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Republika Kosova/ Republic of Kosovo
Këshilli Prokurorial i Kosovës
Tužilački Savet Kosova
Kosovo Prosecutorial Council



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STRATEGIC PLAN OF PROSECUTORIAL SYSTEM

2019 - 2021





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Abbreviations

KPC – Kosovo Prosecutorial Council

OCSP- Office of the Chief State Prosecutor

SPRK – Special Prosecution of Republic of Kosovo

SP – State Prosecutor

SMIL – Electronic Case Management System

EU – European Union

KJC – Kosovo Judicial Council

SKPC – Secretariat of the Kosovo Prosecutorial Council

PPRU – Prosecution Performance Review Unit

EULEX – European Rule of Law Mission

Introduction

The Strategic Plan of the Prosecutorial System determines the objectives of the work of the prosecutorial system of the Republic of Kosovo in strengthening a sustainable, professional and accountable system in investigating criminal offenses and prosecuting their perpetrators.

This plan determines a clear framework of work for the implementation of the constitutional and legal mandate, based on the current context of performance as well as the strategic goals of the system and the state based on best international practices.

The drafting of this plan was preceded by consultations with key actors of the prosecutorial system, comments and recommendations of the EU Office, Twinning Project, US Embassy, Embassies of Great Britain, Holland, Norway and other partners supporting work processes.

Like any Strategic Plan, this plan is also based on and incorporates the policies of the institution and its management, as compared to the state strategy and policy frameworks of the state since such coordination ensures a fair and accurate planning and is a guarantor of positive outcomes of the strategic plan.

During the drafting of this plan, the working group has consulted the strategic documents and legislation in force at the sectorial level and at the country and international level as well as the relevant stakeholders, with the aim of creating a realistic mirror for defining strategic goals and objectives.

The Strategic Plan 2019-2021 contains 4 main pillars, each of which has a number of specific objectives and will serve as a basis for drafting work plans for each organizational unit within the prosecutorial system.

The vision of the prosecutorial system is based on the review of the current situation and the needs for further advancement of the system in line with developments within the prosecutorial system as well as other developments in other state institutions.

During the drafting of this plan, the challenges and risks that may arise in its implementation phase have been assessed, which are related to the possibility of reforms in the justice sector, legal changes, the need for amending sub-legal acts as well as budgetary resources human capacities.

Monitoring and overseeing the implementation of policies and decisions within the prosecutorial system will be easier to apply as well.

CHAPTER 1

1. Institutional Structure

The Kosovo Prosecutorial Council as an independent institution is defined by the Constitution of the Republic of Kosovo. Its functions are accomplished by the Council based on the Law on Kosovo Prosecutorial Council and respective sub-legal acts.

The Council is a fully independent institution in the performance of its functions and has the following principal responsibilities; Ensures that prosecutors act in an independent, professional and impartial manner, recruits and proposes to the President candidates for appointment and reappointment for prosecutors, including the Chief State Prosecutor, assesses, promotes, disciplines, proposes dismissal, transfers and provides support for training of prosecutors, elect Chief Prosecutors of all levels, establish standards for professional development of prosecutors, in cooperation with the Office of Chief State Prosecutor develop prosecutorial policies and strategies for effective crime fighting, also provides budget, human resources, infrastructure and services necessary for the functioning of the State Prosecutor.

The council consists of thirteen (13) members, ten (10) of whom are prosecutors, and three (3) non-prosecutorial members. With the current legal basis, the Council consists of:

- Chief State Prosecutor ex officio;
- Seven (7) Prosecution Members, one (1) from each Basic Prosecution;
- One (1) prosecutor member from the Appellate Prosecution Office;
- One (1) prosecutor member from the Special Prosecution Office;
- One (1) lawyer member from the Kosovo Chamber of Advocates;
- One (1) member, university professor of law faculties and
- One (1) member representing civil society.

The Council is chaired by a Chairperson who is elected from among the members of the Council's prosecutors, with a mandate of three (3) years.

The Chairperson of the Council presents annual public reports at least once a year on the performance, actions, cost and budgetary needs of the prosecutorial system, and organizes the procedure for selecting the members of the permanent committees under this law, enabling the Council a transparent and responsible process for their proposals and their appointment.

The Council realizes its mandate through the work of Permanent Committees established by law. These committees are as follows:

- Committee on Normative Affairs;
- Prosecutorial Performance Review Committee;
- Disciplinary Committee (until the implementation of the Law on Disciplinary Responsibility for Judges and Prosecutors);
- Committee on Budget, Finance and Personnel;
- Commission for Administration of Prosecution Offices.

In order to realize its mandate, the Council may also establish temporary committees.

The Council provides through the Secretariat to its services related to budget, finance, procurement, human resources, logistics, infrastructure, information technology, the prosecutorial system, and the analytical, statistical, professional development of prosecutors and personnel, the Council realizes through the Unit for the Prosecution Performance Review.

The State Prosecutor is a constitutional, independent, impartial institution with mandate and responsibility for the investigation and prosecution of perpetrators of criminal offenses whose structure and powers are regulated by law.

The Law on State Prosecutor defines its functions and responsibilities, including: the exercise of prosecutorial functions in an independent, fair, objective and impartial manner and to ensure that all persons are treated equally before the law, enforcing higher standards of care in the performance

of official functions, fair and professional conduct both in personal and professional life and based on applicable law and professional ethics code, protection of the legal rights of victims, witnesses, suspects, accused and convicted persons, as well as undertaking necessary legal actions for the detection of criminal offenses and perpetrators as well as investigation and timely prosecution of criminal offenses.

The operation of the Council and State Prosecutor with all organizational units is as follows:



2. Institutional development

With the entry into force of the laws for the Prosecutorial Council and the State Prosecutor Office, as well as the following amended amendments, a number of obligations have been set for these institutions, such as the drafting and approval of legal infrastructure, as well as the creation of new organizational structures and other adequate mechanisms, making decisions, and defining policies and guidelines in the fulfillment of legal functions.

The Council approved the Strategic Plan 2016-2018, which contained 4 pillars and 19 strategic objectives which was accompanied by other supporting documents for implementation.

Pillar I – Strengthening the structure and institutional capacities of the prosecutorial system

During the period covered by this plan, KPC has successfully managed to strengthen the planning, execution and control processes of the prosecutorial system budget. As a result, the budget for the prosecutorial system from 7 million in 2016 has reached 12 million for 2018.

On the other hand, with its own capacities and in consultation with international partners and civil society, we have drafted secondary legislation that has enabled the election of the members, the way of functioning and functionalization of all the respective committees of the Council, moreover it is possible to clarify the role and organizational structure of the Secretariat. The Council, in the spirit of this strategic plan, has empowered teamwork and has the capacity for policy planning, drafting of normative acts, strengthening of internal communication, and partners and donors. In this regard, annual work plans of the Council, the State Prosecutor and other organizational units of the prosecutorial system that determine objectives and specific activities, measurable and defined on time.

Pillar II – Promotion of Competences and Professionalism

The Council through sub-legal acts has established a new recruitment system based on the principles of transparency, meritocracy, competition and objectivity based on high standards of process administration. As a result, 35% of the total number of prosecutors was recruited in this period. Moreover, regular transfer and advancement processes have been carried out, which has enabled the State Prosecutor to increase the efficiency of case resolution.

During this period, the number of administrative staff has also increased considerably, with recruited 218 officials. Also, the performance assessment system has been consolidated and dynamics increased, enabling regular assessments for each prosecutor, who have been evaluated for 3 years with 84 prosecutors with permanent mandate and 106¹ prosecutors with initial mandates. In this regard, the Council has played an active role in drafting training programs and training policies, and has contributed to the timely implementation of disciplinary processes respectively the Disciplinary Committee held 76 disciplinary sessions and imposed 40 disciplinary measures against prosecutors.

Pillar III – Expanding Access to Justice and Public Relations

In the spirit of this strategic plan, the Council has developed specific strategies for communication with the public and the media. He also recruited to each prosecution office the official for media communication and appointed prosecutors responsible for communication with the media and the public. In the function of strengthening communication, the Council has issued acts for classification of prosecution system.

Pillar IV – improvement of services and technology

The Council has redesigned the websites of the Council and State Prosecution office and modernized information based on the information technology and that have contributed to increased efficiency. In this regard, in particular, work has been done on the creation of an electronic case management system (SMIL), including the creation of adequate infrastructure such as the provision of the most modern servers. Moreover, the process of prosecuting prosecutors' files and online application for recruitment procedures has been digitized.

1. Impact of internal and external factors on the implementation of the Strategic Plan 2019 – 2021

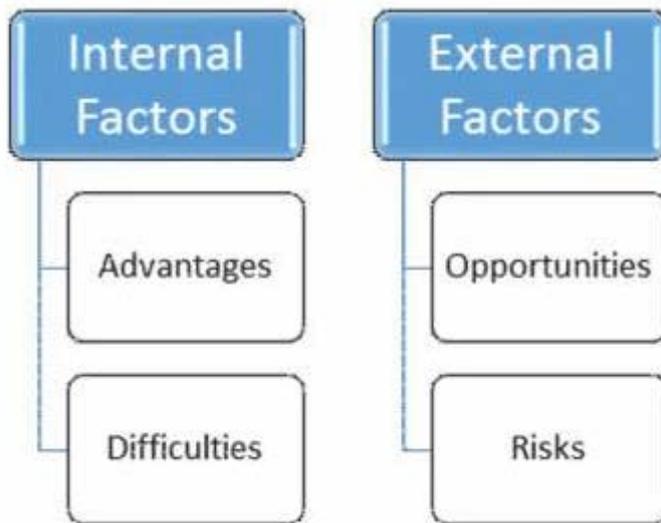
The Strategic Plan of the Prosecutorial System serves as a guiding instrument for the Council, the State Prosecutor and all organizational units, including the

¹ Performance evaluation is carried out twice during the initial mandate.

administration within the prosecutorial system, which aims to empower each sector to be coherent in the performance of functions as defined by law.

The plan has been developed on the basis of prioritization compared to the identified weaknesses of the prosecutorial system, as well as the opportunities the system has with the potential risks of internal or external threats.

This assessment is made using the SWOT (Strengthening, Weaknesses, Opportunities, Threatens) methodology that enabled us to identify and evaluate the powers and capabilities of the prosecutorial system in order to take appropriate measures at the stage of the planning and implementation of the Strategic Plan in terms of reducing or eliminating possible weaknesses and threat.



2. Identified Advantages

Kosovo prosecutorial system is already in a consolidated phase. The functioning and organization of the Kosovo Prosecutorial Council and the Office of the State Prosecutor is defined by the Constitution, which is the guarantee of an independent, impartial and efficient functioning that is considered as one of the main powers of the prosecutorial system.

Further, this issue is regulated by relevant laws that also empower basic principles of organization and functioning of the prosecutorial system.

Based on the legislation in force, the Council has a functional composition although with some shortcomings of full functionality. Secondary legislation is of high standards, the organizational structure is clear and fully operational, while human resources are growing and strengthening professional capacities. The budget has marked a significant increase and the digitalization of the work processes has marked progress.

In the organizational and functional aspect, the priorities of the prosecutorial system are as follows:

- Independence and impartiality of the prosecutorial system is constitutionally guaranteed;
- Organization, Functioning and Competencies defined by law;
- Secondary legislation is completed and is in the review phase based on analysis and work assessments;
- The number of prosecutors and support staff has increased considerably, while advanced professional advancement policies;
- The system of recruitment, advancement, transfer and functional discipline has given positive results;
- The system of data entry, processing and reporting is mainly based on information technology;
- Budget planning and physical infrastructure are in a stable state to guarantee full functionality;
- Good cooperation with local and international institutions, including with donors;

3. Difficulties of the prosecutorial system

Prosecutorial system also faces difficulties in its work, which require adequate treatment and address for improvement. Taking into consideration the complexity of the prosecutorial system, the intensity of legislative and organizational changes, and the high number of employees with different profiles also determines the difficulties they face and require professional and consistent treatment by management.

In this regard, the difficulties of the prosecutorial system are assessed as follows:

- The need for reorganization and capacity building of the actual resources for planning and overseeing work processes;
- Lack of comprehensive analysis and evaluation for the functioning of the prosecutorial system;
- Failure to identify factors influencing work results;
- Lack of budget for various expertise and translation into court proceedings;
- Insufficient presentation of work results to the public, the media and civil society;
- Insufficient inputs from basic prosecution offices for defining short and medium term policies;
- Requests for specializations in dealing with specific crimes;
- Increasing public trust;

4. Opportunities of the prosecutorial system

The process of continuous advancement of Kosovo prosecutorial system, tracking the trend of new criminal offenses as well as the most characteristic types of criminal offenses in the context of continuous engagement in ensuring the rule of law and in meeting international standards especially for the European integration process, are clear indicators for the creation and use of new opportunities created in the prosecutorial system of Kosovo.

In this context, the opportunities of the prosecutorial system assessed for this strategic plan are as follows:

- Planning and preparation of projects reflecting donor support system needs;
- Advancing inter-institutional cooperation;
- Determination of standard working procedures for certain profiles within the prosecutorial system;
- Increasing public trust through the advancement of communication services;

- Planning and preparation of projects reflecting donor support system needs;
- Advancing inter-institutional cooperation;
- Determination of standard working procedures for certain profiles within the prosecutorial system;
- Increasing public trust through the advancement of communication services;
- Improve the legal framework related to the functioning of the prosecutorial system;
- Utilizing the advantages offered by the information technology applicable to the prosecutorial system;
- Professional development of prosecutors to conduct more complex criminal investigations, especially crimes committed during the exercise of public duties;
- Increase accountability and substantial and qualitative assessment of prosecutors and support staff;
- Establish a system for advisory and mentoring functions for transferring knowledge from prosecutors with longer experience to less experienced prosecutors;
- Professional development of prosecutorial system administration personnel so that they can fully perform their functions in the prosecution institution

5. Risks of the prosecutorial system

Risks are external factors that have an impact on the degree of fulfillment of the objectives determined in the Strategic Plan and therefore require increased attention both in the planning stage and in the implementation phase. This requires the creation of an approach that creates opportunities for risk management or the extent of their impact on the work outcomes.

The risks foreseen by this plan are as follows:

- Frequent changes to legislation affecting the work of the prosecutorial system;
- Processes for structural and substantive reform within the justice system;

- Failure to approve budget requests in fulfillment of the legal mandate of the prosecutorial system and unequal treatment with two other state powers;
- Lack of human and financial resources to withstand the flow and intensity of accumulated and ongoing work;
- Changing the working process from manual to electronic method;
- Cost, quality and duration of expertise as well as translation into specific language during criminal proceedings.

CHAPTER 2

1. Mission

Independent, impartial, professional and effective investigation and criminal prosecution by prosecutors recruited on the basis of merit, assessed on the basis of results at work, and overseen by high standards, which ensures law enforcement in order to fair and indifferent, and treating the victims of crime in a merit way.

2. Vision

Offer equal treatment before the law in an efficient, effective, transparent, accountable, and professional manner that provides public confidence.

3. Values

The prosecutorial system in its work will be guided by standards and values such as:

- Professionalism and independence at work;
- Continuous Quality Improvement Approach;
- Rational use of resources;
- Efficiency and effectiveness at work;
- High integrity and ethics;
- Accountability and transparency;

4. Assumptions

The sustainability of this strategic plan depends on the assumptions as follows:

- Strengthening constitutional and legal guarantees that strengthen the independence of the prosecutorial system;
- Sufficient budget for the functioning and performance of the legal mandate of the prosecutorial system in an independent manner;

- Sufficient human resources, professional and motivated to implement the Strategic Plan;
- A competent management team that is committed to jointly implement all strategic measures and to guide the prosecutorial system in the realization of its mission;
- The Prosecutorial Council is motivated and ready to plan and implement adequate measures for its implementation.
- Understanding real needs and a strong commitment to the necessary measures to implement the Strategic Plan;
- Monitoring and rigorous assessment of the implementation of this strategic plan;

CHAPTER 3

1. Goals / Strategic Pillars

The goals of the prosecutorial system in achieving the vision defined by this strategic plan and mission defined by the constitution and the law are summarized in four strategic pillars.

Each strategic pillar contains specific and measurable objectives and each one is concrete with specific actions. This strategic plan also contains an action plan where for each strategic pillar and objectives are defined activities, responsibilities for their implementation and timeframes. Moreover, this plan also foresees systematic monitoring and evaluation.

The key strategic pillars of the prosecutorial system for the period 2019-2021 are as follows:

- Strengthening the efficiency and effectiveness of the administration of the prosecutorial system;
- Strengthen the institutional and professional capacities of the prosecutorial system;
- Investigation and prosecution of criminal offenders reflecting professionalism, dedication, efficiency and full respect for human rights and freedoms through the implementation of the highest professional and ethical standards;
- Priority investigation of criminal offenses and prosecution of organized crime perpetrators, corruption, economic crimes, money laundering, war crimes and terrorism as well as cybercrime;

I. Pillar I: Strengthening the efficiency and effectiveness of the administration of the prosecutorial system

The justice system in general and the judicial and prosecutorial systems in particular have undergone many reforms. The prosecutorial system for many years has been faced with growing number of cases and insufficient number of prosecutors and administrative staff.

As a result, the number of old cases has increased and there have been delays in their implementation. Therefore, domestic and international reports have estimated that the prosecutorial system is at an early stage of consolidation and the progress is too small. It is recommended that concrete measures be taken to strengthen the independence, accountability, impartiality and efficiency of the prosecutorial system.

In this regard, since 2015, as a result of better planning, strengthening of accountability, engagement of senior management in the achievement of planned activities, significant progress has been made in the performance of the prosecutorial system. Only in the last two years the number of prosecutors was increased for 35% and a considerable number of support staff has been recruited. As a result of better planning and effective spending, the budget of the prosecutorial system has increased.

A very important process is the full implementation of the Case Management Information System (SMIL), which is at the beginning of its implementation. SMIL's functionalization will directly affect the efficiency and effectiveness of the prosecutorial system. This system also enables increased accountability and empowerment of integrity, these important inputs for policy-making through measuring the received and treated cases trends including tracking trends in criminality.

The administration of the prosecutorial system needs to be strengthened to increase the effectiveness of staffing and increase accountability. In this regard, the focus of the prosecutorial system will be to review the organizational structure of the prosecutorial system administration, human and professional capacity building, digitization of work processes, empowering accountability and performance evaluation. This review process could create the need for additional budget and human resources.

The short-term, mid-term and long-term planning process is considered as an opportunity to increase efficiency and effectiveness at work, therefore special attention will be devoted to capacity building towards the fulfillment of this goal.

Specific Objectives

1. Strengthening the legal framework and organizational structure of the prosecutorial system

The prosecutorial system is a constitutional category and according to the legislation in force it functions independently of the institutions and other powers. In this regard, based on the principle of separation of powers and their equality, any initiative or sponsoring of laws, in the process of drafting legislation regulating the justice system affecting the prosecutorial system, should include requests and proposals of the prosecutorial system in the process of supplementing the change of legislation.

Taking into account the best practices and tradition of the prosecutorial system in Kosovo, the aim is to maintain the unitary character of the prosecutorial system and to rely on the principles of independence and subordination as a determining basis for most prosecutorial systems.

The justice system in general, including prosecution, has received recommendations in various reports to strengthen accountability and enhance the effectiveness of work.

KPC will have the main goal of achieving the full composition of KPC with non-prosecutorial members. The current incomplete composition does not represent the legislator's intention to operate the Council in the prosecutorial system.

The Council will develop an open and transparent process of selecting KPC members after the termination of the mandate of the current members.

Therefore, the aim is to review the organizational structure of the prosecutorial system administration in order to increase accountability and effectiveness at work.

For this purpose, the Council will establish internal mechanisms that will contribute to recommendations for supplementing and amending existing

legislation, drafting new acts based on best practices for drafting sub-legal acts, to be included in the legislative process in working groups and to monitor and evaluate the implementation of legislation that has an impact on the prosecutorial system in order to support the work of the prosecutorial system. The Council will make a proposal and postpone discussions on the establishment of a system where council members are permanently employed by the Council during their term of office.

2. Advancing the status and role of prosecutors and administrative staff

Pursuant to Article 4 of the Constitution of the Republic of Kosovo, which defines the division of powers, it is clearly stated that the judicial power is divided and equal to the legislative and executive power. Based on the Constitutional right, the status of the prosecutorial system should be equal to the status of legislative and executive power. In this sense, the prosecutorial system guarantees independence in the exercise of constitutional and legal functions, equal treatment with other powers in terms of budget, representatives and other institutional rights.

The State Prosecutor's Institution is a constitutional institution, independent and unique; within its structure specialized units can be established with the purpose of efficiency in investigating and prosecuting crime specifications. These opportunities will be realized by defining the procedure with sub-legal act approved by the Council, assessing the undeniable role of the Chief State Prosecutor in this process. Specialized units may have a certain degree of functional autonomy, accountability, and position within the State Prosecutor. However, oversight by the Council should be maintained. The criteria for appointing prosecutors in these units should remain equal and based on an open competitive process, transparency, meritocracy and relevant experience according to the required profiles.

All employees in the prosecutorial system administration should be civil servants with a special status where the Council, according to the general principles of civil servants, regulates the process of classification, evaluation, recruitment, transfer and advancement, specific rights or obligations, career development and professional training.

In the framework of the security of prosecutors and administrative staff, it is necessary to include the establishment of a system that provides personal security through the responsible institutions of security and health insurance as a social right guaranteed by international instruments.

Personal security of prosecutors assists and guarantees the effectiveness and efficiency of the state prosecutor's work independently and impartially. Equal treatment with two other powers with all the rights and privileges for treatment, salaries, security, health insurance, working conditions, legal protection, administrative support.

The Council will engage through various mechanisms in the legislative process to ensure that the Law on Salaries of Public Officials will guarantee equal treatment of the power of division by treating judicial power at the same level with two other legislative and executive powers.

3. Systematic accountability and permanent control of prosecutors' work

The effectiveness, efficiency and quality of prosecutors' work will be on the Council's attention. For this purpose, the Council will establish mechanisms for monitoring the work of prosecutors not only on a quantitative but also on a qualitative level of work. This will be achieved through permanent monitoring of the behavior and work of prosecutors, aiming to establish a permanent monitoring and evaluation system that would increase the level of accountability for their work.

The Council will establish a mechanism that will evaluate the dismissal of criminal reports at the individual and institutional level. The working procedure of this mechanism will be determined through appropriate regulatory acts and at the same time adequate working conditions will be created. The assessment of the dismissals will be part of the overall performance evaluation of the prosecutor and the leaders of the respective prosecution offices. Evaluation of performance at work and the integrity of prosecutors are various issues that may have an impact on the evaluation of prosecutors as well as undertaking appropriate measures depending on work results or ethical behavior and integrity.

Integrity and ethical behaviors will be monitored ex officio and permanently by the Council, regardless of the complaints or filing of the parties' dissatisfaction with the proceedings. This will significantly affect the performance of the prosecutorial system performance and public confidence in the system.

Accountability will also include the ethical behavior and integrity of each member of the prosecutorial system at any level. This will affect the construction of a self-control system of individual / personal integrity verification on the one hand, and institutional one on the other.

KPC will have a particular focus on strengthening the managerial capacities of Chief Prosecutors and Heads of Departments, as it considers it a prerequisite for ensuring the quality work of prosecutors and prosecutions.

To stand in support of prosecutors, in order to avoid situations where there is an ethical dilemma and increase the integrity of prosecutors, the Council makes possible the provision of adequate advice to prosecutors whenever they consider such a thing necessary.

This would have the effect of reducing cases of ethical violations, disciplinary cases and would have a positive impact on increasing prosecutorial system integrity and public confidence in the system.

4. Transparency and communication with the public and the media

The Council, with relevant normative acts, determines the mechanisms of communication with the public and other state powers. Inter-institutional communication is regulated in full compliance with the principle of independence and the separation of powers.

The Council and the State Prosecutor in the field of public communication faces the lack of standardization and unification of internal and external information as well as eventual crisis management in public communication, which implies a lack of coordination of high institutional officials. In this context, the Council will develop an effective program for improving the public image and positive perception of the public in the prosecutorial system through the promotion of the work of prosecutors and prosecutors.

In order to increase transparency in public relations, the Communication Strategy with the Public Prosecutor's Office of Kosovo 2018-2020 has been drafted, which contains the three year orientation of the field of communication activity. In this framework, it is foreseen the strengthening of professional capacities and proactive role in communication with the public and the media. This strategy will be reviewed in accordance with the prosecutorial system strategy.

With the aim of advancing the public communication service and providing information on the representative activity of the prosecutorial system, as well as the fulfillment of the constitutional commitment to communication with citizens, but always respecting the principle of confidentiality, the prosecutorial system aims at based on high ethical standards and professional to better present prosecutorial activity, high quality communication with citizens and exchange of best practices.

In view of this, a unique portal of the prosecutorial system will be designed. Regular coverage of electronic content will reflect the mission, sensitivity, role and specifications of their jobs and duties. Also, relevant guidelines and standard procedures for effective communication with the public and the media will be drafted.

The Regulation on the Classification of Documents clearly defines which documents are open and which are classified in accordance with the legislation in force.

. However, implementation of this regulation requires increased attention, so it is also necessary to create the necessary operational infrastructure for full implementation of the regulation, which will be achieved within the period of implementation of the strategic plan. The KPC will develop a Guide / Manual for prosecutors and administrative support staff regarding classified documents, and will develop the necessary training through participation in training or through online training.

5. Provide adequate physical infrastructure

Alongside challenges in the work of the prosecutorial system to fulfill the legal mandate, the prosecutorial system has also faced an inadequate, outdated physical infrastructure and insufficient work space.

Undoubtedly, physical infrastructure is extremely important for the work of the prosecutorial system and directly related to its efficiency and effectiveness. In this regard, the Council has continuously improved the infrastructure of the prosecutorial system. However, physical infrastructure still needs intervention in its modernization including the provision of facilities for some prosecutions.

6. Cooperation with local institutions based on mutual respect

Co-operation of the Council and State Prosecutor with local and international institutions is defined by the Law on Kosovo Prosecutorial Council, the State Prosecutor's Law, other sub-legal acts and strategies. This cooperation was realized with the aim of achieving the objectives of the prosecutorial system

The Council and the State Prosecutor have implemented a policy of interactive and professional cooperation with state institutions and other local organizations such as the Kosovo Presidency, the Kosovo Assembly, the Kosovo Government, the Kosovo Judicial Council, the Ministry of Justice, the Academy of Justice, the Chamber of Advocates Kosovo Police, Kosovo Police, other law enforcement institutions, etc. This cooperation is intended to continue in the future in the form of the conclusion of cooperation agreements and memorandums of understanding in order to fulfill the legal mandate.

A special place within this cooperation will be the Kosovo Judicial Council, focusing on the coordination of joint activities and meetings, especially on issues related to the provision and protection of the status of judges, prosecutors and support staff, empowerment independence and impartiality, increasing the efficiency of prosecution and court work, accommodating former ODP staff and other aspects of work within the legal mandate, as well as the Academy of Justice regarding the training needs assessment process, designing training programs, assessing newly appointed prosecutors after completion of initial training, coordinating participation in trainings, selecting mentors, evaluating the impact of training on the work of prosecutors, etc.

The Council and the State Prosecutor remain committed to the implementation of open and professional cooperation policies with state institutions and other local organizations.

7. Cooperation with international partners and donors

The Council and the State Prosecutor have continued their mutual cooperation with international donors and partners such as the US Embassy, the EU Office in Pristina, the Norwegian Government, UNDP, other United Nations agencies, EULEX, the Council of Europe, IRZ , GIZ, etc. This cooperation has resulted in providing support for prosecution capacity building as well as best practices related to improving the work planning process at each level. This has been achieved through donor co-ordination meetings, cooperation agreements, donor projects, training, capital project financing, study visits and experience exchange programs with a view to continuous professional development of the capacity of prosecutors and administrative staff.

The so far progress of the prosecutorial system is undoubtedly a common and unrelated success with our international partners and donors.

The experience so far with them is a good basis on which the Council and the State Prosecutor will advance co-operation and at the same time increase the sustainability of donor-funded projects. In this regard, based on this strategic plan, concrete plans will be developed where will be determined the needs based on prosecutorial system policies and support partners and donor opportunities.

The Council and State Prosecutor will play a proactive role in close cooperation with partners to develop projects where joint ventures achieve the goals for an effective, efficient and professional prosecutorial system. Moreover, the Council will be an active part of working with donors, international partners and other justice sector institutions at full reciprocal level, and will rotatively lead a body that could coordinate this co-operation.

Particular attention will be given to the implementation of current donor projects and the proposal for new projects through which the capacity of the Council and State Prosecutor will continue to be established in terms of applying the highest international standards in the implementation of the mandate of the prosecutorial system. The beginning of project implementation with the International Syracuse Institute for Criminal Law and Human Rights, with the Government of the United Kingdom, the Government of Northern Ireland and other projects that are intended to be realized with other international partners.

The Council and the State Prosecutor also intend to continue cooperating with the sister institutions, particularly those of the region, through forms of International Legal Co-operation, exchange of experiences and capacity building of the prosecutorial system. The Council will also provide its resources in terms of meeting the obligations arising from European integration processes and any other state obligation.

The Council and the State Prosecutor remain committed to the implementation of open and professional cooperation policies with state institutions and other international organizations.

In order to promote domestic and international cooperation, an internal donor coordination mechanism will be established for the design and management of various projects, as well as the preparation of the recommendations resulting from the projects, including monitoring and reporting on the implementation of these projects recommendations. This mechanism will also serve as a unit for strategic planning.

8. Information technology and data management

Although information technology has been advanced to a satisfactory degree in recent years, the prosecutorial system still needs further information technology advancement and capacity building of personnel in its use.

In this regard, in the period covered by this strategic plan, it is aimed, in addition to the trends of information technology development, to work on its further advancement and the full digitalization of work processes, including the capacity building of human resources for IT application.

The focus will be on implementing the Case Management Information System (SMIL) project. The Council will make available to the project the necessary human and financial resources to assess the need for developing new modules and updating existing ones with a view to its full functionality to enhance the efficiency and effectiveness of the prosecutorial system.

The Council and Prosecution Offices will organize workshops and undertake a campaign, and will publish, guide and brochures to raise the attention of prosecutorial system staff to implement this system.

The goal will be to leave the old work system to be replaced with electronic work to the greatest possible extent. The Council will support the IT sector / office with all necessary infrastructures in function of SMIL implementation.

This project requires the engagement of all employees in the prosecutorial system; therefore their capacity building is a necessary necessity. In this regard, the Council will encourage field experts to prepare training programs for each category and will require staff to be involved in the training needed to build capacity in the application of information technology.

9. Advancing the institutional role in budgetary and financial processes

By law, the Council, in cooperation with the State Prosecutor, plans and manages the annual budget independently for the entire prosecutorial system. Budgetary requests according to the law are sent directly to the Assembly and to the Ministry of Finance. The Ministry of Finance reviews the budget requests and sets the budget limits which are finally approved by the Government and proposed to the Assembly. The budget limits established by the draft budget law despite the commitment and efforts made by the Council throughout the annual budget process do not fully reflect the Council's requirements and this makes it difficult to carry out planned activities in meeting the needs of the prosecutorial system. Despite the fact that the budget has increased, the lack of funds in some economic categories remains a challenge for the Council.

From the process of functional review of the justice sector, the budgetary independence of the prosecutorial system as one of the crucial issues for the functioning of the prosecutorial system should be guaranteed by the constitution and the law. The budget of the prosecutorial system is planned and drafted in consultation with all Prosecutions and is approved by the Council. Approval of budget through budget law should reflect the needs set and evaluated by the Council itself. Budgetary boundaries should ensure the exercise of prosecutorial functions, provision of the necessary number of prosecutors and administrative staff, equal pay with two other powers, creation, maintenance and updating of the infrastructure and the necessary and adequate working conditions. Review of budget requests should be made in the Assembly in order to harmonize strategic priorities of the country as third power of the country.

The budget of the Council must be sustainable, inclusive, managed through advanced systems and with standard procedures of control and oversight of budget and finance management, including incomes from the Council and donors.

10. Handling of transferred cases

The latest prosecution work reports show that the degree of course completion is higher than the number of cases received each year. This is an indication of the high efficiency of prosecution work. However, there are still a relatively high number of cases being transferred from year to year, which changes the actual picture of the prosecution's work, since it is not possible to handle them all at once.

To implement this situation, an assessment will be made of the state of all cases already collected in the prosecution and measures will be undertaken, policies and strategies will be drafted, in line with the recommendations that will arise from this assessment and in accordance with the legal provisions in power. However, KPC will also undertake some other measures that mainly relate to temporary or permanent transfer of prosecutors to prosecutions where it is estimated that there is a greater need and will increase the support staff of professional associates and legal officers.

The focus will be on increasing efficiency in investigating priority cases as set out in the strategic documents of the prosecutorial system.

II. Pillar II: Strengthening the institutional and professional capacities through the improvement of integrity of the prosecutorial system

The recruitment system of Prosecutors, evaluation of performance, advancement and career development, the process of discipline and capacity building within the prosecutorial system are quite complex issues that require a careful and comprehensive approach.

The recruitment process of prosecutors is regulated by law and sub-legal acts adopted by the Council.

The legal requirements for the appointment of prosecutors are clear and the procedure developed by the Council ensures an open, competitive, equal process for all, professional and above all offers guarantees for recruitment of candidates with integrity. However, the implementation of this system in practice has shown that there is room for legislation change in order to increase the efficiency of recruitment procedures and provide greater opportunities and motivation for well-educated and experienced legal practitioners in the field of law become part of the prosecutorial system.

On the other hand, the performance evaluation of prosecutors and career development are the main pillars that support the development of a professional prosecution system and high integrity. The advancement of the prosecutorial performance evaluation system and the career development system through the transfer and advancement of prosecutors should be revised in line with the legislative and prosecutorial change of the prosecutorial system, while respecting the fundamental principles of the independence of prosecutors' work and basic principles for the functioning of the prosecutorial system.

The Council is aware of the need to increase public confidence in the work of the prosecutorial system. Current levels of public confidence have been contributed by external factors such as the process of reforms that the country has gone through as well as internal factors related to the construction and consolidation of the organizational structure, the functionalization of operational mechanisms, the completion of the necessary number prosecutors as well as the perception of the public on corruption practices. By overcoming this phase, the prosecutorial system will focus on improving its integrity, accountability and transparency by undertaking specific measures that are detailed in the specific objectives and action plan of this plan.

The efficiency of the system's work and its integrity has a direct impact on increasing public confidence in the rule of law.

Reforming the process of disciplining is done in the Law on Disciplinary Responsibilities of Judges and Prosecutors; therefore it requires internal reforms within the prosecutorial system that will be reflected in the issuance of sub-legal acts, the creation of necessary mechanisms and the revision of the code of ethics.

Increasing the professional capacities and practical skills of prosecutors and staff reflecting the application of best and consistent practices in the implementation of high quality work tasks will be an inevitable target over the next three years. The review of the current legal education system under the competence of the Council and Prosecution Offices will mainly be done in initial and ongoing training, focusing on developing professional and interdisciplinary capacities, especially in cases where performance assessment has poor performance indicators of prosecutors.

Specific Objectives

1. Strengthening the integrity of prosecutors

A prosecutorial system of unquestionable integrity is essential to ensure compliance with democracy and the rule of law and the key standard for public confidence in the justice system. Constant control of integrity should be developed as in any democratic system to ensure the enhancement of public confidence in the system and preservation of integrity as a whole.

Independence of the system goes equally to maintaining integrity and accountability, therefore for this the powerful systems must be built up to ensure a continuous control of the integrity of prosecutors.

During the period of this strategic plan, the Council will strengthen the integrity, accountability and transparency of the prosecutorial system in Kosovo through the new Code of Ethics based on the principles of Bangalore, the guidelines for its implementation and the establishment of an advisory mechanism.

The Council will use best local and international practices to develop existing and new models of integrity, accountability and transparency that take into account the requirements of existing legal and constitutional frameworks.

By achieving this objective, we will increase transparency and the quality of decision-making of prosecutors and public confidence in the prosecutorial system.

2. Advancing the Prosecutor Performance Evaluation System

The performance evaluation of prosecutors is done on the basis of objective and measurable criteria. The performance assessment will focus on integrity, qualitative and quantitative criteria. The weight of each criterion for evaluation will be determined by sub-legal act.

The Council and the State Prosecutor, based on the aforementioned principles, will analyze the current system of prosecutorial performance evaluation and review the possibilities of reforming it from the perspective of the powers of the Council and the State Prosecutor with a view to increasing the efficiency and accountability of prosecutorial system.

Our goal is to strengthen the continuous performance appraisal system based on the periodic work assessment as defined by law and acts approved by the Council, including the strengthening of human and professional capacities for the implementation of this process.

3. Further strengthening of the recruitment system of prosecutors

The prosecutorial system through proper planning, justified requests for additional budget, mobilization of all segments of the Council has enabled us to have highly professional and merit-based recruitment processes, which were highly evaluated by international institutions during the monitoring of these processes. As a result today we have 11 prosecutors per 100,000 inhabitants, which according to CEPEJ statistics are considered as the average number of prosecutors in Europe.

Despite this measurable progress, it is extremely important to further advance the recruitment process with the aim of providing opportunities for young lawyers with the potential for the future of the prosecutorial system and at the same time to include well-formed and experienced lawyers which would be an added value with immediate impact on the job.

In order to recruit these two categories, the recruitment system needs to be reformed.

In this regard, recruitment of prosecutors should remain the competence of the Prosecutorial Council and its functional bodies. This enables and guarantees merit-based recruitment and limits the risk of political impacts.

Recruitment is done on the basis of the Constitution, applicable laws and based on objective criteria set by law and sub-legal acts developed by the Council, including the recommendations that derive from the best practices in the recruitment process of prosecutors.

Inclusion in the system of new prosecutors through recruitment procedures should focus first and foremost on the integrity of new prosecutors.

4. Advancing the career development system

In recent years, transfers of prosecutors from one prosecutor to another, respectively from one department to another have been seen as an important and necessary instrument for the proper functioning of the State Prosecutor. However, the legal basis has significantly impeded the most effective use of this instrument.

In this way, the Council intends to clarify this and foresees that the transfer of prosecutors can be done voluntarily at the request of the prosecutor or by announcement by the KPC. In the first case the transfer can be done only upon the request of the prosecutor and if the council considers that there is a vacancy for the prosecutor in the prosecution requesting the transfer although such a request does not oblige the council.

In the second case the transfer can be done due to the needs assessment revealed to certain prosecutors and through the public announcement made by the council where all interested prosecutors can apply. It is important that the transfer period is long enough to enable the transfer goal to be achieved. Also, the transfer can be made compulsory as a disciplinary measure according to the procedures established by law.

Advancement to prosecutors should be done by the Council through an open and competitive application process whereby the quality of candidates is evaluated on the basis of the criteria and procedures established by the Council.

Transfer and promotion issues are regulated by a special act approved by the Council in pursuance of applicable legislation and is based on their performance and voluntary transfers to assist other prosecutions.

5. Reforming of the Discipline System

For the prosecutorial system to have public confidence it is vital for prosecutors and support personnel to be professional and respect ethical norms and to apply the legal mandate in an independent and impartial manner to all offenders without distinction.

To ensure that these principles are respected along with performance evaluation and training, the mechanism of disciplining prosecutors is indispensable.

Despite the fact that in recent years the discipline of prosecutors is timely implemented by the respective Council Commission, it is very necessary for the system of discipline to be further advanced, even in the spirit of legal changes that have occurred with regard to the disciplinary system of prosecutors.

However, the discipline of prosecutors is the responsibility of the State Prosecutor and the Council, according to a system that enables the two-dimensionality regarding the final settlement including the right to complain.

Disciplining of prosecutors is done according to the law, where the procedure can be initiated by the authority defined by law, and developed by the panel established by the Council. Disciplinary decisions are taken by the Council and may be appealed to the Supreme Court.

For the implementation of legislation related to the disciplinary responsibilities of prosecutors, the Council will issue relevant subordinate legal acts for the implementation of the new disciplinary discipline of prosecutors.

6. Increase of professional capacities and practical skills of prosecutors and staff reflecting the application of best and consistent practices in the implementation of high quality tasks

The development of professional capacities and practical skills is a right and obligation for each prosecutor guaranteed by law. The importance of training of prosecutors is recognized in international instruments such as the UN Basic Principles on Judicial Independence, adopted in 1985, and the Council of Europe textbooks adopted in 1994 (Recommendation No. R (94) 12 on independence, efficiency and role of judges), in 1998 (European Charter on the Statute of Judges) referred to paragraph 11 of Opinion no. 1 of the Consultative Council of European Judges (CCEJ).

Training programs should be drafted in coordination with the Council or under any other authority responsible for start-up and training of trainers and trainers or prosecutors based on Council policies. In the spirit of these acts are the Recommendations and Opinions of the Consultative Council of European Prosecutors (CCEP).

The role of Chief Prosecutors in the design of training programs will be strengthened further.

The Council supports the Academy of Justice and IKAP as the responsible authorities for the development and quality of training programs / trainings.

KPC will continuously update and inform prosecutors about the amendment of laws and new laws adopted that have an impact on the work of prosecutors in order to ensure fair implementation of legislation and increase the quality of prosecutors' work.

The Council determines the mandatory guidance rate for the continuous training of prosecutors. In case of poor performance the training will be mandatory. This is aimed at increasing the efficiency of the prosecutorial system's work and increasing public confidence.

Therefore, to achieve these goals, the Council will engage in the advancement of policy-making processes, needs assessment, development of training programs based on the development of professional and interdisciplinary competencies, equal opportunities for participation in training for all prosecutors and that this participation is support in the development of professional careers. The Council drafts training policies on an annual basis. When evaluating training needs, performance evaluation will also be taken into account.

III. Pillar III: Investigation and prosecution of criminal offenders reflecting professionalism, dedication, efficiency and full respect for human rights and freedoms through the implementation of the highest professional and ethical standards

In the period 2016 - 2018, the State Prosecutor's Office has consolidated and has made progress in all segments of its operation. In this regard, along with the increase of the number of prosecutors, more cases have been resolved that have been received including increased number of solved cases by more than 20% each year. Along with it, the percentage of incriminating decisions for the basic level has increased, reaching from 68% to 91% in 2018.

However, much remains to be done to strengthen public confidence in the prosecutorial system and increased efforts to strengthen the rule of law and to fully apply the fundamental principles of the protection of human rights and fundamental freedoms.

In this regard, the State Prosecutor will have consistent and uncompromising access to criminal prosecution of all offenders without distinction within his jurisdiction.

Persistence in the continuous monitoring of the implementation and improvement of prosecutorial actions that determine the scope of activities of the State Prosecutor as well as in the determination to build effective cooperation with the rule of law institutions and other institutions in order to further improve the level of expertise , unification of the State Prosecutor's work practices.

The prosecutorial system will promote and encourage prosecutors and other administrative staff to use the new technological achievements in State Prosecutor operations, particularly in terms of installing new systems for automated processing and case management as well as the use of IT technologies.

Efficiency at work will also increase with the increased use of alternative procedures and the effective implementation of seizure and confiscation that enable, on the one hand, the most effective blow against perpetrators of criminal offenses and on the other hand promote restorative justice, respectively, the return of proceeds earned by criminal offense in the best of society.

Specific Objectives

1. Cooperation with the rule of law institutions in increasing the quality of criminal reports and effective investigations

The State Prosecutor will have access to continuous improvement and simplification of procedures to enable all subjects to report criminal offenders by providing equal treatment and readiness in their prompt and professional treatment.

Moreover, we will improve the quality of work at every stage through the distribution of processes according to established quality standards, ensuring that cases are well prepared and fully respecting human rights and freedoms.

In this regard, we will play our part in increasing the quality of criminal reports by defining good standards and practices through training and joint roundtables with representatives of the police and other rule of law institutions. Working groups and regular meetings with the police will be set up to present detailed analysis of criminal reports and evidence of the challenges presented.

The Council and the State Prosecutor will propose trainings based on best practices to increase the efficiency of investigations and develop respective procedures and guidelines to conduct investigations with high competence and professionalism. In particular, it will be worked with specialized institutions in the implementation of specific financial investigations in different criminal cases, aiming for this type of investigation to be a permanent part of any criminal case where applicable.

2. Cooperation with relevant institutions in conducting expertise on time

The success of criminal prosecution also depends on the quality and timely provision of expertise. The State Prosecutor has consistently had an insufficient budget for various expertises, becoming a heavy burden on the institution's functioning. Often the expertise lasts long enough, which causes delays in dealing with cases by prosecutors. It is rarely possible that the expertise cannot be done in the country and is required to be sent to specialized institutes abroad, so there is unmanageable cost for the prosecutorial system budget and too long time to get results including language barriers in this expertise.

Therefore it is extremely important for the success and handling of cases efficiently to strengthen human capacities within the prosecutorial system in assessing the level of expertise. In this regard, the prosecutorial system will play a proactive role and provide all the professional capacities in determining the necessary capacities for such types of expertise including the drafting of respective acts and guidelines. Moreover, it will be required that the prosecutorial system should have experts in non-judicial areas that would enable the provision of professional advice to prosecutors in addressing money laundering, cybercrime and other areas.

3. Consolidation of the Electronic Case Management System

KPC through the TIK / SMIL Project has developed the Case Management Information System (SMIL) for all instances of the State Prosecutor and is already in the phase of implementing it. From January 2019, SMIL consolidation phase will begin in all Prosecution Offices with the aim to be fully functional throughout the year and to be implemented throughout the prosecutorial system as well as the SMIL liaison of the prosecution with SMIL of the courts, which means the exchange of data electronically, and liaison with the Kosovo Police system. Also, all incidents will be recorded in unfinished work in SMIL, and to achieve this it is necessary to provide human resources that will enroll and scan the cases at SMIL for a certain period of time.

SMIL as a new system built based on positive legislation and the needs of the prosecutorial system. For objectivity in the case of case allocation and efficiency in resolving them it is necessary to further advance based on user requirements and in function of its fulfillment, therefore, this system will be supported in its advancement and provision of training for all the prosecutors and staff they need. Additionally, it will be aimed at linking open and closed-type databases that facilitate the work of prosecutors in investigation and prosecution.

4. Unification of work practices within the State Prosecutor's Office

The rule of law and public confidence in it is strengthened when the work of prosecutors reflects professionalism, impartiality and efficiency as well as when there is a uniform approach of prosecutors in similar cases so that the society creates the conviction and predictability of prosecuting perpetrators in the same way.

While in many monitoring reports the prosecutorial system has been criticized for non-uniformity in dealing with cases of a similar nature and is evaluated as an unconfirmed institution and in need of professional capacity building.

Undoubtedly this situation has come as a result of many factors, such as the challenges in legislation as a result of reforms and frequent changes, which has failed to establish consolidated practices, local and international prosecutors with competence in dealing with criminal cases and who have come from different judicial systems, the small number of prosecutors and administrative staff, the lack of budget, and so on.

The prosecutorial system has now come to a consolidated stage of development by creating legislation enforcement practices and a consolidated number of prosecutors and support staff. The State Prosecutor will focus on empowering professionalism and systematically handling cases.

In this regard, mechanisms will be set up to monitor the work of prosecutors, draft guidelines for the practical implementation of legislation based on local jurisprudence and international instruments, and provide consultancy through worksheets and forums created in the online platform (intranet).

5. Effective implementation of sequestration and confiscation procedures

The prosecutorial system has made continuous efforts to increase the property seized with a criminal offense for the purpose of returning funds to the benefit of the company. Unlawful gain is vital for organized crime because these benefits are reinvested in other criminal activities. Seizure and confiscation of property acquired through criminal offense terminates the cycle that keeps these criminal organizations in the exercise of their illegal activities. By prioritizing seizure and confiscation of assets, in particular organized crime and economic crimes, the aim is to increase the performance in recovering and using unlawfully acquired assets in function of protecting the society from the damage caused.

We aim to improve the quality of this work, including the decision-making of prosecutors throughout all phases of a case. We will do this by providing all prosecutors with the equipment and skills they need for the work they are doing and based on established international standards.

We will empower the existing mechanisms for the purpose of exchanging information in a timely manner and undertaking integrated actions from all relevant local institutions. Moreover, it aims to strengthen international cooperation in these areas. In this regard, standard operating procedures will be developed that will determine the same and consistent practices for all aspects of freezing, seizure, confiscation and use of these assets. The Council and the OCSP will increase monitoring of the implementation of legislation, guidelines and policies adopted for this purpose.

6. Effective implementation of alternative procedures for case resolution

The State Prosecutor has appropriated the approach to using alternative procedures in case resolution by evaluating it as a proper means of reducing old cases, increasing efficiency in case resolution, at lower cost and in function of restorative justice .

In this regard, the State Prosecutor for many years promotes the use of alternative procedures by measuring the performance of prosecution offices in the number of cases resolved with these procedures in relation to the number of cases resolved in their entirety. The aim was to resolve at least 10% of cases with alternative procedures and from the reports of the last two years this goal was achieved.

As a very important tool available to prosecutors, alternative procedures will continue to be used in the future, and in this regard, the State Prosecutor aims to develop guidelines and policies through established mechanisms and provide guidance through work and training and moreover to monitor their application in practice.

7. Fuqizimi i mbrojtjes së viktimave të kriminit

The State Prosecutor will continue the approach of continuous improvement of service to crime victims by providing a system that provides the necessary assistance in the justice process for victims. Through this approach, it is intended that crime victims feel safe to talk to the prosecuting system's adequate personnel about their injuries and suffering, as well as feel secure that they will be heard and supported throughout this process without taking into account their circumstances or levels.

In this regard we will improve the training programs for prosecutors and victims' defenders and provide the respective guidelines for interviewing, gathering evidence, preparing them for best evidence delivery and supporting them during the trial.

IV. Pillar IV: Priority of investigating criminal offenses and prosecuting perpetrators of organized crime, corruption, economic crimes, money laundering, war crimes and terrorism as well as cybercrime, domestic violence and hate crimes.

The role and importance of the State Prosecutor in guaranteeing the rule of law and order in every society and in Kosovo is very important. This is particularly important when it comes to combating more specific forms of criminality.

Kosovo's prosecutorial system will develop a system of prioritization of the most specific forms of crime and will create and empower existing mechanisms to increase efficiency in fighting them much more robustly.

Special attention will be given to the fight against war crimes and terrorism by increasing and strengthening the capacity of resources to deal with new cases and those received by EULEX, the fight against organized crime, corruption, money laundering, crimes economic crime, trafficking in human beings and cybercrime, reviewing the current organizational structure of prosecutions and analyzing the work system, increasing the number of prosecutors and support staff based on needs, capacity building, necessary legal infrastructure and oversight of work processes .

Part of these priorities will be the treatment of cases of domestic violence and hate crimes, but not only.

The Council and the OCSP will continuously evaluate the needs of the system by supervising the work of the prosecution offices and will implement strategies and define policies to address and combat these and other specific forms of criminality that threaten the democratic values of the country and fundamental human rights and freedoms.

Specific objectives

1. Strengthening the performance of prosecutors in combating terrorism and war crimes

War crimes and terrorism have been under the exclusive competence of the UN administration - Mission in Kosovo and EULEX by 2016. From this period, the transfer of these cases to Kosovo prosecutors has started and there has been a new dynamic in their treatment. Evidence progressed and appreciated by international partners has been marked especially in dealing with terrorism cases, while war crimes cases despite progress has been faced with challenges in the EULEX case-transfer process. For the treatment of war crimes cases, the SPRK has established a special department and during 2018 has reinforced it with additional prosecutors. This is expected to increase the dynamics of dealing with these cases; however the SPRK, in cooperation with the OCSP and KPC, will draft a strategic document that will address the priorities of the KPC and the OCSP as defined by this plan.

In this regard, the SPRK structure will be strengthened through the profiling of prosecutors, addressing the needs for professional capacity building, the necessary number of prosecutors and staff, strengthening of cooperation with local and international institutions in the collection and exchange of information and evidence for handling cases under the jurisdiction of this prosecution.

2. Increasing efficiency in the fight against organized crime, corruption, money laundering, crimes against human beings and cybercrime

Various criminal activities that violate the legal order in Kosovo are the most varied. The most explicit forms of criminality on which the prosecutorial system will focus over the next three years, but not limited to those, are organized crime, corruption, money laundering, economic crimes, trafficking in human beings and cybercrime.

The review of the current organizational structure of the prosecutor's offices and an analysis of the obstacles in the work of the prosecutor's offices to increase the efficiency in dealing with these cases will be the first actions to be taken in terms of increasing the results of the work.

Filling with the necessary number of prosecutors in the SPRK and respective prosecution departments based on the number of cases in treatment, whether through new appointments or transfers, creating adequate working conditions, increasing the number of professional associates and legal officers, working among prosecutors and investigators, increasing professional capacities, issuing normative acts, increasing monitoring and reporting levels are some of the Council's strategic points in fighting these criminal phenomena. In support of this, research will be carried out, strategic documents and recommendations will be drawn up at all relevant authorities. All this will be accompanied by appropriate budget support and infrastructure by the Council.

These measures aim to increase the number of cases prosecuted against organized crime, economic crime, high level corruption, human trafficking, the number of complaints and extraordinary legal remedies and the number of decisions for freezing and sequestration of assets acquired with a criminal offense.

3. Proactive approach to dealing with cases of domestic violence and hate crimes

The number of cases of domestic violence is also worrying for the prosecutorial system. So far, all the mechanisms and infrastructure needed to combat this phenomenon have been built up. One of the most important issues in these cases is estimated to be the response time of the competent authorities, especially the state prosecutor, as well as the treatment of perpetrators and victims of these cases. The complexity and sensitivity of the cases makes it difficult to treat them, so we aim to support the profiling of prosecutors and professional advancement in dealing with these cases, where each prosecutor will have a specialized prosecutor for handling and prosecuting these cases. Special emphasis will be on the empowerment of victims' protection officials and the increase in their number to meet the needs of each region. The Council will take all necessary measures to increase the efficiency of case processing and to avoid in each case the failure to provide protection to victims of domestic violence.

Similarly, hate crimes cases, for which there are a relatively small number of cases so far, will be dealt with. These cases will be handled by profiled prosecutors who will be offered all the conditions and will rely on professional capacity development.

V. Ensuring the budget for implementation of the Strategic Plan

The objectives set out in this plan reflect the needs of the prosecutorial system in fulfilling the constitutional and legal mission as well as achieving the desired goal set out in its vision.

In drafting this plan, apart from the focus on defining specific, measurable objectives and clearly defined actions for their achievement, special attention has been paid to the budgetary capacities needed for their successful realization.

The implementation of this strategic plan requires a good budget planning especially for the financing of new projects and the functionalization of the new mechanisms foreseen by this plan. The budget of the prosecutorial system in recent years has marked a significant increase in all budget categories, and has generally met the main needs of the system. However, this strategic plan has increased to a relatively high level the need for additional budgets to meet the new measures that are to be achieved during these three (3) years.

In fulfilling the objectives and activities of this plan, financial documents such as the Medium Term Expenditure Framework (MTEF), the annual budget and planning for the next three years will be drafted in order to reflect the obligations arising from this strategic plan. At the same time, it will also be necessary to review budgetary planning for certain budget lines and codes by rationalizing the budget in line with the strategic plan.

In addition, support from the US Embassy in key processes, current project proposals under IPA, the United Kingdom project for support of the prosecutorial system, Norwegian Government and Netherlands projects, are oriented to the assessment of many processes of the work, which are set as objectives in this plan, represent the guarantee that this plan will be implemented supported also in the professional and financial support of the international partners.

VI. Monitoring the implementation of the Strategic Plan

Strategy is a living document that needs to be implemented and monitored. To monitor the implementation of the Strategic Plan, the Council will establish a special group to oversee and report on the implementation of strategic objectives based on the strategy implementation monitoring plan.

Reporting on the results achieved and recommendations will be made on a quarterly basis, and annual summary reports will be compiled, based on the monitoring plan, which should contain at least the following reporting criteria:

- Reporting period;
- What data will be collected when, how and who is responsible?
- How will the quality of data be evaluated and ensured?
- Number of objectives and activities / actions monitored;
- What is the rate (%) of meeting the monitored objectives?
- What are the reasons for not meeting certain objectives?
- What are the identified risks of non-implementation of strategic objectives? And
- Recommendations for avoiding risks for the forthcoming period.

VII. Conclusion

The development of an independent, impartial, professional and efficient prosecutorial system is of a great importance for the Prosecutorial Council.

The impartiality, integrity and high standard of investigation and prosecution of suspected perpetrators of criminal offenses by the prosecutor's offices are essential for the rule of law, for which the Council and all its departments will be maximally engaged in achieving set objectives and upgrading of the results of work in each segment of the prosecutorial system.

The Strategic Plan is in function of meeting the highest contemporary working criteria, values and standards in the prosecutorial system.

We would like to express our special gratitude to all those who have contributed to the drafting of the Strategic Plan, as well as to those involved and to support its implementation.

I. Action plan

Pillar	Specific objectives	Activity	Responsible	Timeline	Financing	Indicators
Pillar I: Strengthening the efficiency and effectiveness of the administration of the prosecutorial system	1.1. Strengthening of legal framework and organizational structure of prosecutorial system	Platform in the Functional Review Process and Justice 2020, focusing on strengthening the role in drafting legislation	Kosovo Prosecutorial Council	June 2019		Platform drafted
		Establish a mechanism for involvement in drafting, monitoring and evaluating the implementation of legislation	Council	June 2019		
		Drafting the management of legislative processes (in representation) by the committees of the prosecutorial system	Council & Office of Chief State Prosecutor OChSP	December 2020		Administrative order for the management of processes drafted
		Review of the organizational structure of the prosecutorial system administration		December 2020		Sub legal acts drafted
		Proposal for permanent engagement of prosecutorial members in the Council	Council	December 2019		Proposed document drafted

		<p>Adopt the Regulation on Internal Organization and Functioning of the State Prosecutor</p> <p>Amendments to the Regulation on the Transfer and Promotion of Prosecutors</p> <p>Amendments to the Regulation on the Performance Evaluation of Prosecutors</p> <p>Drafting of Normative Acts for the implementation of law on disciplinary liability of prosecutors</p> <p>Drafting of normative acts for implementation of the Law on Mediation</p>	<p>Council Committee for normative issues Secretariat</p> <p>-Council Committee for normative issues Secretariat Unit for performance review of prosecutors PPRU</p> <p>-Council Committee for normative issues Secretariat Unit for performance review of prosecutors PPRU</p> <p>Council Committee for normative issues Secretariat</p> <p>Council Committee for normative issues Secretariat</p>	<p>January – December 2019</p> <p>January – December 2019</p> <p>April – December 2019</p> <p>January- June 2019</p> <p>January – June 2019</p>		<p>Regulation approved</p> <p>Regulation approved</p> <p>Regulation approved</p> <p>Regulation</p> <p>Regulation</p>
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Drafting of regulation for PPRU	-Council Committee for normative issues Secretariat PPRU	January-December 2019		Regulation		
Drafting of guideline for prosecutors file	-Council Committee for normative issues Secretariat PPRU	January - December 2019		Guideline		
Amendment of regulation for Kosovo prosecutorial Council	-Council Committee for normative issues Secretariat	January - December 2019		Regulation		
Drafting the Regulation for documenting and archiving	-Council Committee for normative issues Secretariat	January - December 2019		- Decision to Establish the Working Group - Regulation		
Drafting the regulation for communication with the media and the public	-Council Committee for normative issues Secretariat PPRU	January - December 2019		Regulation		

<p>Guidelines for determining the engagement of interpreters or interpreters of prosecutors' rate</p> <p>Drafting a Regulation on the Professional Development of Prosecutors and Administrative Personnel</p>	<p>-Council Committee for normative issues Secretariat</p> <p>-Council Committee for normative issues Secretariat PPRU</p>	<p>January – December 2019</p> <p>January – December 2019</p>	<p>Guideline approved</p> <p>Regulation approved</p>
<p>Guidelines for training of prosecutors for year 2019 and 2020</p>	<p>-Council -Secretariat PPRU</p>	<p>October– December 2019</p>	<p>Training plan</p>
<p>Establish a mechanism for drafting legislative recommendations</p>	<p>Council SP</p>	<p>March – June 2019</p>	<p>Decision</p>
<p>Proposal for permanent mandate for prosecutor members of the Council</p>	<p>Council SP</p>	<p>January – December 2019</p>	<p>Proposal</p>
<p>Drafting a Strategy for Priority Treatment of Corruption and Economic Crime 2019 -2021</p>	<p>-Council -Working group established by the Council -SP -Secretariat -PPRU</p>	<p>January – June 2019</p>	<p>Council decisions strategy approved</p>
<p>Approval of War Crimes Strategy 2019 -2021</p>	<p>-Working group</p>	<p>January – March 2019</p>	<p>Council decisions</p>

			established by the Council -SP -Secretariat IPRP		strategy approved		
1.2. Advancing the status and role of prosecutors and administrative staff	1.2.1. The formation of a mechanism that addresses the cases of denigration of the personality of prosecutors		Council	December 2021		Mechanism established	
			Council	December 2021		Sub legal draft drafted	
			Council	December 2021		Reports Recommendations Proposals	
			Council	December 2019		Personal Injury Guidance Approved	
			Council	December 2019		Instruction on Facility Safety Approved Security plan	
	1.2.2. Definition of the procedure for the establishment of specialized units within prosecution offices						
	Taking steps to provide health insurance for prosecutors and administrative staff						
	Reforming the personal security system of prosecutors						
	Reform of the security system of prosecutorial facilities						

1.3. Systematic accountability and permanent control of prosecutors' work	Commitment to the process of drafting laws for public administration	Council	March 2019	Recommendations for Draft Laws
	Regulation of the process of recruiting, classification, transferring, promotion assessment, etc. of civil servants within the prosecutorial system		June 2020	Sub-legal acts approved
	Engaging in the process of protecting the "advanced status of civil servants"	Council SP	February - December 2019	Written proposals Meetings with relevant institutions
	Creation of permanent job verification system	Council	December 2021	Analysis The adopted regulation Personnel prepared to perform work
	Creating opportunities for counseling ethical issues for prosecutors	Council and State Prosecutor	December 2019	Proposal document for legal changes
	Establish a mechanism for assessing the dismissal of criminal reports	Council and State Prosecutor	March 2020	Sub-legal act approved
	Establish a mechanism for permanent ex officio monitoring of integrity and ethical behaviors	Council	June 2020	Proposed document approved
	Evaluation and drafting of analysis in function of	- Council - SP	January - December	Drafted analysis

1.4. Transparency and communication with	accountability and integrity Establishing a new system of supervision of the work of prosecutors and prosecution offices, assessing integrity and increasing accountability Information and guidance activities for the implementation of the Code of Ethics Inclusion of the Commission report on dismissal, in performance evaluation Undertake appropriate individual measures regarding dismissals Reporting of Chief Prosecutors Reporting of Permanent and Ad hoc Commissions	- Council - PSH	2020 January – December 2020	Drafted analysis	
		-Council - SP	January – June 2019	Campaign Completed	
		- Council - SP	September – December 2019	Normative acts New evaluation procedure	
		- Council - SP	2019-2021	Implemented measures	
		- Chief Prosecutors of prosecution offices Council	2019- 2021	- Reports - Minutes	
		- Council - Permanent Council Committees	2019-2021	- Reports - Minutes	
		Access to a unique prosecution system portal	Council	December 2021	Online portal
		1.4. Transparency and communication with			

the public and the media	Intranet development	Council	September 2020	Functional intranet
	Regular meetings with citizens and media - development of a meeting plan	Council and State Prosecutor	2019-2021	Implemented meetings
	Information Campaign - Developing a Campaign Plan	Council and State Prosecutor	2019-2021	Campaign Completed
	Publication in real time of case statistics	Council	2019-2021	Published statistics
	Drafting of manual for communication with the public	Council and State Prosecutor	September 2019	Published manual
	Review the strategy for communication with the public and the media	Council	June 2019	Reviewed strategy approved
	Standardization and unification of internal and external	Council	September 2019	Standard documents created
	Review the Communication Strategy	Council	November 2019	Strategy reviewed
	Drafting guideline for standard operational procedures for effective communication	Council	June 2020	Guideline drafted
	1.5. Provide adequate physical infrastructure	SKPC	March 2019	Subordinated completed needs assessment process

	prosecutions, KPCs and subordinate units	Adequate space including the accompanying infrastructure for KPC and OCSF, SPRK and needs assessment for other prosecution offices	Council	June 2020	Budget request, Idea plan for the necessary space for KPC and all prosecution offices drafted
					Council and prosecution offices equipped with the necessary inventory
1.6. Cooperation with local institutions based on mutual respect	Cooperation Agreements with the KJC, the Ministry of Justice, the Academy of Justice, the Police and other law enforcement institutions	Equipment of the Council and Prosecution Offices	Council	June 2021	Council and prosecution offices equipped with the necessary inventory
1.6. Cooperation with local institutions based on mutual respect	Cooperation Agreements with the KJC, the Ministry of Justice, the Academy of Justice, the Police and other law enforcement institutions	Equipment of the Council and Prosecution Offices	Council and State Prosecutor	March 2020	Signed cooperation agreements
1.7. Cooperation with partners and donors (international cooperation)	Roundtable and various meetings with the non-governmental sector	Coordination meetings with donors	Council and State Prosecutor	2019-2021	Round tables Reports Recommendations
1.7. Cooperation with partners and donors (international cooperation)	Agreements with institutions and forums that exercise the same mandate	Coordination meetings with donors	Council and State Prosecutor	2019-2021	Implemented meetings
1.7. Cooperation with partners and donors (international cooperation)	Agreements with institutions and forums that exercise the same mandate	Agreements with institutions and forums that exercise the same mandate	Council and State Prosecutor	2019-2021	Achieved agreements

1.8 Information technology and data management	Defining priorities for the European integration process	Council and State Prosecutor	2019-2021	Priorities defined
	Establish a coordination / liaison mechanism	Council	June 2019	Functional mechanism
	Assessing Needs for Donor Support	Council and SKPC	2019-2021	Defined needs
	Evaluating the results achieved by past projects	Council and State Prosecutor	2019-2021	Reports Recommendations
	Active participation in coordinating forums with donors at the country level	Council and State Prosecutor	2019-2021	Agendas Reports
	Continue implementation of current projects	Council and State Prosecutor SKPC	2019-2021	Reports Recommendations
	Adequate information technology for digitization of work processes	Council	June 2020	The necessary technology purchased and installed
	Construction of a standard archive system (physical, electronic) at the State Prosecutor	Council	September 2021	Functional system
	Development of training programs and organization of trainings	Council SKPC	2019- 2021	Round table and campaign implemented

	Functioning of the database for electronic files of prosecutors	Council and State Prosecutor PPRU	March 2019	Data applied
	Implementation of the electronic application system for new prosecutors	Council SP SKPC PPRU	2019-2021	Data base applied
	Application of SIMBNJ	Council SP PPRU	2019-2021	Data base applied
	Development and application of internal databases for management of working processes in the prosecutorial system	Council and State Prosecutor SKPC	2019- 2020	Data bases developed and applied
1.9 Advancing the institutional role in budgetary and financial processes	Budget planning consultations with the prosecution offices	Council and State Prosecutor	2019- 2021	Budget Consultations are held
	Budget planning based on needs and strategic orientations	Council and State Prosecutor	2019- 2021	The budget is drafted
	Advancing the supervision and control process	Council	2019-2021	The process is advanced
1.10 Treatment of backlog cases	Commitment and contribution to the determination of salaries equal to other powers	Council	January - March 2019	Meetings Requests Comments and recommendations
	Evaluating and analyzing the status of backlog cases	Council State Prosecutor	June - December 2019	Analytical Report with Recommendations

<p>Pillar II: Strengthening the institutional and professional capacities of the prosecutorial system</p>	<p>2.1 Strengthening the integrity of prosecutors</p>	<p>Unit for Performance Review of Prosecutors</p>	<p>June – December 2019</p>	<p>Analytical Report with Recommendations</p>		
		<p>Council State Prosecutor PPRU</p>	<p>June – December 2019</p>	<p>Report with Recommendations</p>		
		<p>Council State Prosecutor PPRU</p>	<p>June – December 2019</p>	<p>Analytical Report with Recommendations</p>		
		<p>Council State Prosecutor PPRU</p>	<p>June – December 2019</p>	<p>Statutory limitation cases solved</p>		
		<p>Council State Prosecutor</p>	<p>2019</p>	<p>Analytical Report with Recommendations</p>		
		<p>Council State Prosecutor</p>	<p>March-June 2020</p>	<p>Report recommendations</p>		
		<p>Council State Prosecutor</p>	<p>June – December 2020</p>	<p>Functional mechanisms</p>		
		<p>Analysis of cases with unknown perpetrators</p>	<p>Evaluation of orientation norm</p>	<p>Assessment of new cases trends</p>	<p>Dealing with statutory limitation cases</p>	<p>Transfers of prosecutors according to the needs of prosecution offices</p>

2.2 advancement of prosecutors' performance evaluation system	Implementing permanent supervision of the implementation of integrity standards	Council State Prosecutor	2019- 2021	Report Recommendations
	Strengthen the mechanisms for involving the public in the work of the prosecutorial system	Council State Prosecutor	2019-2021	Report Recommendations
	Strengthening Accountability Mechanisms	Council State Prosecutor	2019-2021	Report Recommendations
	Review of the Code of Ethics	Council	December 2019	Amended code of Ethics
	Drafting the concept document for the prosecutor's assessment system	Council State Prosecutor	2019-2021	Concept document
	Review of evaluation criteria	Council State Prosecutor	2019-2021	Criteria reviewed
	Drafting the recommendations for the necessary legal amendments	Council State Prosecutor	2019-2021	Report with recommendations
	Strengthen the relationship of the annual evaluation with the 3 year evaluation	Council State Prosecutor	2019-2021	System is developed

2.3 Further strengthening the recruitment system	Review the recruitment process	Council	September 2019	Concept document drafted
	Proposals / recommendations for legislative amendments	Council and State Prosecutor	December 2019	Proposals drafted
	Review of sub-legal acts	Council	June 2020	Sub-legal acts amended / supplemented
	Advancing mechanisms for recruitment of prosecutors	Council	December 2020	Internal mechanisms developed in accordance with legal amendments
	Advancing evaluation criteria during the exam / recruitment	Council	December 2020	Criteria drafted
	Long-term analysis of the needs for the recruitment of prosecutors	- Council - State Prosecutor's Office - Secretariat - PPRU - Chief prosecutors of BPOs	June 2020	Report Analytical document
2.4 Advancement of the career development system (strengthening of the transfer and promotion system of prosecutors)	Review of sub-legal acts for transfer and promotion procedures	Council and State Prosecutor	March 2020	Approved sub legal act
	Review the transfer process	Council	September 2019	Concept document drafted

	Long-term assessment of transfers and promotion	- Council - State Prosecutor PPRU	March 2020	Report with recommendations
	Creating mechanisms for transfer and advancement	Council	June 2020	Mechanisms developed (form, list etc. ...)
	Determining the criteria for transfer and promotion based on the results of the work	Council State Prosecutor	June 2020	The criteria set
2.5 Reforming the Discipline System	Drafting sub-legal acts for the implementation of the Law on Disciplinary Liability of Judges / Prosecutors	Council State Prosecutor	December 2019	Sub legal act approved
	Establishment of investigative panels based on the respective regulation	Council	2019-2021	Council's decisions
	Prepare panel for case review	Council	2019-2021	Panels established and trained
	Settling the ODC staff	Council	January- March 2020	Staff assigned to the respective units
	Creating records for disciplinary files	Council and its Secretariat	January- March 2019	Records created
2.6 Increase of professional capacities and practical skills of	Defining training policies (for 3 years)	Council State Prosecutor	September r 2019	Policies approved

<p>Pillar III: Investigating and prosecuting perpetrators of criminal offenses by the State Prosecutor reflecting professionalism, dedication, efficiency and full respect of human rights and freedoms by applying the highest professional and ethical</p>	<p>prosecutors and staff reflecting the application of best and consistent practices in the implementation of high quality tasks</p>	Drafting a sub-legal act for capacity-building	Council State Prosecutor	November 2019	Sub legal act approved
		Capacity Building of the Training Office	Council	March 2020	Capacities built
		Creating mechanisms for evaluating training needs	Council	March 2020	Mechanisms created
		Establish mechanisms for monitoring participation in training and measuring the effect	Council	December 2019	Mechanisms created
		Liaising the recruitment, performance and training system			
	<p>3.1 Cooperation with relevant institutions for conducting the expertise on time</p>	Meetings and roundtables with institutions that present criminal charges in order to improve them	Council State Prosecutor	2020-2021	Roundtables Reports recommendations
		Training proposals for increasing the efficiency of investigations	Council State Prosecutor	2020-2021	Proposals
		Develop guidelines for conducting investigations	State Prosecutor	September 2019 – March 2020	Guidelines drafted
		Strengthening human capacities to assess the level of expertise	Council State Prosecutor	December 2021	Staff trained
		Proposal for engagement of permanent experts for certain areas (money)	Council State Prosecutor	December 2021	Staff recruited and trained
<p>3.2 Cooperation with the rule of law institutions in increasing the quality of criminal reports and effective investigations</p>					

standards (including the application of alternative procedures, seizure and confiscation)	laundrying, cybercrime etc.)	Developing cooperation with institutions that provide expertise	Council State Prosecutor	December 2021	Meetings Agreements
		Consolidation and full implementation of ICT / CMIS	Council Secretariat State Prosecutor	January – December 2019	- Monitoring reports - Functional SMIL
	3.3 Consolidation of the Electronic Case Management System	Install necessary software in all Prosecution Offices	Council Secretariat State Prosecutor	January – December	- Software
		Relevant decisions, monitoring and measures for the implementation of ICT / CMIS	Council Secretariat	January – December	Reports Minutes
		Develop new modules and upgrade existing ones in CMIS	Council	2019-2021	New modules identified, developed and up-to-date Campaigns made
		Organization of information campaigns on CMIS implementation	Council	March-June 2019	
		Drafting and publishing guidelines and brochures for CMIS implementation	Council	March-June 2019	Guidelines and brochures published
		Capacity building of staff for CMIS implementation	Council	March-December 2019	Training organized
		Registering new cases at CMIS	Council	2019-2021	New cases registered

	State Prosecutor						
	Council State Prosecutor	Registering old cases	March 2019- March 2020	Old cases registered			
	Council Secretariat	Roundtables and information campaigns for the CMIS application	2019- 2021	Roundtables and campaigns implemented			
	Council Secretariat	Develop guidelines and brochures for CMIS implementation	2019- 2021	Roundtables and campaigns implemented			
	Council Secretariat PPRU	Monitor the functioning of CMIS	2019- 2021	Reports			
3.4 Unification of work practices within the State Prosecutor	Council Secretariat PPRU	Establish mechanisms for monitoring the work of prosecutors	December 2020	Functional mechanisms			
	Council Secretariat PPRU	Drafting guidelines for the unification of work processes of prosecutors	2019- 2021	Guidelines			
	Council Secretariat PPRU	Providing advice and training on legislation implementation	2019- 2021	Reports			
	Council Secretariat	Strengthening supervision mechanisms	June 2021	Reports Recommendations			
	Council Secretariat	Creating an online consulting platform	December 2021	Reports			
	Council Secretariat	Strengthen human resources in the	2019-2021	Reports Recommendations			

3.5 Effective implementation of sequestration and confiscation procedures	implementation of legislation in this area	State Prosecutor					
	Strengthen existing mechanisms for work efficiency	Council State Prosecutor	Mars 2020		Fully functional mechanisms		
	Increasing international cooperation	Council State Prosecutor	2019-2021		Reports Agreements		
	Develop standard operating procedures	Council State Prosecutor	2019-2021		Procedures developed		
	Drafting guidelines and policies for implementing the legislation	Council Secretariat	2019-2021		Guidelines and policies developed		
	Strengthen monitoring mechanisms	Council State Prosecutor Secretariat PPRU	2019-2021		Reports Recommendations		
	3.6 Effective implementation of alternative procedures for dispute resolution	Increasing the number of cases of application of alternative procedures	Council State Prosecutor Secretariat PPRU	2019-2021		Reports Recommendations	
		Drafting guidelines and policies for implementing the legislation	Council State Prosecutor	March 2020		Guidelines and policies developed	
		Strengthen monitoring mechanisms	Council State Prosecutor Secretariat PPRU	2019-2021		Reports Recommendations	

<p>Pillar IV: Investigating and prosecuting</p>	<p>4.1 Strengthen the performance of prosecutors</p>	<p>Strengthen the War Crimes Department in SPRK</p>	<p>Council</p>	<p>March 2021</p>	<p>The Department is fully functional</p>	
		<p>Drafting guidelines for gathering evidence, preparing victims to give their testimonies</p>	<p>Council State Prosecutor</p>	<p>Mars 2021</p>	<p>Guidelines drafted</p>	
		<p>Drafting guidelines for interviewing</p>	<p>Council State Prosecutor</p>	<p>March 2021</p>	<p>Guidelines drafted</p>	
		<p>Improving training programs for prosecutors and victim protectors</p>	<p>Council State Prosecutor Office of Victim Protection</p>	<p>December 2020</p>	<p>Training programs developed</p>	
		<p>Establish a safe and convenient environment for crime victims</p>	<p>Council State Prosecutor Office of Victim Protection</p>	<p>2019-2021</p>	<p>Adequate environment</p>	
		<p>Appointment of a special office for mediation procedures in the prosecution office</p>	<p>Council State Prosecutor Secretariat</p>	<p>June 2019</p>	<p>Office appointed</p>	
		<p>Appointment of mediation clerk in each prosecution office</p>	<p>Council State Prosecutor Secretariat</p>	<p>June 2019</p>	<p>Officers appointed</p>	
		<p>3.7 Strengthen the protection of victims of crime</p>				

<p>criminal offenses of organized crime, corruption, economic crimes, money laundering, war crimes and terrorism as well as cybercrime</p>	<p>in combating war crimes and terrorism</p>	<p>State Prosecutor Office SPRK</p>	<p>2019-2021</p>	<p>Monitoring reports</p>
		<p>Implementation of the strategy for dealing with war crimes cases</p>	<p>2019-2021</p>	<p>Staff trained</p>
		<p>Professional capacity building</p>	<p>2019- 2021</p>	<p>Cooperation Agreements Reports</p>
		<p>Strengthen inter-institutional and international cooperation for information gathering and exchange</p>	<p>2019- 2021</p>	<p>Cooperation Agreements Reports</p>
<p>4.2 Increasing efficiency in the fight against organized crime, corruption, money laundering, economic crimes, human trafficking and cybercrime</p>	<p>Review of the organizational structure of prosecution offices for increasing the efficiency</p>	<p>Council State Prosecutor</p>	<p>June 2019- 2020</p>	<p>New functional structure</p>
		<p>Design an analysis to identify obstacles in dealing with cases</p>	<p>June 2020</p>	<p>Analysis drafted</p>
		<p>Increase the number of prosecutors and staff in relevant departments as needed</p>	<p>December 2020</p>	<p>Adequate number of prosecutors and staff</p>
		<p>Build the professional capacities of prosecutors and supporting staff</p>	<p>2019- 2021</p>	<p>Staff trained</p>
<p>Drafting the normative acts needed</p>	<p>Council State Prosecutor</p>	<p>September 2020</p>	<p>Acts drafted</p>	

