

# STRATEGIC PLAN OF THE CONSTITUTIONAL COURT OF KOSOVO 2014-2017

**CONSTITUTIONAL COURT OF KOSOVO  
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2014-2017**

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## **List of abbreviations**

BDMS	Budget Development Management System
BO	Budgetary Organization
CCK	Constitutional Court of Kosovo
CDMS	Case Data Management System
ECDL	European Computer Driving Licence
EWMI	East West Management Institute
FMC	Financial Management and Control
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information and Communication Technology
IRZ	German Foundation for International Legal Cooperation- IRZ
ISO	International Organization for Standardization?
IT	Information Technology
LPFM	Law on Public Finance Management
LPFMA	Law on Public Finance Management and Accountability?
LPP	Law on Public Procurement
MoF	Ministry of Finance
MTEF	Medium Term Expenditure Framework
NLK	National Library of Kosovo
PIP	Public Investment Program
SMT	Senior Management Team
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCDU	Training and Career Development Unit
TU	Training Unit
USAID	United States Agency for International Development
VOIP	Voice Over Internet Protocol

## **WORD OF THE PRESIDENT**

The Constitutional Court of the Republic of Kosovo, after its Strategic Plan 2010-2013, publishes its second Strategic Plan for the period 2014-2017.

The Constitutional Court successfully overcame the challenges of its consolidation period in every aspect, established a new tradition on protection of constitutionality in Kosovo and progresses in its mission of applying the highest standards of the western democratic world on protecting the fundamental rights and freedoms of the citizen of the Republic of Kosovo, as guaranteed by the Constitution.

The Court tried to successfully comply with the deadlines of the Strategic Plan 2010-2013 for constant recruitment of necessary human resources, creating a healthy working environment, providing better technological conditions in order to keep the pace with modern judicial institutions in the region and further, for drafting the rules on self governance and its successful communication with the general public, local and international.

All interested parties that will have in their hands the Strategic Plan 2014-2017 citizens, lawyer, civil society entities, Kosovo Institutions up to the international organizations, will see how accountable is the mission and the vision of the Constitutional Court for the future.

If until yesterday there was a need for initial steps to establish and raise the Constitutional Court on strong feet, in the period of 2014-2017 the Court, even more successfully, will perform its mission, like the highest arbiter, of final interpretation of the Constitution, compliance of laws with the Constitution and interpretation of the constitutional provisions on protection of human rights and freedoms. No one can stop the Constitutional Court on its way. Not today, nor tomorrow.

Strategic Plan 2014-2017 is prepared after reassessing the position of the Constitutional Court during the period of past four years. This plan has goals and standards that need to be achieved in the future. And, in addition to being aware that the protection of constitutional rights is a task of all tasks, the Constitutional Court, in the Strategic Plan 2014-2017, has foreseen operational tasks: complete institutional independence, drafting of necessary rules and guidelines for a smooth workflow, drafting of a new organizational chart, moving into the new building, establishing of the Communication Office, professional capacity building, regional and international cooperation, etc.

Constitutional Court of the Republic of Kosovo would not achieve to line up its successes in the previous period without wide-ranging help of German Organization Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Office in Kosovo, American Embassy in Kosovo, Embassy of the United Kingdom, until yesterday's ICO Office, the Program for Rule of Law in Kosovo (EROL), The German Foundation for International Legal Cooperation (IRZ), East-West Management Institute (EWMI), Assembly of EULEX Judges.

"The Strategic Plan of the Constitutional Court in Kosovo, 2014-2017" was developed and completed with the support of the German Organization Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Office in Kosovo, for what the Court expresses its deepest and most sincere gratitude.

The Constitutional Court, by being thankful to all of those who helped, hopes and believes in further mutual cooperation.

**Prof. Dr. Enver Hasani**

**The President of the Constitutional Court of the Republic of Kosovo**

## **Executive Summary**

With a view of operationalizing its efforts and improving performance, the Constitutional Court of Kosovo (CCK), five years upon its establishment, rendered a decision to develop the Strategic Plan 2014-2017. This is the second strategic document to be developed by the CCK, after the Strategic Plan 2010-2013, drafted upon establishment of the Court, and implemented with strong commitment and professionalism. The Constitutional Court Strategic Plan 2014-2017 is an outcome of a full year effort, with a wide involvement of judges of the Court and administrative staff, a process undertaken with the support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Office in Kosovo.

The first and most important step in developing the strategic document was the situation analysis. With a wide-ranging consensus, and building on the previous Strategic Plan (2010-2013), the analysis covered five main areas:

- Human resources;
- Legal framework;
- Budget and finance;
- Infrastructure and technology; and
- Communication.

These areas correspond with the areas identified by the “Constitutional Court Strategic Plan 2010-2013”. The methodology used in developing the document included a SWOT analysis. Each area was analysed under a detailed SWOT, identifying the weaknesses and achievements of the CCK. Apart from this, external factors were also analysed for their potential positive or negative influence on the CCK activities in the future. This analysis was initial ground for identifying various opportunities existing to exploit the strengths identified, and as a final aim, to overcome eventual weaknesses, but also to create an idea on how to benefit from the opportunities in the environment, and avoid risks appearing as a threat.

For each of the identified areas, part of the situation analysis, a development objective was developed. The objectives define the CCK aims of its activity, with a final goal of fulfilling its mission at the best possible manner in the next three years. For each objective, relevant measures were identified for meeting such objective. Further, for each measure, expected outcomes were delineated, which are presented in a form of success indicators, and serve to identify and measure progress.

The following is a short overview of development objectives, including relevant measures:

### **Objective 1: Development and provision of quality staffing for the Court**

- 1.1. Human resource analysis and planning
- 1.2. Drafting and approval of the Court organigramme
- 1.3. Further recruitment of staff based on the identified needs
- 1.4. Establishment of the Training and Career Development Unit
- 1.5. Provision of training for human capacity development
- 1.6. Participation in workshops, conferences, study visits and other capacity building activities

### **Objective 2: Advanced legal framework for effective and efficient operations of the Court**

- 2.1. Implementation of legal framework
- 2.2. Development of Court regulations and instructions as deemed necessary
- 2.3. Drafting of a Guideline for harmonizing legal terminology in working languages of the Court

**Objective 3:** Ensuring adequate financial support for improving Court performance and for implementing Court activities as planned

- 3.1. Budget planning and management workshops
- 3.2. Increased efficiency in finance management
- 3.3. Organization of information events with Court staff on finance, procurement and audit procedures
- 3.4. Restructuring and reorganization of the Budget and Finance Department pursuant to the LPFMA and LPP, pursuant to the new organigramme

**Objective 4:** Sufficient premises, functional infrastructure, and advanced information technology for suitable activities of the Court

- 4.1. Relocation of the Constitutional Court
- 4.2. Literature supply and Library digitization
- 4.3. Enhancement of digital systems and existing equipment
- 4.4. CDMS system advancement

**Objective 5:** Effective communication processes and improved performance of the Court and public perception

- 5.1. Establishment of a Communication Office
- 5.2. Public information on the Court functions
- 5.3. Improved accessibility and availability of official documents, and access to the Court
- 5.4. Improved communication between the Court and other entities

The Strategic Plan contains an implementation plan for the period 2014-2017, and a budgetary framework summarized in the following table:

Area	Budget			
	2014	2015	2016	Total
Human resources	318,906.00	349,106.00	337,806.00	1,005,818.00
Legal framework	53,000.00	25,500.00	9,000.00	87,500.00
Budget and finance	0.00	0.00	0.00	0.00
Infrastructure and technology	147,500.00	35,500.00	27,500.00	210,500.00
Communication	33,000.00	33,000.00	33,000.00	99,000.00
<b>Total</b>	<b>552,406.00</b>	<b>443,106.00</b>	<b>407,306.00</b>	<b>1,402,818.00</b>

## **1. Introduction**

The Constitutional Court of Kosovo (CCK) was established in January 2009, and in fact started working in September 2009. With its authority to review of legislation and individual referrals on violation of rights, the Court is the highest control over legislative and executive powers in Kosovo, and is the highest arbiter interpreting constitutional provisions protecting human rights and freedoms. With a view of operationalizing its activities, and implementing desired outcomes with full success and professionalism, the CCK has initiated the development of its Strategic Plan 2014-2017.

In the initial meetings held on this purpose, it was found that the “Strategic Plan of the Constitutional Court of Kosovo 2010-2013” has met its objectives. In fact, the vast majority of objectives as set by the strategic document have already been met by the Court in timelines scheduled. There are other objectives under implementation, and consequently those are transferred to the Strategic Plan 2014-2017. The implementation of the previous Strategy has played a decisive role in functionalizing the CCK, and in rendering it a respectable and credible institution before the Kosovar society, responsible before the Constitution and before the law, and in compliance with international standards in the field of constitutional law.

In developing the CCK Strategic Plan for the period 2014-2017, a series of actions and activities were undertaken, with the support of the German organization GIZ GmbH, Office in Kosovo. The document was developed in three separate workshops. Working groups continued their activities in between workshops. During the period 15-19 December 2012, the first workshop was held in Tirana, aimed at rendering an all-inclusive analysis of implementation of the Strategic Plan for the period 2010-2013; determining the objectives of the Strategic Plan for the period 2014-2017; development of a SWOT analysis for the objectives of the Strategic plan, and developing an action plan for undertaking activities in meeting the Strategic Plan objectives. The second workshop was held in the period 28-22 February 2013, in Kyestendil, Bulgaria. The objectives of this workshop included: a description of successes and challenges of the CCK (based on the SWOT analysis); description of objectives and results of the Strategic Plan, and defining activities for the measures in the Strategic Plan. Meanwhile, the third and last workshop was held in the period 22-26 April 2013, in Thessaloniki, Greece. The goals of the workshop were: finalization of determination of objectives and expected outcomes; finalization of activities for each measure, and development of action plan and budget.

Initially, the “Strategic Plan of the Constitutional Court of Kosovo 2010-2013” was analysed in details. Further, a SWOT analysis was made of the performance of the CCK so far, thereby analytically identifying successes and weaknesses of the institution, but also the opportunities and threats the CCK may face in the future. The analysis was made grounding upon the document mentioned above, and the records collected by the CCK. The analysis identified five relevant areas for a successful performance of the CCK: 1) Human resources; 2) Legal framework; 3) Budget and finance; 4) Infrastructure and technology; and 5) Communication.

Upon identification of relevant areas, further steps were made in finding the best ways of consolidating identified successes and in finding ways to eliminate weaknesses. Also, the ways of using the opportunities found in the environment, and to avoid risks that may be a threat for the future, were specified. For such reasons, development objectives were identified, and relevant measures were determined for meeting such objectives. Further, a detailed description of each measure was made, together with the determination of success indicators, which reflect the fulfillment of strategic objectives in a measurable manner. The last part of the CCK Strategic Plan included an action plan, together with the budgetary framework for the Plan.

### **1.1 Mission and Vision**

The CCK lightly modified its vision and mission statements to observe the changing circumstances. The modified vision and mission statements, similar to the earlier ones, are in compliance with the aspirations of the Court members, and also in compliance with its legal framework.

## **Vision**

*The Republic of Kosovo is a democratic state, grounded upon rule of law and respect for human rights and human dignity, as guaranteed by the Constitution. In Kosovo, where citizens decide through their representatives, where the latter are accountable to the former, the Constitutional Court shall be an independent institution, which is viewed by the Kosovo citizens and institutions as the final authority and guarantor of the Constitution and respect for the law.*

Inspired by the Constitution, the Court shall contribute to:

1. *Create and further develop a free, democratic and peace-loving country,*
2. *Guarantee fundamental rights and freedoms of each citizen, individuals and communities, and their equality before law, and*
3. *Eliminate traces of the past constitutional justice, by creating new judicial practices grounded upon rule of law and constitutionality, in the path of Kosovo towards involvement in Euro-Atlantic integration processes.*

## **Mission**

The Constitutional Court of Kosovo is:

- *An independent, competent and professional institution, which continues to establish a new practice of judicial impartiality and full accountability in service to Kosovo citizens;*
- *A transparent institution, protecting fundamental rights and freedoms of the citizens and communities of Kosovo, administering justice in a fair and transparent manner, within its jurisdiction, and in its oversight of justice in exercising and using competencies as stipulated by the Constitution; and*
- *Ultimate authority for interpretation of the Constitution, thereby ensuring and supporting the Kosovo's path towards rule of law, democracy and prosperity.*

## **2. Situation Description pursuant to the SWOT Analysis**

Four fields have been identified for the analysis of the state of affairs in the Constitutional Court of Kosovo, which are:

1. Human Resources;
2. Legal Framework;
3. Budget and Finance;
4. Infrastructure and Technology;
5. Communication.

The identification of these fields has emerged as a result of the analysis of the state of affairs in the Constitutional Court of Kosovo. For this reason, there is full consensus that these are precisely the issues that should be taken into consideration with the purpose of successfully organizing the Court's work in the next three years.

In fact, human resources are considered as the biggest asset and an essential precondition for the good organization of the work and achievement of goals. A completed and adequate legal framework and its implementation with consistency and professionalism strongly contribute to the functioning and the success of the Court's work. Adequate financial management and securing financial support is crucial to the functioning of the Court, performance improvement and implementation of the planned activities. Adequate infrastructure, including appropriate premises, technological equipments for the management of adequate cases, rich library etc., enables a higher degree of organization and ensures accomplishment of the Court's aimed results. The internal and external communication of the Court is critical, for the proper functioning of the Court and understanding of the role it has in protecting the constitutionality in Kosovo..

## 2.1 Human resources

During the period of its functioning, despite the difficulties it was faced with, the CCK has managed to complete its staff successfully thereby achieving the employment of the planned staff in accordance with the allowed budget. The Court's staff consists of Judges, Secretary General, Legal Advisors and the administration. Currently, the Court has a total of 58 employees, out of 61, the number that is allowed by the budget of 2013. Of them, 5 are judges, 9 are senior legal advisors, 3 junior legal advisors, 1 legal secretary and 40 others are part of the administration. Administrative staff of the Court is managed by the Secretary General whose role is to support the work of the Court. The Secretariat of the Court consists of:

1. Secretary General;
2. Deputy Secretary General;
3. Department for Professional Support;
4. Department for Administration and Human Resources;
5. Department for Case Registration, Statistics and Archive;
6. Department for Budget and Finance;
7. Procurement Unit;
8. Information, Communication, Technology and Multimedia Unit and
9. Support staff

In the frame of the organizational structure of the Court there is a Legal Unit which is managed by the Chief Legal Advisor.

Even though a relatively new institution, the Constitutional Court has continuously organized induction training for the new employees and it has organized conferences and study visits to sister courts abroad. In addition, the Court has managed to carry out a detailed analysis of the needs and demands for training in terms of professional development and advancement. Furthermore, the Court has developed an informative package for all the newly recruited employees, by which the new employees with the Court have been informed about the history of the Court, functions, competencies and organizational structure, as well as about the internal rules and procedures of operation. Meanwhile, on the basis of the initial analysis of the training needs, the Court has developed a framework training program. Accordingly, specialized programs have also been developed for the legal advisors.

As a result of this training, the staff capacities have been built and enhanced which enabled the implementation of the advancement and career development policies.

### Some of the challenges:

- Lack of establishment of a Training and Career Development Office;
- Inadequate training for translators in legal terminology, lack of training and visits to Constitutional Courts abroad;
- Insufficient staff training in using computer programs, official languages and the CDMS.

The Constitutional Court has not achieved yet the establishment of a Training and Career Development Office, for lack of budget and taking into consideration the fact that it is a recently established institution. The establishment of this Office, viewed in its perspective development, may influence the structured coordination of the required training for the Court's staff. In the field of training, one of the challenges is the impossibility to provide training for the translators of the Court on the use of adequate legal terminology. This may have had a direct effect on the qualitative translations within the Court itself. There are 4 translators currently working in the Court. Considering the large number of materials that are to be translated into four languages (Albanian, Serbian, Turkish and English) and being aware of the sensitivity of the materials that are translated, it is considered that the number of translators should be increased and it should be made possible to attend adequate training. On the other hand, besides the training for the

translators, there is lack of training of the staff on the adequate use of computer programs, on the use of CDMS system, and for a better knowledge of official languages, though in the last two years courses on advanced learning of Albanian, English and Serbian have been provided.

The work overload and the conduct of numerous and various tasks at the same time present a difficulty in the work of the Court's staff. In the beginning of the Court's work, these have influenced the division and the definition of the mandates within the respective departments as well as the efficiency and the commitment at work. In addition, one should also add the lack of internal rules and procedures at the beginning of the Court's work. The drafting and the adoption of such rules and procedures has required additional efforts but in due time they have been completed or they are in the process of completion.

The Constitutional Court's staff is very professional, with high work ethics and rich professional experience. The whole staff is strongly committed to carrying out the duties and it is motivated for a qualitative, independent and professional work.

The organization of advanced training for the staff is a tool that the Court will use for the purpose of the professional development of its staff and for the increase of the Court's performance. This training will be preceded by the detailed development of a training package which will be based on the needs and the demands of the staff. A decisive impetus and coordinating role in this process will have also the establishment and functionalizing of the Training and Career Development Office within the Court, because currently the whole work is done by only one training officer. On the other hand, the Court will prepare and make available a training program for interns, and will hire them for a definite period of time in the Court.

However, the short budget for organizing and conducting training activities limits the Court in this respect, despite the will of the Court's staff and its commitment to its professional development. Since its establishment, the Court has been continuously supported with projects by different donors, such as: GIZ, IRZ, EWMI, USAID. These donations have substantially contributed to the development of the human resources by deepening their capabilities and skills and by introducing new practices. Thus, the announcement that a part of the donors will leave presents a threat and it may directly influence the achievement of the envisaged objectives in this field.

## **2.2 Legal framework**

The Constitutional Court has been able to develop a legal framework that has contributed to the functioning and the success accomplished in the work of the Court since the period of its establishment.

Sublegal acts have been adopted, and their implementation has started, in order to set up purpose adequate procedures in accordance with the mission and the competence of the Court, as laid down in the Constitution and the Law, such as:

- Rules of Procedure of the Court, supplemented and amended in the meantime (following the approval of its supplementation and amendment, the new Rules of Procedure have been published in the Official Gazette on 14 December 2012);
- Regulation on the internship with the Constitutional Court; and
- Regulation on the translation of the necessary documentation.

The Constitutional Court, with the purpose of respecting the international standards and case law, has also adopted:

- Regulation on protection of parties' identity in the Referrals filed with the Constitutional Court; and
- Practice Direction on submission of Amicus Curiae briefs.

The Constitutional Court, due to the critical importance of the Legal Unit in supporting the work of the Court, has further adopted:

- Practice Direction on Functioning and Structure of the Legal Unit (meanwhile supplemented and amended and upon approval it has been published on the Constitutional Court webpage).

In addition, templates have been designed in three languages for communication with the parties and for communication with the institutions that are related to the Referrals filed with the Court.

The establishment of the electronic system called Case Data Management System has been achieved. That system is in the beginning of its consolidation and operation and it is aimed at serving the full efficiency of the Court's work. That achievement was only possible with the support of the donors.

After the adoption and application of the above mentioned sublegal acts, the necessity for the review of the legal framework and for its further consolidation has been identified. A review and consolidation will be made in accordance with the Rules of Procedure of the Constitutional Court, in order to address the future specific needs of the Court. Furthermore, a number of acts have been identified which have not been drafted and adopted yet and which would contribute to the increase of the Court's work quality.

It is very necessary assessing the implementation, and when applicable the eventual review, of the legal framework on the performance, promotion, internal staff transfers, complaint and disciplinary procedures.

Consequently, the Court will establish within the Court a working group, which, with the possible support from outside experts in specific fields, should start drafting the sublegal acts, and eventually also revising the existing ones.

The Court would benefit to a considerable extent in drafting a qualitative and executable legal framework through the preparation of the adequate terms of reference on the identification and engagement of experts.

The resource of the external expertise in specific fields would be made possible through funds from the international institutions and the donors. Special orientation and contribution for the further consolidation of the legal framework would be provided through regular study visits and consultations with counterparts of the constitutional courts in the region and further afield. The cooperation agreements with other constitutional courts would include not only the possibility of cooperation in general, but also the exchange of experiences in the process of drafting the legal framework. Organization of study visits would be enabled by optimally using the budgetary line and with the support of the donors.

The participation in various projects for completing the directions, regulations and other necessary documents would be another possibility for the consolidation of the legal framework.

Insufficient budget would also challenge the full utilization of the expertise in the adequate fields for further drafting of the legal framework. The overcome of the insufficient budget challenge would be easier with the support of the donors.

**Some of the challenges:**

- Absence of a unique legal terminology guideline;
- Lack of a legal framework, establishing procedures on setting up working groups namely for implementing decisions of the Court;
- Incomplete application of legal framework as approved by the Court.

### 2.3 Budget and Finance

Budget and finance have been considered as the main factor impacting on the efficient and effective fulfillment of the needs and requirements of the mission and vision of the CCK.

The Department of Budget and Finance has prepared: MTEF plan 2010-2012, 2011-2013, 2012-2014 and 2013-2015; the budget planning based on MTEF, which is in accordance with the priorities of Kosovo state; the public procurement plan for the respective years and the strategic plan and the annual plan of internal audit.

The Department of Budget and Finance also acted upon all requests based on the procurement plan, executed the budget based on the cash flow, executed the expenses within economic codes with the percentage of execution of 98%, as well as complied with the internal audit plan.

The functioning of the internal control system and the functioning of the Senior Management Team (SMT) have created a model for efficient and effective work, where every official in the domain of his/her activity has been engaged in the execution of payments pursuant to rule no. 4 of MF, thereby creating a proper system for the execution of all payments. High results have been accomplished which distinguish the Court from other institutions in terms of the deadlines for payments, because every payment is made within the deadline. For this reason, Office of Auditor General has evaluated the Court as being the institution with the best performance. It is worth mentioning that even the petty cash is spent only in necessary and reasonable cases.

A number of officials for the positions of the Department of Budget, Procurement, Audit and Certification are foreseen by LPFMA, No. 3/L-048. However, that number is not fulfilled in the Departments. The insufficient number of officials for these positions is a problem for the proper functioning of that Department. Furthermore, the inadequate and belated planning of budgetary request-needs by other departments inside the Court, the nonattendance to seminars and international conferences by the staff directly connected with the respective departments, the lack of training on the quality of management according to ISO standards also constitute a limitation to the effective functioning of the Department.

Failure to properly specify technical requests entails failure of procurement procedures. Technical specification of requests by incompetent officials, insufficient budget for activities that are deemed necessary, numerous and complicated procurement procedures, small number of financial officers, all these impose for one person to be in two or more stages of a transaction. Failure to execute the budget affects the budget cutting for the subsequent year and the respect of the financial independence of the CCK by the Assembly of Kosovo.

Therefore, holding annual workshops on joint planning, presentation and review of general budgetary needs of the Court will contribute to the increase of efficiency in the functioning of the respective departments, and it will influence compliance of requests with the rules foreseen in LPFMA and in the LPP. Organization of regular training for the professional staff in the field of finance and procurement will help the advancement of professional skills in these departments and the following up of changes in the respective legislation. The limited budget and complicated procurement procedures have made the Court's work more difficult. In addition, the announcements that the donors may decrease their support in the future constitute threat to which attention should be paid so that the Court will not be faced with problems that may affect its proper and easy functioning.

#### **Some of the challenges:**

- Insufficient number of financial officers in the Court;
- Failure of Kosovo Assembly's to observe financial independence of the CCK;
- Untimely planning of budgetary requirements and needs by the Court's Departments.

## 2.4 Infrastructure and Technology

The Constitutional Court has achieved to create an infrastructure that enables satisfactory functioning. A lift has been constructed for access of disabled persons to the courtroom, offices (containers) have been installed, and the development of Information, Communication, Technology and Multimedia (ICTM) has been achieved. ICTM has continuously contributed to the provision of services for the use and utilization of information technology equipments. The Constitutional Court has accomplished namely the following in that area:

- sufficient space and infrastructure for new offices;
- completion of the courtroom in the new premises;
- creation of a library;
- completion of the sound system (audio and video) in the courtroom.

In addition, the Court has achieved the digitalization project. It was developed in three phases, namely: installation and arrangement for the security of the server room for CCK equipments, establishment of the CCK subdomain in the frame of the state domain, and conception and design of the security policy on CCK data.

CDMS project is among the biggest achievement of the ICTM Unit, which has provided for its installation and operation. Thus, the work of the Court has been made easier with the operation of CDMS.

Other achievements are related with the advancement in modern technology of equipments and operative systems for the CCK staff. The search database on CCK official website has been advanced and will be installed soon, In addition, intranet has been made operational and some new technology has been purchased and will be installed.

Despite of investments in infrastructure and increase in installed offices (containers), the Court still lacks sufficient space for its entire staff, including the courtroom within the Court building which has a small and insufficient space to meet the standards required for a courtroom. These shortcomings are expected to be corrected upon dislocation into the foreseen new premises.

The Court's library has a considerable number of books. However, the space in the room where the books are stored is insufficient for the increase of the number of books and copies.

There is a lack of specialized training and equipments, even though information technology has improved. That specialized training and equipments are decisive to complete independence from the state domain.

The constant and rapid development of the technology, besides the benefits it brings in facilitating the accomplishment of duties, it carries difficulties in using it. In case it is not well managed, it may cause hindrances to the Court's performance. In this respect, a continued training of the staff for the use of information technology equipments is necessary for the correct and effective accomplishment of the duties.

The envisaged independence of the Court's domain from the state domain has to do with the risk for the internal security of the data. In addition, the rapid advancement of the technology is among the main challenges. Thus, the continued training of the staff in the field of technology as well as the drafting of the regulation on the use of information technology equipments will be ensured and done.

### Some of the challenges:

- Difficulties in catching up rapid advancement of technological development;
- Lack of continued staff training on use of equipment and new programs in the field of information technology; and
- Risk of external assaults and not allowed access to Court data.

Software on the internal network (intranet) and the internal search engine (search) have been installed. However, their maintenance and continued data update is required, in order to keep them functioning.

The Court has currently a qualified staff in the field of information technology which so far has successfully accomplished strategic objectives and it has managed to assist the professional staff of the Court whenever it was needed. Nevertheless, there is a threat that ITM staff may leave the Court due to the high demand on the wider labor market. Therefore, continued motivation and improvement of work conditions will positively contribute to retain that staff.

## 2.5 Communication

The CCK has already achieved the establishment of a rather efficient communication with the institutions, media and citizens of Kosovo.

That efficient communication has been achieved mainly through the Court's webpage, the regular publication of press releases, the public announcements and annual reports. That efficiency has been also enabled by the the in-house and mobile communication devices and by outreach programs conducted with all authorized constitutional parties in the country.

The CCK established good and professional relations with many sister courts throughout the world. As a result of that relations, a series of training and joint seminars were organized and there were a useful exchange of common professional experiences.

The CCK has established its reputation as a prestigious and respected institution, not only in the region but also at the international level. At that level, the CCK signed memorandums of understanding with sister institutions in the world, namely offering regular professional practice (*internship*) for international students. During the year of 2012, 4 regular professional practices (*internships*) were offered for international students and 2 for Kosovo students.

The CCK has currently signed two Memorandums of Understanding with the Constitutional Court of Albania and with the Constitutional Court of Turkey. As a result, a series of reciprocal visits and joint training and workshops have been organized. The CCK, after 4 working years, still needs to establish a Communication and Information Office.

An identified weakness is the deficient internal communication (within the Court's staff) which will be tackled according to the standards to be set forth by an internal regulation on the communication and which should be included in the Court's Rules of Procedure.

A major contribution for the elimination of each and every weakness mentioned above could be provided by the establishment of a Communication and Information Office (with professional and well-prepared staff). Then the coordination and the cooperation between the members of the Court will be improved towards a more advanced and detailed communication based on the Regulation on communication.

### Some of the Challenges:

- Absence of a Communication and Information Office;
- Lack of an internal Regulation on Communication;
- Deficient internal communication (within the Court's staff).

Organization of advanced practical language and professional training for the Court's staff will be considered.

It is appropriate to engage adequate foreign and national professionals in the field of communication, in order to achieve these objectives. From this viewpoint, assistance from donors is more than critical. For further development of professional capabilities of the Court's

staff, with respect to communication, and for the advancement of the existing communication infrastructure, the continued financial support from the donors is of huge importance, due to limited budgetary capacities of the Constitutional Court of Kosovo.

### **3. Objectives, measures and expected outcomes**

Developing objectives have been formulated for each of the four fields where the situation has been analyzed, as follows:

**Objective 1:** Ensuring and developing qualitative staff for the needs of the Court

**Objective 2:** Advancing legal framework for effective and efficient work of the Court

**Objective 3:** Providing adequate financial support for the improvement of the Court's performance and implementation of the Court's planned activities

**Objective 4:** Improving Infrastructure and Information Technology (IT)

**Objective 5:** Developing efficient and effective process of communication and public perception.

The objectives indicated above set the goals of the CCK for the conduct of its work in an efficient and effective manner in the coming three-year period. The appropriate measures for reaching each objective have been determined. Also the expected results for each measure have been envisaged in the form of success indicators, which will serve as follow up of the progress made.

#### **3.1 Ensuring and developing qualitative staff for the needs of the Court**

Human resources have been evaluated as the key factor for the proper functioning and accomplishment of the mission and vision of the CCK. In fact, the CCK needs sufficient professional staff and administrative support staff. In order to fulfill the needs for sufficient staff, the recruitment process in the CCK should continue along with the development of the conditions and a suitable environment for retaining the existing staff. This raises the need for finding appropriate ways through material motivation and through the support in other non-material forms, in order to create an attractive environment for work and career development of the staff.

In this sense, the Court should find the way for the establishment of the Office that would deal with providing the necessary training, both for the professional and administrative staff. In addition, an adequate training program based on the needs of the Court should be developed.

Enriching the Court with new staff and retaining the existing one is a challenge in itself. The professional and career development, including material motivation, is a form for the achievement of these objectives. Therefore, the CCK should develop policies and find forms, including the engagement of international experts, for the adequate compensation of the staff and for the merit-based advancement and career development. The development in the professional aspect should be a constant opportunity with high priority in order for the CCK to achieve stability and professionalism in the fulfillment of its obligations.

**Objective 1:** Ensuring and developing qualitative staff for the needs of the Court

#### **Measures and expected results**

Measure 1.1	Analysis and planning of the Human Resources
<b>Description</b>	<p>The purpose of the analysis and planning of the Human Resources is to:</p> <ul style="list-style-type: none"> <li>Provide the CCK with the required human resources that have the adequate skills, capabilities and competence to achieve the Court's objectives;</li> <li>Conduct permanent analysis and evaluation of the situation of the human resources;</li> <li>Carry out human resources planning and management, which will include the following processes: <ul style="list-style-type: none"> <li>▪ Defining the needs of the staff, by determining in advance the work positions that would be needed;</li> <li>▪ Enhancing the development of the current and future staff through appropriate activities and methodologies of education;</li> <li>▪ Ensuring the filling in of the vacancies in the Court with skilled, capable and competent persons in accordance with every level and at every work position needs.</li> </ul> </li> </ul> <p>The process of planning the needs for staff should follow the budgetary medium-term planning cycle and it should be indivisibly connected to it in order for the Court's needs to be supported financially and consequently capable of being fulfilled in the future.</p> <p>Also, the vacancies would be filled in according to the needs of each department, by conducting internal recruitment and career advancement procedures in the Court.</p> <p>Thus, policies and instruments on more efficient utilization of existing human resources, forms of financial motivation and of career advancement and development according to the principle of merit will be developed.</p>
<b>Expected results</b>	<p>1.1.1 In first quarter of 2014, a plan on staff development for the period 2014 - 2017 will be drafted.</p> <p>1.1.2 Every year, reviews and corrections to the Plan on staff development for the period 2014-2017 will be conducted.</p>

Measure 1.2	Drafting and approval of the new organizational chart of the Court
<b>Description</b>	<p>The organizational chart has been subject to changes, due to the formation of new units and the variation on the number of employees based on the approved budget for every fiscal year.</p> <p>Appropriate changes to the Court's organizational chart will be made, depending on the changes that may occur in the organizational structure and in the systematization of positions.</p>
<b>Expected results</b>	<p>1.2.1. By the end of third quarter of 2014, the new organizational chart will be approved.</p>

Measure 1.3	Further recruitment of staff based on the identified needs
<b>Description</b>	<p>The CCK has recruited staff for all planned positions, in accordance with Recruitment Plan and the approved number of employees based on the approved budget in the category salaries and allowances for every fiscal year. E.g., according to the Strategic Plan 2010 -2013, it was foreseen that in 2010, 65% of the positions would be filled, whereas the Court achieved filling over 88% of vacancies. With regard to years 2011 and 2012, the CCK has filled all positions. Thus, through recruitment, the number of staff has increased from 45 in 2009 to 58 employees by April 2013, of 61 allowed positions, including one (1) position of Judge.</p> <p>The CCK, in accordance with the Plan on Needs for Staff and in accordance with Recruitment Plan, continued further recruitment of staff for another 2 vacancies for year 2013, in order to become fully operational and ready to respond to the ever increasing Referrals.</p> <p>This trend of hiring staff will continue also in the coming years.</p>
<b>Expected results</b>	<p>1.3.1 By end of third quarter of 2014, CCK will complete its staff and it will fill in all vacancies.</p> <p>1.3.2 After the approval of the new organizational chart, CCK will continue recruitment of staff in accordance with needs and in accordance with the Regulation on job descriptions.</p> <p>1.3.3 From third quarter of 2014 and onwards, 4 interns will be hired on regular basis in duration of 3 months.</p>

<b>Measure 1.4</b>	<b>Creation of a Training and Career Development Unit</b>
<b>Description</b>	Creation of a training and career development unit within the Department of Human Resources is of primary importance for planning, organization and coordination of implementation of staff training plans in the Court. The Unit shall develop its training modules as necessary, provide regular training workshops to enhance professional skills of the existing staff and other training workshops for the future incoming staff. Donor support shall be solicited for the initial stage of providing such training workshops, both in various training workshops, but also in developing joint project-proposals
<b>Expected results</b>	1.4.1 Training and Career Development Unit established. 1.4.2 Training provided by the Unit as needed. 1.4.3 At least, 3 different project proposals developed and implemented successfully by the Unit.

<b>Measure 1.5</b>	<b>Holding training for human capacity building</b>
<b>Description</b>	The purpose of the Framework Training Plan is to contribute for the development of a professional staff, capable, merit-based, and efficiently and effectively managed. Therefore, the Court will continue to pay special attention to the implementation of the Framework Training Plan for its clerks. The Framework Training Plan will be based on the systematic analysis of the needs for training, of the improvement of the existing training program and of the new program to fulfill the new needs of the Court's staff. The implementation of this plan is intended to develop and prepare a capable staff in function of an efficient and effective discharge of duties and responsibilities at work.
<b>Expected results</b>	1.5.1 At the beginning of every year, Training Unit (TU) will develop an Informative Package for all the new staff and the staff on duty. 1.5.2 For every new member of the staff, Training Unit (TU) will organize induction training. 1.5.3 At the beginning of every year, Training Unit (TU) will prepare a Framework Training Program in specific fields of responsibilities of the professional staff of all departments and units. 1.5.4 Every year, Training Unit (TU) will organize specific training on management, Legal Unit, translations, learning and advancing in foreign languages and on advancement of knowledge in IT.

<b>Measure 1.6</b>	<b>Attendance of workshops, conferences, study visits and other activities for capacity building</b>
<b>Description</b>	During the period 2009 -2012, a big number of activities have been conducted in the frame of capacity building. During 2011 alone, 49 various activities have been organized and carried out for 43 officials of the Constitutional Court (legal advisors and civil clerks), such as: study visits, seminars and training in the country and abroad, in all the fields of the work of the Court's Secretariat. During 2012, 48 officials of the Court (legal advisors and civil clerks) attended 33 various activities, in the country and abroad, such as: study visits, workshops and training organized by the Court, specialized institutions or by different donors, whereby the participants were awarded pertinent certificates in all fields of the work of Court's Secretariat. The CCK will continue its support for the attendance to workshops, conferences, study visits and other activities with the purpose of further capacity building and acquisition of best practices.
<b>Expected results</b>	1.6.1 Workshops on the implementation of the Strategic Plan 2014-2016 will be organized on a quarterly basis. 1.6.2 Every year, two study visits will be organized in duration of two weeks in the constitutional courts in the region and further afield.

### 3.2: Advancing legal framework for effective and efficient work of the Court

The consolidation of the adequate legal framework of the Constitutional Court and its implementation strongly contribute to the functioning and the success of the work in the Court. Thus, since the beginning of the Court's functioning, a sufficient legal framework has been drafted and adopted and it has started to be implemented. Proper implementation of the existing legal framework also in the future entails continuing review and reconsideration in accordance with the Court's specific needs.

Notwithstanding, it is necessary to review the legal framework and further consolidate it, in accordance with the Rules of Procedure of the CCK which would meet the specific needs in the future. In the period of the functioning of the Court, a number of not yet drafted and adopted acts have been identified and which will contribute to the increase of work quality in the Court.

In fact, there is a need of drafting additional legal framework on the organization and functioning of the Court, on the rights and obligations of its staff, on the advancement of the use of CDMS system, on harmonization of the legal terminology in the Court's working languages and on the development and drafting of fee templates of the Court. Preparations must start for the establishment of the working groups within the Court, which, with the possible support of experts in specific fields, would start drafting the identified legal acts.

The utilization of external expertise in specific fields will be made possible through funds from the international institutions and the donors. Special contribution and an orientation for the further consolidation of the legal framework will be provided through regular study visits and consultations with counterparts from the constitutional courts in the region and further afield. The conclusion of cooperation agreements with sister courts would enable cooperation as well as the exchange of experiences in the process of drafting the legal framework.

The participation in various projects on completion of guidelines, regulations and other necessary documents will be another possibility for the consolidation of the legal framework.

#### Objective 2: Advanced legal framework for the Court's effective and efficient work

##### Measures and expected results

Measure 2.1	Implementation of the legal framework
<b>Description</b>	<p>Full implementation of the regulations must be accomplished.</p> <p>Continued review of the existing regulations is necessary to adapt continuously to the different needs that change with the passage of time. The CCK will engage its staff and external experts to review respective rules and regulations, after a thorough analysis.</p> <p>Consolidation of the legal framework will enable the improvement of the Court's performance in fields such as: internal relations, case management and overall efficiency.</p>
<b>Expected results</b>	<p>2.1.1 In the first quarter of 2014, the Working Group on implementation of the legal framework will be established</p> <p>2.1.2 Starting from the second quarter of 2014 and onwards, every 6 months regular reports will be prepared on the implementation of the legal framework.</p>
Measure 2.2	Drafting of necessary regulations and instructions in compliance with the needs of the Court
<b>Description</b>	<p>It has been identified the necessity for the review of the legal framework and for its further consolidation, which must be in full accordance with the Court's Rules of Procedure:</p> <ol style="list-style-type: none"> <li>1. Review of Regulation on Promotion and Internal Transfers;</li> <li>2. Regulation on Court Staff Performance Assessment;</li> <li>3. Review of Regulation on disciplinary and complaint procedures;</li> <li>4. Regulation on Job Descriptions of Employees of the Court;</li> </ol>

	<ol style="list-style-type: none"> <li>5. Review of Regulation on Recruitment, Appointment and Probation Procedures;</li> <li>6. Regulation on Court staff working hours and leaves;</li> <li>7. Regulation on salaries, remunerations and compensation;</li> <li>8. Regulation on internal and external communication;</li> <li>9. Regulation on Organizational Structure and Systematization of Working Positions;</li> <li>10. Administrative Instruction on use of CDMS and case management;</li> <li>11. Regulation on use of Information Technology equipment;</li> <li>12. Regulation on unifying communication documents;</li> <li>13. Review of regulation on CCK Interns' Experience;</li> <li>14. Regulation on Access to Official Documents and Classification.</li> </ol> <p>The CCK will start preparations for the establishment of the working groups within the Court, which, with the possible support from experts in specific fields, will start the drafting of the identified sublegal acts.</p> <p>The CCK will benefit to a considerable extent in drafting a qualitative and executable legal framework, through the preparation of the adequate terms of reference on the identification and by engaging experts</p>
<b>Expected results</b>	<p>2.2.1 During the first quarter of 2014, a report will be prepared on the need for review of legal framework and its further consolidation.</p> <p>2.2.2 All regulations and other instructions that serve the addressing of Court's specific needs in the future and which eliminate possible legal gaps will be adopted.</p>

<b>Measure 2.3</b>	<b>Drafting of a Guideline for harmonizing legal terminology in Court working languages</b>
<b>Description</b>	<p>The development of a Guideline for harmonizing legal terminology in working languages of the Court has been identified as necessary. Drafting these guidelines shall be role of a working group, consisting of members from the Legal Unit, Department for Professional Support, and eventual support of experts in the area.</p> <ul style="list-style-type: none"> <li>- Creation of a working group for the guidelines on legal terminology in Albanian, Serbian and English;</li> <li>- Identification of most frequent legal and constitutional terms;</li> <li>- Drafting of permanent terms in all languages;</li> <li>- Use of guidelines by the Court staff; and</li> <li>- Appointment of an editing board for permanent updating of terminology guidelines.</li> </ul>
<b>Expected results</b>	<p>2.3.1. In the first quarter of 2014, the Guidelines for Harmonizing Legal Terminology in working languages of the Constitutional Court of Kosovo will be adopted.</p>

### 3.3 Providing adequate financial support for the improvement of the Court's performance and implementation of the Court's planned activities

The CCK should conduct an active information and communication between the departments in order to enable better planning, common understanding and improved coordination in the field of budget, finance and procurement. The CCK should continue the same trend of informing the deputies of the Assembly of Kosovo of the Court's financial autonomy and of other relevant constitutional and legal provisions. As a part of this informing process, the Court also plans and prepares in time the manners to better articulate and to present the needs before the respective committees of the Assembly.

The CCK may with such efforts provide better explanation about the nature of its specific work and about its developmental needs. In order to achieve this goal, the CCK should employ the required staff in the field of finance, pursuant to Rule 01 and 02 of the Treasury, it should train them, and afterwards to engage this staff in different activities that are intended for a better performance, planning and accomplishment of high quality at work. The Court should continue further with this level of planning and accomplishment by making continued efforts to fulfill the new needs as per the demands of the time.

**Objective 3:** Providing adequate financial support for the improvement of the Court's performance and implementation of the Court's planned activities

### Measures and expected results

<b>Measure 3.1</b>	<b>Holding of workshops for budget planning and management</b>
<b>Description</b>	<p>The CCK will continuously conduct analysis of the needs for budget planning and management and it will update them in accordance with MTEF requirements. The CCK will carry out an active process of communication with other departments in order to conduct an analysis of the factual situation for the ongoing projects as well as an analysis for the projects related to medium term and long term periods. The CCK will also organize a series of events as a part of the campaign to inform local and central institutions of its financial independence. Holding annual workshops on budget planning and joint annual review will be done with the purpose of fulfilling as better as possible the requests that are presented by other departments. In addition, through these workshops, internal procedures in the CCK will be conducted and put into function and a clear definition of the work duties in compliance with LPFMA will be done. Thus, policies and instruments will be developed for a more efficient use of the existing financial capacities, as well as for the creation of the legal mechanisms for financial motivation, for advancement and career development based on the principle of merit.</p>
<b>Expected results</b>	<p>3.1.1 Regular workshops on budget planning and management will be held</p> <p>3.1.2 Budgetary plans and financial reports will be prepared in accordance with provided time limits and in compliance with legal regulations in Kosovo</p>
<b>Measure 3.2</b>	<b>Increased efficiency in managing finance</b>
<b>Description</b>	<p>Based on financial management and control (FMC), every budgetary organization (OB) should be oriented towards continued professional development for managing finance in accordance with international standards. Internal control, risk management and financial management are included in the frame of professional development for the management of finance. The CCK, willing to be as transparent as possible, will give special importance to the increase of quality in the management of the finance and control, by supporting its professional staff mainly in the area of training in the respective fields.</p>
<b>Expected results</b>	<p>3.2.1 Periodic and annual reports will be prepared based on the requests from the management</p> <p>3.2.2. Every calendar year, 2 training events on the management of finance and internal control will be organized</p>
<b>Measure 3.3</b>	<b>Organization of informative events with the Court's staff on the finance, procurement and audit procedures</b>
<b>Description</b>	<p>The CCK has continuously informed the staff about the procedures of finance, public procurement and internal audit management, in relation to every change that has taken place over the years. The staff was informed of these activities and induction training events have been organized for the new staff recruited by the Court.</p>
<b>Expected results</b>	<p>3.3.1 Regular informative meetings will be organized with staff about the changes that take place in the planning, budget execution and procurement.</p>
<b>Measure 3.4</b>	<b>Restructuring and reorganization of the Department for Budget and Finance, based on LPFMA and LPP, in compliance with the new organizational chart</b>
<b>Description</b>	<p>In accordance with LPFPA and with Rules no. 01 and no. 02 of the Treasury, every BO must have at least 5 officials who will deal with financial issues. For all these officials separate duties have been foreseen, so that the internal control is more efficient and effective. Recruitment of new officials in the field of finance depends on the approval of the number of employees by the MF, respectively by the Assembly of Kosovo.</p>
<b>Expected results</b>	<p>3.4.1 At latest by end of first quarter of 2014, Department of Budget and Finance will be completed in accordance with new organizational chart and pursuant to the LPFMA and LPP requirements.</p>

### 3.4 Sufficient space, functional infrastructure and advanced information technology for appropriate work in the Court.

A lot remains to be done in the field of infrastructure and information technology working conditions, despite the advancement and improvement in the period we are leaving behind. Special challenge during the period of the strategic planning will be the dislocation of the Court to the new premises. Practically, the dislocation should start over from the setting and installing new equipments as well as transferring the existing equipments which can be used further. Even though the dislocation into the new premises will help in terms of expanding physical space for work, inventory of offices and supply of the necessary equipments should be done in time so that this would not reflect negatively in the overall performance of the Court.

The Court's Library, has been continuously enriched with new books. It is evident the need to expand the physical space for the maintenance of the books, and the digitalization of the Library's catalogue of books is of special importance.

Even though the field of information technology has evidently improved, both in terms of physical equipments (hardware) and computer programs (software), updating and maintaining it is a crucial element for the optimal functioning. Furthermore, the training and qualification of the Court's staff for using the new equipments or programs of the information technology represents a constant challenge. The Case Management Software CDMS is foreseen to be advanced in the future and to be adjusted to the hardware equipments and new operative systems.

The CCK continues to operate in the frame of the state domain, even though it possesses the sub-domain that has been reserved to it. In the future, it is aimed at the complete independence, ensuring a completely independent sub-domain which is exclusively dedicated to the Court.

**Objective 4:** Sufficient space, functional infrastructure and advanced information technology for appropriate work in the Court

#### Measures and expected results

Measure 4.1	Relocation of the Constitutional Court to the new premises
<b>Description</b>	<p>The Court has achieved the objectives from the previous plan by filling in all the position according to the organizational structure. However, as a consequence of the lack of sufficient space for work an unsuitable working environment has been created.</p> <p>The CCK shall be offered another facility, with favourable areas for work, and settlement of the staff in accordance with the responsibilities and levels of management. Inventory of offices and supply of the necessary equipments will be done in time so that this will not reflect negatively in the overall performance of the Court.</p>
<b>Expected results</b>	<p>4.1.1 In the first quarter of 2014, the working group responsible for the dislocation of the staff will be established, based on the foreseen dynamics (the time limit is set by MPA).</p> <p>4.1.2 Through the second until the fourth quarter of 2014, the transfer of equipments and inventory to the new premises will be completed.</p> <p>4.1.3 During the period from the second quarter until the fourth quarter of 2014, settlement of the staff will be carried out.</p>

Measure 4.2	Enrichment with literature and digitalization of the Library
<b>Description</b>	<p>The Library of the CCK is one of the richest libraries with international and national books in the constitutional area. As such, the Court's Library is continuously enriched and it is entering the process of digitalization. Now and then, the library succeeds in gaining various books, in particular in legal area, from different donors, such as: German Society for International Cooperation (GIZ), German Foundation for International Legal Cooperation (IRZ), Humanitarian Law Fund and other donors.</p>

<b>Expected results</b>	<p>4.2.1 In the second half of 2014, sufficient space will be created for a library rich in books.</p> <p>4.2.2 Every year, funds will be allocated for purchasing new literature and for access to at least two electronic platforms.</p>
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<b>Measure 4.3</b>	<b>Advancement of the digitalization system and standardization of the existing equipments</b>
<b>Description</b>	<p>The CCK has achieved the implementation of a functional and secured system of digitalization and a subdomain in the frame of the state domain. The CCK has built a modern data -center (server room) with sufficient capacity for storing data.</p> <p>These devices should be s tandardized by conducting an analysis of the current situation, by drafting regulations on the use of information technology equipments (software and hardware).</p> <p>This standardization will enable the Court to create sustainable and secured technology infrastructure.</p>
<b>Expected results</b>	<p>4.3.1 In the first quarter of 2014, integration of the existing system into the new system of information technology in the new premises of the Court will be accomplished.</p> <p>4.3.2 In the third and fourth quarter of 2014, the VOIP system of telephony will be created.</p> <p>4.3.3 In the second and third quarter of 2014, audio and video system for the courtroom in the new premises will be icreated.</p> <p>4.3.4 In the first quarter of 2014, the video surveillance system in the new premises of the Court will be created.</p> <p>4.3.5 In the third quarter of 2014, a Regulation on the use of information technology equipments will be adopted.</p> <p>4.3.6 Every year funds for advancement/replacement of information technology equipments will be allocated.</p>

<b>Measure 4.4</b>	<b>Advancement of the CDMS system</b>
<b>Description</b>	Upon development of guidelines on use of CDMS and case management, access to CDMS from outside of the Court network should be provided.
<b>Expected results</b>	4.4.1 From the third quarter of 2014 and onwards, technical possibility will be created for access to CDMS system from different countries.

### 3.5 Developing efficient and effective process of communication and public perception.

Internal and external communication is critical for proper functioning of the Court and understanding of the role it has in the protection of the constitutionality. Thus, the Constitutional Court should invest more for providing conditions and creation of a suitable environment for the advancement of the communication within the Court itself, as well as with the public and other institutions. This requirement by itself presents the need for material and professional investments, taking into account first and foremost the complete putting into operation of the Communication and Information Office (CIO).

In this respect, the Court should invest the necessary resources for the establishment of the CIO, thereby investing also in the professional training of the existing staff, in drafting the respective regulation on the Court's internal and external communication, in the exchange of experiences with the more experienced sister institutions, in the organization of joint seminars, and in engaging additional support staff.

It is important to develop long-term policies and instruments on professional development of the staff for more qualitative internal and external communication of the Court, and by not excluding the engagement of the international experts in the profession.

**Objective 5:** Effective process of communication and improvement of the Court's performance and public perception.

**Measures and expected results**

<b>Measure 5.1</b>	<b>Establishment of the Communication and Information Office</b>
<b>Description</b>	Establishment of the CIO is essential for the better functioning of the Court, and for its communication with the public and other institutions. This will enable standard communication within the Court's staff itself (in accordance with rules included in a special Regulation), the use of standard documents inside and outside of the Court, and coherent communication with the public and wider. Monitoring of the CIO will be conducted on a yearly basis in order to review demands/needs that emerge and to provide adequate training that will enable a more effective work by the staff engaged in this office.
<b>Expected results</b>	5.1.1 In the first quarter of 2014, CIO will be established and put into operation 5.1.2 Publishing regular annual reports on the communication performance of the Court

<b>Measure 5.2</b>	<b>Informing the public of the Court's function</b>
<b>Description</b>	The Court will monitor reactions in the public on its work, together with the received remarks from all other relevant sectors of the civil society and from the institutions of Kosovo. This will be done either through an analysis of the different statistical data, or through the CIO, or even through direct contact with citizens and institutions.
<b>Expected results</b>	5.2.1. Every 6 months, informative sessions for the interested parties will be organized 5.2.3 Information will be continuously published on the webpage

<b>Measure 5.3</b>	<b>Availability and access to official documents and the access of parties to the Court</b>
<b>Description</b>	Effective service and easy access to the official documents will be determined based on the needs and complaints/remarks by the citizens themselves, media and other official parties. The entire staff of the Court will be vigilant, depending on the function, in monitoring of the requests and remarks on the services of the Court concerning the free access of the citizens, media and other official parties. This will be done by drafting advanced procedures for access to official documents, for communication with the citizens and for the Court's external relations, as well as for the adequate training of the staff that is engaged in this respect.
<b>Expected results</b>	5.3.1. Adequate infrastructural conditions for easier access to the new premises of the Court by disabled persons, will be created. 5.3.2 In the second quarter of 2014, suitable area for communication with interested parties (citizens, media or official parties) and for press conferences will be designated and made functional in the new premises of the CCK. 5.3.4 By fourth quarter of 2014, the database will be developed and regular archiving (electronic) of documents will be carried out.

<b>Measure 5.4</b>	<b>Improvement of the communication between the Court and other entities</b>
<b>Description</b>	The Court will be focused in the improvement of the level of communication with citizens, media and other entities, always being based on the review and treatment of the remarks/suggestions of each party. The improvement of the communication will be done based on the adequate and continued training of the staff for the communication and external relations, and through consultations within the Court's staff itself. This will be done also through the exchange of experiences with sister institutions and professional institutions, in the country and abroad.
<b>Expected results</b>	5.4.1. Every year, at least 2 visits to sister institutions in the region and further afield will be organized.

#### 4. Action Plan and Budget

The Action Plan and the Budget that are presented in this part have been drafted for all the periods of the Strategy implementation, starting from 2014 until 2016. In addition, sources of financing for every particular measure and activity have been identified. It is important to underline that both the action plan and the budget are of orientating character and that they are to be reviewed before the beginning of every fiscal year.

**Objective 1:** Developing and ensuring qualitative staff for the needs of the Court Measures and expected results:

Cod e	Activity	Impl eme ntati on period	Holder	B U DGET				Total	Measurin g instrument	
				2014	2015	2016	Source¹			
Measure 1.1 Analysis and planning of Human Resources										
1.1.1	Working Group is appointed for the analysis of the current state of affairs in the Human Resources and for envisaging the needs for the period 2014-2017	Q1-Q2, 2014	Secretary General/Deputy Secretary General	0	0	0			0.00	Decision of the Secretariat
1.1.2	Initial plan of recruitment is drafted	Q2 2014 Q1 2015 Q1 2016	DAIR Director in cooperation with the directors of departments and organizational units	0	0	0			0.00	Plans in tabular form

<sup>1</sup> 1 = Kosovo Budget; 2 = Donations; 3 = Own revenues

1.1.3	General annual plans of recruitment are approved	Q1 2014, Q1 2015, Q1 2016	Judges/Secretary General	0	0	0			0.00	Decision on approval of the General Annual Plan of Recruitment
<b>Measure 1.2: Drafting and approval of the new organizational chart of the Court</b>										
1.2.1	Working Group is appointed for preparing and proposing the new organizational chart of the Court	Q2-2015	Judges/Secretary General	0	0	0			0.00	Decision on appointment of the WG
1.2.2	New organizational chart is drafted and adopted	Q3 2014	The Working Group and the heads of the departments/organizational units of the Court	0	0	0			0.00	New organizational chart
<b>Measure 1.3: Further recruitment of staff based on the identified needs</b>										
1.3.1	Recruitment plan-filling of vacancies is developed	Q1 2014, Q1 2015, Q1 2016	DAHR Director in cooperation with the directors of departments and organizational units	0	0	0			0.00	Plan of recruitment and filling of vacancies
1.3.2	Vacancies are filled	Q1-Q3 2014	DAHR Director in cooperation with the directors of departments and organizational units	31,653.00	31,653.00	31,653.00	1	/	94,959.00	Decision on employment
1.3.3	Employment of staff in accordance with the new organizational chart	Q4 2014, Q2-Q3 2015, Q2-Q3 2016	DAHR/Human Resources officer, recruitment committees and the Secretary General	31,653.00	31,653.00	31,653.00	1	/	94,959.00	Employment contracts of the new staff

1.3.4	Every quarter, 4 interns are hired by the Court	Q2-Q3 2014, Q2-Q3 2015, Q2-Q3 2016	DAHR, recruitment committees, Cabinet and the Secretary	1.600,00	1.600,00	1.500,00	1	/	4.800,00	Contracts for Interns
Measure 1.4: Creation of Training and Career Development Unit										
1.4.1	The Training and Career Development Unit is established	Q1 2015	Secretary General	0.00	30.200,00	18,900,00	1	/	49,100,00	Training Unit established
1.4.2	Training modules developed as needed	Q2 2015	Head of Training Unit	0.00	0.00	0.00	/	/	0.00	Modules/training materials
Measure 1.5: Holding training for human capacity building										
1.5.1	Framework Training Program in the specific fields of responsibilities of the professional staff of all departments and units is prepared	Q2-Q3 2015, Q1 2016	Head of Training Unit / DAHR Director, in cooperation with heads of departments/ organizational units of the Court	0.00	0.00	0.00	/	/	0.00	Framework Training Program
1.5.2	Induction training organized	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Head of Training Unit / DAHR Director and training officer, in cooperation with heads of departments/ organizational units of the Court	0.00	0.00	0.00	/	/	0.00	Agenda, training material, reports

1.5-3	Informative Package for all the new employees and for those on duty is developed	Q1-Q2 2014, Q1 2015, Q1 2016	Head of Training Unit / DAHR Director, in cooperation with heads of departments/ organizational units of the Court	0.00	0.00	0.00	/	/	0.00	Document-informative package
1.5-4	Training for the CCK management is organized	Q1-Q2 2014, Q1 2015, Q1 2016	Head of Training Unit / DAHR Director, in cooperation with heads of departments/ organizational units of the Court	21,000.00	21,000.00	21,000.00	1	2	63,000.00	Reports on training held
1.5-5	Training for the CCK Legal Unit is organized	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Head of Training Unit / Legal Unit	25,000.00	25,000.00	25,000.00	1	2	75,000.00	Reports on training held
1.5-6	Training for CCK translators is organized	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Head of Training Unit / Director of PPD in cooperation with DAHR Director	10,000.00	10,000.00	10,000.00	1	2	30,000.00	Reports on training held
1.5-7	Foreign languages courses are organized	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Head of Training Unit / DAHR Director, in cooperation with heads of departments/ organizational units of the Court	8,500.00	8,500.00	8,500.00	1	/	25,500.00	Reports on training held
1.5-8	IT (including ECDL) courses provided	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Head of Training Unit / IT Unit, in collaboration with DAHR Director	10,000.00	10,000.00	10,000.00	/	2	30,000.00	Reports on training held
1.5-9	All officials (50) attend at least 2 training events within a year organized by specialized training institutions	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Secretary General / Head of Training Unit	70,000.00	70,000.00	70,000.00	1	2	210,000.00	Reports on training held

1.5.10	CDMS training modules are developed, and training held	Q2-2014, and further, in quarterly basis	Training Unit/IT Unit, in cooperation with DAHR Director	0.00	0.00	0.00	/	/	0.00	Training modules/materials Reports on training held
1.5.11	Regular training provided to Communication Office	Ongoing	Training Unit/Communication Unit	7,500.00	7,500.00	7,500.00	1	2	22,500.00	Reports on training held
1.5.12	Attendance of 2 training workshops supported by donors (20)	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Cabinet, heads of department and Secretary General	12,000.00	12,000.00	12,000.00	/	2	36,000.00	Training attendance reports
<b>Measure 1.6: Attendance to workshops, conferences, study visits and to other activities for capacity building</b>										
1.6.1	4 workshops regarding the implementation of Strategic Plan 2014-2016 are organized	Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016	Directors of departments and the Secretary General/Deputy Secretary	56,000.00	56,000.00	56,000.00	1	2	168,000.00	Reports on workshops held
1.6.2	Regular study visits to the regional and other constitutional courts in two-week duration are held	Q2-Q4 2014, Q2-Q4 2015, Q2-Q4 2016	The Cabinet, directors of the departments and the Secretary General	34,000.00	34,000.00	34,000.00	1	2	102,000.00	Reports on the study visits

**Objective 2:** Advanced legal framework for effective and efficient Court performance

Code	Activity	Impleme ntation period	Holder	B U DGET				Total	Measuring instrument
				201 4	201 5	201 6	Source <sup>2</sup>		
Measure 2.1 Implementation of the legal framework									
2.1.1	Working group on the implementation of the legal framework is established	Q1, 2014	Judges/Secretary General	0	0	0		0	Decision on the establishment of the working group
2.1.2	Regular reports are drafted on the implementation of the legal framework	From Q2 2014, and onwards, every six months	Working group	3.500	3.500	3.500		10.500 euro	Regular reports
Measure 2.2. Drafting of necessary regulations and instructions in compliance with the needs of the Court									
2.2.1	Report on the need for reviewing the legal framework of CCK is drafted	Q1, 2014	Secretary General/Legal Unit	0	0	0	1	0.00	Report on the need for reviewing the legal framework of CCK
2.2.2	Working Group for review of Regulation on promotion and internal transfers established	Q1– Q2, 2015	Judges/Legal Unit/Secretariat	5.500.000	0.000	0.000	1 /	5.500.000	Regulation on Promotion and Internal Transfers revised
2.2.3	Working group is established, Regulation on Staff Assessment drafted and adopted	Q3 – Q4, 2014	Judges/Legal Unit/Secretariat	0.000	5.500.000	0.000	1 /	5.500.000	Regulation on Staff Assessment

<sup>2</sup> 1 = Kosovo budget; 2 = Donations; 3 = Own revenues

2.2.4	Working group is established to review the Regulation on disciplinary procedures	Q1-Q2, 2015	Judges/Legal Unit/Secretariat	0.00	5,500.00	0.00	1	/	5,500.00	Regulation on disciplinary procedures
2.2.5	Working group is established, Regulation on Job Description of Court Staff drafted and adopted	Q3-Q4, 2014	Judges/Legal Unit/Secretariat	0.00	5,500.00	0.00	1	/	5,500.00	Regulation on Job Description of Court Staff
2.2.6	Working group is established to review the Regulation on Recruitment, Appointment and Probation Procedures	Q1-Q2, 2015	Judges/Legal Unit/Secretariat	0.00	5,500.00	0.00	1	/	5,500.00	Regulation on Recruitment, Appointment and Probation Procedures
2.2.7	Working group is established, Regulation on Working Hours and Leaves of Court Staff drafted and adopted	Q3-Q4, 2014	Judges/Legal Unit/Secretariat	0.00	0.00	5,500.00	1	/	5,500.00	Regulation on Working Hours and Leaves of Court Staff
2.2.8	Working group is established, Regulation on Salaries, remunerations and compensations drafted and adopted	Q1-Q2, 2014	Judges/Legal Unit/Secretariat	5,500.00	0.00	0.00	1	/	5,500.00	Regulation on Salaries, remunerations and compensations drafted and adopted

2.2.9	Working group is established, Regulation on Internal and External Communication drafted and adopted	Q4 2014 – Q1 2015	Judges/Legal Unit/Communication Office	5,500.00	0.00	0.00	1	/	5,500.00	Regulation on Internal and External Communication
2.2.10	Working group is established, Regulation on Organizational Structure and Job Systematization drafted and adopted	Q1 – Q2 2014	Secretary General/Legal unit	5,500.00	0.00	0.00	1	/	5,500.00	Regulation on Organizational Structure and Job Systematization drafted and adopted
2.2.11	Working group is established and guidelines on the use of CDMS	Q3 – Q4, 2015	Secretary General/Legal unit/IT	5,500.00	0.00	0.00	1	/	5,500.00	Guidelines on CDMS Use and case
2.2.12	Working group is established, Regulation on Use of IT Equipment drafted and adopted	Q1-Q2 2016	Secretary General/Legal unit/ICTU	5,500.00	0.00	0.00	1	/	5,500.00	Regulation on Use of IT Equipment
2.2.13	Working group is established and Regulation on unity of communication documents is drafted and adopted	Q2-Q3 2015	Secretary General/Judges	5,500.00	0.00	0.00	1	/	5,500.00	Amended Rules of Procedure

2.2.14	Working Group to revise Regulation on Hiring Interns in the CCK is established	Q1-Q2 2015	DAIR, recruitment committees, Cabinet and Secretary General	0.00	0.00	0.00	1	/	0.00	Administrative Instruction on hiring interns in the CCK
2.2.15	Working group is established and Regulation on Access to Official Documents and Classification is drafted and adopted	Q1-Q2 2016	Secretary General/Legal Department and Communication Office	5,500.00	0.00	0.00	1	/	5,500.00	Regulation on Access to Official Documents and Classification
<b>Measure 2.3 Drafting of the Guidelines on harmonization of legal terminology in the working languages of the Court</b>										
2.3.1	Working group is established, Guidelines on legal terminology in the working languages of the Court is drafted and adopted	Q1, 2014	Judges/Legal Unit	5,500.00	0.00	0.00	1	/	5,500.00	Guidelines on legal terminology

**Objective 3:** Provision of adequate financial support for the improvement of the Court's performance and implementation of the Court's planned activities

Cod e	Activit y	Imple mentat ion period	Hold er	B U D G E T			Source		Total	Measurin g instrume nt
				2014	2015	2016				
Measure 3.1.1 Holding of workshops for budget planning and management										
3.1.1	Worksh ops for annual plannin g are held	Q1-Q4 (contin uing)	Secret ary Gener al /DBF	0.00	0.00	0.00	1		0.00	Report on the workshop s held

3.1.2	The budget is prepared and planned (BDMS) in line with demands for the three-year period	Q2-Q4 - 2013 (continuing)	Secretary General /DBF	0.00	0.00	0.00	1	0.00	Final plan
3.1.3	Preliminary procurement plan is prepared and submitted	Q3-2013, (continuing)	Secretary General /PU	0.00	0.00	0.00	1	0.00	Preliminary plan
3.1.4	Final procurement plan is prepared and submitted	Q1-January (continuing)	Secretary General /PU	0.00	0.00	0.00	1	0.00	Final plan
3.1.5	LA Annual Strategic Plan is prepared and approved	Q1- (continuing)	Secretary General /IA	0.00	0.00	0.00	1	0.00	Final annual strategic plan
3.1.6	Periodic Financial statements are developed and approved	Continuing	Secretary General /DBF	0.00	0.00	0.00	1	0.00	F/S
3.1.7	Annual reports are prepared on the signed contracts in the public procurement	Q1 (January, continuing)	PU	0.00	0.00	0.00	1	0.00	Report on signed contracts
3.1.8	Periodic reports for LA are prepared	Every Q (continuing)	IA	0.00	0.00	0.00	1	0.00	Periodic reports

3.1.9	Projects for capital investments are prepared and approved (PIP)	Q1-Q3 (continuing)	DEPAR-SG-DBF	0.00	0.00	0.00	1	0.00	Projects for capital investments
<b>Measure 3.2 Increased efficiency in managing finance</b>									
3.2.1	Reports are prepared and approved by SMT team on internal control, risk management and financial management	Q1-Q4	SM-SG	0.00	0.00	0.00	1	0.00	Preiodic reports
3.2.2	Training modules in the field of budget, procurement, audit and certification are developed and approved	Q1 – Q4 (continuing)	DBF-PU-CO-IA	0.00	0.00	0.00	1	0.00	Training material/modules and the reports on the training held
<b>Measure 3.3 Organization of informative events with the Court's staff on the finance, procurement and audit procedures</b>									
3.3.1	Regular informative meetings are organized with CCK staff about the changes that take place in the budget planning, execution and in procurement	Q1-Q4 (continuing)	DBF-PU-CO-IA	0.00	0.00	0.00	1	0.00	Reports on the training held

Measure 3.4 Restructuring and reorganization of the Department for Budget and Finance, based on LPFM and LPP, in compliance with the new organizational chart										
3.4.1	Staff is completed in compliance with Rule 01 and 02 of the Treasury and in accordance with the new organizational chart of CCK	Q1-2014	SG-DBF	0	0.00	0.00	1		0	Decision on employment of staff

Comment at the source of financing: 1 = Kosovo budget; 2 = Donations;

**Objective 4:** Sufficient space, functional infrastructure and advanced information technology for appropriate work in the Court

Cod e	Activity	Imple mentat ion period	Holde r	B U DGET			Sour ce		Total	Measurin g instrume nt
				2014	2015	2016				
Measure 4.1 Dislocation of the Constitutional Court to the new premises										
4.1.1	Working group responsible for the dislocation of the staff is appointed, based on the foreseen dynamics	Q1 2014	Secret ary Gener al	0.00	0.00	0.00	1	/	0.00	Decision on appointme nt of the working group
4.1.2	Settlement of the staff according to the structure is completed	Q2-Q4 2014	Worki ng group	30,000. 00	0.00	0.00	1	/	30,000. 00	Staff is settled and the report of the working group
4.1.3	Transfer of equipment and inventory is accomplished	Q2-Q4 2014	Worki ng group	10,000. 00	0.00	0.00	1	/	10,000. 00	Final report of the working group
Measure 4.2: Enrichment with literature and digitalization of the Library										
4.2.1	Sufficient space is provided for the literature	Q2-Q4 2014	DABN J	20,000. 00	0.00	0.00	1	/	20,000. 00	Sufficient space in the Library

4.2.2	Every year funds are allocated for purchasing literature and for access to electronic platforms	Q1-Q4 2014-2015	DAHR, DBF	3,500.00	3,500.00	3,500.00	1	2	10,500.00	Inventory list
<b>Measure 4.3: Advancement of the digitalization system and standardization of the existing equipment</b>										
4.3.1	Integration of the existing system into the new system of information technology in the new premises of the Court is accomplished	Q1 2014	ITCM U	0.00	0.00	0.00	/	/	0.00	Report on complete functioning of the system in the new infrastructure
4.3.2	IP telephony system is created	Q3-Q4 2014	ITCM U	24,000.00	2,000.00	2,000.00	1	2	28,000.00	Telephony system in IP-telephony
4.3.3	Audio and video system for the courtroom in the new premises is created	Q2-Q3 2014	ITCM U	30,000.00	5,000.00	5,000.00	1	2	40,000.00	Audio and video system for the courtroom
4.3.4	Video surveillance system in the new premises of the Court is created	Q1 2014	ITCM U	15,000.00	0.00	0.00	1	2	15,000.00	Video surveillance system
4.3.5	Funds for replacement of information technology equipments with advanced ones are allocated	2014-2015	ITCM U and DBF	15,000.00	15,000.00	15,000.00	1	2	45,000.00	Inventory list
<b>Measure 4.4. Advancement of the CDMS system</b>										
4.4.1	Technical conditions are created for the use of CDMS from outside of the Court	Q1-2015	ITCMU	0.00	10,000.00	2,000.00	1	2	12,000.00	Use of CDMS from outside of the Court

**Objective 5:** Effective process of communication and public perception

Cod e	Activity	Implemen tation period	Hold er	BUDGET					Total	Measurin g instrume nt
				201 4	201 5	2016	Source <sup>3</sup>			
Measure 5.1: Establishment of the Communication Office										
5.1.1	Communication Office is established	Q1 2014	Secret ary Gener al	7,00 0.00	7,00 0.0 0	7,000 .00	1	/	21,000.0 0	Decision on the establish ment of the Office
5.1.2	Regular annual reports on the communication performance of the Court are published	2014, 2015, 2016	Com muni cation Office	0.00	0.0 0	0.00	/	/	0.00	Annual reports
5.1.3	Report on effectiveness of CCK official communication is prepared	Q2 2014	Secret ariat	0.00	0.0 0	0.00	/	/	0.00	Work report
Measure 5.2: Informing the public of the Court's function										
5.2.1	Informative seminars with the civil society, media and other institutions are organized with regard to the role and work of the CCK	Q2-Q4 2014/2016	Secret ariat/ Com muni cation Office	1,00 0.00	1,00 0.0 0	1,000 .00	/	2	3,000.00	Reports on the seminars held
5.2. 2	Speed and amount of information published on CCK website is increased	Ongoing	Com muni cation Office /ICT MU	0.00	0.0 0	0.00	/	/	0.00	CCK webpage
Measure 5.3: Improvement of the availability and access to official documents and the access of parties to the Court										
5.3.1	Standards for access of disabled persons to the new premises of CCK (New premises) are observed	Q2 2014	Secret ariat	0.00	0.0 0	0.00	/	/	0.00	Infrastru cture in use
5-3- 2	Special area for communication with parties in the new premises of the CCK (New premises) is designated and made functional	Q2 2014	Secret ary Gener al /Com muni cation Office	0.00	0.0 0	0.00	/	/	0.00	Decision on designati ng the function al area/are as

<sup>3</sup> 1 = Kosovo Budget; 2 = Donations; 3 = Own revenues

5.3.3	Special area is allocated for holding regular press conferences in the new premises of CCK (New premises)	Q2 2014	Secretariat/Communication Office	0.00	0.00	0.00	/	/	0.00	Room for press conferences
5.3.4	Database is developed and regular (electronic) archiving of CCK documents is carried out	Q2 – Q4 2014	ITCM Unit / Communication Office	0.00	0.00	0.00	/	/	0.00	Electronic archive of media /archived official documents
<b>Measure 5.4: Improvement of the communication between the Court and other entities</b>										
5.4.1	At least 2 visits to sister institutions in the region and abroad are organized	2014, 2015, 2016	Secretariat	25,000.00	25,000.00	25,000.00	1	2	75,000.00	Report on the visits accomplished

**Annex:** List of participants in developing the Strategic Plan of the Constitutional Court 2014-2017

**President/Judges/Secretary General:**

Enver Hasani	President
Ivan Cukalovic	Vice President
Robert Carolan	Judge
Altay Suroy	Judge
Almiro Rodrigues	Judge
Snezhana Botusharova	Judge
Kadri Kryeziu	Judge
Arta Rama	Judge
Arberesha Raça Shala	Secretary General

**Legal Unit:**

Sevdail Kastrati	Chief Legal Advisor
Johan Van Lameon	Legal Advisor
Ronald Hooghiemstra	Legal Advisor
Radomir Laban	Legal Adviser
Muhamet Brahimi	Legal Adviser
Nexhat Kelmendi	Legal Adviser
Rrahmon Salihu	Legal Adviser
Suzana Krasniqi	Legal Adviser
Bardh Bokshi	Legal Adviser
Amantina Tolaj	Legal Adviser
Srdjan Staletovic	Junior Legal Advisor
Arbana Beqiri	Junior Legal Advisor
Boban Petkovic	Junior Legal Advisor
Resmije Loshi	Legal Secretary of the Legal Unit

**Directors:**

Milot Vokshi	Director of Finance
Anita Krasniqi	DRLSA Director
Shfqet Berisha	HR Director
Hakif Veliu	Procurement Director
Fatbardha Grabanica	Internal Auditor
Bashkim Percuku	IT Director
Nazim Berbatovci	Officer for Human Rights and Trainings
Veton Dula	Spokesperson
Behxhet Haliti	Proof reader
Aida Berisha	Chief of the Cabinet
Adelina Nallbani	Legal Officer to the office of the Secretary General
Vesa Caka	Advisor for International Relations