Rights Approach, particular attention is paid to identifying and working with actors who represent diverse perspectives. Throughout the lifecycle of the Action Plan and related projects, consultations are conducted in the broadest possible way, including with relevant local institutions, community-based organisations, and other actors who play a key role in navigating complex or politically sensitive contexts. For example, two projects implemented under the Action Plan<sup>4</sup> jointly established partnerships with religious leaders in Bosnia and Herzegovina, to strengthen interreligious dialogue and co-operation. Given their prominent role in the society, religious leaders have a vital opportunity to promote a language of peace, non-violence, and respect for human dignity. Building on the findings of the European Commission against Racism and Intolerance (ECRI) 2024 Report on Bosnia and Herzegovina, these projects organised a series of discussion forums involving almost 50 representatives from the Islamic, Roman Catholic, Orthodox Christian, Evangelical Christian, and Jewish communities. The religious leaders simultaneously developed their skills to act as multipliers of tolerance within their respective communities.

Another example is the local partnership established under the project "Strengthening democratic innovations and promoting human rights at local level in Bosnia and Herzegovina" with the Association of Municipalities and Cities of the Federation of Bosnia and Herzegovina and the Association of Municipalities and Cities of Republika Srpska. The sustainability of the processes initiated by the project was formalised through a Memorandum of Understanding (MoU) signed between the Council of Europe Congress of Local and Regional Authorities and the two Associations, followed by two grant agreements.

Partnership development and visibility are further enhanced through communication and outreach efforts embedded in the implementation of the Action Plan. To this end, a results-oriented and grassroot communication approach is favoured to amplify the outreach to different target groups. Diverse communication channels

<sup>&</sup>lt;sup>4</sup> "Towards an equal, inclusive and tolerant Bosnia and Herzegovina", implemented under the EU/Council of Europe Joint Programme "Horizontal Facility for the Western Balkans and Türkiye", and the Council of Europe project "Combating discrimination, hatred and racism in Bosnia and Herzegovina", funded through voluntary contributions.

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action			
	re used to reach a wider audience (e.g. the social media is used as a direct channel of communication with the general public). For the new Action Plan 2026-2029, a dedicated communication strategy/roadmap could be developed during its first year of implementation to further enhance its visibility and outreach efforts.							
⊠Accepted	MAEs, with facilitation	- The Council of Europe will further		- Continuous	Marjan JANSSENS (Country			
☐ Partially accepted	from project staff in the	strengthen engagement with		action	Advisor for South-East			
□Rejected	CoE Office in Sarajevo	community actors and institutions		-January	Europe and Türkiye, DPC)			
	and supported by the	that have demonstrated leadership in		onwards				
	field-based Project	politically sensitive areas.		(implementation				
	Officers.	- The results achieved in partnership		of the new				
		with the local authorities and		Action Plan				
		community-based organisations will		2026-2029)				
		continue to be promoted via relevant		- Overall target				
		communication channels.		date: by 31				
		- The Council of Europe will further		January 2028				
		ensure partnership development and		- As regards the				
		visibility by developing a dedicated		development of				
		communication Strategy in the		a dedicated				
		context of the next Action Plan 2026-		communication				
		2029.		strategy for the				
				Action Plan				
				2026-2029: by				
				30 June 2026				

Recommendation 4: Continue to conduct annual mapping of donor activities and project interventions within relevant sectors. Continue to participate actively in externally convened coordination platforms and systematically share CoE outputs and learning materials through accessible knowledge hubs.

**Response:** The Council of Europe recognises the importance of sustained and strategic engagement with donors, international partners, civil society organisations, and other stakeholders to ensure coherence, complementarity and the broad dissemination of results and knowledge generated through its technical co-operation work. To this end, the Council of Europe proactively conducts a mapping of donor-funded projects and sectoral interventions relevant to the thematic areas of the Action Plan. This exercise serves to identify potential synergies, avoid duplication, and inform strategic planning at both Action Plan and project levels. Furthermore, the Council of Europe co-ordinates closely with relevant international partners, notably the EU, and in particular the EU Delegation to Bosnia and Herzegovina.

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and other co-ordination reform process in Bost continuing relevance of Public outputs, tools,	Beyond bilateral co-ordination efforts, the Council of Europe actively participates in externally convened donor co-ordination platforms, thematic working groups and other co-ordination mechanisms, as appropriate to each sector. These participatory mechanisms offer a valuable opportunity to contribute to the broader reform process in Bosnia and Herzegovina in co-operation with national authorities and other partners. Engagement in such platforms also helps ensure the continuing relevance of the Council of Europe's co-operation activities within an evolving landscape of donor interventions.  Public outputs, tools, and learning materials of the projects implemented under the Action Plan are systematically disseminated through the Organisation's websites and social media channels. To maximise accessibility, materials are regularly translated into local languages and made available in user-friendly formats.						
⊠Accepted	DPC and CoE Office in	- The Council of Europe Office in		- Continuous	Marjan JANSSENS (Country		
☐ Partially accepted	Sarajevo, in	Sarajevo will continue actively		action	Advisor for South-East		
□Rejected	coordination with	participating in thematic co-		- Target date: by	Europe and Türkiye, DPC)		

31 January 2028

ordination groups / formats.

- The Council of Europe will continue

materials resulting from the Council of Europe's co-operation activities will continue to be widely disseminated.

mapping donor activities to avoid overlaps and ensure synergies.
- Public outputs and learning

project

external donors.

teams

Recommendation 5: Design and implement a unified monitoring system that aggregates project-level indicators into a thematic dashboard. Assign oversight to the AP coordination unit, ensure quarterly updates, and conduct a mid-term review using this system to assess overall AP progress.

<u>Response</u>: The Committee of Ministers evaluates the effectiveness of the Action Plan through its Rapporteur Group on Democracy (GR-DEM). The latter ensures that adjustments are made based on realities on the ground, involving civil society and non-state actors.

The <u>Project Management Methodology (PMM)</u> of the Council of Europe provides overarching guidance for all co-operation activities. It includes standardised approaches to the monitoring of progress and results related data collection, and results-based reporting across the project cycle. In line with this methodology, efforts are being made to further develop and harmonise indicator frameworks at both project and Action Plan level.

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Data is consolidated as much as possible across projects to feed into strategic monitoring exercises, including Action Plan mid-term reviews and annual reports, as well as evaluations. Oversight of such processes is ensured by the Directorate of Programme Co-ordination in co-operation with the Council of Europe Offices, whose co-ordination and support functions play a key role in maintaining regular updates and ensuring consistency across reporting exercises.

Moreover, logframes of the Action Plans contain thematic outcomes and related indicators. In the Action Plan-level annual reports to donors, references are made to relevant objectives/expected outcomes of the logframe of the Action Plan during the given reporting period. With a view to further strengthening the monitoring of the implementation of different country Action Plans, the Council of Europe further developed the logical frameworks in recent Action Plans, including the next Action Plan for Bosnia and Herzegovina (2026-2029), refining its intervention logic by enhancing the indicators for each expected outcome and incorporating relevant sources and means of verification.

□Accepted	DPC with technical input	- The Council of - Con	tinuous Marjan JANSSENS (Country
☑ Partially accepted	from the CoE Office in	Europe will continue   action	n Advisor for South-East
Rejected	Sarajevo, supported by	to strengthen its - Janu	uary 2026 Europe and Türkiye, DPC)
	MAEs.	results-based onwa	ards
		management (RBM) (impl	ementation
		framework, as well of the	e new
		as to provide regular Actio	n Plan for
		updates on the Bosni	ia and
		progress and Herze	egovina
		outcomes achieved 2026-	-2029)
		by the Action Plan Targ	get date: by
		- The Council of 31 Ja	nuary 2028
		Europe will continue	
		improving internal	
		capacities for project	
		management	
		through regular	
		PMM training and	
		guidance provided to	
		project teams.	

Management Decision <sup>1</sup> Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
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Recommendation 6: Require each project to include a robust sustainability plan outlining handover strategies and long-term engagement pathways. To the possible extent, build partnerships with local civil society organisations and provide them with access to capacity development to ensure the long-term continuation of results beyond the project duration.

<u>Response:</u> Sustainability considerations are systematically integrated into the design and implementation of Council of Europe co-operation activities, in line with the Organisation's Project Management Methodology (PMM). The Council of Europe's interventions are developed based on the findings of its monitoring bodies as part of its unique strategic triangle of standard-setting, monitoring and co-operation. They aim to support institutional reform, capacity development, and the long-term embedding of standards in national practice. Sustainability is pursued through a combination of measures aimed at institutionalising knowledge and reinforcing local ownership.

Sustainability is ensured *inter alia* through the support to the establishment of national training programmes, integration of tools and resources into institutional curricula, capacity building and certification of trainers, and partnerships with academic or professional institutions. These elements are reflected in project planning documents such as the Description of Action (DoA). Activities are regularly assessed and the feedback from the beneficiaries remains essential, as a basis for concrete adjustments in the implementation of the Action Plan and its projects.

The Council of Europe consistently emphasises the sustainability of capacity-building activities, via training-of-trainers (ToTs) and cascade training sessions which are perceived as a strategic and timely exit plan. In this respect, building local capacities remains a key element of the reform processes in Bosnia and Herzegovina. For example, the resource manual "Human rights of persons deprived of liberty in police custody" was included in the annual training programme of Canton Sarajevo Ministry of Interior, Canton Tuzla Ministry of Interior, Central Bosnia Canton Ministry of Interior, the Court Police of Republika Srpska, Zenica-Doboj Canton Ministry of Interior and West Herzegovina Canton Ministry of Interior.

The Council of Europe systematically applies a human rights approach (HRA) in its work, including in the implementation of its Action Plans, with a view of further advancing human rights for all and achieving better and more sustainable results in projects. To this end, civil society is systematically included in all stages of technical co-operation to strengthen their role in the implementation of reforms and to build an empowered civil society. Civil society representatives are included in the implementation of the Action Plan whenever possible, including through their participation in project Steering Committees, thematic consultations, and capacity building activities. To illustrate, representatives of CSOs working in the field of combating human trafficking enhanced their <u>capacities</u> in a Training of Trainers on victim-centred interviewing for anti-trafficking actors. In addition the <u>awareness</u> of various non-profit organisations (NPOs) from Bosnia and Herzegovina was raised with regards to terrorism financing risks and mitigation measures.

<sup>5</sup> Prepared with the support of the action "Strengthening human rights treatment of detained persons based on European standards and best practices in Bosnia and Herzegovina", in the framework of the EU/Council of Europe Joint Programme "Horizontal Facility for the Western Balkans and Turkey (2019-2022).

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
to undertake addition	al measures to strengthen ill rely on reinforced institut	rucial to ensure long-term sustainability sustainability of results, such as outlining ional engagement, ownership of partner	handover strategies an	d long-term engage	ement pathways, considering
⊠Accepted	Project teams (Project	- The Council of Europe will explore		- Continuous	Marjan JANSSENS (Country
☐ Partially accepted	Managers/Coordinators,	practical steps to advance		action	Advisor for South-East
□Rejected	Senior Project Officers,	sustainability of results, such as		- Target date: by	Europe and Türkiye, DPC)
•	Project Assistants), in	reinforcing the sustainability sections		31 January 2028	
	collaboration with local	of the project proposals/DoA.			
	CSOs and MAEs.	- The Council of Europe will			
		strengthen the application of			
		feedback mechanisms, such as post-			
		project questionnaires, interviews or			
		focus groups, to assess the long-term			
		application of knowledge and tools			
		delivered through project activities.			
		- The Council of Europe will explore			
		ways to strengthen partnerships with			
		local CSOs (e.g. in their capacity as			
		grantees of projects, or by proposing			
		more involvement in the Steering			
		Committees of the projects when			
		possible).			

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action		
Recommendation 7: Introduce contingency budgeting and flexible allocation mechanisms to allow timely and responsive funding flows. Adjust disbursement schedules to reflect project complexity and ensure the availability of funds for rapid mobilisation in unpredictable environments.							

<u>Response</u>: The flexibility of the Council of Europe Action Plans lies in their broad design and objectives. Action Plans are used as strategic tools for resource mobilisation and adaptive planning. Namely, the implementation of the Action Plans allows for adjustments in response to evolving needs of the beneficiaries. This approach of enhanced flexibility is illustrated by recent examples under other Council of Europe Action Plans. For instance, Action Plans for Armenia and Georgia were adapted on the project level, by introducing new projects or adjusting the existing ones. Where the circumstances so require, it is possible to also stop project implementation.

The Council of Europe applies a proactive resource mobilisation strategy and continuously promotes longer-term framework agreements with donors. As a result, the volume and predictability of extra budgetary resources is increasing. In addition, building on the "Reykjavík Declaration – United around our values"<sup>6</sup>, which recognises the importance of the Council of Europe's co-operation dimension, the Committee of Ministers of the Council of Europe included, for the first time, a dedicated contribution in the Ordinary Budget 2024-2027,. Providing a more stable and predictable source of funding for co-operation activities ensures a more effective and efficient implementation of Action Plans.

However, it should be noted that the financing of co-operation activities does not fall entirely within the Council of Europe's control, as it depends largely on extra budgetary resources which enable the Council of Europe to implement technical co-operation. Consequently, the degree of flexibility in the allocation and disbursement of funds is sometimes subject to donor requirements, earmarking practices, and the timing of contributions. In addition, inflationary pressures and currency fluctuations in recent years have constrained available resources and reduced purchasing power in several contexts. These developments have, at times, affected the implementation of planned activities and required mitigation measures, including budgetary adjustments.

arrected the implementation of planned activities and required midgator measures, moraling studgetary adjustments.						
□Accepted	DPC, in coordination	- The Council of	- Continuous	Marjan JANSSENS (Country		
☑ Partially accepted	with CoE financial and	Europe will continue	action	Advisor for South-Est		
□Rejected	operational units.	to place emphasis on	- Target date: by	Europe and Türkiye, DPC)		
		unearmarked	31 January 2028			
		contributions in				
		communication with				
		current and potential				
		donors, given that				

<sup>&</sup>lt;sup>6</sup> Adopted at the 4th Summit of Heads of State and Government of the Council of Europe (16-17 May 2023).

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
			they enable responsiveness to emerging opportunities and changing circumstances.		

Recommendation 8: Conduct an internal staffing needs assessment to anticipate resource bottlenecks. Consider expanding staffing capacity during peak periods and provide tools and processes to streamline delivery. Outsource technical tasks when necessary and support cross-project learning to ease workload distribution.

Response: This recommendation can be accepted only in part, as certain aspects do not take into consideration the institutional context nor its funding mechanisms. The Committee of Ministers of the Council of Europe has already taken measures to ensure financial stability, including by introducing the possibility for funding the Action Plans from the organisation's ordinary budget, and further enhancing the documents' flexibility. However, technical co-operation is still largely dependent on extra budgetary resources.

Against this background, human resource planning remains a key component of the effective and timely delivery of technical co-operation activities. The Directorate of Programme Co-ordination (DPC), in line with established procedures, systematically reviews all project proposals and budgets during the formulation phase, with particular focus on ensuring that human resource allocations are adequate and commensurate with the operational complexity and scope of activities. This includes an analysis of the staffing needs in relation to project timelines and deliverables. The constitution of reserve lists in the context of competitions allows for a quick and flexible expansion of staffing capacity in case new needs are identified.

In parallel, the Organisation continues to streamline the project implementation processes. The use of standardised tools, templates and guidance documents has facilitated improved delivery mechanisms across different thematic areas and beneficiary contexts. With a view to harmonising the management of its co-operation activities, the Council of Europe has developed its Project Management Methodology (PMM) along with capacity building for operational staff on various PMM aspects. The PMM methodology is further supported by a manual containing templates, an IT tool and a guidance website, as well as through informal knowledge-sharing practices.

 $<sup>^{\</sup>rm 7}$  For further details please see the response to recommendation 7.

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action	
The Council of Europe also promotes cross-project learning, including through informal exchanges, joint planning exercises, and shared support functions at field office level. An example is the Regional School of Human Rights, which has been held regularly over the past years by several projects implemented under the Action Plan for Bosnia and Herzegovina <sup>8</sup> .						
The Council of Europe's People Strategy 2024–2027 further supports this dynamic by promoting staff mobility, flexible deployment, and ongoing professional development. In addition, the ongoing review of Rule No. 1234 on the recruitment and conditions of locally recruited staff, conducted by the Directorate of Human Resources in consultation with relevant entities including DPC, will inform future adjustments to field staffing models to better reflect operational realities.						
□Accepted	Council of Europe Office		- The Council of	- Continuous	Marjan JANSSENS (Country	
☑ Partially accepted	in Sarajevo (Head and		Europe will continue	action	Advisor for South-East	
□Rejected	Deputy Head of Office),		assessing the staffing	- Target date: by	Europe and Türkiye, DPC)	
	with support from DPC		needs as part of the	31 January 2028		
	and project managers.		broader planning and			
			implementation			
			framework of the			
			Action Plan The Council of			
			Europe will continue			
			promoting			
			collaboration			
			between the projects			
			under the Action			
			under the Action			

<sup>8</sup> The Regional School of Human Rights was organised as part of the Council of Europe project Support to a coherent national implementation of the European Convention on Human Rights and facilitating the execution of judgements of the European Court of Human Rights in Bosnia and Herzegovina, funded under the Action plan for Bosnia and Herzegovina for the period 2022-2025, in co-operation with actions implemented under the EU/Council of Europe Joint Programme "Horizontal Facility for Western Balkans and Türkiye": "Towards a consolidated and more efficient free legal aid system in North Macedonia", "Strengthening human rights protection in Serbia", "Strengthening accountability of the judicial system and enhancing protection of victims' rights in Montenegro", "Improving the protection of the right to property and facilitating execution of ECtHR judgments" in Albania, as well as the Council of Europe regional project "Human Rights and Sustainable Environment in South-East Europe" and the project "Support to the Constitutional Court in applying and disseminating European human rights standards – phase II" in Kosovo\*.

<sup>\*</sup> All references to Kosovo, whether the territory, institutions or population, in this text shall be understood in full compliance with United Nations' Security Council Resolution 1244 and without prejudice to the status of Kosovo.

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
			Plan, as well as with		
			projects		
			implemented by		
			other organisations		
			in the thematic areas		
			of the Action Plan.		
			- The Council of		
			Europe will explore		
			opportunities for		
			outsourcing technical		
			tasks where relevant.		