

STRATEGIC PLAN OF THE CONSTITUTIONAL COURT OF KOSOVO 2021-2025

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LIST OF ABBREVIATIONS

AELK	Association of Electronic Libraries of Kosovo
KCA	Kosovo Cadastral Agency
PAK	Privatization Agency of Kosovo
DAHR	Department of Administration and Human Resources
DBF	Department of Budget and Finance
DPS	Department of Professional Support
DCRSA	Department of Case Registration, Statistics and Archive
GIZ	German Corporation for International Cooperation (GIZ) - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
CJEU	Court of Justice of the European Union
ECtHR	European Court of Human Rights
Constitutional	
Court	Constitutional Court of the Republic of Kosovo
IRZ	German Foundation for International Legal Cooperation- IRZ
MTEF	Mid-Term Expenditure Framework
ECHR	European Convention on Human Rights
LPFMA	Law on Public Financial Management and Accountability
LPP	Law on Public Procurement
LAPD	Law on Access to Public Documents
IAU	Internal Audit Unit
LU	Legal Unit
KFMIS	Public Financial Management Information System
IT	Information Technology
USAID	U.S. Agency for International Development
NAO	National Audit Office

CONSTITUTIONAL COURT OF KOSOVO
STRATEGIC PLAN OF THE CONSTITUTIONAL COURT OF KOSOVO
2021-2025

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WORD OF THE PRESIDENT

The Constitutional Court of the Republic of Kosovo has successfully implemented three strategic plans so far, by which it was subjected to functional, structural and organizational changes since its establishment.

Unlike three previous plans, the new Strategic Plan of the Court has been drafted for a period of 5 years (2021 - 2025), by which the Court intends to continue the practice of facing future challenges, based on the experience gained over the years and with new technological opportunities.

Each area, goal, objective and activity has been carefully selected and always taking into account the level of implementation and shortcomings identified from previous plans.

Increasing the quality of decisions and decision-making process, consolidating the internal regulatory framework, further development of capacities of professional staff, improving budget management, advancing public communication and external relations, are among the main strategic goals identified by the Court as priorities for the next five-year period.

The new Strategic Plan was developed under extraordinary working conditions and circumstances, as a result of the COVID-19 pandemic, which altered the way of functioning and the work of the Constitutional Court as well.

The lessons learned from work performance under these circumstances, have only made us increasingly cautious towards our vision and mission, always in the service of protecting the fundamental rights and freedoms of citizens, and in defense of respect for constitutionality in the country.

The Court remains committed to meeting all strategic goals and objectives set out in the new plan, with the aim that through advancement of human and infrastructure capacities, to ensure easier and qualitative access of citizens to constitutional justice, as well as greater transparency and accountability towards public.

The implementation of the strategic goals of the five-year plan which is relatively dynamic and comprehensive will be monitored and evaluated periodically by the Court.

On behalf of the Constitutional Court of Kosovo, I take this opportunity to express my deepest gratitude to the Council of Europe Office in Pristina, for the support provided in the development of the Strategic Plan (2021 - 2025) as well as other projects implemented thus far.

I would also like to convey my special gratitude to all judges and officials of the Constitutional Court of the Republic of Kosovo, for their contribution given under extraordinary working circumstances in identifying strategic priorities and ideas to the development process of the Court towards future.

Arta Rama - Hajrizi

President of the Constitutional Court of the Republic of Kosovo

1. INTRODUCTION

The Constitutional Court is an independent body for the protection of constitutionality which makes the final interpretation of the Constitution. In this context, according to the Constitution, it is the final authority in the Republic of Kosovo for the interpretation of the Constitution and the compatibility of laws with the Constitution. Its decisions are binding on all persons, courts and public institutions of the Republic of Kosovo and cannot be subject to review by any other state mechanism.

In this context, the Constitutional Court acts as the final guardian of the Constitution by ensuring the functionality of institutions in accordance with the Constitution, based on its jurisdiction, as well as guaranteeing protection of individual rights and freedoms provided by the Constitution and other international instruments that are directly applicable in the constitutional and legal order of the Republic of Kosovo. With the mandate given to it by the Constitution, the Constitutional Court gives the final meaning to the constitutional provisions after reviewing the referrals submitted to it by the authorized parties.

The role and responsibilities of the Constitutional Court are defined in the Constitution, the Law on the Constitutional Court and the Rules of Procedure. These three documents contain the principles of the independence of the Court in its work and mission as the final authority for the interpretation and protection of the Constitution. Ensuring the independence and professionalism of the Court's decision-making are the most important segments of its functioning and the successful implementation of its mandate.

Therefore, a vision and proper strategic planning, overcoming eventual challenges, the existence of an adequate legal framework, structure and organized and functional internal system, enable this mandate of the Constitutional Court to be implemented in practice. Through the preparation of the mid-term Strategy 2021-2025, on the basis of which the strategic objectives and activities for the advancement of its work are defined, the Constitutional Court emphasizes independence, impartiality, integrity, quality of decision-making and professionalism – as preconditions for credibility and its impact on the implementation of its constitutional mandate.

The Court has a good experience in strategic planning of organizational and professional development since its establishment. Based on the planning framework and the objectives so far, the evaluation of the implementation of the Strategic Plan of the Constitutional Court for the years 2018-2020 has been made, from which is ascertained the achievement of complete fulfillment of most of the set objectives. Through the implementation of strategic objectives, the Court has increased its efficiency in resolving cases, improved the quality of decision-making, constantly enhanced the professional capacity of the Court's staff in order to fulfill its mandate and preserved its operational and financial independence. However, the dynamics of constant legal, social and technological changes and developments indicate the need to respond to these changes by adequately addressing new issues as well as further advancement in all areas covered by this Strategy.

The Court's strategy for the next mid-term aims to focus on five main areas: 1) Advancing the legal framework; 2) Quality and efficiency of Court decisions; 3) Human resources and organizational structure; 4) Financial management and support services and; 5) Communication, public relations and international cooperation. In each of these areas strategic and specific goals have been set in order to achieve the goals of this Strategy. Within these areas of the Strategy, an objective review of current needs was performed, which made it possible to set mid-term objectives and anticipate measurable actions aimed at achieving these objectives.

The implementation of this Strategy and the measures planned in the plan for its implementation depend, above all, on the will and direct engagement of the Court's management. This will has undoubtedly been consistently demonstrated through the clear expression of the vision to which it aspires and the commitment to implement the measures planned to achieve this vision. Moreover, the involvement, support and engagement of the entire staff of the Court, which is the main bearer of implementation is an equally important factor to accomplishment of the vision of this Strategy.

2. EXECUTIVE SUMMARY

The Strategy of the Constitutional Court for the period 2021-2025 contains strategic and specific objectives that will be achieved on the basis of a three-year action plan, which is an integral part of the Strategy. The progress towards the objectives will be measured using indicators and targets identified in parallel with the specific objectives.

The strategy consists of an introductory part, an executive summary, a methodology for its development, a brief overview of the current situation that derives from the report on the evaluation of the implementation of the Strategy 2018-2020 as well as the SWOT analysis.

The main part of the Strategy consists of a chapter containing strategic goals, specific objectives, indicators and targets organized according to the main areas on which the Court intends to focus the main activities during the next five-year period. Within this, the Strategy consists of five strategic areas and goals as well as specific objectives listed below, and supported by the strategic textual part.

Strategic Goal 1: Advancing the quality and implementation of the legal framework
Specific Objectives: 1.1. Advancing the capacity of the Court to influence the legislative process affecting the functioning and independence of the Court; 1.2. Supplementing, harmonization and consolidation of the internal regulatory framework; 1.3. Advancing mechanisms for effective implementation and monitoring of the Court's internal regulations.
Strategic Goal 2: Increasing the quality of decisions and the efficiency of the Court's decision-making
Specific Objectives: 2.1. Continuous increase the quality of Court decisions by ensuring the consistency of internal practice and improving the reference to international case law; 2.2. Strengthening the capacities of the Legal Unit, with special emphasis on the field of professional research; 2.3. Advancing the case management system through coordination, administrative simplification of procedures and further advancement of the CDMS.
Strategic Goal 3: Further development of human capacities and organizational structure of the Court
Specific Objectives: 3.1. Further development of the capacity of the Court's professional staff and support services through planning and implementation of training programs; 3.2. Consolidate a good practice regarding internal communication; 3.3. Increase the international cooperation of the Court's staff through exchange programs; 3.4. Further improve of the organizational structure of the Court.
Strategic Goal 4: Advancing the management of the budget and other financial resources and support services in order to achieve the objectives of the Court
Specific Objectives: 4.1. Ensuring proper planning of the Court's budget in order to achieve its objectives; 4.2. Ensure an efficient and effective expenditure implementation process along with a regular monitoring program on a quarterly basis; 4.3. Increase the quality of the external audit response and maintain a transparent internal financial control process; 4.4. Providing the necessary support services to the Court in order to achieve its objectives;

4.5.	Maintenance and advancement of IT infrastructure as per the needs of the Court and in line with the growing developments of ICT.
Strategic Goal 5: Advancing Communication with the Public/Media and international relations	
Specific Objectives:	
5.1.	Improving communication within the Court;
5.2.	Better information of the public regarding the work and activities of the Court;
5.3.	Better communication with the media and civil society;
5.4.	Increase cooperation with regular courts and the legal community;
5.5.	Advancing the international cooperation of the Court.

A separate chapter of the strategy establishes a system for its monitoring, reporting and evaluation. The monitoring system described below consists of institutional monitoring mechanisms and reporting and evaluation processes.

In addition, the Strategy contains in which summary information on financial costs for its implementation is presented at the level of each activity contained in the action plan for the next three-year period.

3. METHODOLOGY

The Strategy of the Constitutional Court 2021-2025 was developed on the basis of a detailed analysis whose goal was to assess the implementation of the Strategic Plan of the Constitutional Court for the period 2018-2020. This assessment took into account the successes, challenges and expected developments for the next period for the Constitutional Court. When drafting the Strategy, the domestic, regional and international best practices¹ in the process of drafting strategic documents have been taken into consideration.

The process of drafting the Strategy was conducted under the supervision of the leadership of the Constitutional Court and during the entire process of drafting the Strategy, judges, all members of the Legal Unit as well as the staff of the Secretariat of the Court have been involved. The staff of the Constitutional Court actively participated in organized roundtables for discussion, structured direct interviews and the submission of documents and comments, and through ongoing suggestions. The development of the Strategy was assisted by experts hired by the Council of Europe, Mr. Ruzhdi Halili and Mr. Qerkin Berisha.

The Strategy development process consisted of several phases:

Preparatory phase and Strategy planning development (including initial meetings with the Constitutional Court staff and interviews) - During September 2020, experts held meetings with the Constitutional Court staff, including judges, heads of departments and the Legal Unit of the Court. In this phase, the leaders of the groups responsible for each objective of the Strategy 2018-2020 have met. During this phase, general information on the current situation and challenges and all other information important for the process of drafting the new Strategy were collected.

Collection of data, information and initial analysis of the situation (including preparation of the Report on the implementation of the Strategic Plan of the Constitutional Court for the period 2018-2020) - In this phase, the data and information required to analyze the situation were collected and analyzed, including the Court's internal reports. *The report on the implementation of the Strategic Plan of the*

¹ OECD (OECD), *Manual for the preparation, implementation, monitoring, reporting and evaluation of public administration reform and sectoral strategies, Guide for SIGMA partners*, Document No. 57, OECD(OECD) Publication, Paris, 2028, <https://www.oecd-ilibrary.org/docserver/37e212e6-en.pdf?expires=1606684331&id=id&accname=guest&checksum=D2071265DCA319C64B8A41660CEAD7D7>

Constitutional Court for the period 2018-2020 was prepared as an assessment that identifies the achievements and challenges in the implementation of the Strategic Plan and serves as initial point for the development of the new Strategy of the Court. The assessment also aimed to enable the development of strategic and specific objectives for the Strategy 2021-2025, enabling the setting of priorities for the Court in the next five-year period. During this phase, assessments of international institutions and mechanisms on aspects of the functioning of the Constitutional Court were collected and analyzed.

Roundtable discussions with the Constitutional Court (preparation of the SWOT Analysis; determination of strategic and specific objectives of the Strategy) - On 1 and 2 October 2020, work meetings were held with the participation of judges and staff of the Constitutional Court, where findings from Report on the implementation of the Strategic Plan of the Constitutional Court for the period 2018-2020 have been presented and then confirmed at those meetings. The meetings also served for the development of the SWOT analysis and at the same time for setting strategic objectives. On 3 November 2020, another meeting was held in a row with the participation of judges and staff of the Constitutional Court, where the strategic and specific objectives of the Strategy 2021-2025 were determined.

Drafting the Strategy – During this phase, the draft Strategy was prepared that took into account the findings from the Report on the implementation of the previous strategy, SWOT analysis, discussions with judges and other staff of the Court. The draft Strategy, which contains areas, strategic goals, specific objectives and indicators/markers, was forwarded to the staff of the Constitutional Court for comments and finalization. Each of the groups established according to the objectives, after the meetings, gave their contribution in finalizing the specific objectives. At the same time, requests for information were prepared and forwarded to the group chairpersons, which will contain the Action Plan for the implementation of the Strategy, divided according to specific objectives.

Development of the Action Plan, including the costs of implementing the Strategy – The process of preparation of the Action Plan of the Strategy, including costing, began simultaneously with the preparation of the draft Strategy, at a time when strategic and specific objectives have been set. The work on the development of the plan's activities was led by working groups, with the advice of engaged experts.

4. VISION, MISSION AND VALUES

4.1 Vision

The Republic of Kosovo is a democratic state, guided by the constitutional values of freedom, peace, democracy, equality, respect for human rights and freedoms and the rule of law, non-discrimination, the right to property, the protection of environment, social justice, pluralism, separation of state powers, and market economy.

In this context, the Constitutional Court plays its role defined by the Constitution itself - as the final authority for the interpretation of the Constitution and the conformity of laws with the Constitution. Guided by the Constitution and the values and principles proclaimed in it, the Court plays a fundamental role in the ultimate guarantee of constitutionality in the country, with a special focus on the protection of constitutional guarantees and those related to fundamental human rights and freedoms.

4.2 Mission

The mission of the Constitutional Court is to successfully perform all its public duties determined by the Constitution. In carrying out this mission, the Court takes into account the values and principles on which the Republic of Kosovo is envisaged to function, as a new democratic state that protects and guarantees constitutionality, rule of law and respect for human rights in accordance with the Constitution and in accordance with the judgments of the European Court of Human Rights (ECtHR).

The Constitutional Court, as the institution responsible for the final interpretation of the Constitution, does not act *ex officio* - but is conceived as a public body that guarantees the constitutionality and conformity of laws with the Constitution, for cases legally submitted to it by authorized parties. The Constitutional Court is committed to contributing to the achievement of this constitutional vision by working diligently to be a responsible and transparent public body that ensures that services for the state and its citizens will be provided by:

- a professional and independent institution, which establishes and nurtures an exemplary culture of inter-institutional cooperation, while maintaining and protecting the necessary elements of judicial independence and impartiality;
- an institution with high standards of functioning and quality of decision-making, which guarantees accountability and transparency in the performance of public duties to protect and guarantee the fundamental rights and freedoms of all citizens of the Republic of Kosovo, including non-majority communities;
- an institution that focuses on the final interpretation of the Constitution and the responsible performance of any jurisdictional duty provided by the Constitution and the Law.

4.3 Values

In the context of ensuring accountability and responsibility for respecting the Constitution, as well as encouraging public confidence in constitutional justice and the rule of law, the Constitutional Court will uphold the following values:

- **Respect for and protection of the Constitution** – The Constitutional Court, as the final interpreter of the Constitution, is considered the “guardian of the Constitution”;
- **Honesty and Integrity** – conduct of judges in accordance with the highest professional and moral standards in order to preserve and advance the constitutional justice as well as to preserve the reputation of the Constitutional Court;
- **Fairness and impartiality** – The Constitutional Court adjudicates only on the basis of the Constitution, Law and Rules of Procedure, ensuring fair and impartial treatment of all regardless of race, color, gender, language, religion, political or other opinions, national or social origin, affiliation with any community, property, economic, social status, sexual orientation, birth, disability or any other personal status;
- **Transparency** – The Constitutional Court is guided by the principles of accountability, transparency and openness in communication with applicants individually and the public in general, informing them of decisions made and allowing them to be easily accessible to the interested parties, students, academia and the general public;
- **Legal certainty** – The Constitutional Court will guarantee the principle of legal certainty, which is essential for trust in the judicial system in general and in the constitutional judiciary in particular;
- **Rule of law** - The Constitutional Court acts in accordance with the values of constitutionality, legal certainty, prohibition of arbitrary treatment, equality before the law and non-discrimination, access to justice, fair trial and constitutional justice, which aim to guarantee the respect for the constitutional order of the Republic of Kosovo;
- **Efficiency** - The court ensures the effective processing of referrals submitted to it, as well as the quality of decisions in accordance with the Constitution, the Law and the Rules of Procedure, through strategic planning and the best use of available resources.

5 SUMMARY OF KEY ISSUE ANALYSIS

5.1 Legal Framework for the Constitutional Court

The Constitutional Court plays a decisive role in building and advancing the concept of the rule of law on one hand, and the protection of human rights and freedoms on the other. Thus, in order to ensure the functioning and advancement of this role in the future, it is more than important to emphasize judicial independence which is a precondition for the rule of law and a basic guarantee for the protection of human rights and freedoms guaranteed by the Constitution and the European Convention on Human Rights.

The independence of the Constitutional Court as defined by the Constitution, Law and Rules of Procedure, is an essential and extremely significant factor for the functioning of the Court. Therefore, maintaining and advancing the mechanisms that ensure its independence, including new legislation, are a permanent necessity.

In order to achieve this goal, the Court has focused on establishing mechanisms through which it can contribute or intervene in the drafting process of legislation by the institutions responsible for drafting and adopting the legislation. As a result, the legislation that could potentially affect the functioning and independence of the Court has been proactively identified and analyzed, and interested party's comments have been provided as early as the stage of drafting such legislative initiatives.

Throughout ten years of operation of the Constitutional Court, in order to ensure its internal functioning, independence and integrity, the Court has worked to increase the quality of the legal framework by preparing the Instruction on procedures for drafting, amending and adopting internal legal acts. The Court currently has 21 internal acts (see Table 1). With an assistance of USAID an assessment was performed to identify possible inconsistencies within the internal acts themselves or with the higher legal acts. The report identifies certain aspects which will be addressed in the next planning period. Instructions on drafting procedures, and a report should be adopted by the Court at an administrative session. Following the adoption of the Instruction, and the adoption of the assessment report, it is expected to work will be done on harmonizing and simplifying the internal legal framework.

Year	Regulation	Administrative Instruction	Practical Instructions	Code	Total
2010	0	2	0	0	2
2011	0	0	0	1	1
2012	3	1	0	0	4
2013	3	0	1	0	4
2014	0	0	0	0	0
2015	2	0	0	0	2
2016	1	0	0	0	1
2017	2	0	0	0	2
2018	2	0	0	0	2
2019	1	2	0	0	3
Total	14	5	1	1	21

Table 1: Normative internal acts in force, by year of approval (source: Report on the evaluation of the Internal Regulatory Framework, December 2019 - April 2020)

Increasing transparency in the work of the Court, including transparency in terms of drafting internal acts and full access, in determining which legal documents are public and which are

for internal use, has been one of the ongoing goals of the Court. Nevertheless, this segment still remains one of the challenges the Court must focus on, in its future. Based on internal acts of the Court, it is noted that only Rules of Procedure; the Regulation of the Legal Unit, Code of Conduct and Guidance on Practices for Filing *Amicus Curiae*, are already published. Therefore, throughout the implementation of the objectives of this Strategy, it remains for the Court to continue to work in this direction.

5.2 Legal Unit

The Legal Unit, as a special organizational structure in the Constitutional Court, performs its duties in support of the professional work of judges, conducting legal research and analysis and assisting in the drafting of preliminary reports, decisions and other legal material depending on the needs of the Court in the case processing.

The Legal Unit, as one of the main professional pillars of the Court, is engaged in increasing the efficiency of the Court as well as enabling the professional conduct of the constitutional trial. The drafting of the *Memo* by the Legal Unit, which introduces the envisaged deadlines for the review of cases from 5.3 to 6 months, is considered as an important step in shortening the time of preparation of cases for decision-making by judges. The case allocation system to legal advisors has proven to be effective as a result of better coordination of workload and distribution of work between the Legal Unit with other units such as DCRSA, DPS, the Office of the Secretary General and the IT Department. As an instrument for increasing the efficiency and quality of decision-making in the Court, the model of cooperation of advisors with judges in the preparation of cases where each legal advisor will cooperate with each of the judges, was generally considered as positive. However, there was a need to discuss further improvement of this model in order to increase the efficiency and quality of decision-making. The electronic CDMS system is very important for increasing efficiency in case management and dissemination of information. A challenge identified also by the SWOT analysis, appears the lack of its use by all employees of the Court, except for the DCRSA Registration Unit.

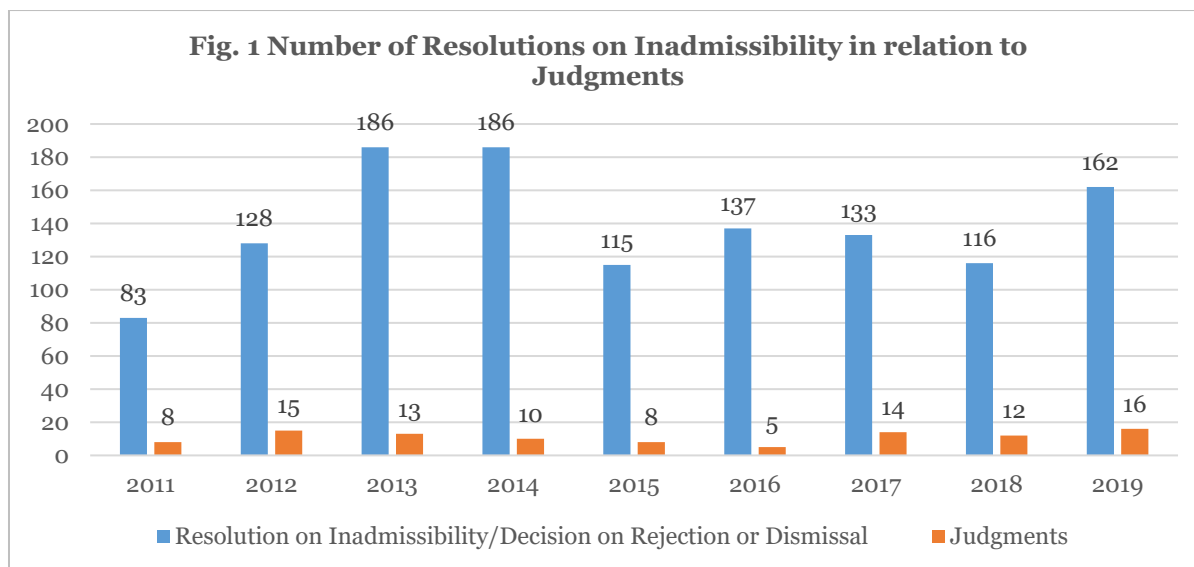
During the three years of implementation of the last strategic plan, a positive trend was noted in the number of resolved cases compared to the received cases. In 2018, 64%; in 2019, 87%, whilst in the first six months of 2020 was 81% of resolved cases in relation to the number of cases received during the same year. However, the number of cases in process remains large having into consideration the cases transferred from the previous year, but also the increase in the number of cases received and the increase in the difficulty level. The average case review for 2019 was 10.7 months, while in the first half of 2020 the average time was shortened to 9.64 months (see Table no. 2).

Year	Referrals received	Referrals in process	Resolved cases	Execution in %	% of resolved referrals vs. received referrals	Average review
2018	206	299	133	44.5%	64%	N/A
2019	243	410	213	52%	87%	10,7 months
2020	195	392	206	52.6%	105.6%	17,4 months

Table 2: Case statistics in the CCK during 2018, 2019, 2020 (source: annual reports of the Court)

One of the issues worth emphasizing is also the large number of decisions that result in inadmissible in relation to the total number of judgments (see Chart no. 1). Although the

number of referrals ending with a judgment in recent years has increased from 3% in 2016 to 9% in 2019, this number can still be considered very small. However, it should be taken into account that in relation to this issue of preliminary planning of Judgments, the Court is completely limited by the nature of the alleged violations received as referrals to the Court as well as the manner of argumentation.



It is estimated that in the ten years of its existence, the Court has based its case law on a widespread use of the ECtHR case law. This trend appeared as such not only in the first years of operation, but also in its latest decisions, advancing each time and more and more references used for specific cases. The reference in the case law of the ECtHR is made not only in relation to the interpretation of human rights contained in the ECHR, but also in relation to the admissibility criteria set out in Article 35 of the ECHR and other procedural issues, as this case law is considered relevant for deciding on admissibility of the referrals before the Court.² The Legal Unit and the Juristconsult have a key role in improving the use of internal case law of the Court, the case law of the ECtHR, the case law of the sister constitutional courts of other states that are part of the Venice Commission Forum, etc. The aim is for the Court to refer to the case law of the CJEU in the near future.

Improving the research capacity of staff in order to increase the efficiency and quality of decisions remains one of the issue on which the Court must continually plan and act. In this part, the mandate of the Legal Unit and the practical definition of the role of the Juristconsult should be clarified. The Court is already a member of several renowned electronic resource databases, including the ongoing access of the CODICES Forum of the Venice Commission. It is worth mentioning that the compilation of the Instruction for the unification of citations of Court decisions and other international decisions is deemed as proper initiative. At the same time, in the context of ongoing training of legal advisors, it is worth noting that some specific trainings have been organized on issues of certain articles of the ECHR. Moreover, the CCK in cooperation with the support project of the Council of Europe, has organized study visits for some legal advisors in the ECtHR. This project, which includes a very important component of the training of advisors in specific articles of the ECHR, as well as training in the case management process from the starting point by the ECtHR, is considered a very useful practice that is expected to continue with other advisors to the Court. Consequently, the Council of Europe project for sending advisors and judges to trainings and study visits to the ECtHR was assessed as very useful and it is recommended to find ways for its continuation. On the other

² Trajkovska, Mirjana Lazarova. (2020). Evaluation of the implementation of the ECHR by the Constitutional Court of Kosovo. Council of Europe, Internal Report.

hand, in the context of improving legal writing, workshops and meetings with judges from the region were organized.

One of the challenges facing the CCK is the departure of several advisors; a small number of advisors compared to the number of cases and their increasing difficulty; as well as preliminary planning in that regard. Further work is required in order to reduce the average time taken to resolve cases, including setting different deadlines for different categories of cases. At the same time, the Court needs to work harder on raising public awareness of the Constitutional Court's mandate, so that the number of inadmissible cases is reduced in the future. The future Strategy must continue to have a high focus on these areas.

5.3 Infrastructure and Human Resources

The situation of human resources in the CCK is assessed as positive. Job descriptions and filling vacancies as per the structure did not pose any problem. The risk of interference with the independence of constitutionally independent institutions, including the Court, which was the legislative package for public administration reform, has been avoided as a result of challenge of these legislative initiatives before the Constitutional Court by the authorized parties. The decision-making of the Court prevented, at the level of the Republic, the application of new legal norms which were assessed to have a negative and unconstitutional effect on the separation of powers and the independent functioning of the judiciary and other independent institutions.

The Constitutional Court currently has 66 employees. Filling vacancies according to the organizational scheme of the Court was not a problem. Nevertheless, the Court has 4 additional vacancies provided for in the budget, which were not filled initially as a result of the renovation of the Court building and then due to the situation with COVID 19 pandemic. The distribution of staff according to the Court's organizational chart is as in the following figure no. 2:

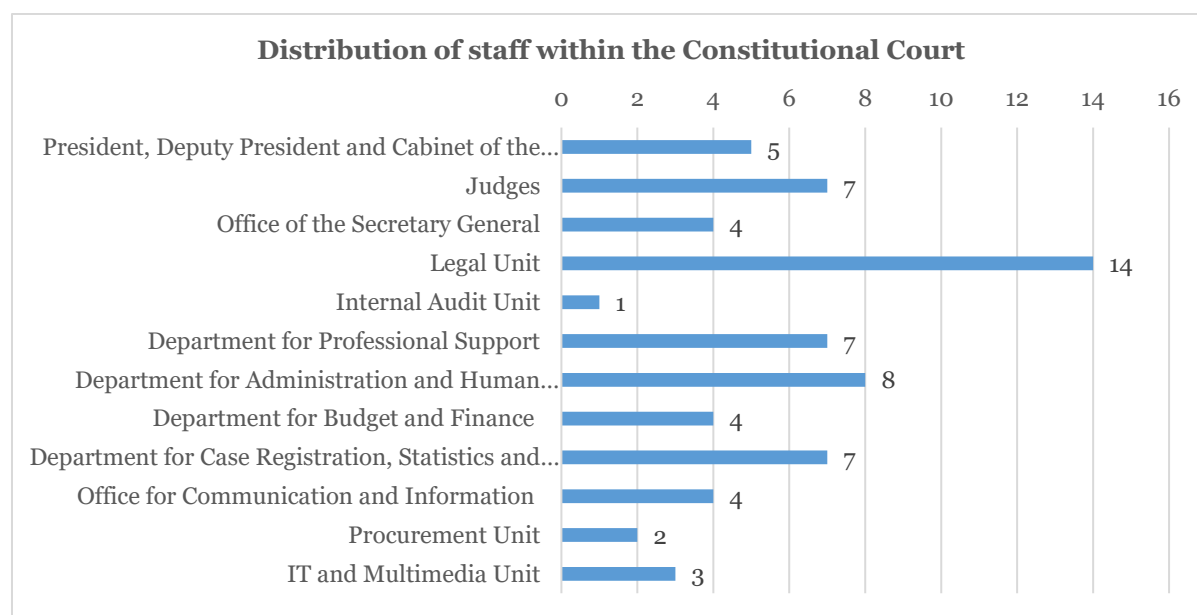


Figure 2: Organizational structure and distribution of staff in the CCK (source: information received from the Court)

The Constitutional Court has established a performance appraisal system. Job planning is done at the organization level, at the unit level, and at the individual level. There is training planning

in accordance with the needs identified through performance evaluation forms but also in accordance with their provision and organization by donors and other institutions (KIPA, Judicial Institute) (see Table no. 3).

Activities of the Court during the years 2018, 2019, 2020			
Activities of the Court during the years 2018,2019, 2020 Activities	2018	2019	2020
Study visits, roundtables, forums and summer schools abroad	4	7	2
Workshops abroad	6	4	/
Workshops in the country	1	1	4
Conferences abroad	2	1	1
Seminars abroad	2	0	/
Seminars in the country	1	1	/
Trainings in the country	7	22	10
Trainings abroad	3	0	/
Foreign language courses	2	1	/
Webinar, online roundtables	0	0	7
Total number of participants	161	162	191

Table 3: Activities of the Court during 2018, 2019, 2020 (source: annual reports of the Court)

Monitoring the implementation of the work plan is done through a report on a quarterly basis for each department. The Legal Unit has a direct reporting line to the President of the Court, and the way of reporting differs accordingly. Each member of the Legal Unit submits a monthly report to the First Constitutional Legal Advisor, who then informs the President on the progress of work performance within the Legal Unit. The Court, since its establishment, has adopted the Rules of Procedure which have been updated over the years, as well as the Regulation on the Internal Organization of the Court. The Rules of Procedure of the Court established the Legal Unit, and its organization consisting of Legal Advisors is regulated by the Regulation on the Legal Unit no. 03/2019.³ Based on the analysis of the organizational structure of the Court, it is not assessed as necessary to restructure or substantially change of the organizational structure of the CCK, however changes and improvements in the structure, its amendment, as well as the need to identify and introduce new or additional positions require an analytical approach and considering the best alternatives that can serve to achieve the Court's objectives and the implementation of its mandate. For the time being, the Court lacks the availability of consolidated information on human resources, and also lacks an adequate electronic system for their management in accordance with the needs of the Human Resources Unit and the Court.

Regarding the Infrastructure, with the completion of the project of upgrading and renovating the existing facility, the Constitutional Court increased its working space by about 525 m². This made it possible to accommodate the entire staff of the Court in comfortable conditions. The project had a total cost of 379,410.98 €. It is assessed that the implementation of the project has achieved its goal and it has provided good working conditions and sufficient space for the accommodation of the entire staff of the Court.

The court has also made continuous progress with the digitalization of its work. In addition, trainings and advancement of staff knowledge have been provided. One of the challenges was the lack of cyber security instruments in the Court, adding to it now the fact that due to the COVID-19 pandemic the Court is holding hearings online. It is recommended that during the next planning period, proper attention to be paid to the case management system and its

³ Regulation of Legal Unit no. 03/2019, accessible at: https://gjk-ks.org/wp-content/uploads/2019/12/Rregullore-03_2019_e-Njesis-Ligjore_shq.pdf

improvement according to the developments and advancements of information technology. This should be done in line with the new needs of the Court considering the importance of this system in increasing the efficiency and effectiveness of the Court's work. Particularly, it is recommended to update the system in accordance with the findings and recommendations of the system needs assessment. This would include also providing remote access to the case management system, improving searches, linking to the website to allow parties to obtain information on the status of their case. It is recommended that Templates and *Memo*, be linked to the system as well.

5.4 Public Finances and Transparency

The Constitutional Court enjoys financial independence in carrying out the tasks defined by the Constitution. This independence is also established by the Law on the Constitutional Court (Article 2.1 of the Law). Implementing the financial independence of the Court in practice has been a very challenging issue, noting that most of the time it is the Ministry of Finance that sets the overall budget limits for all independent institutions including the Court. Nevertheless, overcoming such challenges is made possible by elaborated and reasoned mid-term planning. The court maintained an approximate budget quota for three years of implementation of the strategic plan. The Court regularly drafted report on financial expenditures in accordance with the LPFMA and published them on its official website (see Table 4). The budget execution rate in the past three years has been almost 100%.

Description	2017	2018	2019	2020	2021	2022
Budget allocated/estimated	1,541,513	1,698,779	1,957,723	1,886,960	1,864,753	1,835,354
Execution	1,527,569	1,697,490	1,957,335	1,886,805	/	/
Execution in %	99.13%	99.92 %	99.98%	99.99%	/	/

Table 4: Budget set and spent for the Court for the years 2017, 2018, 2019 and 2020 and the estimated budget 2021 and 2022 (source: Annual reports of the Court, MTEF 2020-2022)

In regards to internal audit, in terms of planning, the Court has developed periodic plans as provided by the relevant legislation on internal audit, including the Three-Year Strategic Internal Audit Plan, the Annual Internal Audit Plan and the quarterly audit plans.

Access to public documents according to the strategic plan 2018-2021 was one of the objectives related to *ensuring the transparency of any public document by referring to the expenditures of the Court based on the LAPD*. Under this law, the Court is obliged to provide access to its documents upon request. In accordance with this Law, the Court, during 2018, had received 10 requests, while during 2019 it has received 23 requests for access to public documents. The court has approved all these requests and the realization of this objective has reached the rate of 100% (see Table no. 5).

Status	2018	2019
Partially approved	0	0
Fully approved	10	23
Total number	10	23

Table 5: Requirements for access to Public Documents 2018, 2019 (source: annual reports of the Court)

5.5 Communication and International Relations

The Strategic Plan of the Court 2018-2020 had identified that the Court in the past has faced some shortcomings related to communication with the public. According to the Strategic Plan, the previous practice of the Court has proved insufficient and there is no consistent and well-implemented course of action to raise its position in public discourse, to increase its credibility and to better inform the parties for their rights before the Court. One of the main goals was to establish a proper communication strategy.

Thus, in recent years the Court has intensified its work especially on increasing the number and the volume of information published through its official website and other forms of distribution. The redesign of the Court's website and the provision of many new options, particularly in case filtering, have enabled the improvement of communication with the public. In addition, a more pro-active approach and expanding the use of methods of communication with the public in general and strengthening cooperation with the media, is recommended. This part remains of a particular significance for the future strategy of the Constitutional Court.

During the implementation period of the strategy, regular communication and cooperation were maintained with the Venice Commission. Also, the Court staff participated in a significant number of official visits, study visits and other international activities. Activities for the membership of the Constitutional Court in international and regional mechanisms have been undertaken (see Table 6). Membership in international mechanisms remains a matter of high priority for the next period of the Court's Strategy.

Products	2018	2019	2020
Daily media reports	165	150	109
Weekly media reports	52	51	47
Annual media report	1	1	1
Print media reports on the work of the Court	504	262	139
Electronic media reports	894	720	1 258
Questions from the Media	228	181	372
Questions/requests submitted by citizens and institutions	204	263	288
Leaflets/brochures etc.	No. 5 and 6 of the Information Bulletin The second book of the CC	No. 7 and 8 of the Information Bulletin Video animation Promotional video 3 informative brochures	No. 9 and 10 of the Information Bulletin 1 Video animation 1 Promotional video
Notices published about the Court's visits and activities	33	30	11
Notices of hearings and trials	12	12	//
Notices with summary information regarding the decisions of the Court after the review sessions	N/a	20	36
Official visits to the Court	27	28	3
Official visits abroad	13	19	2
Workshops/Conferences in the country	6	10	15
Workshops/Conferences abroad	7	6	1
Citizens registered at the reception	466	339	308
Representatives of institutions	145	244	29

Table 6: Communication and information activities by the Court during the years 2018-2019 (source: annual reports of the Court)

The measurement of the public perception of the work of the Court has never been done either by the Court or by any other external initiative. For this purpose, it is recommended that a system for measuring the credibility of citizens in the work of the Court be established by the Court itself or in cooperation with other organizations.

5.6 SWOT Analysis

The following SWOT analysis⁴ presents an assessment of the current position of the CCK, as an additional basis for drafting the Strategy of the CCK for the period 2020-2025. The analysis was prepared on the basis of data derived from the Report on the Assessment of the Implementation of the Strategic Plan of the Court for the period 2018-2020 and a workshop held with the staff of the Constitutional Court in which judges have participated as well. The information provided from the assessment report and the SWOT served, among other things, to define the strategic goals and implementation measures for the next mid-term period.

⁴ This SWOT analysis has been prepared based on the evaluation of the implementation of the Strategic Plan of the Constitutional Court for the period 2018-2020, as well as the workshop conducted with judges and staff of the Constitutional Court of the Republic of Kosovo on 1 and 2 October 2020.

	POSITIVE	NEGATIVE
Internal	<p>Strengths:</p> <ul style="list-style-type: none"> Organizational, administrative and financial independence of the institution; Professional and qualified staff in support of judges; Willingness and commitment of the Court's leadership and judges to the long-term development of the Court and to increase institutional performance; Motivated staff to face the challenges of the Court; Functioning of the case management system; Experience and established practice in strategic planning for the development of the Court and monitoring of implementation; Suitable working environment; Consistent application of internal case law and of the ECtHR; Easy transition when changing judges; Literature and internal sources currently availability of the Court (library); Continuous trainings of Court staff; Increasing the quantity of analyzes of Court decisions; Position of Juristconsult as a new position in the Legal Unit. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> The need for a sustainable comprehensive mid-term capacity building plan based on needs assessment; Lack of a regulations on media and public relations; Movement of legal advisors in the Legal Unit; Insufficient number of legal advisors; Very long decisions; The lack of classification of cases in the admission process allows the passage of many cases that may not be relevant; A large number of internal acts that create inconsistency and conflict of provisions; Internal communication in the Court; Insufficient research component; Lack of cyber security instruments; Non-use of CDMS by the Court, except for the Registration Unit; Linking the CDMS to the website; Lack of templates/forms for rejecting cases within the system/standardization of Court correspondence/linking to the case management system.
External	<p>Opportunities:</p> <ul style="list-style-type: none"> Technical support from donors and international partners; Membership in international organizations and exchange with sister courts in the region and beyond; Confidence of citizens and the public trust in the Court; Raising the quality of requests addressed to the Court; Expanding the use of ECtHR practice; Possibility to engage external experts for specific trainings for the Legal Unit; Using citations from the ECtHR and other countries to improve the quality of decisions; Possibilities provided by technology in process digitalization (automation of case management system); Increasing the complexity of cases; Further research of opportunities on educating the public about the constitutional judiciary. 	<p>Threats:</p> <ul style="list-style-type: none"> Increase of number of cases and their complexity; Political and media pressures; Non-compliance with the organizational and financial independence of the Court by other institutions; Tendencies to amend the Law on CCK in the Assembly without consulting the Court as an interested party; Frequent legal changes; Misperception of the public regarding the work of the Court; Misunderstanding the role of the Court by institutions; Irregular response of institutions to the Court's requests; Impact of economic developments on the future budget of the Court; Impact of the COVID-19 pandemic; Possibility of non-enforcement of Court decisions; Possibility of movement of professional staff; Potential delays in the appointment of new judges by the Assembly; Attempt to access and interfere with the internal data and the communication of the Court.

6 STRATEGIC OBJECTIVES

6.1 Improving the Legal Framework

Strategic Goal 1: Advancing the quality and implementation of the legal framework

Specific Objective 1.1. Advancing the capacity of the Court to influence the legislative process affecting the functioning and independence of the Court

Specific Objective 1.2. Supplementing, harmonization and consolidation of the internal regulatory framework

Specific Objective 1.3. Advancing mechanisms for effective implementation and monitoring of the Court's internal regulations

Specific Objective 1.1. Advancing the capacity of the Court to influence the legislative process that affects the functioning and independence of the Court

Advancing the mechanisms by which the Court contributes to or intervenes during the drafting of new legislation affecting its independence, is a significant factor for the proper functioning of the Court. As a result, the Court will continue the approach it has practiced so far in this regard, but with the aim of increasing the overall capacity to identify possible changes and consider new additional mechanisms that contribute to the successful achievement of this objective.

The continuous activity that the Court will apply is the monitoring of the process of drafting new legislation by the Assembly that will result in the identification of legal acts and provisions that may affect the independence of the Court. This will be done by using a monitoring chart which contains and regularly maintains a list of laws contained in the Government Legislative Program, which have been identified as draft laws that may affect the work of the Court.

The manner in which the Court responds and the mechanism it uses to contribute and comment in order to improve draft legislation depends on the procedural stage of drafting and adoption of the draft law and the response of the institutions responsible for their drafting and adoption. At the expert level, the Court will undertake all necessary steps to provide comments and recommendations if a particular piece of legislation is being drafted in working groups or through an electronic public consultation process used by the Government and its departments⁵. In order to improve the draft law in the context of preserving its independence, the CCK may organize joint meetings with government institutions or meetings with relevant parliamentary committees of the Assembly. It can also organize other activities as needed, such as conferences to raise awareness, debates with certain professional groups, etc.

Specific Objective 1.2. Supplementing, harmonization and consolidation of the internal regulatory framework

According to the Constitution⁶ the Court has the freedom to regulate internal affairs, including the adoption of bylaws that enable it to function efficiently and independently. For this purpose, in the past years of its operation, the Court has drafted 21 internal acts in the form of

⁵ Electronic platform for public consultation through which comments and recommendations for draft laws, bylaws and draft policies and strategies can be provided: <https://konsultimet.rks-gov.net>

⁶ The Constitution of the Republic of Kosovo Article 115. 1. stipulates that "The Constitutional Court shall determine its internal organization, rules of procedure, decision-making processes and other organizational issues pursuant to law".

regulations, administrative instructions, practical instructions and a code of conduct for judges. The practical situation and internal analysis have identified some harmonizing aspects that need to be addressed in the next strategic period⁷. Consequently, the need to initiate a planned and coordinated process for technical harmonization and consolidation of internal acts has increased. Depending on the number of acts to be harmonized, the Court will assess the possibility of merging several acts into comprehensive and consolidated acts for the purpose of reducing their number and increase the effectiveness of their practical application.

The Court also aims to improve the quality of Court's internal acts by establishing a system and procedural rules that allow a better coordination, proper representation of all segments of the Court and internal consultation in their drafting.

Specific Objective 1.3. Advancing mechanisms for effective implementation and monitoring of internal regulations of the Court

Harmonization and consolidation of the internal regulatory framework, but also the establishing of an internal system that allows better consultation and coordination in their development as envisaged in the foregoing specific objective 1.2., are prerequisites that affect the level of their implementation. The next step that increases the effectiveness of the application of the internal framework is to publish them and provide access not only within the Court but also to the general public. An important factor influencing the level of application of internal acts is clear procedures and functional mechanisms for reviewing complaints and measures for possible violations of internal ad valid acts for the staff of the Court. The functioning of the risk assessment and management system, the application of work planning standards at the level of organizational units, at the level of officials and the assessment of their performance are also some of the significant factors contributing to the application of the Court's acts.

Measurement for achieving the specific objectives of this area is done through the following indicators and targets:

Strategic Goal 1: Advancing the quality and implementation of the legal framework			
Specific Objective: 1.1. Advancing the capacity of the Court to influence the legislative process affect the functioning and independence of the Court			
Indicators	Baseline	Target 2023	Target 2025
1. The number of laws in which the Court has proactively participated.	3	Depending on the Legislative agenda	Depending on the Legislative agenda
Specific Objective: 1.2. Supplementing, harmonization and consolidation of the internal regulatory framework			
1. Number of internal acts completed and amended;	0	17	5
2. Number of recommendations for supplementing and amending the internal regulations.	21	3 (during each year)	5 (during each year)
Specific Objective: 1.3. Advancing mechanisms for effective implementation and monitoring of the Court's internal regulations			
1. Number of regulations implemented effectively;	1	All	All
2. Publication of all internal acts on the website of the Court.	2	All acts published	All acts published

⁷ Report on the evaluation of the internal regulatory framework, December 2019 - April 2020. Unpublished document.

6.2 Quality and Efficiency of Court Decisions

Strategic Goal 2. Continuous Increase of quality of decisions and efficiency of the Court's decision-making

Specific Objective 2.1. Increasing the quality of Court decisions by ensuring the consistency of domestic practice and by improving the reference to international case law

Specific Objective 2.2. Strengthening the capacities of the Legal Unit, with special emphasis on the field of professional research

Specific Objective 2.3. Advancing the case management system through coordination, administrative simplification of procedures as well as further advancement of the CDMS

Specific Objective 2.1 Increase of quality of Court decisions by ensuring the consistency of domestic practice and by improving the reference to international case law

The quality of court decisions apart from external factors also depends on internal factors, such as the professionalism of judges, internal procedures, research and analytical skills of the Legal Unit, consolidation of practice by the Juristconsult, the quality of case management, hearings and the quality of drafts drawn. Clear and comprehensive analysis as well as reasoning of decisions are fundamental requirements for the quality of court decisions and an important aspect of the right to a fair trial.⁸ Consistency in the application of legislation, preservation and strengthening of internal case law as well as expanding the application of the latest applicable international case law are essential elements for preserving and increasing the quality of court decisions.

Moreover, another important factor related to the quality of the Court's decisions is the use of international case law, and in particular there should be a greater focus on using the latest case law of the ECtHR, but also the reference to the ECHR, from a broader human rights perspective. The fact that the right to a fair trial is the most discussed issue before the Court may lead it to consider appeals mainly from the point of view of Article 6 of the ECHR, instead of analyzing the request from a broader point of view and in the light of other human rights⁹. In the context of the analysis and findings of the Council of Europe expertise, the Court will further examine the possibility of "exploring" the inclusion of case law on the right to respect for private and family life, freedom of religion, freedom of expression, freedom of association and other rights guaranteed by the Constitution and the ECHR. It can be assumed that this situation reflects insufficient awareness of such rights, as well as the lack of sufficient expertise of lawyers in the abovementioned areas.¹⁰ Sometimes "strategic judiciary proceedings" in some of these areas can be secured at the admissibility stage¹¹. Referring to the practice of sister courts of other countries would also contribute to improving quality in the context of using best case law. In addition, considering that Kosovo is in the process of European integration, the preparation of the Court for the use the case law of the CJEU and the initiation of its use will take place during the time period covered by this Strategy.

⁸ Opinion no.11 (2008) of the Consultative Council of European Judges (CCEJ) on the attention of the Committee of Ministers of the Council of Europe on the quality of judicial decisions. See address: http://www.euromed-justice.eu/en/system/files/20100716094018_10.CCJE_OPn11.pdf

⁹ Trajkovska, Mirjana Lazarova. (2020). Evaluation of the implementation of the ECHR by the Constitutional Court of Kosovo. Council of Europe. Internal Report.

¹⁰ Ibid.

¹¹ Ibid. Reference was made in the case K1108/18, with Applicant Blerta Morina, Decision on Inadmissibility of 30 September 2019.

The court must consider cases on the merits, even by issuing Judgments without violations, instead of declaring them inadmissible as manifestly ill-founded. A decision on merits would better convince the parties that their case had been heard properly and thereby contribute to a better acceptance of the Court's decision.¹² This would also reduce the number of inadmissibility decisions which is already very high. To this end, the Court will develop Instructions on the procedure and organization of the work of the Court regarding the receipt, registration and forwarding of referrals for review and archiving of cases by the CCK, which are expected to increase the work efficiency. Increased cooperation with the Bar Association, the Ombudsperson and civil society organizations would help increase knowledge on the Court's jurisdiction and as a result avoid filing cases for which the Court has no jurisdiction.

In the context of improving the use of case law, further advancement of capacities and further development of research mechanisms is necessary. Practically defining the role and responsibilities of the position of Juristconsult within the Court and the active role of this position in expanding research and giving his/her contribution in any case increase the quality of decisions in terms of sustaining consistency and using of internal and international case law. The finalization and adoption of the Guidelines on unification of the use of citation standards in Court decisions, including decisions of lower courts and international courts, would also contribute in this respect.

The advancement of the case management system and in particular the integration of the existing electronic system (in excel) with the Electronic Case Management System is an important instrument that serves the Legal Unit and judges in facilitating the identification and use of the previous case law.

On the other side, the use of the guidelines of the European Commission for the Efficiency of Justice (CEPEJ) can help identify and use international mechanisms and practices that will affect the quality of Constitutional Court decisions.¹³

Specific Objective 2.2. Strengthening the capacities of the Legal Unit, with special emphasis on the field of professional research

It is of crucial significance to further enhance the research capacity of the Legal Unit staff, since its main function is the professional preparation of cases, including supporting the professional work of judges, conducting legal research and analysis and assisting in drafting of preliminary reports, decisions and other legal material in support of the work of judges of the Court and certain other relevant tasks¹⁴.

According to the Consultative Council of European Judges "*The quality of legal education and training of judges and other legal experts is of utmost importance to ensure a high quality judicial decision*".¹⁵ The legal unit is the main professional axis of the Court, and the professionalism of its staff is a key factor in ensuring quality decisions. The SWOT analysis reveals that the Court has professional and qualified staff to support judges. Moreover, their motivation together with the gained experience and continuous increase of the quality of analysis have been identified as strengths of the Legal Unit. Nevertheless, the new developments and advancements of the Court's case law, the new developments of the ECtHR case law as well as the need to refer the case law of the ECtHR as a result of the Kosovo's European integration process require further strengthening and advancement of professional

¹² *ibid.*

¹³ <https://rm.coe.int/komisioni-evropian-per-efikasitetin-e-drejtises-cepej-matja-e-cilesis/16807477ca> and <https://www.coe.int/en/web/cepej/cepej-work/quality-of-justice>

¹⁴ Article 2.2. of the Regulation of the Legal Unit No.03/2019

¹⁵ Opinion no.11 (2008) of the Consultative Council of European Judges (CCJE) on the attention of the Committee of Ministers of the Council of Europe on the quality of judicial decisions. See address: http://ëëë.euromed-justice.eu/en/system/files/20100716094018_10.CCJE_OPn11.pdf

capacity of the Legal Unit staff. For this purpose, it is required to make a comprehensive assessment of the capacity building needs of the Legal Unit which should then be accompanied by a mid-term plan and training programs and other activities. The need for a sustainable comprehensive mid-term capacity building plan based on the needs assessment was also highlighted in the SWOT analysis. In particular, it is necessary to continue cooperation with the Council of Europe on the issue of sending advisors and judges to the ECtHR for a period of several months. The expansion of cooperation with other international organizations and sister constitutional courts, especially of European countries and countries in the region, contributes to the additional increase of capacities of the Legal Unit staff.

Even though, it is considered that the Court has a number of staff that can handle the volume of work, given the fact that the level of difficulty of cases has increased considerably and that the number of cases submitted may increase in the future, it is necessary to increase the number of advisors in the next mid-term. This assumption is supported also by the SWOT analysis, and the arguments in favor of strengthening efforts to increase the number of advisors stems from the considerable movement of the staff over the past five years. Since 2015 several advisors from the Legal Unit left their jobs and several new ones were hired to make the necessary replacements.

The position of Juristconsult defined by Regulation no. 03/2019 of the Legal Unit plays a significant role in improving the quality of decisions by further researching domestic and international case law and its reflection in the pending decisions. For this reason, it is necessary to support this position in the next medium-term period and strengthen it in the field of research and exploration.

When preparing cases for review, judges require additional information, analysis and research on specific topics of interest that help increase the quality of their analysis. Such an engagement is difficult to be undertaken by the advisors who are constantly burdened with preparing and advising on pending cases before the Court. Therefore, considering the possibility of developing a separate branch of research on such topics within the Legal Unit is regarded as useful and necessary. For this purpose, and in order to make more rational use of existing internal and external resources, the Court may also cooperate with various organizations specialized in research, both with those of civil society and donors, as well as others. The development of researches and studies requires financial and human resources, so an annual or mid-term planning is required, which determines the topics of studies and deadlines for their implementation. This helps to identify financial and other necessary resources that require prior planning and preparation.

Specific Objective 2.3. Advancing the case management system through coordination, administrative simplification of procedures and further advancement of the CDMS

Appropriate information technology tools are considered necessary to support the monitoring and evaluation of the Court's activities, in order to improve its performance. This can be done by identifying shortcomings and needs in providing real-time case management, standardized Court statistics, case backlog management and automated early warning systems.¹⁶ The Court already has an electronic case management system in place, which was built in 2015. After a review of the system developed by the team with support of the Council of Europe¹⁷ it is

¹⁶ European Commission, European Semester Thematic Summary Effective Justice Systems. 2016. See address: https://ec.europa.eu/info/sites/info/files/european-semester_thematic-factsheet_effective-justice-systems_en.pdf

¹⁷ Case management needs assessment and legal research for the Constitutional Court of Kosovo. Internal Report supported by the project "Improving the Protection of European Human Rights Standards by the Constitutional Court".

considered necessary to update it with the findings and recommendations of this assessment as well as the standards of the CEPEJ Cyberjustice Toolkit.¹⁸ The main goal as per assessment is to modernize work processes and improve CDMS, making it a reference tool for working on cases. In addition, it is intended to link templates and memoranda for setting case deadlines electronically to the case management system, then linking the CDMS to the Court's official website in the necessary segments, providing funds to increase cyber security, and more.

Measurement for achieving specific objectives in this area is done through the following indicators and targets:

Strategic Goal 2. Increasing the quality of decisions and the efficiency of the Court's decision-making			
Specific Objective: 2.1. Increasing the quality of Court decisions by ensuring the consistency of domestic practice and improving the reference to international case law			
Indicators	Baseline	Target 2023	Target 2025
1. Number of decisions containing references to the updated case law of the Constitutional Court and the ECtHR;	Decisions (150)	190	230
2. Number of decisions containing references to the updated practice of sister constitutional courts;	Decisions (15)	20	25
3. Number of decisions containing references to CJEU decisions;	Decisions (2)	16	30
4. Percentage of completion of cases submitted to the Court.	52.6%		
Specific Objective: 2.2. Strengthening the capacities of the Legal Unit, with special emphasis on the field of professional research			
1. Number of trainings held for drafting and specific topics by experts related to human rights, constitutional case law as well as the practice of the ECtHR and the CJEU;	10 (trainings)	22 (every year)	22 (every year)
2. The number of specific researches regarding the cases under review before the Court.	9 (researches)	33	33
Specific Objective: 2.3. Advancing the case management system through coordination, administrative simplification of procedures and further advancement of the CDMS			
1. The average time of review of cases submitted to the Court;	9 months	7 months	
2. Increase the use of CDMS for case management.	17 %	99%	

¹⁸ CEPEJ(2019)7, see address: <https://rm.coe.int/cepej-toolkit-cyberjustice-en-cepej-2019-7/168094ef3e>

6.3 Human Resources and Organizational Structure

Strategic Goal 3: Further development of human capacity and organizational structure of the Court

Specific Objective 3.1. Further development of the capacity of the Court's professional staff and support services through planning and implementation of training programs

Specific Objective 3.2. Consolidation of a good practice regarding internal communication

Specific Objective 3.3. Increase of international cooperation of the Court's staff through exchange programs

Specific Objective 3.4. Further improvement of organizational structure of the Court

Specific Objective 3.1. Further development of the capacity of the Court's professional staff and support services through planning and implementation of training programs

The assessment of the training needs of the Court staff, including the staff of the Legal Unit, the staff of the Cabinet of the President as well as the constitutional administrative staff, is the starting point for activities related to the further development of the Court's capacity. The assessment of training needs by means of assessment forms by which those being assessed and the assessors jointly determine the need for training, is one of the possibilities provided through the assessment system and which is constantly implemented by the Court. However, such an assessment does not provide sufficient comprehensive information for at least three years mid-term capacity building planning. For this reason, the assessment of staff needs according to a standard or specific assessment methodology will improve the training planning segment. This planning will be comprehensive for all Court staff. The training plan will be accompanied by the development and implementation of specific training programs on general topics, the implementation of which may be supplemented by the same programs organized by the public administration or the judicial system. Thus, in addition to the need to organize and finance trainings with budgetary resources available to the Court, some of the trainings, and in particular trainings related to the functioning of the overall public administration may be held by institutions responsible for trainings, such as KIPA or those related to the judicial system of Academy of Justice. The mid-term training plan based on the needs of the Court can also serve as a means through which donor resources can be mobilized to cover budget gap as a result of the lack of budget resources of the CCK. The implementation of the training plan should be followed by an assessment of the impact of the conducted trainings, and will precede the new cycle of planning further capacity building.

The efficiency and effectiveness of the trainings and the policies that the Court will conduct in this segment, but also for the management of human resources in a broader dimension, will also depend on the availability of information, the manner of their management and the means used for that purpose. Therefore, during the next planning period, the Court will develop an appropriate electronic system through which it will manage trainings but also entire human resources.

Specific Objective 3.2. Consolidation of a good practice regarding internal communication

Internal communication and transparency between the Court staff is a segment that requires continuous improvement. In order to improve the internal transparency of the Court's activities, a regular monthly information of the judges, the Secretariat and the Legal Unit, about requests/questions from the media/citizens, requests submitted by the Venice Commission, requests for access to documents, visits to Court, number of visitors, as well as

participation in international activities, etc., took place. This specific objective is related to most of other objectives of the Strategy. The drafting of a bylaw or standard operating procedure for internal communication would clarify the lines of internal communication and increase the level of responsibility related to internal coordination and communication. In addition to this, guides to the use of the official email and other electronic communication systems can be developed. One of the mechanisms that can play a significant role and contribute to improvement of internal communication and coordination will be the establishment of an integrated group for planning work, budgeting and monitoring their execution. In addition, regulating internal coordination and clarifying roles and responsibilities in order to improve communication with the media and the public will play a role in consolidating good practice for internal communication.

Specific Objective 3.3. Increase of international cooperation of the Court's staff through exchange programs

Previous experience with the implementation of placement programs of Constitutional Court staff, including judges, legal advisors and directors, at the ECtHR, has proved very effective in building their capacity to apply the case law of the ECtHR. Continuation of such a practice will be one of the opportunities which shall be used also in the future. Efforts to explore on the opportunities for exchange programs with other courts in the region, other Western European countries, as well as other multilateral programs and mechanisms will increase.

Specific Objective 3.4. Further improvement of organizational structure of the Court

The process of completion of the organizational structure in recent years has been accompanied by filling new positions or hiring staff in existing positions, transfers, reappointments or individual promotions of staff, with no requirements for changes of the structure to be made. In addition, it is assessed that a restructuring or essential change of the organizational structure of the Court is not necessary since the current organizational structure of the Court responds to the needs of the Court. Nevertheless, the need for structural changes and improvements will always be evident as a result of new developments. Therefore, addressing the eventual needs for change requires and will be done through an analytical approach based on analysis and review of the best alternatives which can serve the achievement of the objectives of the Court and the implementation of its mandate.

Measurement for achieving specific objectives in this area is done through the following indicators and targets:

Strategic Goal 3: Further development of human capacities and organizational structure			
Specific Objective: 3.1. Further development of capacities of the professional staff and support services of the Court through planning and implementation of training programs			
Indicators	Baseline	Target 2023	Target 2025
1. Number of trainings organized for professional development of the Court staff;	3 (trainings)	12 (on annual basis)	12 (on annual basis)
2. Number of trainings organized for the staff of administrative support services;	3 (trainings)	40 (on annual basis)	40 (on annual basis)
3. Number of trained staff.	22 (officials)	70 (on annual basis)	70 (on annual basis)

Specific Objective: 3.2. Consolidation of a good practice regarding internal communication			
1. Number of notifications addressed to the staff regarding the internal activities of the Court;	/	/	/
2. Improving internal communication of the staff.	/	/	/
Specific Objective: 3.3. Increase of international cooperation of the Court's staff through exchange programs			
1. Number of participants in experience exchange programs;	1	6 (annual)	6 (annual)
2. Number of participation in regional/international activities;	1	6(annual)	6 (annual)
3. Number of study visits.	1	6(annual)	6 (annual)
Specific Objective 3.4. Further improvement of organizational structure of the Court			
1. Analysis and completion of the organizational structure.	2	As required	As required

6.4 Financial Management and Support Services

Strategic Goal 4: Advancing the management of budget and other financial resources and support services in order to achieve the objectives of the Court

Specific Objective 4.1. Ensuring proper planning of the Court's budget in order to achieve its objectives

Specific Objective 4.2. Ensuring an efficient and effective process of implementation of expenditures along with a regular monitoring program on a quarterly basis

Specific Objective 4.3. Increasing the quality of external audit response and conducting a transparent internal financial control process

Specific Objective 4.4. Providing the necessary support services to the Court in order to achieve its objectives

Specific Objective 4.5. Maintenance and advancement of IT infrastructure as per the needs of the Court and in accordance with the growing developments of ICT

Specific Objective 4.1. Ensuring proper planning of the Court's budget to achieve its objectives

The Constitutional Court has already established a proper budget planning practice that is in line with the requirements of the Law on Public Financial Management and Accountability. This includes the preparation of the Mid-Term Expenditure Framework as well as the preparation of the draft budget for each fiscal year. The Constitutional Court, as an institution with independence guaranteed by the Constitution, has managed to maintain adequate budget quotas which have been in line with the requirements and needs of the Court itself. Proper budget planning and in the function of achieving the objectives of the CCK, is an objective that is aimed to be achieved by the Court also in the next period during the implementation of the Strategy. The proper internal planning process is intended to be achieved through the creation of internal working groups and the assessment of the Court's budgetary needs. This planning will be addressed through the MTEF and the annual budget planning. The entire planning process of the MTEF and the annual budget will be addressed through communication with all structures of the Court and in compliance with the deadlines set by the legislation in force and the circulars of the Ministry of Finance. Along with internal communication, the CCK will

constantly communicate and cooperate with responsible state institutions in the process of budget planning. The main part of financing the work of the CCK is expected to be covered by the Budget of the Republic of Kosovo. However, the Court will also cooperate with donors for the purpose of planning the financing/co-financing of activities which may be funded by donors and which are of interest to the CCK.

Specific Objective 4.2. Ensuring an efficient and effective process of implementation of expenditures along with a regular monitoring program on a quarterly basis

The Court will continue to implement and advance its internal planning processes related to budget spending, including regular monitoring of expenditures on a daily basis. The court will use IT systems in accounting to enable adequate planning, spending and reporting of expenditures in accordance with accounting rules in force. For the purpose of ensuring an efficient planning and execution of expenditures process, the Court will prepare an annual cash flow plan. Preparation of regular quarterly reports and the reconciliation of expenses with the Treasury KFMIS system will serve as a regular way of monitoring the Court's expenditures. To ensure that all processes of planning and execution of expenses are in line with budget planning and applicable rules for spending public money, the Court will make risk management assessments, and self-assessment internal control reports.

Specific Objective 4.3. Increase the quality of external audit response and conducting a transparent internal financial control process

Within this objective, actions will be taken for the increase of transparency, internal control and accountability, focusing on regular activities related to internal audit and reporting. With regard to internal audits, the Court will prepare audit plans, including strategic, annual, and quarterly plans. Ensuring transparency is aimed to be achieved and maintained through timely and adequate response to the results of internal and external audits. In order to achieve this, a follow-up mechanism will be put in place on the recommendations deriving from internal and external audits, including the development of an Action Plan for the implementation of the Recommendations of the Internal Auditor and the Recommendations of the National Audit Office (NAO). This will include regular monitoring of the implementation of the recommendations.

Specific Objective 4.4. Providing the necessary support services to the Court in order to achieve its objectives

The Constitutional Court has managed during the period of implementation of the Strategic Plan 2018-2020 to resolve the issue of adjustment of primary infrastructure, which has included the expansion of the Court's premises in accordance with its needs. During the next period, it is planned the creation of the necessary space for the courtroom within the CCK. This will enable that during the next period, the staff of the Court will have optimal conditions to achieve the objectives set by this Strategy. However, providing support services to the Court and its staff according to adequate planning remains an ongoing priority and objective of the Court. In this regard, it is important to address in a timely manner and in accordance with applicable legal regulations, the needs of staff and the Court itself, including the timely identification of needs for the supply of goods and services, procurement planning and timely execution of procurement in accordance with the legal procedures in force, based on the procurement plan prepared by the Court. Offering of the adequate and timely support services also has a direct effect on the realization of other strategic goals of the Court.

Specific Objective 4.5. Maintenance and advancement of IT infrastructure as per the needs of the Court and in accordance with the growing developments of ICT

The Constitutional Court aims to further improve IT systems, which will be in function of the exercise of its mandate. Within this objective, activities that further advance the work of the units of the Court will be planned. This includes the continuous advancement of internal systems, the improvement of the IT infrastructure, and the increase of the level of security, which enables secure access to the Court's data sources.

The measurement for achieving the specific objectives of this field is made through the following indicators and targets:

Strategic Goal 4: Advancing the management of the budget and other financial resources and support services to achieve the objectives of the Court			
Specific Objective 4.1. Ensuring proper planning of the Court's budget in order to achieve its objectives			
Indicators	Baseline	Target 2023	Target 2025
1. Maintaining the current budget quota for the coming years;	07.%	07.%	07.%
2. Number of projects supported by donors.	6	8	8
Specific Objective: 4.2. Ensuring an efficient and effective process of implementation of expenditures along with a regular monitoring program on a quarterly basis			
1. Percentage of annual budget execution, 20- 25% in each quarter;	24%	25%	25%
2. Number of financial reports submitted within the fiscal year;	4	4	4
3. Execution of all payments within the legal deadline (number of days).	7	5	5
Specific Objective: 4.3. Increase the quality of external audit response and conducting a transparent internal financial control process			
1. Implementation of Recommendations deriving from NAO and IA;	100%	100%	100%
2. The report of NAO Auditor with Opinion according to ISSAI 200 standards.	0	0	0
Specific Objective 4.4. Providing the necessary support services to the Court in order to achieve its objectives			
1. Percentage of execution of the Procurement Plan;			
2. Degree of implementation of capital projects;	100%	100%	100%
3. The degree of implementation of the recommendations issued by the CPA and the PPRC.	100%	100%	100%
Specific Objective 4.5. Maintenance and advancement of IT infrastructure as per the needs of the Court and in accordance with the growing developments of ICT			
1. Advancement of electronic systems;	average	advanced	advanced
2. Improvement of the existing infrastructure;	good	advanced	advanced
3. Increase data security from potential attacks.	average	good	advanced

6.5 Communication with the Public/Media and International Relations

Strategic Goal 5: Improving Communication with the Public/Media and international relations

Specific Objective 5.1. Improving communication within the Court

Specific Objective 5.2. Better informing of the public regarding the work and activities of the Court

Specific Objective 5.3. Better communication with the media and civil society

Specific Objective 5.4. Increase of cooperation with regular courts and the legal community

Specific Objective 5.5. Advancing the international cooperation of the Court

Specific Objective 5.1. Improving communication within the Court

Timely and transparent communication within the Court is essential also for improving the Court's communication with the public/parties and the media. For the further improvement of the quality of internal communication, the Court will engage in finalizing the Regulation on Internal Communication.

The Office for Communication and Information (OCI) also plays a crucial role in further improving the Court's internal communication. For further capacity building of the OCI, it is planned to hire an Officer for media monitoring and publications, as well as participation in joint trainings with counterpart officials of the regional and European constitutional courts.

Cooperation with spokespersons or public relations officers from institutions responsible for the constitutional judiciary of regional and European countries will serve to exchange experiences with them and increase the Court's capacity in this area.

Specific Objective 5.2. Better information of the public regarding the work and activities of the Court

The importance of communicating with the public regarding the work of the Court is multidimensional. Communicating with the public requires a strategic approach and should be focused on:

- Continuous information of the public, not only on the proceedings conducted, but also on the activities of the Court in entirety.
- Use of all available means of communication, including new information technologies and other relevant means.
- Defining the target audience for each type of communication (general public, certain professional groups, etc.).
- Identification of situations in which each target group needs to receive information.
- Defining the message that the Court wants to convey to the public or target audience.

Activities and approach for advancing communication with the public and the media will also be implemented by consulting the Guide of Council of Europe on Communication with the Media and the Public (CEPEJ).¹⁹

¹⁹ European Commission for the Efficiency of Justice (CEPEJ), Guide on Communication with the Media and the Public, for Courts and Prosecution Authorities, adopted at the 31st plenary meeting of the

Better information of public regarding the decisions of the Court, among others, will be done through the development of shorter samples of press releases, with the key points of the judgment/ruling of the Court in high-profile cases (of special importance).

Some of the means of communication according to the CEPEJ guideline for communication with the media and the public:

- Press releases
- Press Conferences
- Interviews
- Written answers to written questions
- Website
- Social media
- Conferences and debates
- Filmed messages

Expanding the possibilities for using different means of communication will enable not only mutual communication with the public and interested parties, but also receiving feedback which will be useful to better understand the messages of the Court and influence the further development and improvement of its work. The opening of the Citizens' Complaints Corner Box by the Court is an additional tool that offers this opportunity.

Increasing the credibility of the citizens in the work of the Court is of great importance for this institution. The importance of trust in the judiciary has been explicitly mentioned in a number of judgments of the ECtHR. The ECtHR on many occasions has emphasized the special role of the judiciary in society, which, as a guarantor of justice, a fundamental value in a state governed by the law, in order to be successful in carrying out its duties must be trusted by the public.²⁰ Building a system for this purpose is also one of the goals of this Strategy. The measurement of public confidence in the work of the Court can be done on a regular basis or depending on when and how the court deems it necessary. The possibility of organizing surveys on the credibility of citizens for the work of the Court, will be done according to a methodology that will be decided by the Court itself, as well as with the help of organizations specialized in this field.

Specific Objective 5.3. Better communication with the media and civil society

Regardless of the activities undertaken over the past years, the Court's external communication still encounters challenges based on the SWOT analysis. The first step that the Court will undertake is to regulate its role and internal responsibilities, but also the approach that the Court will follow with the public and the media. This enables the communication with the media and particularly with the civil society to be as professional as possible, and on the other side, it will affect the articles in the media and their approach to informing the public to be as accurate and professional as possible. Moreover, it is required to hold press conferences immediately after decision-making in high-profile cases (of particular importance) or the following day (with the Judge Rapporteur and the President of the Court).

The more frequent holding of press conferences and the organization of debates with professional groups, will significantly contribute to this aspect. Hence, access to communication in the next period will be such as to meet the needs of institutions and on the other hand, to meet expectations from the media and civil society in general. Special attention will be given to the advancement of communication with the media, especially through a

CEPEJ Strasbourg, on 3 and 4 December 2018. Available at the address https://rm.coe.int/cepej-2018-15-en-communication-manual-ëith-media/16809025fe#_Toc5246902

²⁰ Baka v. Hungary [GC], no. 20261/12, § 164, 23 June 2016. In European Court of Human Rights, Judicial Seminar 2019, Strengthening the confidence in the judiciary p. 4).

structured and active communication approach with them, through joint roundtables between the Court and media representatives, as well as the holding of Annual Press Conferences. Better communication of the Court with the civil society is equally important for its work, and for this it was foreseen the organization of roundtables and professional discussions with representatives of the civil society, as well as other professionals in the field of human rights.

Specific Objective 5.4. Increase of cooperation with regular courts and the legal community

It is very important to increase cooperation with interested parties who come from the justice system, the legal community, public administration institutions, etc.

The Court will cooperate with the Supreme Court, the Kosovo Judicial Council, the Kosovo Prosecutorial Council, the Basic Courts and the Court of Appeals of Kosovo, the Ombudsperson, both in the distribution of information materials as well as in the organization of workshops, meetings, and other events for sharing information, exchanging experiences and establishing opportunities for cooperation regarding issues of common interest.

For the purpose of increasing the quality of work, the Court will also cooperate with various institutes specialized in conducting researches on certain topics, which will serve the Court to improve the quality of its decisions.

The cooperation aims, inter alia, to strengthen the capacity of the Court, improve information, increasing transparency, exchange information, increase the quality of studies and researches, and improve its overall working conditions.

Specific Objective 5.5. Advancing the international cooperation of the Court

The activities that have enabled the increase of the Court's cooperation with international actors, bilateral and multilateral, have been numerous during the past years. Lobbying activities and steps towards membership in the Conference of European Constitutional Courts (CECC) have taken place, and the Court has already received the invitation to participate in the capacity of an observer/guest at the 18th Congress of the European Conference of Constitutional Courts. During the next planning period, it is aimed the membership of the Court in the CECC and the Association of Francophone Constitutional Courts (ACCF).

In addition, another segment that should continue to be worked on in the future is the extension of the signing of Memoranda of Understanding and cooperation with the courts of other countries with constitutional jurisdiction. The organization of joint international conferences and seminars with counterpart courts in the region and beyond, will enable the Court to exchange experiences, share information and best case law, which will impact the increase of quality of Court decisions. The cooperation with the Council of Europe and the ECtHR, as well as with the Venice Commission, will also be continued and strengthened.

Measurement for achieving specific objectives in this area is done through the following indicators and targets:

Strategic Goal 5: Improving Communication with the Public/Media and international relations			
Specific Objective 5.1. Improving communication within the Court			
Indicators	Baseline	Target 2023	Target 2025
1. Regulation on Internal Communication approved;			
2. Number of monthly notifications prepared for Judges, the Secretariat and the Legal Unit;			
3. Number of workshops held with spokespersons of constitutional courts.			
Specific Objective 5.2. Better information of the public regarding the work and activities of the Court			
Indicators	Baseline	Target 2023	Target 2025
1. Number of printed information materials and video-animations made in relation to the work of the Court;			
2. Number of monthly notifications published on the website regarding the decisions of the Court;			
3. Number of quarterly notifications published on the website regarding statistical data regarding the work of the Court;			
4. Number of Open Court Days;			
5. Number of surveys conducted.			
Specific Objective: 5.3. Better communication with the media and civil society			
Indicators	Baseline	Target 2023	Target 2025
1. Number of roundtables held with media representatives;			
2. Number of roundtables held with representatives of civil society and other professionals in the field of human rights;			
3. Number of annual press conferences;			
4. Number of public hearings held.			
Specific Objective: 5.4. Increase of cooperation with regular courts and the legal community			
Indicators	Baseline	Target 2023	Target 2025
1. Number of information materials distributed regarding the work and the role of the Court;			
2. Number of workshops held with judges and advisors of the regular judiciary;			
3. Number of workshops held with representatives of the legal community.			
Specific Objective: 5.5. Advancing the international cooperation of the Court			
1. Number of international conferences organized;			
2. Number of Cooperation Agreements and Memoranda of Understanding signed;			
3. Number of memberships in international organizations.			

7 MONITORING AND REPORTING ON THE STRATEGY

The implementation of the Strategy of the Constitutional Court for the next mid-term period will depend on the will and the commitment of the Court itself to implement the policies and activities foreseen in the Strategy through its implementation plan. However, continuous monitoring, reporting and assessment of progress in its implementation, as well as timely identification of problems and challenges are of key importance to its success.

There are two phases/methods by which the success of the strategy and its implementation are monitored, reported and evaluated:

- Monitoring and reporting on the strategy and
- Strategy assessment.

7.1 Monitoring and Reporting on the Strategy

Coordination Structures for Monitoring and Reporting- Monitoring the Strategy is an ongoing process. The coordination structure for monitoring the strategy will be established by the decision of the President of the Court and will consist of the heads of all departments which have tasks in the plan for the implementation of the Strategy. The decision on the establishment of the coordination group will clearly define the composition of the group, the roles and responsibilities, who will be responsible for the work of the secretariat, etc.

Reporting process - Reporting on the implementation of the Strategy through the implementation plan, will be done on a quarterly, annual basis and reporting on the evaluation of the implementation of the Strategy implementation plan during the third year of implementation of the Strategy which will cover all previous years since the adoption of the Strategy.

The quarterly report is compiled to monitor the progress of implementation of the plan for each activity of the plan. The focus of the report is to meet the deadlines for activities as set out in the action plan, the reasons for the delays, the risks associated with implementation of future actions and steps. The quarterly report is compiled in the month following the end of the reporting quarter and must be completed during that month. The quarterly report can be prepared in tabular form according to the activities of the implementation plan. The quarterly report does not contain the assessment of the achievement of indicators and targets.

The annual report aims to report and assess the progress in the implementation of the Strategy in relation to each objective, while the assessment of achievements is done through indicators, annual targets. Apart from the progress achieved in the objectives and indicators during the reporting year, the report will also contain information on whether the planned activities, each individually, were implemented in a timely manner, the use of funds, obstacles and challenges for implementing and proposing measures to overcome them. This report must be prepared in narrative form. The annual report is prepared in the first quarter of next year.

7.2 Strategy Assessment

The overall report or mid-term assessment will be carried out at the level of achievement of the objectives and will assess the performance or achievements through indicators and targets. This report may be drawn up at the end of the execution of the implementation plan. The final report will also serve as a basis for a minor review of the Strategy, in particular at the level of specific objectives, indicators, and targets. It will also provide the basis for drafting a new implementation plan for the remaining period 2024-2025.

The final report can be prepared as part of the ex-post assessment at the end of the implementation of the Strategy. This report aims to assess whether the strategy has achieved its intended goals. Based on the assessment of the report, the steps in the strategic planning of the CCK for the next mid-term period are also determined.

8 FINANCIAL IMPACT OF THE STRATEGY

The cost estimate for the implementation of the Strategy contains two categories of activities:

1. Activities which the Court considers to be part of the work and engagement of the staff of the Court and which are not considered to incur additional costs.
2. Activities that incur additional costs, either for certain budgeted capital projects, or activities that are covered or are intended to be covered by donor funds.

The costs of the implementation plan activities are based on the reference prices created on the basis of previous practice of the Constitutional Court during the implementation of its own projects, but also information collected from various sources to assess the costs of inputs and products planned to be implemented by the Strategy implementation plan.

The following is an estimate of direct financial costs for the implementation of the Strategy, divided according to the Strategic Goals and appropriate years:

Table: Financial Impact of the Court's Strategy 2021-2023, by Strategic Goals (amounts in EUR)

		2021	2022	2023	Total
<u>Strategic Goal 1</u>	Improving the quality and implementation of the legal framework	00.00	00.00	00.00	00.00
<u>Strategic Goal 2</u>	Continuous Increase of quality of decisions and efficiency of the decision-making of the Court	00.00	3500.00	18.500.00	22.000.00
<u>Strategic Goal 3</u>	Further development of human capacities and organizational structure of the Court	84.866.00	72.866.00	80.866.00	238.598.00
<u>Strategic Goal 4</u>	Improving the management of the budget and other financial resources and support services to achieve the objectives of the Court.	211.733.00	75.333.00	75.333.00	362.400.00
<u>Strategic Goal 5</u>	Improving Communication with the Public/Media and international relations	97.000.00	127.000.00	87.000.00	311.000.00
	TOTAL	393.599.00	278.699.00	261.699.00	933.997.00

As presented in the table above, the total financial costs for the implementation of the Strategy is **797,597.00 EUR**.

Costs according to Strategic Goals:

Strategic Goal 1. “Advancing the quality and implementation of the legal framework” is intended to be implemented by internal financial resources by the Court staff and therefore there are no additional costs.

Strategic Goal 2. “Continuous Increase of quality of decisions and efficiency of decision-making of the Court” is estimated to have costs of 22.000.00 EUR.

Strategic Goal 3. “Further development of human capacities and organizational structure of the Court” is estimated to have costs in the amount of 238,598.00 EUR.

Strategic Goal 4. “Advancing the management of the budget and other financial resources and support services to achieve the objectives of the Court.” is estimated to have costs in the amount of 933.997.00 EUR.

Strategic Goal 5. “Advancing communication with the Public/Media and international relations” is estimated to have costs in the amount of 311.000.00 EUR.

Costs per years:

It is estimated that the costs of implementing the plan for 2021 will reach the amount of 393.599.00 EUR; the costs during 2022 will be 278.699.00 EUR while the costs for 2023 will be 261.699.00 EUR.

9. PLAN FOR IMPLEMENTATION OF THE STRATEGY FOR THE CONSTITUTIONAL COURT OF THE REPUBLIC OF KOSOVO 2021-2023

1. ADVANCING THE LEGAL FRAMEWORK

1.	STRATEGIC GOAL 1. Advancing the quality and implementation of the legal framework						
1.1.	Specific Objective	Indicator		Baseline	Target 2021	Target 2021	Target 2023
Advancing the capacities of the Court to influence the legislative process that affects the functioning and independence of the Court;		1. Number of laws in which the Court has proactively participated;		3	Dependin g on the Legislativ e agenda	Depend ing on the Legislat ive agenda	Dependi ng on the Legislati ve agenda
No.	Activity	Responsible Department	Implemen tation deadline	Budget	Source of funding	Output	
1.1.1	Periodic reporting of the Officer responsible for the Legislative Agenda of the Assembly and laws which may affect the independence and functioning of the Court;	Legal Unit	TM1-TM4-2021	0.00	CCK	Reporting/Identification of legislation of interest;	
1.1.2	Defining the strategy/drafting comments and following the development of legislation of interest to the Court;	Legal Unit	TM1-TM4-2021	0.00	CCK	Reporting/drafting and submission and inclusion of relevant comments;	
1.1.3	Active engagement of the Court in proposing and including amendments regarding the Law on the Constitutional Court;	Legal Unit	Ongoing	0.00	CCK	Drafting and submission and inclusion of relevant comments;	
1.1.4	Advancing the mechanisms through which the respecting of constitutional and legal guarantees regarding the financial independence of the Court is ensured;	Legal Unit	Ongoing	0.00	CCK	Consolidated cooperation protocols;	

1.1.5	Regular reporting in the administrative session regarding the identified laws of interest to the Court.	Legal Unit	Ongoing	0.00	CCK	Reporting and recommendations;		
1.2.	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Completion, harmonization and consolidation of the internal regulatory framework;		1. Number of supplemented and amended internal acts;			0	7	10	5
		2. Number of recommendations for supplementing and amending internal regulations;			21	3	3	5
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
1.2.1	Establishment of working groups for the implementation of the report regarding the internal regulations;	President/Secretary	TM1-TM4-2021 -2022	0.00	CCK	Decisions		
1.2.2	Preparation of draft-proposals for supplementation and amendment of regulations with high, medium and low priority;	Working groups/Secretariat	TM4-2021-2022	0.00	CCK	Draft-regulations		
1.2.3	Review and approval of the proposed changes regarding the internal regulations;	Administrative session	TM1-TM4-2021 -2022	0.00	CCK	Entry into force of Regulations/Publication		
1.2.4	Defining the rules and procedures for drafting internal legal acts of the Court.	Legal Unit				Rules and procedures may be included in the Rules of Procedure of the Court		
1.3.	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Advancing mechanisms for effective implementation and monitoring of the Court's internal regulations;		1. Number of regulations implemented effectively;			1	7	17	All
		2. Publication of all internal acts on the website of the Court			2	All acts published	All acts adopted during the year and published	All acts adopted during the year and published

No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output
1.3.1	Effective implementation of the Regulation on drafting, amending and approving of internal legal acts;	DAHR	TM1-TM4 2021-2023	0.00	CCK	Periodic report and implementation of relevant recommendations;
1.3.2.	Establishment of Working Group responsible for periodic review/monitoring of the implementation of internal regulations and necessary changes;	Persons appointed by the Decision of the President/ Secretariat	TM1-TM4 2021-2023	0.00	CCK	Periodic report and implementation of relevant recommendations;
1.3.3	Regular reporting in the administrative session regarding the implementation of internal regulations and recommendations in case of challenges encountered;	Persons appointed by Decision of the President/ Secretariat	TM1-TM4 2021-2023	0.00	CCK	Periodic report and implementation of relevant recommendations;
1.3.4	Publication of all internal acts on the official website of the Court;	Legal Unit/ Secretariat	TM1-TM4- 2021 -2023	0.00	CCK	Regulations published on the official website of the Court
Cost for Strategic Goal						
Year			2021	2022	2023	Total
Cost			00	00	00	00

2. QUALITY AND EFFICIENCY OF COURT DECISIONS

2.	STRATEGIC GOAL 2: Increasing the quality of decisions and the efficiency of the decision-making of the Court						
2.1.	Specific Objective	Indicator		Baseline	Target 2021	Target 2022	Target 2023
Continuous increase of quality of Court decisions by ensuring the consistency of domestic practice and improving reference to international case law;		2. Number of decisions containing references to the updated case law of the Constitutional Court and the ECtHR;		Decisions (150)	170	180	190
		3. Number of decisions containing references to the updated practice of sister constitutional courts;		Decisions (15)	20	25	20
		4. Number of decisions containing references to CJEU decisions;		Decisions (2)	10	13	16
		5. Percentage of completion of cases submitted to the Court.		52.6%			
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output	
2.1.1	Drafting of Guide for the use of local and international references in Court decisions (citation of laws, court decisions, international documents, etc.)	Legal Unit/Juristconsult	TM4 2021	0.00	CCK	Guide to citing sources of law by the Court	
2.1.2	Preparatory work in order to initiate reference to the practice of the CJEU;	Legal Unit	TM1-TM4 2021-2023	0.00	CCK	Conclusions of internal discussions Decisions with reference to the CJEU	
2.1.3	Measuring the perception of the international jurists, academic and policy-making community in quoting Court decisions;	Legal Unit	TM2-2023	15.000 Euro	Donors	Report with data regarding the reference made by various authors, critics, to the decisions of the Court	

2.1.4	Drafting a specific Guide for case management, their classification into specific categories according to difficulty and priority for review (<i>see as reference the Priority List of Cases in the ECtHR</i>);	Legal Unit	TM2-2021	0.00	CCK	Approved Guide and initiation of its implementation		
2.1.5	Drafting a new form for submission of referrals (KI and KO) in the Court;	Legal Unit	TM3-2021	0.00	CCK	Referral submission form		
2.1.6	Drafting and approval of a new Guide for submitting referrals according to Article 113 of the Constitution;	Legal Unit	TM2-2023	0.00	CCK	Drafted and approved guide		
2.1.7	Drafting and approval of the guide on the procedure and organization of the work of the Court regarding the receipt, registration and forwarding of referrals for review as well as the archiving of cases by the Constitutional Court;	Legal Unit	TM4-2022	0.00	CCK	Drafted and approved guide		
2.1.8	Integration of the existing electronic system, (in excel) with the Electronic Case Management System;	Legal Unit and IT Unit	TM3-2021	0.00	CCK	Electronic system in excel integrated in the case management system		
2.1.9	Publication of Court decisions in accordance with the Law and the Rules of Procedure.	Judges/Legal Unit/OCI	T1- T4	0.00	N/A	Published decisions		
2.2	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Strengthening the capacities of the Legal Unit, with special emphasis in the field of professional research;		1. Number of trainings held on drafting and specific topics by experts related to human rights, comparative constitutional case law as well as the case law of the ECtHR and the CJEU;			10 (trainings)	23	22	22
		2. The number of specific researches regarding the cases under review before the Court.			9 (researches)	25	32	33
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
2.2.1	Advanced trainings for the use of databases: (i) CODICES (Venice Commission); (ii) HUDOC (ECtHR); (iii) Curia (CJEU).	Legal Unit	TM1-TM4 2022	See cost under capacity building objective		Decisions with accurate and updated references; Effective use of Codices, HUDOC and Curia;		

2.2.2	Drafting Court Guides for specific articles of the Constitution (<i>Case-Law Guides</i>);	Legal Unit/ Juristconsult	TM1-TM4 2021-2023	0.00	CCK	Guide on Jurisdiction of the Court and the Admissibility Criteria; Guide to Article 31; Guide to Article 24; Guide to Article 46;			
2.2.3	Training Program at the CJEU regarding its case law in the field of human rights, democracy and rule of law;	Legal Unit	TM1-TM4 2021-2023	See cost under capacity building objective	Donors	Completion of training program by legal advisors;			
2.2.4	Training Program in the Venice Commission;	Legal Unit	TM1-TM4 2021-2022	See cost under capacity building objective	Donors	Effective use of CODICES and Venice Commission documents;			
2.2.5	Professional exchanges with the network of constitutional courts;	Legal Unit	TM1-TM4 2021-2023	See cost under capacity building objective	Donors	Effective referencing in the case law of the Constitutional Courts;			
2.2.6	Furtherance of continuous and advanced training in the field of human rights; democracy and the rule of law; the ECHR's connection with EU law; abstract and concrete control of norms, etc.;	Legal Unit	TM1-TM4 2021-2023	See cost under capacity building objective	Donors	Advisors trained on the latest developments in the case law of the ECtHR and the CJEU, in the field of human rights, democracy and the rule of law, and the connection between the Convention and the EU <i>acquis</i> ;			
2.2.7	Establishment of the Division of Juristconsult within the Legal Unit and increase of capacities of the Legal Unit (<i>see as reference the competencies of a similar department in the ECtHR</i>).	Judges/Legal Unit	TM4 -2023	No costs for 2023 Will be costed in 2024 in the new plan	CCK	Creation and increase of professional research capacities of the Court			
2.3	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023	
Advancing the case management system through coordination, administrative simplification of procedures and further advancement of the CDMS;		1. Average time of review of cases submitted to the Court;			9 months	8 months	7 months	7 months	
		2. Increase the use of CDMS for case management;			17%	65%	77%	99%	

No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output
2.3.1	Drafting standard forms of Court decisions through the CDMS system and their integration into the document management system within the CDMS;	Legal Unit	TM1-TM4 2022-2023	N/A	Donors	Operational CDMS
2.3.2	Implementation of recommendations of the Council of Europe Expert report on the advancement of CDMS (2020), in order to manage cases and all documents in electronic form;	Legal Unit/IT/DCRSA/DPS	TM1-TM4 2022-2023	7000 Euro Comment: To be evaluated by IT and Dept. of Finance)	Donors	Operational CDMS with recommendations of the Expert of the Council of Europe.
2.3.3	Initiate using of CDMS program – online;	Legal Unit and IT Department	TM3-2021		Donors	Remotely accessible CDMS
2.3.4	Special technical training by ECtHR experts on the functioning of document management within the ECtHR and the way of case management;	Legal Unit and IT Department	TM1-TM4 2022-2023	See the cost of training below under the capacity objective	Donors	Staff trained for the proper use of the case management system
2.3.5	Discussion on the division of administrative tasks between the Legal Unit and the Secretariat of the Court based on their responsibilities according to their duties.	Legal Unit and Secretariat	TM1-TM4 2021	0.00	CCK	Clarified administrative responsibilities.
Cost for Strategic Goal						
Year			2021	2022	2023	Total
Cost			00	3500	18.500	22.000,00

3. HUMAN RESOURCES AND ORGANIZATIONAL STRUCTURE

I.	STRATEGIC GOAL: Further development of human capacities and organizational structure of the Court							
3.1	Specific Objective	Indicator			Baseline	Target 2021	Target 2021	Target 2023
Further development of capacities of professional staff and support services of the Court through planning and implementation of training programs;		1. Number of trainings organized for professional development of the Court staff;		3 (trainings)	12	12	12	
		2. Number of trainings organized for the staff of administrative support services;		3 (trainings)	40	40	40	
		3. Number of trained staff.		22 (officials)	66	70	70	
No.	Activity	Responsible Department	Implemen- tation deadline	Budget	Source of funding	Output		
3.1.1	Assessment of training needs for the entire Court staff;	DAHR/ Training Officer	TM1- 2021	7000 Euro	Donator	Assessment Report		
3.1.2	Drafting of the three-year General Plan for the development of staff capacities;	DAHR/ Training Officer	TM3-Initial plan review T1 of each year	2500 Euro	NA	Three-year plan for the staff capacity development		
3.1.3	Development of training programs for each organized training;	Training Organizer/ HR	TM1-TM4 2021-2023	/	/	Training program for each training		
3.1.4	Development of electronic system of Human Resources;	IT	TM1-TM4 2021	5000 Euro	NA	Functional human resource management system		
3.1.5	Participation in trainings for professional development of the Court staff;	International Relations Advisor/ Training Officer	TM1-TM4- 2021-2023	36.000 Euro	CCK Potential donors	Participation in trainings according to the training plan		

3.1.6	Participation in trainings/seminars for the staff of administrative support services;	Training Officer	TM1-TM4-2021-2023	67.000 Euro	CCK KIPA Potential donors	Participation in trainings according to the training plan		
3.1.7	Organization of various workshops by the Constitutional Court.	International Relations Advisor/ Training Officer	TM1-TM4-2021-2023	8100 Euro	CCK Potential donor	Organization of the Workshop Three workshops a year		
3.2.	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Consolidation of a good practice regarding internal communication;		1. Number of notifications addressed to the staff regarding the internal activities of the Court;						
		2. Improving internal communication of staff.						
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
3.2.1	Establishment of a working group regarding the analysis of the situation of internal communication between staff and management;	SP	TM4-2021	0.00	CCK	Decision for the working group		
3.2.2	Analysis and assessment of the current situation through a report;	Working group	TM1-2022	0.00	CCK	Assessment report		
3.2.3	Preparing of draft memo regarding internal communication with staff and communication via official e-mail;	Working group	TM2-2022	0.00	CCK	Draft Memo		
3.2.4	Entry into force of the Memo and forwarding to all staff;	Secretary	TM4-2022	0.00	CCK	Staff notification		
3.3.	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Increase of international cooperation of the Court's staff through exchange programs;		1. Number of participants in experience exchange programs;			1	3	6	6
		2. Number of participation in regional/international activities;			1	6	6	6
		3. Number of study visits.			1	4	6	6

No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
3.3.1	Participation in programs for exchange of experiences;	International Relations Advisor/ Training Officer	TM1-TM4-2021 -2023	15000 Euro	CCK Donator	Realization of visit		
3.3.2	Participation in international summer schools;	International Relations Advisor/ Training Officer	TM1-TM4-2021-2023	10.000 Euro	CCK Donor	Participation in international activity		
3.3.3	Study visits to the Constitutional Courts of other countries;	International Relations Advisor/ Training Officer	TM1-TM4-2021-2023	80.000 Euro	CCK Donor	Realization of visit		
3.3.4	Participation in international conferences and congresses;	International Relations Advisor/ Training Officer	TM1-TM4-2021-2023		CCK Donor	Realization of participation		
3.3.5	Assessment of the impact of the trainings developed.	Human Resources Unit	T4 2023	8.000	Donator	Training Impact Assessment Report		
3.4.	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
	Further improvement of the organizational structure of the Court;	1. Analysis and completion of the organizational structure;			2	As needed	As needed	As needed
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
3.4.1	Proposal for change of the organizational structure with the respective reasoning in the Administrative Session;	Secretary General/ Departments	TM1-TM4-2021	0.00	CCK	Draft proposal		

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3.4.2	Drafting terms of reference in relation to proposed changes;	DAHR	TM1-TM4-2021	0.00	CCK	Draft job description
3.4.3	Review of proposals for change of organizational structure in administrative sessions;	Judges	TM1-TM4-2021	0.00	CCK	Administrative Sessions
3.4.4	Decision to change the Organizational Structure;	President	TM1-TM4-2021	0.00	CCK	Decision
3.4.5	Update and publish the new organizational structure.	DAHR/CIT	TM1-TM4-2021	0.00	CCK	Publication of the new structure
Cost for Strategic Goal						
Year			2021	2022	2023	Total
Cost			84.866.00	72.866.00	80.866.00	238.598.00

4. FINANCIAL MANAGEMENT AND SUPPORT SERVICES

4.	STRATEGIC GOAL 4: Advancing the management of Budget and other financial resources and support services in order to achieve the objectives of the Court							
4.1	Specific Objective	Indicator			Baseline	Target 2021	Target 2021	Target 2023
Ensuring the proper planning of the Budget of the Court in order to achieve its objectives;		1. Maintaining the current Budget quota for the next years;			07.%	07.%	07.%	07.%
		2. Number of projects supported by donors.			6	6	7	8
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
4.1.1	Establishment of the Working Group for the preparation of the Budget (BDMS) for the fiscal year and the MTEF;	DBF/CoP	TM4-of each year	0.00		Decision for the working group		
4.1.2	Analysis and preparation of the Annual Budget (BDMS) according to the budget limits set in the first circular (budget ceilings);	DBF/CoP	TM2-TM3 of each year	0.00	CCK	Submission of the annual Budget to the MoF		
4.1.3	Review and finalize the annual Budget proposal (BDMS) according to the budget limits set in the second-third circular (budget ceilings);	DBF/CoP	TM4- of each year	00.0	CCK	Submission of the proposed Budget with budget ceilings		
4.1.4	Preparation of the Mid-Term Expenditure Framework (MTEF) for the three-year period 2022-2024;	DBF	TM2-of each year	0.00	CCK	Submission of MTEF to the MoF		
4.1.5	Establishment of a Working Group for lobbying and ensuring the support of CCK projects by donors;	DBF, SG, LU	TM4-2021	0.00	CCK	Decision for the working group		
4.1.6	Organize meetings of the working group regarding the draft proposals of the CCK and meetings with donors.	DBF, SG, LU	TM1-TM4 2021-2023	0.00	CCK	Realization of meetings		

4.2	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
	Ensure an efficient and effective expenditure implementation process along with a regular monitoring program on a quarterly basis;	1.	Percentage of execution of the annual Budget, 20-25% in each quarter;		24%	20%	23%	25%
		2.	Number of financial reports submitted within the fiscal year;		4	4	4	4
		3.	Execution of all payments within the legal deadline (number of days).		7	6	6	5
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
4.2.1	Preparation of Financial Statements - Annual Expenditure Report of the previous year according to LPFMA;	DBF	TM1- of each year	0.00	CCK	Submission of Financial Statements - Annual Financial Report		
4.2.2	Preparation of the Annual Cash Flow Plan;	DBF	TM1- of each year	0.00	CCK	Allocation of funds according to cash flow		
4.2.3	Preparation of Monthly Reconciliation of Expenditures with KFMIS with Treasury;	DBF	TM1-TM4 - 2021	0.00	CCK	Finalization of the reconciliation with Treasury		
4.2.4	Drafting of the Report regarding the Internal Financial Control System for the Central Harmonization Unit (Self-assessment report).	DBF	TM2- of each year	0.00	CCK	Submission of the Self-Assessment report to the Treasury		
4.3	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
	Increase the quality of response to external and internal audit, maintain a transparent process of internal financial control;	1.	Implementation of recommendations deriving from the NAO and IA;		100%	100%	100%	100%
		2.	The report of the NAO Auditor with the Opinion, according to ISSAI 200 standards.		0	0	0	0
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
4.3.1	Preparation of the Strategic Internal Audit Plan;	IAO	TM4- of each year	0.00	CCK	Submission of Strategic Internal Audit Plan		
4.3.2	Preparation of the annual Internal Audit plan;	IAO	TM4- of each year	0.00	CCK	Submission of the Annual Internal Audit Plan		
4.3.3	Reporting on a quarterly basis on completed audits;	IAO	TM1-TM4 of each year	0.00	CCK	Submission of reports to the Office of the SG		

4.3.4	Organizing meetings and reporting to the Audit Committee;	IAO	TM1-TM4 (4 meetings during the year)	0.00	CCK	Meetings with the Audit Committee		
4.3.5	Comment on the Action Plan for the implementation of recommendations of the Internal Auditor regarding the Audited Unit;	Audited Unit	10 days after receiving the draft	0.00	CCK	Implementation plan		
4.3.6	Monitoring the implementation of all given recommendations during the year;	IAO	TM1-TM4	0.00	CCK	List of recommendations and status		
4.3.7	Periodic reporting to the NAO on the status of implementation of the recommendations deriving from the External Audit report;	SG	TM1 –TM3 2021	0.00	CCK	Reporting to the NAO		
4.3.8	Preparation of risk management report.	SG-Working group	TM1-TM4 2021	0.00	CCK	Risk Management Report		
4.4	Specific Objective	Indicators			Baseline	Target 2021	Target 2022	Target 2023
Providing the necessary support services to the Court in order to achieve its objectives;		1. Percentage of implementation of the Procurement Plan;						
		2. Degree of Implementation of capital projects;			100%	100%	100%	100%
		3. Degree of Implementation of recommendations deriving from CPA and PPRC.			100%	100%	100%	100%
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
4.4.1	Notification for application of the requests of the departments for drafting the Annual Procurement Plan;	PU	TM4- of each year	0.00	CCK	Requests of departments		
4.4.2	Preparation of procurement planning in accordance with the requirements approved by the management of the Court;	PU	TM4- of each year	0.00	CCK	Submission of the draft plan for approval		
4.4.3	Submitting the plan to CPA (Central Procurement Agency);	PU	TM1- of each year	0.00	CCK	Publication of the plan at CPA		
4.4.4	Annual reporting of expenditures based on the PPL and in accordance with the standard format of the PPRC;	PU	TM4- of each year	0.00	CCK	Annual report of expenditures		

4.4.5	Implementation of all procedures in the electronic platform based on the PPL;	PU	TM1-TM4 2021	0.00	CCK	Update of the E-procurement system		
4.4.6	Tracking and updating records regarding the duration of contracts;	PU/ Contract Managers	TM1-TM4 2021	0.00	CCK	Reporting		
4.4.7	Finalization of the project for the courtroom of the Court.				CCK	Functional courtroom facility		
4-5	Specific Objective	Indicators			Baseline	Target 2021	Target 2022	Target 2023
Maintenance and advancement of IT infrastructure according to the needs of the Court and in line with the growing developments of ICT;		1. Advancement of electronic systems;			Average	Good	Good	Advance
		2. Improving the existing infrastructure;			Good	Good	Good	Advance
		3. Increase data security from potential attacks.			Average	Good	Good	Good
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
4.5.1	Planning and annual supply of IT equipment (hardware and software), according to the needs and requirements of the CCK;	IT	TM4 2021-2023	60,000€	CCK	Planning for obtaining budget funds within the calendar year		
4.5.2	Continuous improvement of internal systems;	IT	TM1-TM4 2021-2023	45,000€	CCK	Impact on increasing the efficiency of responsibilities for users		
4.5.3	Improving the IT infrastructure and increase of level of security that enables secure access to data sources;	IT	TM1-TM4 2021-2023	30,000€	CCK	More efficient use and protection against cyber attacks		
4.5.4	Replacement of old existing infrastructure (software and hardware older than 10 years) with new equipment;	IT	TM1-TM4 of each year	65,000€	CCK	Modern infrastructure		
4.5.5	Extension of existing licenses and purchase of new licenses according to the needs and requirements of the CCK;	IT	TM1-TM4 2021-2023	26,000€	CCK	Supporting IT systems		
Cost for Strategic Goal								
Year			2021	2022	2023	Total		
Cost			211.733.00	75.333.00	75.333.00	362.400.00		

5. COMMUNICATION WITH PUBLIC/MEDIA AND INTERNATIONAL RELATIONS

5.	STRATEGIC GOAL: Advancing communication with the public and the media and international relations					
5.1	Specific Objective	Indicator	Baseline	Target (Target) 2021	Target 2022	Target 2023
	Improving communication within the Court;	1. Regulation on Internal Communication approved;				
		2. Number of monthly notifications prepared for Judges, Secretariat and Legal Unit				
		3. Number of workshops held with spokespersons of constitutional courts;				
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output
5.1.1	Approval and implementation of the Regulation on Internal Communication;	Legal Unit/ Secretariat/ OCI	T4-2021	0.00	N/A	Regulation on Internal Communication
5.1.2	Monthly information of judges, the Secretariat and the Legal Unit on the following activities of the Court: requests/questions from the media/citizens, requests submitted by the Venice Commission, requests for access to documents, visits to the Court, participation in international activities, and number of visitors;	OCI	T1-T4	0.00	N/A	Monthly notifications prepared
5.1.3	Opening of the position within the Office for Communication and Information: Officer for media monitoring and publications;	Secretariat/ OCI	T1-T2 2021	10.000	CCK	Officer in charge for media monitoring and publications
5.1.4	Organizing workshops with spokespersons of regional and European constitutional courts, in order to exchange mutual experiences.	Secretariat/ OCI	T1-T4	30.000	Donors	Workshops held with spokespersons of constitutional courts

5.2.	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Better information of the public regarding the work and activities of the Court;		1. Number of printed information materials and video-animations made in relation to the work of the Court;						
		2. Number of monthly notifications published on the website regarding the decisions of the Court;						
		3. Number of quarterly notifications published on the website regarding the statistical data on the work of the Court;						
		4. Number of Open Court Days;						
		5. Number of surveys conducted.						
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
5.2.1	Preparation and publication of information materials related to the work of the Court;	OCI/ Secretariat	T1-T4	6.000	Donors/ CCK	Printed information materials		
5.2.2	Development of the shortest sample of press releases, with key points of the judgment/decision of the Court for high profile cases (of special importance);	Legal Unit/OCI	T4-2021	0.00	N/A	Notification Sample		
5.2.3	Development of informative video-animations regarding the work of the Court (<i>"How the Constitutional Court makes its decisions"</i>);	OCI/ Secretariat	T1-T4	5.000	Donors/ CCK	Realized video-animations		
5.2.4	Publication on the website of monthly notifications regarding the decisions approved by the Court;	OCI	T1-T4	0.00	N/A	Notifications published on the website		
5.2.5	Preparation and publication of notifications on the website with quarterly statistical data regarding the work and decisions of the Court;	OCI/DCRSA	T1-T4	0.00	N/A	Notifications published on the website (regarding the number of referrals received; number of referrals carried over from previous years; number of referrals resolved; number of referrals dismissed/rejected;		

						number of decisions published; structure of submitted referrals)		
5.2.6	Establishing a complaints' corner box for citizens;	OCI/ Secretariat	T1-T2 2021	0.00	N/A	Complaints' corner box located at the reception of the Court		
5.2.7	Organizing Open Court days	OCI/ Secretariat	T2 dhe T4	0.00	N/A	Open Court Days (twice a year: the first Tuesday in March and the first Tuesday in September) * or every 10 December, on International Human Rights Day and on 8 April - for Constitution Day (9 April)		
5.2.8	Organizing surveys with specialized organizations for surveys regarding the work and the level of credibility of the opinion towards the Court	OCI/ Secretariat	T1-T4	6.000	Donors/ CCK	Surveys conducted regarding the work and the level of credibility of the Court		
5.3	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Better communication with the media and civil society;		1. Number of roundtables held with media representatives;						
		2. Number of roundtables held with representatives of civil society and other professionals in the field of human rights;						
		3. Number of annual press conferences;						
		4. Number of public hearings held.						
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
5.3.1	Holding press conferences after issuing decisions in high profile cases (of special importance) with the Judge Rapporteur and the President of the Court;	OCI/Judges/ Legal Unit	T1-T4	0.00	N/A	Conferences held with journalists		
5.3.2	Organizing joint roundtables between the Court and media representatives, to improve communication, as	Secretariat/ Legal Unit/ OCI	T1-T4	25.000	Donors/ CCK	Roundtables held with media representatives		

	well as to inform the media regarding the work of the Court;							
5.3.3	Organizing professional roundtables and discussions between the Court with representatives of civil society and other professionals in the field of human rights;	Judges Secretariat/ Legal Unit/OCI	T1-T4	25.000	Donors/ CCK	Roundtables with representatives of civil society and other professionals in the field of human rights		
5.3.4	Holding annual press conferences regarding the work of the Court;	Cabinet/ Secretariat/ OCI	T1	0.00	N/A	Annual conferences held with journalists regarding the work and activities of the Court		
5.3.5	Live broadcast of each public hearing on the Court’s website (<i>depending on technical possibilities</i>).	Judges/ Secretariat/ Legal Unit/ OCI	T1- T4	0.00	N/A	Public hearings held		
5.4	Specific Objective	Indicator			Baseline	Target 2021	Target 2022	Target 2023
Increase cooperation with regular courts and the legal community;		1. Number of information materials distributed regarding the work and the role of the Court;						
		2. Number of workshops held with judges and advisors of the regular judiciary;						
		3. Number of workshops held with representatives of the legal community.						
No.	Activity	Responsible Department	Implement ation deadline	Budget	Source of funding	Output		
5.4.1	Holding joint workshops between judges and advisors of the Constitutional Court with judges and advisors of the regular judiciary, regarding the authority and responsibilities of the Constitutional Court in relation to other instance courts;	Judges/ Legal Unit/ Secretariat	T1-T4	30.000	Donors/ CCK	Workshops held with judges and advisors to the regular judiciary		

5.4.2	Organizing professional discussions between judges and advisors of the Constitutional Court with judges and advisors of the regular judiciary, regarding the standards of respect for human rights, incidental control and the European Convention on Human Rights;	Judges/ Legal Unit/ Secretariat	T1-T4	30.000	Donors/ CCK	Workshops held with judges and advisors to the regular judiciary		
5.4.3	Organizing joint workshops between judges and advisors of the Constitutional Court with representatives of the legal community regarding the role, function and responsibilities of the Court;	Judges/ Legal Unit/ Secretariat	T1-T4	30.000	Donors/ CCK	Workshops held with representatives of the legal community		
5.4.4	Dissemination of information materials to the regular courts, regarding the work and responsibilities of the Court.	Secretariat/ OCI	T1-T4	0.00	N/A	Distributed information materials (at the Palace of Justice, Kosovo Judicial Council, Kosovo Prosecutorial Council, Bar Association)		
5.5	Specific Objective	Indicators			Baseline	Target 2021	Target 2022	Target 2023
Advancing international cooperation of the Court;		1. Number of international conferences organized;						
		2. Number of Cooperation Agreements and Memoranda of Understanding signed;						
		3. Number of memberships in international organizations.						
No.	Activity	Responsible Department	Implementation deadline	Budget	Source of funding	Output		
5.5.1	Approval of Cooperation Agreements and Memoranda of Understanding with counterpart courts in the region and beyond;	Cabinet/ Secretariat/ Advisor for IR	T1-T4	30.000	CCK	Cooperation Agreements/ Memoranda of Understanding		

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5.5.2	Membership of the Court in the Conference of European Constitutional Courts (CECC);	Cabinet / Secretariat/ Advisor for IR	T1 2021	10.000	CCK	Membership of the Court in (CECC)
5.5.3	Membership of the Court in the Francophone Association of Constitutional Courts (ACCF);	Cabinet/ Secretariat/ Advisor for IR	T1-T4	40.000	Donors/ CCK	Membership of the Court in (ACCF)
5.5.4	Reaching a Cooperation Agreement with the US Federal Judicial Center (FJC);	Cabinet / Secretariat / Advisor for IR	T1-T4	20.000	Donors/ CCK	Agreement signed with the US Federal Judicial Center (FJC)
5.5.5	Participation of Court staff in placement programs (trainings/study visits) at the ECtHR;	Cabinet/ Secretariat/ Advisor for IR	T1-T4	50.000	Donors/ CCK	Trained staff
5.5.6	Drafting annual plans of visits to/from counterpart courts in the region and beyond;	Cabinet/ Advisor for IR	T1	0.00	N/A	Annual visit plans
5.5.7	Organizing joint international conferences and seminars with counterpart courts in the region and beyond.	Cabinet/ Secretariat/ Advisor for IR	T1-T4	50.000	Donors/ CCK	International conferences/seminars regarding professional issues of common interest
Cost for Strategic Goal						
Year			2021	2022	2023	Totali
Cost			97.000.00	127.000.00	87.000.00	311.000.00

Annex: List of participants in developing the Strategic Plan of the Constitutional Court, 2021-2025

President/Judges/Secretary General:

Arta Rama Hajrizi	President
Bajram Ljatifi	Vice President
Bekim Sejdiu	Judge
Selvete Gërxhaliu Krasniqi	Judge
Gresa Caka Nimani	Judge
Safet Hoxha	Judge
Remzie Istrefi Peci	Judge
Radomir Laban	Judge
Nexhmi Rexhepi	Judge
Milot Vokshi	Secretary General

Legal Unit:

Venera Kabashi	Chief Legal Advisor
Sevdail Kastrati	Juristkonsult
Nexhat Kelmendi	Senior Constitutional Legal Advisor
Suzana Krasniqi	Senior Constitutional Legal Advisor
Jeton Bytyqi	Senior Constitutional Legal Advisor
Anita Cavdarbash	Senior Constitutional Legal Advisor
Bardh Bokshi	Senior Constitutional Legal Advisor
Dukagjin Abdyli	Senior Constitutional Legal Advisor
Srdjan Staletovic	Senior Constitutional Legal Advisor
Arbana Beqiri	Senior Constitutional Legal Advisor
Boban Petkovic	Senior Constitutional Legal Advisor
Resmije Loshi	Senior Constitutional Legal Advisor
Altin Nika	Constitutional Legal Advisor
Kreshnik Jonuzi	Constitutional Legal Advisor

Directors:

Arta Balaj	Chief of Cabinet
Adelina Nallbani	Director of DAHR
Anita Krasniqi	Director of DCRSA
Admir Guguli	Director of DBF
Vahide Hoxha	Director of Procurement
Fatbardha Grabanica	Internal Auditor
Bashkim Perçuku	Head of ITU
Veton Dula	Director of CIO
Gazmend Vitija	Translator

