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Republika Kosova  
Republic of Kosovo



Këshilli Prokurorial i Kosovës  
Tužilački Savet Kosova  
Kosovo Prosecutorial Council



Prokurori i Shtetit  
Državni Tužilac  
State Prosecutor

# STRATEGIC PLAN OF THE PROSECUTORIAL SYSTEM 2022-2024







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## Contents

INTRODUCTION.....	6
STRATEGIC GOALS 2022 – 2024.....	7
METHODOLOGY.....	9
GENERAL OVERVIEW.....	12
Vision.....	12
Mission.....	12
Values.....	12
Structure.....	12
Budget.....	16
Institutional development.....	18
Pillar I: Strengthening the efficiency and effectiveness of the administration of the prosecutorial system .....	22
Pillar II: Strengthening the institutional and professional capacities of the prosecutorial system .....	25
Pillar III: Investigation and prosecution of perpetrators that reflects professionalism, commitment, efficiency and full respect for human rights and freedoms through the application of the highest professional and ethical standards .....	28
Pillar IV: Prioritize the investigation of criminal offenses and the prosecution of perpetrators of organized crime, corruption, economic crime, money laundering, war crimes, terrorism and cybercrime, domestic violence and hate crimes .....	33
SWOT analysis.....	34
STRATEGIC OBJECTIVES 2022-2024.....	36
Pillar 1: Professionalism and Independence in the Prosecutorial System .....	37
Pillar 2: Efficiency and Effectiveness in Crime Prosecution.....	38

Pillar 3: Profiling Prosecutors and Treating Criminal Cases with Priority.....	41
Pillar 4: Management and Administration in the Prosecutorial System.....	44
Pillar 5: Integrity, Accountability and Ethics.....	47
Pillar 6: Transparency in the Prosecutorial System.....	48
Monitoring the Implementation of the Strategic Plan.....	49
Appendix 1: Action plan.....	49

## List of abbreviations

KPC - Kosovo Prosecutorial Council

OCSP- Office of the Chief State Prosecutor

SPRK – Special Prosecution of the Republic of Kosovo

SP – State Prosecutor

CMIS –Case Management Information System

EU – European Union

KJC – Kosovo Judicial Council

KPCS – Secretariat of the Kosovo Prosecutorial Council

NJSHPP – Prosecution Performance Review Unit

EULEX – European Rule of Law Mission

## INTRODUCTION

The strategic plan of the prosecutorial system 2022-2024 presents the main policy planning framework for the management of the prosecutorial system of the Republic of Kosovo in the next three years.

The plan aims to continuously increase the professionalism, efficiency and management of the prosecutorial system, strengthen independence, integrity, accountability and transparency, always relying on constitutional and legal competencies.

This Plan helps provide direction and focus for all employees. Provides general and specific objectives to be achieved and presents activities and actions to achieve them. The strategic plan helps all units within the prosecutorial system to coordinate to achieve the set objectives.

An important focus of this Plan is the non-duplication of works and activities, which has been done through the analysis of what has been achieved, what is in process and what has not been realized from the previous Plan of the past three years.

Also, the purpose of this Plan is to include feasible and useful activities for the prosecutorial system and monitor the implementation of its implementation during the next three years.

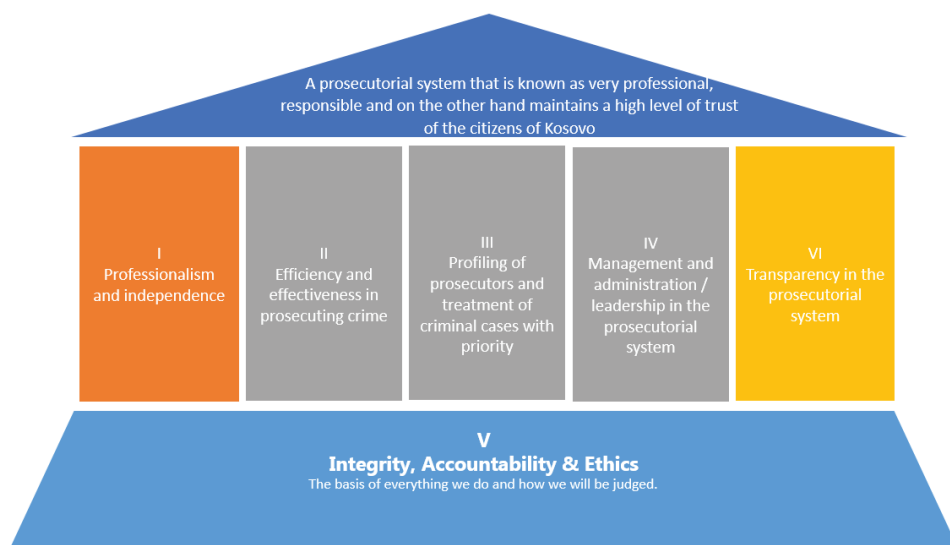
The plan in its content has defined its goals from the beginning of its implementation until the end of its term. Goal setting is also specified through the Action Plan which shows the paths to be followed, the budget and many other factors for the implementation of the Strategic Plan of the Prosecutorial System 2022-2024.



## STRATEGIC GOALS 2022 – 2024

The Strategic Plan of the Prosecutorial System 2022-2024 (hereinafter: the Plan) contains six (6) pillars, 36 strategic objectives and about 160 activities, for which an action plan has been drafted which reflects the way of achieving these objectives and their measurement through indicators and timelines.

The six pillars present the six main areas where the prosecutorial system will focus in the next 3 years.



Compared to the previous Strategic Plan, with this plan we have moved from 4 main strategic pillars to 6 pillars. Through this strategic plan we have focused on interconnection the performance of the prosecutorial system with the needs of the citizens of Kosovo and this is one of the critical reasons for the transition from 4 pillars to 6 pillars, where in the sixth pillar “Transparency in the prosecutorial system” the main focus is the relationship of the prosecutorial system with the public.

Furthermore, the working group reviewed the effectiveness of the vision and mission of the preliminary plan, reviewed the position of the prosecutorial system given the substantial changes that have

occurred over the years, including COVID-19, the functional review, the judgment of the Court. Constitutional for the independence of the prosecutorial system, etc., and based on these has drafted a new vision and mission in line with these and other changes in the system.

#### Going from 4 pillars to 6

A

#### WHY DO WE NEED TO CHANGE? WHAT ARE OUR MAIN OBJECTIVES?

Our previous strategy has been successful, but we need to do more to get closer to the citizens of Kosovo. Demonstrate our good work and improve our critical shortcomings. Functional review is an integral part of our strategy and will play a role in our reform agenda.

B

#### WHAT WILL BE THE BENEFITS OF CHANGE FOR THE INSTITUTION?

We will improve our approach to monitoring our performance and become more agile in our management systems. Covid has taught us a lot about flexibility and we will use this experience to improve the way our institution works. At the center we will focus on prosecutors and staff and the services they provide.

C

#### HOW WILL IT POSITIVELY AFFECT THE CITIZENS?

The citizens of Kosovo are our main focus. There are two aspects to how Kosovo citizens judge the prosecutorial system.

1. How they experience justice themselves - We are just one of the critical parts of this
2. How they perceive us through our behavior, the Media and civil society

- We must make our efforts more visible

D

#### HOW IT AFFECTS HOW PROSECUTORS AND STAFF WORK?

In the next 3 years we will reform and restructure the prosecution administration. This will improve assistance to prosecutors who are on the front lines of the fight against crime. Furthermore, we will improve leadership and management awareness among all our current and future leaders. As we pay more attention to performance data, accountability will increase.

## METHODOLOGY

The Strategic Plan of the Prosecutorial System 2022-2024 has been drafted on the basis of a detailed analysis of the evaluation of the implementation of the Strategic Plan of the prosecutorial system for the period 2019-2021. This evaluation has presented for each activity achieved, implementation, challenges and recommendations for further development of objectives and activities in the future period.

This process for drafting the Strategy has been led by the Kosovo Prosecutorial Council and all the time the Chief Prosecutors of the Prosecution Offices, prosecutors and the responsible units of the prosecutorial system administration have been engaged and consulted.

A very significant support has been provided by our international partners where through expertise, ideas, comments and best international practices, they have given their contribution in order to draft a strategic plan that is as professional and achievable. An important contribution to the drafting of the Strategic Plan was given by the project of the European Union EUKOJUST and the project of the British Embassy “Strengthening the Justice System”.

The drafting of the Strategic Plan of the prosecutorial system 2022-2024 has been worked on for months and this process has gone through several stages:

- *Establishment of the working group for drafting the Strategic Plan of the Prosecutorial System 2022-2024*

The Kosovo Prosecutorial Council has continued its practice with the establishment of the Working Group for drafting this plan. The purpose of establishing this group was to appoint responsible, competent and represented persons from all prosecutions and the administration of the prosecutorial system.

The Chief Prosecutors, prosecutors and other representatives of the administration also participated in the meetings and workshops of the representatives of this working group in order to include and represent as much as possible all structures.

- *Analysis of the implementation of the Strategic Plan of the prosecutorial system 2019-2021*

After the establishment of the working group, the first step that has been taken is the preparation of the report through which the implementation of the strategic plan of the prosecutorial system for the period 2019-2021 has been analyzed. During this phase the necessary information was collected which was then analyzed to assess the situation of this plan. For the drafting of this report were used the internal reports of the Council and the State Prosecutor as well as the data provided by the units responsible for the implementation of concrete objectives and activities.

The report on the implementation of the strategic plan was made in order to identify the implemented activities, those in process and activities that have not been implemented and this report was used as a basis for the initial identification of objectives and activities that are ongoing and should be included in new plan, of activities that have not been completed and should be transferred to the new plan as well as activities for which it has been assessed that their inclusion is not necessary.

- *Roundtables of the working group together with international partners for setting strategic objectives*

In addition to the working group, participants in the first roundtable were the Chairman of the Council, the Chief State Prosecutor, and Chief Prosecutors, other representatives from the prosecution and administration as well as EUKOJUST project experts. In this roundtable are presented the findings of the report on the implementation of the Strategic Plan of the prosecutorial system 2019-2021 and are discussed and set the pillars and strategic objectives for the new plan.

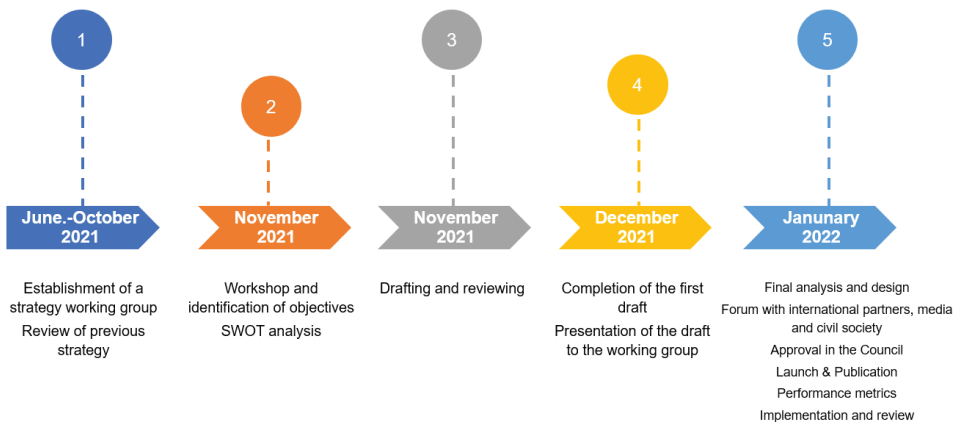
In addition, the Chairman of the working group held regular meetings with representatives of the EUKOJUST project and the British project, where they developed the plan structure and SWOT analysis.

- *Drafting the Strategic Plan*

At this stage, the draft Strategic Plan was drafted, taking into account

the findings of the Report on the implementation of the preliminary strategic plan, discussions held during workshops and meetings, SWOT analysis and strategic objectives set out in the workshops. After drafting the first draft, a working table was held with the working group and international partners where the initial draft was discussed and the necessary changes were made according to the proposals of the working group and international partners. As part of the Strategic Plan, the Action Plan has been drafted, including activities, indicators, timelines, budget and units responsible for the implementation of the plan.

Prior to its approval by the Council, a forum was held with international partners, civil society and the media to discuss the strategic objectives of the prosecutorial system in this regard.



## GENERAL OVERVIEW

### Vision

A prosecutorial system known for professionalism, accountability, impartiality and that has high trust of the citizens of Kosovo provided by the prosecution service which is efficient, effective and ethical.

### Mission

The mission of the prosecutorial system is to successfully prevent, investigate and prosecute perpetrators in a transparent, independent and impartial manner in order to strengthen the rule of law.

The Kosovo Prosecutorial Council will provide oversight, management, analysis, effective policies and administration at the appropriate level to ensure that the State Prosecutor has all the resources he or she needs to provide a high-performance, accountable and accessible prosecutorial service to the citizens of Kosovo.

### Values

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

- Professionalism, integrity, dignity, ethics and independence at work;
- Accountability and transparency;
- Continuous quality improvement approaches;
- Efficiency and effectiveness at work.

### Structure

The prosecutorial system of the Republic of Kosovo consists of two independent constitutional institutions: the Kosovo Prosecutorial Council and the State Prosecutor.

The Kosovo Prosecutorial Council is defined as an independent institution by the Constitution of the Republic of Kosovo, while it performs its functions based on the Law on the Kosovo Prosecutorial Council and relevant bylaws.

The Council is a completely independent institution in the performance of its functions, which has the following main responsibilities:

- i. Ensures that prosecutors act independently, professionally and impartially;
- ii. Recruits and proposes to the President candidates for appointment and reappointment of prosecutors, including the Chief State Prosecutor;
- iii. Elect Chief Prosecutors of all levels;
- iv. Evaluates, promotes, disciplines, proposes dismissal, transfers and provides support for prosecutor training;
- v. Establishes the standards for the professional development of prosecutors, professional and administrative staff in cooperation with the Office of the Chief State Prosecutor and
- vi. Develops prosecutorial policies and strategies for the effective fight against crime, also provides the 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, while three (3) non-prosecutors. With the current legal basis the Council consists of:

- Chief State Prosecutor ex officio;
- Seven (7) members prosecutors, one (1) from each basic prosecution;
- One (1) prosecutor member from the Appellate Prosecution;

- One (1) prosecutor member from the Special Prosecution;
- One (1) member lawyer from the Kosovo Chamber of Advocates;
- One (1) member, university professor of law faculties and
- One (1) member, representative from civil society.

The Council is chaired by the Chairman, who is elected from among the prosecutorial members of the Council, for a term of three (3) years.

The Chairman of the Council submits annual public reports at least once a year on the performance, actions, costs and budgetary needs of the prosecutorial system, as well as organizes the procedure for electing the members of the standing committees according to this law, enabling the Council a transparent process and responsible for proposals and their appointment.

The Council carries out its mandate through the work of standing committees, established by law, which are as follows:

- Committee on Normative Issues
- Committee for Evaluation of Performance of Prosecutors
- Committee on Budget, Finance and Personnel and
- Committee for the Administration of Prosecutions.

In order to carry out its mandate, the Council may establish other temporary or permanent commissions, as necessary.

The Secretariat is established within the Council in order to provide administrative support to the Council, its committees and prosecutors dealing with services related to budget, finance, procurement, human resources, logistics, and infrastructure and information technology. Analytical, statistical, professional development aspects of prosecutors and staff the Council realizes through the Prosecution Performance Review Unit.



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

The Law on the State Prosecutor defines its functions and responsibilities, which, among others, include: exercising prosecutorial functions independently, fairly, objectively and impartially, ensuring that all persons are treated equally, to apply the highest standards of care during the performance of official functions, to have honest and professional conduct in personal and professional life, based on applicable laws and the code of professional ethics, protection of the legal rights of victims, witnesses, of suspects, accused and convicted persons, as well as in undertaking the necessary legal actions for the detection of criminal offenses and perpetrators of crime, investigation and timely prosecution of criminal offenses.

The State Prosecutor has the following structure:

- Office of the Chief State Prosecutor, based in Prishtina, as the highest instance of the State Prosecutor with competence in the entire territory of the Republic of Kosovo.
- The Appellate Prosecution, which consists of the General Department and the Department for Serious Crimes and has jurisdiction over the entire territory of the Republic of Kosovo.
- Special Prosecution as a specialized prosecutorial body, with jurisdiction over the entire territory of the Republic of Kosovo, as defined by applicable law which consists of the Department for War Crimes, the Department for Organized Crime and other crimes within the competence of the SPRK, the Department for Terrorism and Department for Corruption and Financial Crime.<sup>1</sup>
- Basic Prosecution Offices composed of the General Department, the Department for Juveniles and the Department for Serious Crimes.

<sup>1</sup> Established by decisions of the Council: KPC / No. 141/2015 dated 08.06.2015 and KPC / No. 133/2020 dated 21.02.2020

## Budget

The Council manages the annual budget for the entire prosecutorial system independently and is responsible for overseeing expenditures, allocating funds, maintaining accurate and current accounts, and financial auditing.

The economic categories of the Council's budget include: wages and salaries, goods and services, utilities and capital expenditures.

The Council has four budget programs: Prosecutors and Administration, which includes all expenditures incurred by the Council and the State Prosecutor, Special Prosecutors, the Office for Victim Protection and Assistance, and the Economic Crimes Unit.

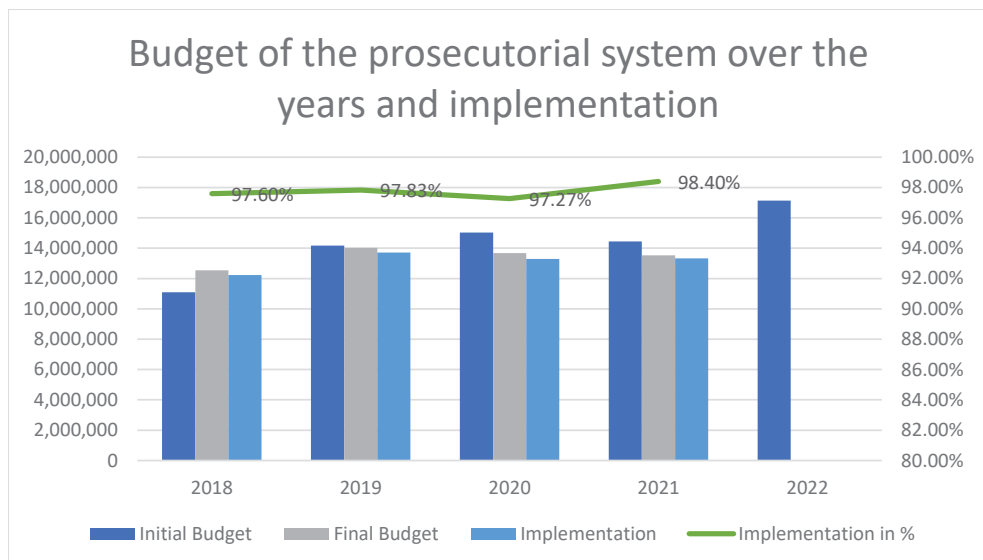
Every year changes are made within the Council's budget, as a result of the budget review, the request for additional funds, transfers, harmonization within the budget programs and the declared savings. During 2020 the Council's budget was reduced by about 1,350,000 euros due to the situation created by COVID-19 where budget allocations were made at the state level.

The approved budget for 2022 for the Kosovo Prosecutorial Council is 17,144,178 euros, which is the highest budget that the prosecutorial system has had, but even for this year it has not been fully approved according to our requests and needs. Compared to previous years, for 2022 there has been an increase in the categories Wages and Salaries as well as Capital Investments, where in the latter are planned the construction and improvement of the physical infrastructure of the prosecutorial system. It is also planned to continue investing in the purchase of vehicles, in electronic systems such as: case management, vehicle management, budget, case management for victim protection and assistance, meeting management, etc.

Consistently, budget execution has been close to 100%.

	2018	2019	2020	2021	2022
<b>Initial budget</b>	11,092,826	14,170,065	15,021,836	14,441,527.61	17,144,178
<b>Final budget</b>	12,535,110.03	14,018,592	13,672,561	13,536,237.34	
<b>Implementation</b>	12,234,268.10	13,714,892	13,299,066	13,324,453.91	
<b>Implementation in %</b>	97.60%	97.83%	97.27%	98.4%	

Table 1: Council budget over the years and its implementation



Graph 1: Council budget over the years and its implementation

In addition, Kosovo's prosecutorial system is continuously supported by international partners. Their support has been in various forms through projects, donations, technical assistance, professional development, etc. The objectives presented in the Strategic Plan include processes in which there has been tireless commitment from the US Embassy in Kosovo, the British Embassy, the EU Office in Kosovo, the Government of Norway, the Netherlands, UNDP, GIZ, OSCE, EULEX, etc.

During the drafting of this plan, in addition to the focus on defining achievable and measurable objectives, defining actions to achieve them, attention was paid to budget planning for the realization of the main objectives of the prosecutorial system. The Council, as always,

will draft financial documents such as: Medium Term Expenditure Framework, annual budget and plans for the next 3 years and will review the budget planning for certain budget lines and codes in accordance with the strategic plan.

### **Institutional development**

During the period 2019-2021, there have been changes in the legal acts that regulate the functioning of the prosecutorial system. The new Law on the Kosovo Prosecutorial Council, the Law on Disciplinary Responsibility of Judges and Prosecutors and the Law on Extended Competencies for Confiscation of Property have been adopted. With the entry into force of these laws and other changes within the prosecutorial system, the relevant bylaws have been adopted and policies and guidelines have been defined in order to implement the legislation in force. One of the changes that have occurred in the structure of the Council is the dissolution of the Disciplinary Commission, as a permanent commission, with the entry into force of the Law on Disciplinary Responsibility of Judges and Prosecutors, which is also reflected in the Law on the Kosovo Prosecutorial Council.

### ***Pandemic COVID-19***

During this period, the prosecutorial system also faced the consequences of the COVID-19 pandemic. Reducing activities to essential ones, staff reductions, budget cuts, cases of COVID employee infections, deaths caused by this virus have been just some of the challenges we have faced as a system.

In this regard, the KPC and the Office of the Chief State Prosecutor, in cooperation with the British project, have drafted an Action Plan for Crisis Management, taking into account the necessity of continuity of work creating an effective plan in order to enable the provision of essential services during pandemic. As a result, all Kosovo prosecutors' offices have established regional crisis management teams that hold regular meetings and report to the KPC on a weekly basis regarding measures taken to ensure continuity of work.

### *Judgment of the Constitutional Court*

The Constitutional Court of the Republic of Kosovo with Judgment no. ref.: AGJ 1583/20 dated 9 July 2020 has ascertained the independence of the administration of the prosecutorial system in relation to the executive.

The Constitutional Court has assessed that civil servants of the prosecutorial system are civil servants with special status because the principle of separation of powers is guaranteed by Articles 4 and 7 of the Constitution and the independence of the prosecutorial system is guaranteed by Articles 109 and 110 of the Constitution.

Also, the Constitutional Court has assessed that independent constitutional institutions, based on the Constitution, are authorized to decide on their internal organization, including the regulation of certain specifics regarding their staff, to ensure their functional and organizational independence. Therefore, the Court emphasized that, according to the Constitution and relevant laws, as well as the case law of this Court, elaborated in detail in the Judgment, the rules of civil service are applied to the staff of independent constitutional institutions as long as they do not violate their independence. Regulations which create direct “interference” in their functional and organizational independence are incompatible with the Constitution and the principles and values proclaimed therein.

The Judgment of the Constitutional Court obliges the Assembly of Kosovo to take the necessary actions to supplement and amend the Law on Public Officials in order to recognize the right of the KPC to issue and apply internal rules, regarding the issues of organizational structure of functioning, classification of positions, special conditions for recruitment, working hours as well as specific rights and obligations defined by the Law on Public Officials, in an analogous manner as provided for the employees of the Assembly, where the Presidency of the Assembly has the right to issue bylaws to regulate certain issues of its civil servants.

Furthermore, in response to the Council’s request for clarification, the Ministry of Internal Affairs has notified the Council that the institutions to which, according to the Judgment of the Constitutional Court, the Law on Public Officials will not apply, in this case, the

Kosovo Prosecutorial Council and the State Prosecutor will assess for themselves how to manage human resources in accordance with this Judgment.

### *Functional review*

The Functional Review process and the drafting of the Strategy have been initiated regarding the need for a comprehensive reform of the sector, to address the legal and practical problems identified by state institutions, international reports, civil society, but also citizens.

Given that the legal and institutional framework of the rule of law sector has advanced significantly, it is understood that the main, or more common, cause for delays in the full consolidation of the system has to do with improper implementation of legislation. As a result, the actions for the reform of the system are mainly directed in this aspect. However, this does not preclude necessary legislative changes, as well as current institutional practices.

We consider that the Functional Review process is one of the processes of great importance for the justice system. Meetings have been held regularly with the Ministry of Justice in cooperation with international partners, regarding the Functional Review for addressing and controlling the activities which have been carried out by the prosecutorial system.

It was found that the prosecutorial system has advanced both in terms of primary and secondary legislation, in the adoption of necessary Regulations, in advancing the professionalism, disciplining prosecutors, accountability and drafting the necessary Strategies.

The functional review is divided into 4 Chapters and the prosecutorial system is affected in different ways throughout these chapters.

Based on this process, the Rule of Law Strategy was drafted, where the Council and the State Prosecutor as two of the actors involved in this process have provided their contribution in the chapters related to the prosecutorial system. Consequently, the drafting of the Strategic Plan of the prosecutorial system 2022-2024 is based on the activities and obligations arising from the Rule of Law Strategy, the implementation

of which will be monitored and reported on a regular basis by the mechanisms of the prosecutorial system.

Over the years, the Kosovo prosecutorial system has had different strategies in force which have set objectives for different aspects of the scope of the system.

- Strategic Plan for Inter-Institutional Cooperation in combating Organized Crime and Corruption 2013-2015
- ICT Strategic Plan 2015-2020
- Strategic Plan 2016-2018
- Strategic plan (2016 - 2018) and action plan to increase the efficiency of the prosecutorial system in combating corruption and economic crimes, including sequestration and confiscation of illegal property
- Public Communication Strategy of the Prosecutorial System 2018-2020
- War Crimes Strategy
- Strategic Plan of the Prosecutorial System 2019-2021
- Prosecutorial System Communication Strategy 2021-2023

The strategic plan of the prosecutorial system 2019-2021 approved by the Council presents the vision of the prosecutorial system based on the review of the current situation and the need for further advancement of the system in accordance with developments within the prosecutorial system and developments in other state institutions. The plan also takes into account documents and reports from international mechanisms that monitor and support the prosecutorial system.

This plan has been the basis for drafting the annual plans of the Council and the State Prosecutor as well as other plans and strategies that have been drafted during these 3 years.

The strategic plan of the prosecutorial system 2019-2021 was divided into 4 pillars, 26 objectives and 166 activities that include the Council and the State Prosecutor.

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

During the period covered by the Plan, the Council has achieved the strengthening of the sub-legal framework and has worked in the organizational structure. In this regard, during the 3-year period, 16 regulations, 3 administrative instructions were adopted and 585 decisions were taken.

Pursuant to the legal changes and in order to increase the efficiency and effectiveness of the work of the Council and its bodies, in addition to the Chairman, the Deputy Chairman and the chairmen of the Commissions for Performance Evaluation of Prosecutors have started working full time. Administration of Prosecutions and the Commission for Normative Cases, which have suspended the duty of prosecutor. Furthermore, the new members of the Council have been elected, after the expiration of the mandate of the previous members, as well as the new Chairman of the Council. New Chief Prosecutors of the Appellate Prosecution, Special Prosecution and Basic Prosecution Offices have been selected and appointed.

In terms of systematic accountability, the Council has approved the mechanism for reporting Chief Prosecutors who on a regular basis have reported physically and in writing at Council meetings. Regular reporting is also done by the Standing Committees of the Council and those ad hoc.

Transparency and communication with the public has been one of the main objectives of the prosecutorial system and in this regard there have been significant developments during this 3 year period. In this regard, a unique web portal of the prosecutorial system has been created, which includes the Council and the State Prosecutor in a single portal that has enabled easier access to information from stakeholders for these two institutions. In this portal are published on a regular basis case statistics as well as summary reports of the Council and the State Prosecutor, in addition, statistical data and other information are provided to all parties who have made such requests.



Communication with the public has been greatly facilitated and advanced with the recruitment and commencement of the work of media information and monitoring officers in each prosecutor's office of the Republic of Kosovo.

A new practice which has kept the public informed on a daily basis is the publication of a 24-hour report on the actions of prosecutors for 24 hours regarding criminal cases such as: detention by decision of the prosecutor, detention on remand, seizures and controls, indictments, special emphasis on those related to corruption and organized crime.

Furthermore, the publication of statistics on disciplinary cases and performance appraisal has begun in order to increase the transparency of these processes. Their publication will continue on a regular basis to keep the public informed.

All Kosovo prosecution offices have held regular meetings with citizens which are held one day a week. Annual conferences of prosecutors were held where the main achievements of the State Prosecutor were presented, the annual press conference of the Chairman of the Council as well as the annual conference for protection and assistance to victims. Depending on the specific case, other ad hoc conferences of the State Prosecutor were held.

During this period, in order to improve communication with the public, some very important documents have been drafted and approved, which are: Media protocol of the prosecutorial system, guide and manual for communication in crisis of the prosecutorial system and Strategy for Communication with the Public 2021- 2023.

In order to facilitate the performance of work activities, the digitalization of work processes has been done: the e-archive system has been implemented, which enables the archiving and disposal of documents as well as the generation of reports. The database for the file of prosecutors has been functionalized and the implementation of the electronic system for application for new prosecutors has started.

Regarding the electronic case management system (CMIS), the same applies to all basic and special prosecution offices, and will soon start in the Office of the Chief State Prosecutor. The distribution of cases is done through the system automatically and the pilot project of replacing physical registers with electronic ones has started.

The cooperation of the Council and the State Prosecutor with local and international institutions is regulated by law and bylaws. The Council has continued the policy of open and professional cooperation with local and international institutions.

Among the local institutions it is worth mentioning: Kosovo Judicial Council, Academy of Justice, Assembly, Government, Ministry of Justice, Ministry of Finance, Ministry of Internal Affairs, Chamber of Advocates, Ombudsman, Kosovo Police, as well as other law enforcement agencies.

A special place in the field of cooperation has international donors and partners, such as: Embassy of the United States of America, EU Office in Pristina, Embassy of the United Kingdom, Embassy of Norway, Embassy of the Netherlands and other embassies, UNDP and other United Nations agencies, EULEX, Council of Europe, German Foundation for International Legal Cooperation (IRZ), GIZ and other institutions and organizations. This cooperation has been one of the main pillars for strengthening the prosecutorial capacities and improving the work processes that has been realized through coordination meetings with donors, cooperation agreements, projects, trainings, financing of capital projects, study visits, exchange programs, ETC.

An important part of the cooperation is also expressed in the European integration processes, where all the capacities of the Council have responded at all times to the requests for reporting and the preparation of various project proposals for project financing has been done.

Over the years, the Council has faced numerous challenges in recruiting professional and administrative staff as each new position or vacancy had to be approved by the Ministry of Public Administration which in some cases caused delays and obstacles to the Council's decision-making independence.

A very important development has occurred during this period, regarding the status of the administration, the Constitutional Court of the Republic of Kosovo with Judgment no. ref.: AGJ 1583/20 dated 9 July 2020 has ascertained the independence of the administration of the prosecutorial system in relation to the executive.

In order to meet the needs of prosecution offices with human resources, the Council during the three-year period has recruited 166 new officers throughout the prosecutorial system, of which 44 senior

officials for professional cooperation and 52 legal officers who provide direct support to State prosecutors.

In order to increase the level of service and accountability of the administration of the prosecutorial system, the process of reorganization and restructuring of the same has begun, a process which is expected to be completed during 2022.

## **Pillar II: Strengthening the institutional and professional capacities of the prosecutorial system**

In order for the prosecutorial system to have the public's trust it is vital that prosecutors and support staff be professional and respect ethical norms, as well as implement the legal mandate independently and impartially to all violators of the law without distinction.

The 3-year period covered by this strategic plan has had significant developments in terms of strengthening accountability and integrity in the prosecutorial system.

The system of disciplining prosecutors has been reformed where with the adoption of the Law on Disciplinary Responsibility of Judges and Prosecutors, the Council has adopted the relevant regulation and disciplinary procedures have been developed in relation to the new legislation in force. Procedures are no longer conducted by a single commission but by panels established ad hoc by lot.

In addition, during this period, the Council has approved the Code of Ethics and Professional Conduct of Prosecutors and has drafted and published the Commentary to this Code.

During the period 2016-2018, when disciplinary proceedings were conducted under the old law and the new Code of Ethics was not yet in force, 40 disciplinary decisions were taken against prosecutors. Whereas, in the period 2019-2021, 25 disciplinary decisions were taken against prosecutors. The Kosovo Prosecutorial Council, especially after the recent legal changes regarding disciplinary proceedings against prosecutors, has proposed prosecutors for dismissal, suspended prosecutors, reduction in duty, reduced their salaries, and issued non-public written reprimands, etc.

The Kosovo Prosecutorial Council is fully committed to increasing efficiency in resolving cases. The first step in achieving this goal has been to recruit the necessary number of prosecutors. As a result, KPC from 2011, where there were 92 prosecutors in the prosecutorial system, has managed in 2019 to increase the number of prosecutors to 197. Due to the retirement and death of some prosecutors this number in 2020 was 191 prosecutors, while at the end of 2021 it was 182. However, in May 2021 KPC opened a competition for the recruitment of 16 new prosecutors to fill vacancies.

If we take into account the recruitment of prosecutors since 2011, it appears that 151 prosecutors have been recruited, which in percentage shows that 80% are new prosecutors with less than 10 years of experience in the prosecutorial system.

Year	Number of prosecutors in total and recruited over the years (for each year) since the establishment of the KPC	
	Total prosecutors	Of these, are recruited during the respective year
2011	92	8
2012	125	38
2013	123	0
2014	139	21
2015	149	13
2016	171	25
2017	177	13
2018	191	21
2019	197	12
2020	191	0
2021	182 <sup>2</sup>	0 <sup>3</sup>

*Table 2: Total number of prosecutors recruited over the years (for each year) since the establishment of the KPC*

<sup>2</sup> The discrepancy between the number of prosecutors recruited and the total number of prosecutors is due to the fact that during the year there were cases when some prosecutors were terminated due to any of the circumstances provided by law.

<sup>3</sup> The process for the recruitment of 16 new prosecutors has started in 2021 and the qualifying test and the written test have been held, but the whole process will be completed in 2022.

In order to strengthen the process of evaluating the performance of prosecutors, KPC in 2020 amended the Regulation which entered into force on 1 January 2021. This regulation has addressed the challenges that have arisen over the years. Furthermore in this regulation:

- irregular assessment is envisaged
- performance evaluation indicators are clearly defined,
- the weight of their assessment,
- The evaluation of prosecutors by the superior has been advanced.
- the effects of evaluation are reflected

One of the challenges during the evaluation process has been the engagement of the members of the Commission with permanent work as prosecutors as well as the additional engagement in the Commission which requires commitment and time to achieve an efficient and accurate process.

During these 3 years, 206 prosecutors have been evaluated. The Kosovo Prosecutorial Council has taken decisions to send to mandatory training prosecutors who have shown insufficient results in their performance, with special emphasis on professionalism. In this regard, in order to address the insufficient performance documented with the performance appraisal, KPC has signed a memorandum of understanding with the Academy of Justice on mandatory training and additional training for prosecutors. Furthermore, through Joint Protocols, the procedures for conducting these trainings are defined. Regarding the evaluation of performance during these 3 years, the Council, as a second instance, has received 67 objections of prosecutors to the evaluation of their performance made by the Commission. Of these, the Council approved 24 objections and obliged the Commission to re-evaluate these prosecutors.

In terms of advancing the career development system, during 2021 the Council has approved the new regulation on the transfer and promotion of prosecutors. Also, in order to meet the needs of prosecutors as a

result of the case load, the Council during these 3 years has advanced 33 prosecutors.

Each year the Council approves the document related to the Training Policies for prosecutors and the administrative staff of the prosecutorial system. This document includes the training needs assessment for prosecutors and the administrative staff of the prosecutorial system, which sets out the frameworks within which the Academy of Justice and other respective institutions will be able to design their training programs.

Through the training needs assessment process, the Council aims to improve on-the-job performance and increase the professionalism of prosecutors and staff. The focus of the training policy document has consistently been on topics: Financial investigations into cases of corruption, organized crime, war crimes, seizure, freezing and confiscation of property, Drug-Related Offenses, Violations of International Humanitarian and Criminal Law in Judicial Practice, Cyber Security, Child Abuse, Communication with the Media and the Public, Hate Crimes, Mediation.

In 2019, 152 prosecutors participated in the trainings, in 2020, a total of 163 prosecutors participated in the trainings, while in 2021, 137 prosecutors participated in trainings.

In addition, ongoing trainings have been organized by international partners and donors.

**Pillar III: Investigation and prosecution of perpetrators that reflects professionalism, commitment, efficiency and full respect for human rights and freedoms through the application of the highest professional and ethical standards**

The prosecutorial system, specifically the state prosecutor based on the constitutional and legal mandate in prosecuting perpetrators of criminal offenses, with maximum dedication tends to display and prove professionalism at every stage of criminal proceedings. Such professionalism is proven in the performance of duties efficiently without damaging the processes and acting on the basis of legal deadlines.

In this regard, the Code of Ethics and Professional Conduct for Prosecutors, adopted by the Kosovo Prosecutorial Council, is intended to be a commitment to professionalism rather than a plan of punishment.

The Code also serves as a recognition of the great responsibility that accompanies the public service in the Kosovo prosecutorial system. Respecting the code of ethics is a demonstration of the highest level of professionalism based on values and principles such as independence, impartiality, integrity, accountability, transparency and professionalism of the state prosecutor.

In order to increase the efficiency and professionalism of the work of prosecutors, the Chief State Prosecutor has issued instructions from various fields of activity, such as the instruction for dealing with hate crimes, for the destruction of data provided through legal interception during investigations, on the Protection of Journalism Resources, on the Implementation, Monitoring, Reporting and Publication of the Activities of the State Prosecutor, on the Negotiation of the Plea Agreement, on the Handling of Criminal Reports and Complaints against Prosecutors and Judges, for submission - receipt of cases in case of suspension - suspension from duty, for not sending mediation in cases of domestic violence and instruction for harmonization of practices for the legal qualification of the criminal offense. Incitement of discord and intolerance, on the role of the prosecutor in measurement of punishment, seizure and confiscation.

For the purpose of mutual cooperation, standard operating procedures have been approved between the Chief State Prosecutor and the Kosovo Police.

The Chief State Prosecutor, when the need arose in order to increase efficiency, has taken decisions for temporary transfer of prosecutors to certain prosecutor's offices and has also taken 23 decisions in implementation of his mandate.

Also, the Chief State Prosecutor has signed Memorandum of Cooperation with various institutions and organizations, as for Cooperation in the criminal field between the State Prosecutor of the Republic of Kosovo and the Special Prosecution against Corruption and Organized Crime of the Republic of Albania (SPAK), Memorandum of Cooperation with the Tax Administration of Kosovo, Cooperation Agreement between the Chief State Prosecutor and the Basel Institute for Governance, Standard Operating Procedures for Extraordinary Elections between the State Prosecutor and the Kosovo Police.

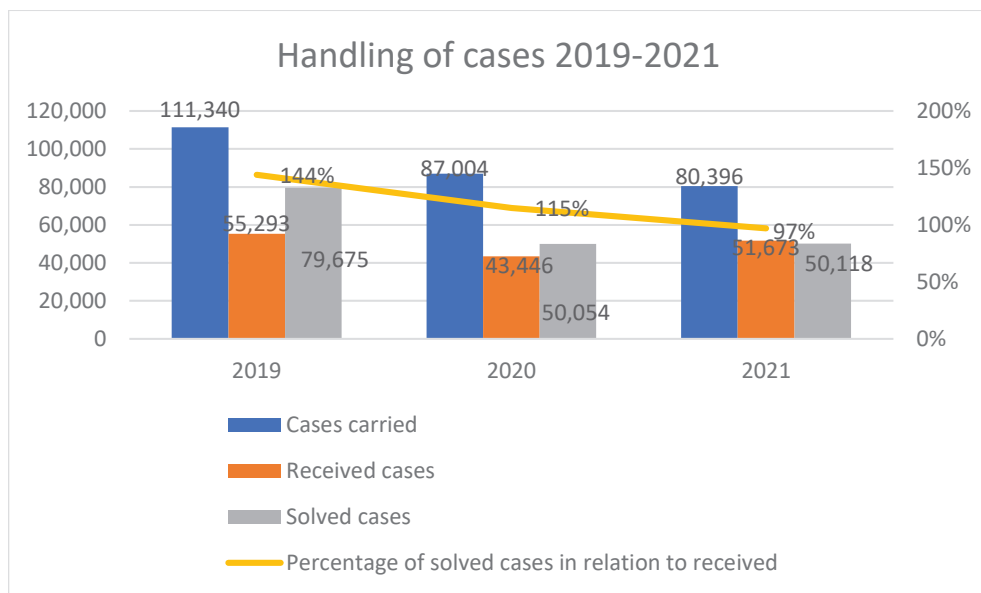
Coordination of the work of prosecutors has been in the continuation of the main activities, where several collegiums of chief prosecutors have been held depending on the conditions created by the COVID-19



pandemic in physical presence or through online platforms.

In order to ensure the best possible progress of the election process, the strategic project “Protection of the vote” has continued under the leadership of the National Election Coordinator who is one of the prosecutors in the OCSP.

One of the main objectives in the mandate of the State Prosecutor is improving efficiency in handling cases. As can be seen from the graph below, the number of cases transferred in the years 2019-2021 has decreased for each year, where from 111,340 cases were transferred in 2019 from 2018, in 2021 80,396 cases were transferred or 28% less cases transferred. This success is attributed to the tireless work of prosecutors in resolving cases where from the graph it can be seen that the percentage of the number of solved cases in relation to the number of received cases is over 100% each year during 2019 and 2020, and close to 100% in 2021.



*Graph 2: Handling cases in the period 2019-2021*

Among the priorities of the prosecutorial system has been the reduction of the case load for prosecutors. In this regard, over the years have been recruited a considerable number based on the needs of prosecutions and trends in the case load. As shown in the table below, until 2013 the case load for a prosecutor was 394.5 while 278.29 of them were resolved per prosecutor, in 2020 the case load was 157.81



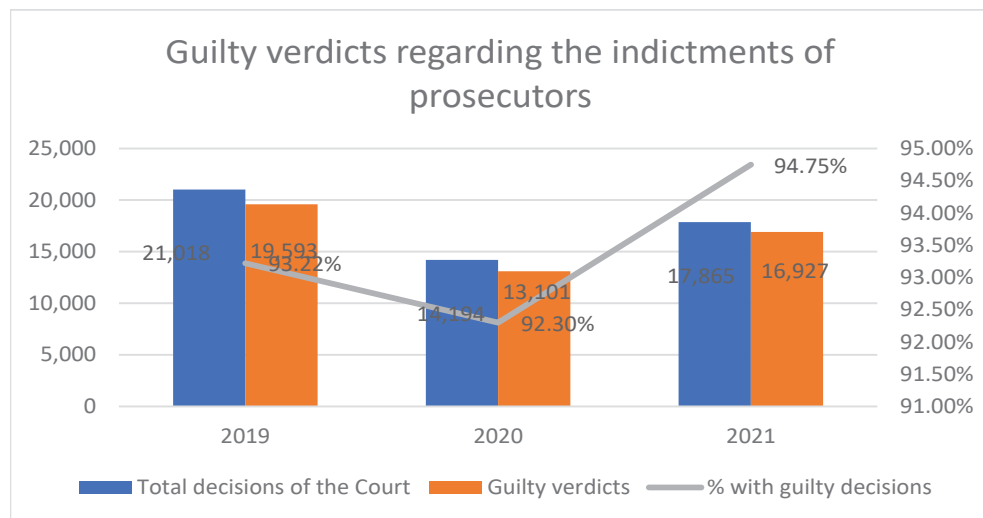
per prosecutor and the resolution of these cases was 177.10 cases per prosecutor. So, as can be seen, the case load has been reduced by 60%.

		Received cases				Resolved cases				Number of prosecutors			Termination of the procedure due to the statute of limitations
		PP	PPM	PPN	Total	PP	PPM	PPN	Total		The workload of prosecutors with cases	Resolved cases per prosecutor	
1	2013	26397	1730	20396	48523	21446	1426	11358	34230	123	394.5	278.29	55
2	2014	27556	1751	8261	37568	21568	1581	5693	28842	139	270.27	207.5	175
3	2015	25412	1795	9810	37017	25183	1689	7878	34750	149	248.44	233.22	8
4	2016	25227	1857	10652	37736	28465	2215	7978	38658	171	220.68	226.07	8
5	2017	24912	2073	12369	39354	33510	2821	12002	48333	177	222.34	273.07	3
6	2018	27484	2540	11987	42011	30478	2746	17027	50251	191	219.95	263.09	10
7	2019	24540	2027	10321	36888	26479	2141	15603	44223	197	187.25	224.48	10
8	2020	21650	1356	6977	29983	23027	1290	9332	33649	190	157.8	177.1	18
9	2021	23487	1749	9560	34796	23319	1986	9642	34947	183	190.14	190.97	11

The solved cases presented in the table are the cases calculated from the data: Total cases at work minus the remaining cases as unresolved, ascertained by the registers

Table 2: Case management, case load of prosecutors and statute of limitations, over the years

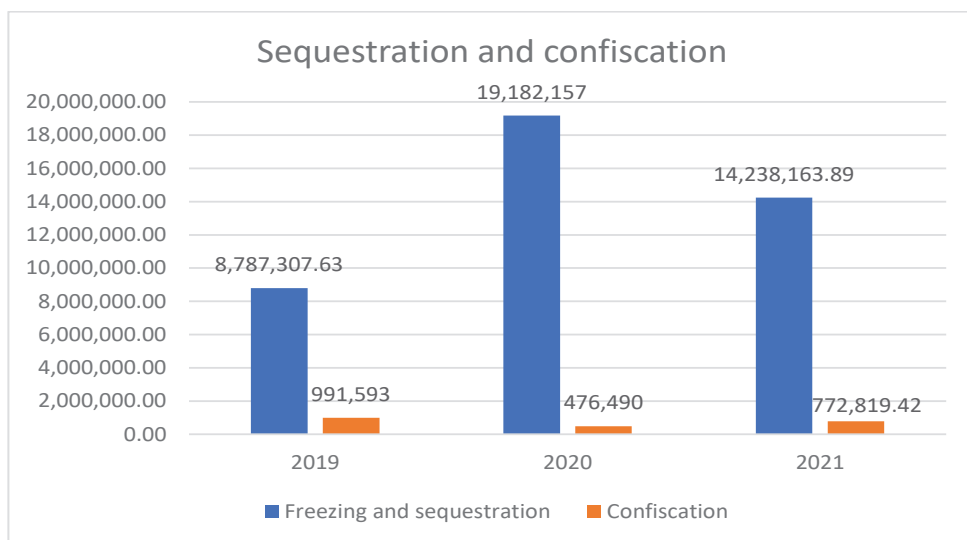
The success of the State Prosecutor is best reflected in how their indictments are handled in the Court, with a final decision. In this regard, in the 3 years covered by this Strategy, the guilty decisions of the courts regarding the indictments of the prosecutors are in a very high percentage, which proves that the accusations are accurate, reasoned, substantive and, not only acceptable by the court, but also confirmed by final guilty verdicts.



Graph 3: Court decisions in total and guilty verdicts regarding the indictments of prosecutors

State Prosecutor providing fast justice through timely preparation of cases and efficient application of alternative and other procedures (mediation, plea agreement); during the coverage period of the plan in 2019 it has resolved 2,401 cases, during 2020 it has solved 1,772 cases, while during 2021 it has solved 2,153 cases by applying these procedures. Equal treatment of the parties respecting the highest international standards and principles is a clear goal of the work of the State Prosecutor. Prosecutions by referring cases in alternative procedures also contribute to the budget of the Republic of Kosovo, respectively to the Program for Compensation of Crime Victims, in favor of funds for this category.

The increase of the sequestration rate in function of the final confiscation of the assets acquired with a criminal offense is a continuation of the work of the state prosecutor, where in this regard the Instruction on Confiscation Requests is issued, where as a result in each prosecution office are appointed Coordinators for confiscation of property. Also, the application of the Law on expanded competencies for confiscation of property acquired through criminal offenses, is necessary, in which case a greater and proactive commitment of chief prosecutors and prosecutors was required, that in addition to filing indictments to be traced and the property suspected of being acquired through criminal offenses is also identified. As for the value of sequestered and confiscated assets, the graph below shows that from 2019 to 2021 there is an increase in sequestered assets, where the prosecution office is competent.



Graph 5: Value of assets seized and confiscated 2019-2021

#### **Pillar IV: Prioritize the investigation of criminal offenses and the prosecution of perpetrators of organized crime, corruption, economic crime, money laundering, war crimes, terrorism and cyber-crime, domestic violence and hate crimes**

Prioritization of criminal offenses is one of the key segments in the work of the State Prosecutor. This prioritization has led to a large-scale increase in the efficiency of more specific works. The specialization and special advancement in these works brings tangible and undeniable results.

The Prosecutorial Council in 2020 within the Special Prosecution of the Republic of Kosovo has established three (3) departments, such as: Department for Terrorism, Department for Organized Crime and Other Crimes under the competence of the SPRK and the Department for Corruption and Financial Crime.

Targeting of cases by the Special Prosecution of the Republic of Kosovo has continued to have a major impact where from 2019 to 2021 79 cases of high level corruption and organized crime have been targeted, of which 68 cases are with indictments and 31 cases are final.

Also, War Crimes have been treated with high priority where in addition to the establishment of the War Crimes Department within the Special Prosecution of the Republic of Kosovo in 2019 the Prosecutorial Council has approved the War Crimes Strategy where the purpose of this Strategy is to increase efficiency and the effectiveness of investigations and prosecutions by providing for the establishment of two mechanisms – such as the Task Force, which handles resource analysis processing, and the War Crimes Strategy Monitoring Body. In order to increase efficiency and effectiveness in handling these cases and cooperation with the Kosovo Police, responsible prosecutors and police officers have been appointed for each region of the Republic of Kosovo.

In order to increase efficiency in the fight against corruption and economic crime, the Council has continued to support the Unit for Combating Economic Crime and Corruption in the Basic Prosecution of Prishtina by providing adequate working conditions. In order to monitor the results of the work, the Council has established an

Oversight Committee which has supervised the work of this unit and the work of all prosecutions on a regular basis and has reported to the Council giving recommendations in handling these cases.

Following the approval of the Standard Action Procedures for increasing efficiency in dealing with cases of domestic violence, the appointment of Coordinators in the basic prosecutors has marked a very satisfactory result by giving priority to cases of domestic violence where the main goal is to increase efficiency in handling of these cases during the prosecution. The specialization of prosecutors in the field of domestic violence has enabled prosecutors a more comprehensive and coordinated approach to increase the likelihood of successful prosecutions while also enabling assistance to victims and ensuring accountability of perpetrators of these crimes.

The protection of victims and their treatment in the procedure as adequately as possible has been one of the main commitments of the work of the state prosecutor, where the Office for Protection and Assistance of Victims within the Office of the Chief State Prosecutor, has continued the mandate of providing services for victims of crime during legal proceedings and representation of their interests in the criminal justice system in Kosovo. Every year, a “Week for the Rights of Crime Victims” is organized under the patronage of the Chief State Prosecutor.

Also, within the State Prosecutor are appointed National Coordinator for Trafficking in Human Beings and National Coordinator for Hate Crimes.

## SWOT analysis

In order to identify as accurately as possible the main areas of focus of the prosecutorial system for the following period, the current position of the Council and the State Prosecutor has been analyzed and evaluated. This assessment was made using the SWOT<sup>4</sup> methodology, which enables the identification of internal and external aspects that affect the functioning of institutions. Internal aspects that depend and occur within the institution are Strengths and Weaknesses, while external aspects that do not depend on the institution are Opportunities and Threats or Risks.

4 SWOT Analysis (Strengths; Weaknesses; Opportunities - Threats ;)

These aspects have been identified through the analysis of the Implementation of the Strategic Plan of the prosecutorial system 2019-2021 as well as other situations that have been created and that have affected the prosecutorial system during this period.



STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Independence and impartiality of the prosecutorial system guaranteed by the Constitution and law;</li> <li>• Competencies and functioning clearly defined by law;</li> <li>• Highly consolidated secondary legislation;</li> <li>• Sustainability of the institution and work processes to guarantee full functionality;</li> <li>• Focus on reforms;</li> <li>• Manpower and increase in the number of prosecutors and professional and administrative staff;</li> <li>• Technical capacity;</li> <li>• Gender diversity and inclusion;</li> <li>• Genuine inter-institutional cooperation locally and internationally;</li> </ul>	<ul style="list-style-type: none"> <li>• Few activities for presenting the work of the prosecutorial system to the public negatively affecting public opinion;</li> <li>• Public trust;</li> <li>• The need for better staff planning and reorganization to enable competencies and a clear hierarchical line;</li> <li>• The need for professional development, profiling and capacity building;</li> <li>• Non-comprehensive use of information technology;</li> <li>• Challenges in implementing new acts in the discipline and performance of prosecutors.</li> </ul>



OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Technological developments and their use;</li> <li>• Functional review process;</li> <li>• Increasing the budget to meet the needs of the prosecutorial system;</li> <li>• Judgment of the Constitutional Court regarding the independence of the prosecutorial system;</li> <li>• Restoration of activities after COVID-19;</li> </ul>	<ul style="list-style-type: none"> <li>• Political environment;</li> <li>• Failure to fully approve our budget requests;</li> <li>• External influences;</li> <li>• Regional dynamics;</li> <li>• Expertise issues and expert fees;</li> <li>• Limited ability to influence the justice chain and to have synergies;</li> </ul>



## STRATEGIC OBJECTIVES 2022-2024

The constitutional and legal mandate of the Council and the State Prosecutor is intended to be achieved through the six main strategic areas into which the Strategic Plan is divided. These pillars, through specific objectives, represent the focus of the prosecutorial system for the period covered by the Plan in terms of strengthening a professional, accountable, sustainable, impartial, effective, efficient and high work ethic system.

This Strategic Plan also contains the Action Plan where the main pillars have their specific objectives which contain concrete activities with the responsible units, timelines and implementation indicators.

Furthermore, the Plan also contains the manner of monitoring and evaluation of its implementation as well as the mechanisms for monitoring and evaluation.

The main pillars of the Strategic Plan of the prosecutorial system 2022-2024 are:

**PILLAR 1:** Professionalism and Independence in the Prosecutorial System

**PILLAR 2:** Efficiency and Effectiveness in Crime Prosecution

**PILLAR 3:** Profiling of Prosecutors and Handling Criminal Cases with Priority

**PILLAR 4:** Management and Administration in the Prosecutorial System

**PILLAR 5:** Integrity, Accountability and Ethics

**PILLAR 6:** Transparency in the Prosecutorial System

## Pillar 1: Professionalism and Independence in the Prosecutorial System

### Specific objectives

*Specific Objective 1:* Advancing the prosecution recruitment system

*Specific Objective 2:* Advancement of career development legislation

*Specific Objective 3:* Continuous professional development of prosecutors and staff

*Specific Objective 4:* Preserving the Independence of the prosecutorial system from external interference

Recruitment as a process, professional advancement together with continuous professional development as well as maintaining the independence of the prosecutorial system are one of the main permanent objectives which require consistent attention. Great attention is paid to the recruitment process and to ensure that at every stage it is based on meritocracy and transparency. This process flows towards professionalism enabling equal treatment of candidates and promotion of high integrity. Also, in this regard, the current process requires a need to review the bylaws including evaluation criteria and further developing the possibility of digitalization of the recruitment process, as currently only the application procedure is done electronically.

The proper functioning of prosecutions is also supported through the promotion of prosecutors as well as temporary and permanent transfers. The continuous requests for transfers and promotions of prosecutors in the respective prosecutor's offices brought the need for a new sub-legal act where the new Regulation on the transfer and promotion of prosecutors was adopted and based on it the needs assessment and the fulfillment of the requirements will continue always advancing such essential processes.

Professionalization of state prosecutors and support staff is a constant need by enabling the highest quality processes and work. The Council after the adoption of the Regulation on training and professional development in the prosecutorial system for prosecutors and support staff will continue to strengthen the professional aspect and career development for professional staff as well. The drafting of training policies for prosecutors and staff will continue on an annual basis in support of the necessary requirements as well as cooperation with

local and international institutions in order to build capacity and professionalism at work.

Implementation of the Constitutional and legal mandate is a crucial obligation of the prosecutorial system. The prosecutorial system, as a constitutional category, will continuously maintain its independence at work, avoiding any tendency for interference and strengthening the security aspect for non-interference from outside.

The institutional independence of the prosecutorial system extends and has a scope of comprehensive activity as defined by the Judgment of the Constitutional Court, among others.

## Pillar 2: Efficiency and Effectiveness in Crime Prosecution

### Specific objectives

*Specific Objective 1:* Efficient management, oversight and ongoing accountability of the work of Chief Prosecutors and Prosecutors

*Specific Objective 2:* Increase the level of sequestration in function of the final confiscation of property acquired through criminal offenses (with special emphasis: More efficient implementation of the Law on Extended Powers)

*Specific Objective 3:* Reduce the number of cases in the State Prosecutor with special emphasis on cases from the PPP register

*Specific Objective 4:* Cooperation with the Kosovo Police and other relevant institutions to increase efficiency in the investigation and detection of criminal offenses and the initiation of criminal cases

*Specific Objective 5:* Increase efficiency in the application of alternative procedures in resolving criminal cases

*Specific Objective 6:* Unification of work practices within the State Prosecutor

*Specific Objective 7:* Strengthen mechanisms for the protection of victims of crime

*Specific Objective 8:* Increase efficiency for the application of the witness and signaling program

*Specific Objective 9:* Resolving the issue of experts and expertise

*Specific Objective 10:* International cooperation with special emphasis on international criminal legal assistance



The State Prosecutor, as an independent institution, with authority and responsibility for the investigation, prosecution of persons suspected of criminal offenses and representation at any stage of criminal proceedings, will continue to be impartial and treat citizens equally. . Efficiency and effectiveness in the work of the state prosecutor is based on adequate work management, having continuous supervision and accountability of the work of chief prosecutors and prosecutors.

The Council accepts regular reports of Chief Prosecutors, as defined by law, where through the creation of new policies the reporting methodology has been advanced. These reports are more detailed, presenting a clear picture of the work of prosecutors and the challenges they face in their daily work. Raising accountability, substantial and qualitative evaluation of the work of the State Prosecutor will continue to be a value and goal that will be maintained on an ongoing basis. The reports of the Standing and ad hoc Committees of the Council will be made on a regular basis.

The work of the state prosecutor requires systematic communication and internal coordination, where the goal is to unify work practices by avoiding dualisms and by continuing to monitor the work of prosecutors by OSCP prosecutors, responsible for each prosecution, including the most professional representation and active participation in court hearings both in the first instance and in the Appeal.

Through the sequestration in function of the final confiscation of the property acquired through a criminal offense, the Council will aim at the return of the illegally acquired funds. To achieve this efficiency, overseeing the actions of prosecutors pursuant to the protocols for sequestration and confiscation of assets with special emphasis on the identification of assets for seizure and the submission or not of requests for confiscation.

The effectiveness of the State Prosecutor in resolving cases in recent years is evident. This is shown through the annual work reports which present the high percentage of resolved cases and guilty court decisions. However, an ongoing problem is the high number of cases from the register with unknown perpetrators (PPP). Statistically, this number is negatively affecting the real reflection of good results of the work done. Therefore, the key objective of the ongoing prosecutorial system will be to work on reducing these cases.

Inter-institutional cooperation and proactive increase of this cooperation with the Kosovo Police and other relevant institutions in increasing the efficiency in the detection and investigation of criminal offenses as well as filing criminal charges in order to achieve the objectives of the prosecutorial system, will have its own importance within the period covered by this Strategic Plan.

Application of alternative procedures determines the increase of efficiency and effectiveness in resolving criminal cases with special procedure. Resolving criminal cases in this way is considered a very important tool that the prosecutor can use, whenever the conditions are met, which aims to increase the number of referral cases with alternative procedures. Officials in charge of mediation are currently appointed in the basic prosecution offices, but it is intended to recruit mediation officers and in terms of the most adequate application of these procedures, it is required to strengthen the communication between the prosecution and mediators. Also, to make the work more accessible, guidelines for prosecutor for extended use of alternative procedures will be drafted where there will be systematic monitoring and regular reporting of case resolution with alternative procedures.

Existing mechanisms for the protection of victims of crime who have proven to have adequate performance and success will continue to be strengthened by giving even more value and even more careful treatment to the protection of victims of crime.

In order to raise public awareness about the possibility of using the helpline within the VAPO, the prosecutorial system will be engaged in organizing awareness and information campaigns to encourage the use of this line for reporting criminal offenses with special emphasis on of gender-based violence. Also, the procedures for referring cases from the helpline to the relevant institutions will be improved.

Another important aspect in the coming years will be the increase of efficiency for the application of the witness and whistleblower program, where the officers in charge of whistleblowing will be appointed and the level for the application of the witness protection program will be raised.

For a certain time, the issue of experts and expertise has been a significant problem, where it has caused many difficulties in the

work of the prosecutor, when the importance and position of experts and expertise as an act in procedure is known. Coordination with other institutions for issuing bylaws and setting tariffs is more than necessary.

Another line of increasing the efficiency of crime prosecution is the international cooperation with special emphasis on international criminal legal assistance, where coordinators are currently appointed in the prosecution offices and the cooperation with the Ministry of Justice, Police, Courts and other institutions will continue.

### **Pillar 3: Profiling Prosecutors and Treating Criminal Cases with Priority**

#### **Specific objectives**

*Specific Objective 1:* Increase efficiency in the fight against corruption, money laundering, economic crime, organized crime and cybercrime

*Specific Objective 2:* Identify and increase the number of targeted cases

*Specific Objective 3:* Increase efficiency in dealing with cases of terrorism and trafficking in human beings

*Specific Objective 4:* Increase efficiency in tackling war crimes

*Specific Objective 5:* Prioritize the handling of domestic violence cases, attacks on journalists, hate crimes and intellectual property crimes

Priority criminal offenses contain specific elements that require special treatment. To this end, in order to increase the efficiency in handling these cases, the prosecutorial system continuously aims to profile prosecutors in order to increase their professionalism in the investigation of these specific cases.

Dealing with cases of corruption and economic crimes over the years has been a priority of the prosecutorial system. In order to increase the efficiency and reduce the backlog of criminal cases of corruption and economic crimes, the Council had approved the Strategic Plan (2016 - 2018) to increase the efficiency of the prosecutorial system in combating corruption and economic crimes, including sequestration and confiscation of illegal property. Through this strategy, the Unit for

Fighting Corruption and Economic Crimes was established in the Basic Prosecution in Prishtina, since by the end of 2015 this prosecution had the highest number of unsolved corruption cases at the national level or 66% and 50% of economic crimes cases. To supervise and evaluate the work of this Unit, as well as the work of state prosecutors who deal with acts of corruption and economic crimes in other prosecutor's offices, The Council has established an Oversight Committee which on a regular basis drafts reports and provides further recommendations. This Unit initially operated for several years in the General Department and in the Serious Crimes Department of BP Prishtina. However, during 2021 the Council has taken the decision to terminate this unit in the DG and is now functional only in the DSC.

The prosecutors of this Unit are profiled in this field, treating with high priority only these cases. In this regard, compared to the end of 2015, the number of unsolved corruption cases in BP Prishtina at the end of 2021 has decreased by 62% while the number of unsolved cases of economic crimes has decreased by 46%. As this Unit has shown efficiency in dealing with these cases and given that BP Prishtina has at work about 40% of cases of corruption and economic crimes at the national level, The unit will continue to operate and will be supported by the Council as needed. Also, the Supervisory Commission will monitor all prosecution offices in dealing with cases of corruption and economic crimes.

The prosecutorial system, in the coming years, will focus on the most pronounced forms of crime, but without excluding other forms, such as: money laundering, organized crime, cybercrime, terrorism, attacks on journalists, trafficking in human beings, hate crimes and crimes against intellectual property. The priority treatment of these criminal offenses is a constant requirement of international mechanisms. In this regard, the prosecutorial system will focus on meeting the needs of prosecutors in order to provide the best conditions for the most successful and professional treatment of these specific cases. This includes increasing the number of prosecutors, professional and support staff as well as increasing inter-institutional and international cooperation.

Since 2015, the Joint Case Targeting Team continues to function with the Coordinator as the Chief Prosecutor of the Special Prosecution

of the Republic of Kosovo and which includes a number of relevant institutions. This team holds regular meetings where based on standard operating procedures, they identify and target serious crimes of high level corruption and organized crime. In order to identify and target cases of this nature, coordination with the competent authorities in this regard will continue.

For the priority treatment of war crimes cases, the Kosovo Prosecutorial Council in 2019 had approved the War Crimes Strategy which in these 3 years has been the basis for strengthening capacities and procedures for handling these cases. During the previous years, the Council has strengthened the Department for War Crimes and in the coming years will be one of the priorities of the prosecutorial system by supporting this department with additional resources. As the War Crimes Strategy expires at the end of 2021, an analysis will first be made of the implementation of this strategy and the need to design a new strategy.

The phenomenon of domestic violence and criminal offenses as such is a serious concern for our society and the number of cases is consistently high. The prosecutorial system has consistently paid attention to the treatment of these cases with high priority. In this regard, the coordinators assigned to each basic prosecutor's office have continued to work, providing more efficient and dignified treatment for victims of domestic violence. Regarding the handling of these cases, there has been very good cooperation with the ombudsmen and the Kosovo Police. However, as this phenomenon continues to be a concern, this commitment will be further strengthened with all the necessary resources. The professional capacities of prosecutors and victims' advocates will continue to be strengthened in order to respond as quickly as possible, identify more serious cases risk assessment in each case, professional and dignified treatment and prioritization of cases each time.

## Pillar 4: Management and Administration in the Prosecutorial System

### Specific objectives

*Specific Objective 1:* Review and adapt the sub-legal framework

*Specific Objective 2:* Reorganize the administration of the prosecutorial system

*Specific Objective 3:* Prioritize the promotion of gender diversity in the prosecutorial system

*Specific Objective 4:* Institutional Resilience to Crisis (Crisis Management)

*Specific Objective 5:* Strengthen cooperation with local and international institutions

*Specific Objective 6:* Budget and financial processes

*Specific Objective 7:* Advancing the physical infrastructure and the level of security in the prosecutorial system

*Specific Objective 8:* Advancing the digitalization of the work of the prosecutions offices (e-prosecution)

*Specific Objective 9:* Advancing the status and role of prosecutors and staff

The aim of the prosecutorial system is to preserve the unitary character of this system and to be based on the principles of independence and subordination, as the defining basis for most prosecutorial systems.

Any initiative or other legal action of the competent institutions for legal changes, in the process of drafting legislation that regulates the justice system and affects the prosecutorial system, should include the requirements and proposals of the prosecutorial system in the process of supplementing new changes in current legislation.

In order to harmonize and update the bylaws among themselves and to adapt to possible new legal and structural changes, the Council through its mechanisms will analyze the implementation of bylaws in force. After the analysis, the necessary changes will be made in order to update and harmonize the bylaws between themselves and adapt to new legal and structural changes.

A constant request of our institution and international mechanisms

has been to strengthen the effectiveness of the administration of the justice system in general, and the prosecutorial one in particular. In this regard, the Council has started the process of reforming the administration of the prosecutorial system, where a major step will be taken in reforming the prosecution and creating a clear hierarchical line. This will contribute to the clarification of duties and responsibilities of the work and there will be obvious increase in accountability.

Kosovo's prosecutorial system has consistently implemented constitutional and legal provisions regarding gender mainstreaming and diversity. During 2021, from the British project "Strengthening the justice system" a study was conducted based on gender diversity in the prosecutorial system and which has proven that our system has advanced in this regard by having no gender-based barriers to recruitment or promotion, both to prosecutors and the administration<sup>5</sup>. This issue will be the focus in the coming years.

After the presentation of the first cases of COVID-19 in Kosovo on March 13, 2020, the Kosovo Prosecutorial Council has taken all necessary measures to protect against this pandemic, in implementation of decisions and guidelines of the country's institutions.

Given the situation created by the COVID-19 pandemic and the challenges that have arisen as a result of it, the prosecutorial system in the coming years will focus on strengthening internal capacities and processes to create resilience to any crisis that may arise<sup>6</sup>.

The prosecutorial system has implemented policies of professional and proactive cooperation with local and international institutions in order to achieve the legal mandate. In this regard, the Council and the State Prosecutor have concluded cooperation agreements and have benefited from various projects in the course of inter-institutional cooperation, through which they have strengthened inter-institutional coordination in the implementation of the constitutional and legal mandate, with special focus on combating illegal phenomena.

<sup>5</sup> "In the last five years there is a clear trend of increasing the number of women prosecutors. While women accounted for only 37.4% of prosecutors in 2018, this trend has gradually increased to 43% in 2021."

"Regarding the administrative staff in different prosecutor's offices, the situation looks completely different. In general, men are under-represented in the ranks of administrative staff in all Kosovo prosecutions, with the exception of the Basic Prosecution in Peja."

<sup>6</sup> Government Decision no. 01/33 dated 30.08.2021 where a representative of OSCP is a member of the Committee for coordination and assessment of the situation with the pandemic COVID-19.



Local and international cooperation as well as support from partners and donors is an important pillar in strengthening the prosecutorial system and as a result we remain committed to implementing open and professional cooperation policies.

The budget requests of the prosecutorial system are planned and drafted in consultation with all prosecutions and approved by the Council which are then proposed to the Ministry of Finance and the Assembly for approval. The Council has consistently made efforts to raise budget limits given the ongoing demands for process and capacity advancement which consequently require higher budgetary resources. Despite the fact that the budget has increased, especially for 2022 the approved budget for the prosecutorial system is the highest we have had, the lack of funds in some economic categories still remains a challenge of the Council.

In order to facilitate internal procedures, the Council plans to develop and implement an electronic system for managing the budget and finances.

Budget independence remains a challenge as one of the key issues of the functioning of the prosecutorial system which must be guaranteed by the Constitution and law.

The budget of the prosecutorial system should be stable, comprehensive, managed through advanced systems and standard procedures of control and oversight of budget and financial management, including revenues from the Council and donors.

Infrastructure in the prosecutorial system still remains a challenge in some prosecutions. Ensuring adequate infrastructure is a necessary condition for ensuring efficiency and effectiveness at work. During the preliminary period, the Council has ensured the construction of facilities and has made security advancement in some of the prosecutions and processes have begun for some other prosecutions. The object of the Basic Prosecution in Mitrovica remains challenging due to the difficulties in securing the parcel given the limitations provided by the Brussels Agreement on Justice.

Security in the premises of the prosecutorial system has been advanced with human and technical resources in all prosecution offices. In the future the Council will be committed to advancing the security system



based on the needs presented and room for improvement, which includes the recruitment of internal security officers.

The Kosovo Prosecutorial Council is constantly taking steps towards reforms in the prosecutorial system in order to introduce Information Technology (IT) with special emphasis on the Case Management Information System (CMIS) in prosecution offices that will increase efficiency and transparency. One of the goals of the KPC is the full digitalization of work processes in the prosecutorial system, replacing manual work with electronic work that will affect the provision of quality, fast and accurate services, as well as the generating real-time reports.

The Prosecutorial Council is committed to engaging in advancing the status of prosecutors and administrative staff through contributing to the drafting of laws related to this issue.

## Pillar 5: Integrity, Accountability and Ethics

### Specific objectives

*Specific Objective 1:* Advancing processes and permanent control to strengthen the integrity of prosecutors

*Specific Objective 2:* Adequate implementation of the new prosecutorial performance appraisal system

*Specific Objective 3:* Strengthen the disciplinary responsibility of prosecutors

*Specific Objective 4:* Implement the principle of subordination and hierarchy

Systematic control of strengthening the integrity of prosecutors includes the reform of these processes and it is the objective of the prosecutorial system to establish permanent internal mechanisms in the future to control and verify the integrity and ethics of prosecutors.

The performance evaluation system of state prosecutors is one of the main pillars of the prosecutorial system for the professional evaluation of prosecutors. Therefore, the amendments to the sub-legal act have enabled the strengthening of the evaluation process, including numerous indicators that have highlighted the work of the State Prosecutor. As a result, performance appraisal is more substantive and adequate. In addition, the prosecutorial system will

continue to focus on the evaluation process, thus enabling continuous monitoring of this process, strengthening communication between the Performance Evaluation Commission and the Academy of Justice, better implementation of the memorandum and protocols for mandatory training and additional training as well as continuous evaluation of eventual changes of bylaws.

After the entry into force of the law on disciplinary responsibility of judges and prosecutors and the adoption of the sub-legal act, the prosecutorial system has proven professionalism by treating these cases with high priority and further strengthening the disciplinary process. The disciplinary responsibility of state prosecutors will be further strengthened by reviewing bylaws in line with legal changes, unifying practices for handling disciplinary cases and implementing an electronic system for disciplinary cases.

Whereas, as an innovation that is in parallel with the increase of accountability will be the creation of a system of permanent control of verification and ex officio permanent monitoring of integrity and ethical behavior.

## Pillar 6: Transparency in the Prosecutorial System

### Specific objectives:

*Specific Objective 1:* Transparency and communication with the public

*Specific Objective 2:* Increase public confidence in the work of State prosecutors

*Specific Objective 3:* Proactive communication

*Specific Objective 4:* Advancing cooperation with the media and civil society

Kosovo's prosecutorial system has advanced in terms of increasing transparency through strengthening human and professional capacities. The election of public relations officers in prosecutors' offices and the drafting of bylaws, which regulate the field of communication with citizens, is a tangible indication of increased transparency, by providing easier access of citizens, media and civil society to information in the prosecutorial system.

The continuous increase of transparency highlights the need to continue the activities, which represent the transparent institution. Also, the design of new communication policies is a need to increase

transparency, which means increasing credibility.

The pillar of transparency in the prosecutorial system provides objectives, which focus on the implementation of well-thought-out activities, which aim to increase transparency and trust of citizens in the prosecutorial system of Kosovo.

Strengthening internal communication for the benefit of external communication, proactive communication, increasing cooperation with the media and civil society, as well as improving coordination with other institutions of the justice system are policies envisaged to improve communication of the Kosovo prosecutorial system.

### **Monitoring the Implementation of the Strategic Plan**

Strategic Plan and Action Plan are strategic institutional documents which require commitment and will of the prosecutorial system in implementing policies and achieving the set objectives. Legislative, institutional, structural changes and in general the uncertain environment may result in the presentation of challenges and problems in the implementation of the Strategy. Timely identification of challenges and problems plays a key role in the success of the implementation of the Strategy. For this reason, the implementation will be monitored and the strategy will be evaluated on an ongoing basis.

In this regard, the Council will establish a working group to monitor the implementation of the Strategic Plan of the Prosecutorial System 2022 - 2024. Monitoring will be done on a semi-annual basis as well as on an annual basis, where reports will be drafted based on the activities presented in the Action Plan, indicators and timelines. Through these reports, in addition to the level of implementation, the challenges in implementation will be identified as well as the recommendations for overcoming them. These reports will be presented to the Council.

Whereas, at the end of the implementation of the Strategy, an ex-post evaluation will be done by a mechanism established by the Council, to analyze and evaluate whether the strategy has achieved the intended objectives. This assessment will also serve during the drafting of the new Strategy.

### **Appendix 1: Action plan**

## STRATEGIC PLAN OF THE PROSECUTORIAL SYSTEM ACTION PLAN 2022-2024

STRATEGICAL PILLAR 1 PROFESSIONALISM AND INDEPENDENCE IN THE PROSECUTORIAL SYSTEM					
Objective 1: Advancement of recruitment system for prosecutors					
No.	Activity	Responsible unit	Deadline	Indicator	
1.1.1.	Analysis of the needs for recruitment of prosecutors	KPC	January–December 2022-2024	Compiled analysis	
1.1.2.	Sublegal act review	PPRU	January–December 2022	Reviewed sub-legal act	
1.1.3.	Implementation of the application system and electronically qualification test , in the process of recruiting prosecutors	Recruitment Commission Exam administrator KPCS	January–December 2022-2024	Applied system	
Objective 2: Advancement of legislation for career development					
No.	Activity	Responsible unit	Deadline	Indicator	
1.2.1.	Analysis of the needs for transfers and recruitment of prosecutors	KPC SP PPRU	January–December 2022-2024	Drafted analysis	
1.2.2.	Development of processes for transfers and promotion based on the needs presented by the prosecutions as well as based on the assessments	Commission on transfers and recruitment of prosecutors	January - June 2022-2024 July– December	Number of processes held The number of prosecutors transferred and promoted	

1.2.3.	Increase of capacities for implementation of the new regulation for transfers and promotion	Commission on normative acts PPRU	2022-2024 January - December 2022	Induction meetings held for all prosecutors
1.2.4.	Preparation of the instruction for implementation of the regulation	Commission on normative acts PPRU	January - June 2022	Drafted Instruction
<b>Objective 3: Continuous professional development for prosecutors and personnel</b>				
1.3	<b>Objective 3: Continuous professional development for prosecutors and personnel</b>			
No.	Activity	Responsible unit	Deadline	Indicator
1.3.1.	Setting our training policies for prosecutors and supporting staff	KPC State Prosecutor PPRU HRD of KPCS	January - December 2022-2024	Drafted training policy document
1.3.2.	Monitoring the participation in trainings	PPRU	January - December 2022-2024	Compiled reports Applied Instruction of the Chief State Prosecutor
1.3.3.	Assessment of training needs and effects	KPCS PPRU	January - December 2022-2024	Compiled reports
1.3.4.	Coordination between KPC and Academy of Justice	KPC PPRU CPPE	January - December 2022-2024	Applied memorandum
1.3.5.	Cooperation between KPC ( Training Unit and Human Resources) KIPE	KPC PPRU	January - December 2022-2024	Meetings held

<b>Objective 4: Preserving independence of the prosecutorial system from external non-interference</b>				
<b>1.4 No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>1.4.1.</b>	The use of legal ways to protect prosecutorial system	KPC SP	January – December 2022-2024	Procedures to follow up as needed
<b>1.4.2.</b>	Informing the state prosecutors about the possibility of filing complaints in the mechanisms media control	KPC SP Communication Offices	January – December 2022-2024	Reach out actives realized
<b>1.4.3.</b>	Establishment of a response mechanism in cases where the independence and dignity of the prosecutorial system as a whole and of prosecutors individually are violated	KPC SP Communication Offices	January – December 2022-2024	Established mechanisms  Assigned responsible persons
<b>2</b>				
<b>STRATEGICAL PILLAR 2</b>				
<b>EFFICACY AND EFFECTIVES IN PROSECUTION OF CRIME</b>				
<b>2.1</b>	<b>Objective 1: Efficient management, supervision and continuous accountability of the work of chief prosecutors and prosecutors</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>2.1.1.</b>	Regular reporting of Chief Prosecutors in accordance with the regulation on the State Prosecutor	Chief Prosecutors of Prosecution Offices	January – December 2022-2024	Realized reporting
<b>2.1.2.</b>	Reporting of permanent and ad hoc commissions of KPC	KPC Permanent and ad hoc commissions	January – December 2022-2024	Realized reporting
<b>2.1.3.</b>	Annual performance evaluation by the superior	Chief Prosecutors	January – December 2022-2024	Annual performance evaluation forms filled by the superior

<b>2.1.4.</b>	Holding regular collegiums	Chief Prosecutors	January-December 2022-2024	Held collegiums Minutes recorded in collegiums
<b>2.1.5.</b>	OCSP prosecutors monitor each prosecution office they are in charge of	OCSP	January-December 2022-2024	Participation in collegiums
<b>2.1.6.</b>	Evaluation of dismissals of criminal reports and termination of investigations	SP	January-December 2022-2024	Evaluations done
<b>2.1.7.</b>	Activities to implement Code of Ethics	KPC Academy of Justice	January-December 2022-2024	Realized activities
<b>2.1.8.</b>	Establishing a mechanism for ethics matters of prosecutors	KPC OCSP	January-December 2022-2024	Mechanism established
<b>2.2</b>	<b>Objective 2: Increasing the seizure rate in view of the final confiscation of assets acquired through criminal offenses ( with particular emphasis on Implementation of Law on Extended Powers)</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>2.2.1.</b>	Advancing inter institutional cooperation in the field of sequestration and confiscation	SP National Coordinator	January-December 2022-2024	Meetings held
<b>2.2.2.</b>	Advancing international cooperation in the field of sequestration and confiscation	SP National Coordinator	January-December 2022-2024	MOUs signed
<b>2.2.3.</b>	Overseeing prosecutors' work in identifying the assets to be sequestrated	SP National Coordinator	January-December 2022-2024	Reports prepared
<b>2.2.4.</b>	Implementation of protocols for sequestration and confiscation	SP	January-December	Protocols implemented

		National Coordinator	2022-2024	
<b>2.2.5.</b>	Increasing number of requests to sell assets proposed for confiscation	SP National Coordinator	January- December 2022-2024	Number of requests for confiscation
<b>2.2.6.</b>	Overseeing actions of prosecutors whether they have or have not submitted requests on confiscation	SP National Coordinator	January- December 2022-2024	Reports prepared
<b>2.2.7.</b>	Holding regular meeting of National Coordinator with coordinators of Prosecution Offices for confiscation	National Coordinator Regional Coordinators	January- December 2022-2024	Meetings held
<b>2.2.8.</b>	Review of the instruction on confiscation	SP National Coordinator	January- December 2022-2024	Instruction reviewed
<b>2.3</b>	<b>Objective 3: Decreasing number of cases in the State Prosecutor in particular cases from the PPP Register</b>			
<b>No.</b>	Activity	Responsible unit	Deadline	Indicator
<b>2.3.1.</b>	Evaluation and analyses of cases with unknown committers (PPP)	SP	January - June 2022	Drafted analysis
<b>2.3.2.</b>	Drafting the instruction and recommendations for handling cases with unknown perpetrators (PPP)	SP	April- June 2022	Drafted Instruction
<b>2.3.3.</b>	Handling cases with unknown perpetrators (PPP) in coordination with Kosovo Police	SP	January - June 2022	Meetings held with Kosovo Police
<b>2.4</b>	<b>Objective 4: Cooperation with the Kosovo Police and other relevant institutions to increase efficiency in the investigation and detection of criminal offenses and the initiation of criminal cases;</b>			
<b>No.</b>	Activity	Responsible unit	Deadline	Indicator



<b>2.4.1.</b>	Increasing communication and cooperation with Kosovo Police in relation to initiation of criminal cases	SP	January-December 2022-2024	Held Meetings
<b>2.4.2.</b>	Increasing communication and cooperation relevant institutions in relation to initiation of criminal cases	SP	January-December 2022-2024	Held Meetings
<b>2.5</b>	<b>Objective 5: Increasing efficient application of alternative procedures in resolving criminal cases</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>2.5.1.</b>	Recruiting officials for mediation, who will be working with Basic Prosecutions	KPC	January-December 2022	Recruited officials
<b>2.5.2.</b>	Increasing the percentage of cases forwarded with alternative procedures	SP	January-December 2022 - 2024	Increasing the percentage of cases forwarded with alternative procedures
<b>2.5.3.</b>	Strengthening of communication through prosecution office and mediators	SP KPC	January-December 2022 - 2024	Held Meetings
<b>2.5.4.</b>	Instructions for prosecutors on the increased use of alternative case management procedures	SP	January-December 2022 - 2024	Instructions provided for prosecutors
<b>2.5.5.</b>	Systematic overseeing and regular reporting of case resolution with alternative procedures	SP	January-December 2022 - 2024	Overseeing of works Compiled reports Implemented mediation agreement
<b>2.6</b>	<b>Objective 6: Unification of work practices in the institution of the State Prosecutor</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>

<b>2.6.1.</b>	Standardization of policies in treating cases of PPP and other registers	SP Commission on Administration of Prosecution Offices	January- December 2022	Standardized policies
<b>2.6.2.</b>	Unification of forms submissions for prosecutors	SP Commission on Administration of Prosecution Offices	January- December 2022	Unified forms
<b>2.6.3.</b>	Monitoring and applying forms of submission by Prosecutors	Commission on Administration of Prosecution Offices	January- December 2022-2024	Visits in all prosecution offices
<b>2.6.4.</b>	Standardizing administrative submission with prosecutorial system	KPCS SP Administration Commission on Administration of Prosecution Offices	January- December 2022	Standardized submissions
<b>Objective 7: Strengthening of mechanisms for protection of victims of crimes</b>				
<b>2.7</b>	Activity	Responsible unit	Deadline	Indicator
<b>2.7.1.</b>	Information of victims on their rights for Compensation	SP OAAV	January- December 2022 - 2024	Notifications or brochure Table
<b>2.7.2.</b>	Keeping a safe a comfortable setting for victims of crime	SP OAAV	January- December 2022 - 2024	Keeping a safe a comfortable setting for victims of crime

<b>2.7.3.</b>	Advancing training for prosecutors and victims advocacy officials	SP KPC OAAV	January- December 2022 - 2024	Advanced trainings
<b>2.7.4.</b>	Increasing communication and coordination of prosecutors and victims advocacy officials	SP OAAV	January- December 2022 - 2024	Held Meetings
<b>2.7.5.</b>	Advancing in cooperation with relevant institutions for advocating victims and their compensation	SP KPC	January- December 2022 - 2024	Held meetings with relevant institutions
<b>2.7.6.</b>	Strengthening of OCSP mechanisms for defending of the rights of victims of crimes	KPC	January- December 2022 - 2024	Recruited staff Provided resources
<b>2.7.7.</b>	Improvement of procedures referring cases from the help line to competent institutions	OCSP OAAV	January- December 2022 - 2024	Improved and clear procedures
<b>2.7.8.</b>	Organizing awareness and informative campaigns for encouraging the use of help line for reporting criminal cases specifically those of gender-based violence	OCSP OAAV	January- December 2022 - 2024	Campaigns organized
<b>Objective 8: Increasing of efficacy in application of witness and whistleblowers program</b>				
<b>2.8</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>2.8.1.</b>	Appointing officials in charge of whistleblowing throughout all Prosecution Offices in conformity with legal acts <sup>1</sup>	KPC	January- December 2022	Officials appointed

<sup>1</sup> Regulation (QJK) - no. 03/2021 to determine the procedure for admission and handling cases of whistle blowing

<b>2.8.2.</b>	Informing staff regarding the whistleblowing procedures within the institution	KPC	January-December 2023	The staff is informed
<b>2.8.3.</b>	Advancing application of the program for witness protection	SP	January-December 2022 - 2024	The application of this program is advanced
<b>Objective 9: Solving the issue of expert and expertise</b>				
<b>2.9</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>2.9.1.</b>	Participation in working groups for legal and sublegal modifications	KPC	January-December 2022 - 2024	Participation in meetings and working groups
<b>2.9.2.</b>	Advancing of cooperation with institutions that carry out expertise	KPC SP	January-December 2022 - 2024	Held Meetings with Institute of Forensic Medicine and other ones
<b>2.9.3.</b>	Drafting the guide for unification of expertise prices for the entire prosecutorial system provided by Regulation 15/2015 on the appointment of judicial experts	KPC Commission on normative acts	January-December 2022	Drafted Instruction
<b>Objective 10: International cooperation with particular emphasis on international legal assistance in criminal matters</b>				
<b>2.10</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>2.10.1.</b>	Increasing cooperation with Ministry of Justice, Police, Courts and institutions in charge of international legal assistance in criminal matters	OCSP SP	January-December 2022 - 2024.	Reached/signed agreements
<b>2.10.2.</b>	Generation of formal reports with Prosecution offices based on mutual needs and interests	OCSP SP	January-December 2022 - 2024	Agreements or signed memoranda

<b>2.10.3.</b>	Advancing of internal system regarding the international legal assistance in criminal matters	OCSP SP	January- December 2022 - 2024	Appointing coordinators
<b>PILLAR 3</b>				
<b>SPECIALIZING PROSECUTORS AND HANDLING CRIMINAL CASES WITH PRIORITY</b>				
<b>3.1</b>	<b>Objective 1: Increase of efficiency in the fight against corruption, money laundering, economic crime, organized crime and cyber crimes</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>3.1.1.</b>	Establishing of the Unit for Corruption and Economic Crime in the Basic Prosecution of Prishtina	KPC SP	January- December 2022-2024	Necessary resources provided
<b>3.1.2.</b>	Monitoring and reporting on regular basis by Overseeing Commission for the cases of corruption and economic crimes	KPC Overseeing commission	January- December 2022-2024	Compiled reports
<b>3.1.3.</b>	Increasing of efficacy in combating "white collars" crime	SP KPC	January- December 2022-2024	Cases treated
<b>3.1.4.</b>	Increasing number of prosecutors based on needs of department that handle these criminal offense	KPC	January- December 2022-2024	Realized promotions and transfers of prosecutors
<b>3.1.5.</b>	The number of prosecutors	KPC	January- December 2022-2024	Specialized prosecutors in handling specific criminal offenses
<b>3.1.6.</b>	Strengthening of communication through prosecutors and investigative police officers	SP	January- December 2022-2024	Regular meetings held
<b>3.1.7.</b>	Regular analyses on the needs of prosecutors to handle these cases	KPC SP	January- December	Joint trainings held Compiled analysis

		PPRU Commission on Administration of Prosecution Offices	2022-2024	
3.1.8.	Drafting needed instructions	OCP	January- December 2022-2024	Drafted analysis
<b>Objective 2: Identification and increase of number of targeted cases</b>				
3.2				
No.	Activity	Responsible unit	Deadline	Indicator
3.2.1.	Strengthening of cooperation among competent authorities for detection of cases (Police, Customs, TAK, Chief Prosecutors, etc.)	SPRK	January- December 2022-2024	Meetings held
3.2.2.	Regular meetings of the Case Targeting Team	SP SPRK	January- December 2022-2024	Meetings held
<b>Objective 3: Increasing efficacy in handling cases of terrorism and trafficking in human beings</b>				
3.3				
No.	Activity	Responsible unit	Deadline	Indicator
3.3.1.	Strengthening of inter institutional and international cooperation in fighting terrorism	SP	January- December 2022-2024	Meetings held
3.3.2.	Strengthening of inter institutional and international cooperation in fighting trafficking in human beings	SP	January- December 2022-2024	Meetings held
3.3.3	Meeting and exchange of information in handling these cases	SP SPRK Coordinators in handling cases of	January- December 2022-2024	Reports for exchanging information

		trafficking in human beings		
<b>3.4 Objective 4: Increasing efficacy in handling war crimes</b>				
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>3.4.1.</b>	Analysis for the implementation of Strategy for War Crimes 2019-2021	KPC SPRK	January - June 2022	Drafted analysis
<b>3.4.2.</b>	Initiative to draft new Strategy for War Crimes based on analyses for implementations of the previous strategy	KPC SPRK	July- December 2022	Undertaken initiatives
<b>3.4.3.</b>	Further strengthening of cooperation between prosecutors and police officers that have been appointed to the regional stations	SPRK	January- December 2022-2024	Held Meetings
<b>3.4.4.</b>	Strengthening department of War Crimes	KPC SPRK	January- December 2022-2024	Supervision of the number of Prosecutors Designated or recruited staff Resources provided
<b>3.5 Objective 5: Prioritizing handling of cases of domestic violence, attacks against journalists, crimes of hate and crimes against intellectual property</b>				
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>3.5.1.</b>	Joint meetings held with relevant institutions for coordination of action in cases of domestic violence	SP Coordinators of domestic violence	January- December 2022-2024	Held Meetings

<b>3.5.2.</b>	Close cooperation between certain prosecutors as coordinators of domestic violence	Coordinators of domestic violence	January-December 2022-2024	Meetings and tables held
<b>3.5.3.</b>	Strengthening of cooperation with Association of Kosovo Journalists	KPC SP	January-December 2022-2024	Held Meetings Agreements reached
<b>3.5.4.</b>	Increase of inter institutional cooperation in handling cases against journalists	KPC	January-December 2022-2024	Coordination in handling cases
<b>4</b>	<b>PILLAR 4</b>			
<b>4.1</b>	<b>MANAGEMENT AND ADMINISTRATION IN THE PROSECUTORIAL SYSTEM</b>			
<b>4.1</b>	<b>Objective 1: Review and adaption of sublegal framework</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>4.1.1.</b>	Supplementing and amending of Regulation 05/2019 for disciplinary liability of prosecutors <i>in accordance to supplementing and amending Law on Disciplinary Liabilities</i>	KPC Commission on normative acts	January-December 2022	Approved regulation
<b>4.1.2.</b>	Analyses of the implementation of sublegal acts	KPC Commission on normative acts	January-December 2022	Drafted analysis
<b>4.1.3.</b>	Harmonization of sublegal acts among themselves and adoption to recent legal and structural modifications	KPC Commission on normative acts	January-December 2023 - 2024	Harmonized acts
<b>4.2</b>	<b>Objective 2: Reorganization of administration of the prosecutorial system</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>



<b>4.2.1.</b>	Drafting sub-legal acts	KPC Commission on normative acts	January - June 2022	Harmonized acts
<b>4.2.2.</b>	Implementation of sublegal acts	KPCS SP Administration PPRU	July- December 2022 January- December 2023 - 2024	Implemented acts Reorganized structure based on acts
<b>4.2.3.</b>	Advancing the processes of recruitment, classification, transfer, evaluation, promotion and discipline of civil servants within the prosecutorial system	KPC Commission on normative acts	January- December 2022-2024	Approved sub-legal acts
<b>Objective 3: Advancing with priority gender diversity in the prosecutorial system</b>				
<b>4.3</b>	Activity	Responsible unit	Deadline	Indicator
<b>4.3.1.</b>	Provide mandatory training on gender issues and all inclusion for all prosecutors and staff	KPC KPCS PPRU	January- December 2022 - 2024	Trainings held
<b>4.3.2.</b>	Annual evaluation of gender issues and all-inclusiveness	KPC KPCS	January- December 2022 - 2024	Evaluations realized and compiled reports
<b>4.3.3.</b>	Increasing cooperation with the Forum of women judges and prosecutors for encouraging application in high level positions	KPC	January- December 2022 - 2024	Meetings held Activities organized
<b>Objective 4: Institutional sustainability against the crises (Crisis Management)</b>				
<b>4.4</b>	Activity	Responsible unit	Deadline	Indicator
<b>4.4.1.</b>	Establishment of team for management of cases crises	KPC SP	January- December	Team established

<b>4.4.2.</b>	Compilation of contact list of key institutions for coordination in case of crises	KPC	2022-2024	Compiled list
<b>4.4.3.</b>	Planning post crises activities	KPC SP	January – December 2022-2024	Compiled activities
<b>Objective 5: Strengthening of cooperation with local and international institutions</b>				
<b>4.5</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>4.5.1.</b>	Cooperation agreements with various institutions	KPC SP	January – December 2022-2024	Reached agreements
<b>4.5.2.</b>	Discussion roundtables and various meetings in the government and non-government sector	KPC SP	January – December 2022-2024	Roundtables and meetings held
<b>4.5.3.</b>	Evaluation of needs to be supported by donors	KPC	January – December 2022-2024	Draft proposals compiled Evaluations realized
<b>4.5.4.</b>	Setting out priorities for the process of the European Integrations	KPC	January – December 2022-2024	Set priorities
<b>4.5.5.</b>	Coordinative meetings with donors	KPC	January – December 2022-2024	Held Meetings
<b>Objective 6: Budgetary and financial processes</b>				
<b>4.6</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>

<b>4.6.1.</b>	Consultation for budgetary planning with prosecution offices	KPC SP	January – December 2022-2024	Consultations realized through meeting held
<b>4.6.2.</b>	Budgetary planning based on needs and strategic orientations	KPC SP	January – December 2022-2024	Budget planned
<b>4.6.3.</b>	Engaging in setting our salaries equally for other powers, for professional and administrative staff	KPC	January – December 2022-2024	Active participation in working groups Undertaken initiatives
<b>4.6.4.</b>	Sustainable process of overseeing and control	KPC SP	January – December 2022-2024	Work reports
<b>4.6.5.</b>	Developing and implementing electronic system for managing budget and finances	KPC Commission for Budget, Finances and Personnel KPCS Responsible unit	January – December 2022-2024	Implemented system
<b>4.7</b>	<b>Objective 7: Advancing physical infrastructure and level of the security in prosecutorial system</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>4.7.1.</b>	Evaluation of needs for suitable working conditions in all prosecution offices, KPC and subordinate units	KPC Commission on Administration of Prosecution Offices KPCS Responsible unit	January – December 2022-2024	Evaluation realized

<b>4.7.2.</b>	Adequate working spaces and matching infrastructure for KPC, OCSP and SPRK	KPC KPCS KPCS Responsible unit	January – December 2022-2024	Workspace provided
<b>4.7.3.</b>	Providing inventory for Prosecutorial System	KPC KPCS Responsible unit	January – December 2022-2024	Provided inventory
<b>4.7.4.</b>	Evaluation of the security level in the premises of the prosecutorial system	KPC Commission on Administration of Prosecution Offices KPCS Responsible unit	January – December 2022-2024	Evaluation realized
<b>4.7.5.</b>	Advancing of the security system in the premises of the prosecutorial system	KPC KPCS Responsible unit	January – December 2022-2024	Advanced system
<b>4.7.6.</b>	Developing the emergency reaction plan	KPC KPCS	January – December 2022-2024	The plan is developed
<b>Objective 8: Advancing the digitalization of the work of prosecution (e-prosecution)</b>				
<b>4.8</b>	Activity	Responsible unit	Deadline	Indicator
<b>4.8.1.</b>	Advancing hardware infrastructure with IT modern equipment	Kosovo Prosecutorial Council Secretariat	January – December 2022 - 2024	Stationaries supply

<b>4.8.2.</b>	Construction of the Recovery Center	Kosovo Prosecutorial Council Secretariat	2022 - 2023	Center of Recovery
<b>4.8.3.</b>	Cooperation Agreement among KPC, KJC and donors	Kosovo Prosecutorial Council Secretariat	January - June 2022	Agreement
<b>4.8.4.</b>	Implementation of IT/CMIS - Transitional Phase	Kosovo Prosecutorial Council Secretariat	January - December 2022-2024	IT/CMIS project Transitional phase
<b>4.8.5.</b>	Developing and implementing electronic system for managing documents and meeting of the Council (e-Council)	Kosovo Prosecutorial Council Secretariat	February - December 2022	Development and implementation of system
<b>4.8.6.</b>	Advancing case management information system of cases of prosecutors	Kosovo Prosecutorial Council Secretariat	2022-2023	Advancing the system
<b>4.8.7.</b>	Equipment supply for the KPC meeting room	Kosovo Prosecutorial Council Secretariat	February - July 2022	Equipment supply
<b>4.8.8.</b>	CMIS development with the Office of the Chief State Prosecutor	Kosovo Prosecutorial Council State Prosecutor Secretariat	January - June 2022	Implementation of CMIS

<b>4.8.9.</b>	Monitoring of the use of CMIS	Kosovo Prosecutorial Council State Prosecutor Secretariat	January – December 2022	Monitoring
<b>4.8.10.</b>	Data Quality Upgrade	Kosovo Prosecutorial Council State Prosecutor Secretariat	January – December 2022 - 2023	Data quality:
<b>4.8.11.</b>	Electronic data exchange between CMIS and TAK)	Kosovo Prosecutorial Council Secretariat	2022-2023	Electronic exchange
<b>4.8.12.</b>	Development of advanced reports	Kosovo Prosecutorial Council Secretariat PPRU	2022 - 2024	Advanced reports
<b>4.8.13.</b>	Abandoning physical registers	Kosovo Prosecutorial Council State Prosecutor Secretariat	2022 - 2024	Abandoning registers
<b>4.8.14.</b>	Advancing electronic exchange of data with Court	Kosovo Prosecutorial Council State Prosecutor Secretariat	January – December 2022	Advancing the system

<b>4.8.15.</b>	Cooperation agreement for electronic exchange between KPC and Customs	Kosovo Prosecutorial Council Secretariat	September 2022	Agreement
<b>4.8.16.</b>	Implementation of electronic exchange between KPC and Customs	Kosovo Prosecutorial Council Secretariat	2023 - 2024	Implementation
<b>4.8.17.</b>	Continuous training of the Staff for the use of systems	Kosovo Prosecutorial Council State Prosecutor Secretariat	January – December 2022-2024	Staff training
<b>4.9</b>	<b>Objective 9: Advancing the status and the role of prosecutors and admin staff</b>			
<b>No.</b>	Activity	Responsible unit	Deadline	Indicator
<b>4.9.1</b>	Advancing the status of prosecutors and staff through contributing in drafting the respective laws	KPC	January – December 2022-2024	Undertaken initiatives
<b>4.9.2.</b>	Engaging to realize health insurances for prosecutors and administrative staff	KPC	January – December 2022-2024	Undertaken initiatives
	Treating with priority cases of threats against prosecutors and denigration of personality of prosecutors	KPC	January – December 2022-2024	Participation in meetings Undertaken initiatives
<b>4.9.3.</b>	Engaging in concept document for the administration	KPC	January – December 2022	Active participation and contribution in working groups

PILLAR 5 INTEGRITY, ACCOUNTABILITY AND ETHICS				
5	<b>Objective 1: Advancing of processes and permanent control for the strengthening of prosecutors integrity</b>			
5.1				
No.	Activity	Responsible unit	Deadline	Indicator
5.1.1.	Advancing the actual system for verification of integrity for prosecutor candidates	KPC	January-December 2022 - 2024	Advanced system
5.1.2.	Advancing the actual system for verification of integrity for the Chief State Prosecutor and Chief Prosecutors of Prosecutions Offices	KPC	January-December 2022 - 2024	Advanced system
5.1.3.	Empowerment of existing unit for verification	KPC	January-December 2022 - 2024	Staff recruitment
5.1.4.	Establishing of mechanism for integrity and ethics	KPC	January-December 2022 - 2024	Established mechanisms
5.2	<b>Objective 2: The adequate implementation of a new evaluation system of performance prosecutors</b>			
No.	Activity	Responsible unit	Deadline	Indicator
5.2.1.	Continuous monitoring of the process of performance evaluation	KPC Commission on Prosecutors Evaluation	January-December 2022 - 2024	Evaluation realized Compiled reports
5.2.2.	Strengthening of the communication between Commission of Performance Evaluation and Academy of Justice	KPC Commission on Prosecutors Evaluation	January-December 2022 - 2024	Implemented protocols Mutual reports



<b>5.2.3.</b>	Continuous evaluation of eventual amendments of bylaws that regulate this fields or the process in its entirety	KPC Commission on normative acts Commission for Performance Evaluation	January-December 2022 - 2024	Compiled analysis
<b>Objective 3: Strengthening the disciplinary liability for prosecutors</b>				
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>5.3.1.</b>	Continuous training for implementation of the Code of Ethics and Professional Conduct of Prosecutors	KPC AJ	January-December 2022 - 2024	Trainings realized
<b>5.3.2.</b>	Implementation of the Instruction of KPC for disciplinary procedure	KPC SP	January-December 2022 - 2024	Implemented instructions
<b>5.3.3.</b>	Functionalization of the electronic system for disciplinary cases	KPC	January-December 2022	Functionalized electronic system
<b>Objective 4: Implementation of the principle of subordination and hierarchy</b>				
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>5.4.1.</b>	Monitoring of implementation of Mandatory Instructions of OCP	OCSF	January-December 2022 - 2024	Compiled reports
<b>5.4.2.</b>	Prosecutors obligations to notify the Chief Prosecutors of Prosecution Offices and Chief State Prosecutor on	SP	January-December 2022 - 2024	Notifications realized

	cases that are related to the official position	Prosecutors and Chief Prosecutor	January-December 2022 - 2024	Coordination's realized
<b>5.4.3.</b>	Obligation of Prosecutors to coordinate with Chief Prosecutors of respective Prosecution Offices for procedural actions			
<b>6</b>	<b>PILLAR 6</b> <b>TRANSPARENCY IN PROSECUTORIAL SYSTEM</b>			
<b>6.1</b>	<b>Objective 1: Transparency and communication with public</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>6.1.1.</b>	Providing access to statistics and public documents in real-time	KPC *Official for access to public documentation	January-December 2022 - 2024	Number of replies provided
<b>6.1.2.</b>	Strengthening of internal communication	SP KPC SP	January-December 2022 - 2024	Held training Internal created platforms
<b>6.1.3.</b>	Conducting reach out campaigns	KPC SP	January-December 2022 - 2024	Plan of campaigns Held campaigns
<b>6.1.4.</b>	Advancing publication of the 24 hour report	SP	January-December 2022 - 2024	Advanced reports
<b>6.1.5.</b>	Publication of bulletins and information brochures in the prosecutorial system	KPC SP	January-December 2022 - 2024	Bulletins and brochures published

6.1.6.	Regular meetings with citizens	SP	January-December 2022 - 2024	Held Meetings
6.1.7.	Continuous redesigning and strengthening of web portal of the prosecutorial system	KPC	January-September 2022	Redesigned web portal
6.1.8.	Live broadcasting of KPC meetings in the web portal of KPC and prosecutorial system	SP	January-December 2022 - 2024	Broadcasting Meetings
<b>Objective 2: Increase of public confidence in the work of the State Prosecutor</b>				
6.2	Activity	Responsible unit	Deadline	Indicator
6.2.1.	More frequent presence of heads of prosecutorial system in media	KPC	January-December 2022 - 2024	Presence in media
6.2.2.	Regular appearance of communication officials in media	SP	January-December 2022 - 2024	Number of appearances
6.2.3.	Organization of conferences for media for the cases of high interest for the public (searches, sequestrations, filing indictments, etc.)	KPC SP Communication Officials SP	January-December 2022 - 2024	Press conferences realized
<b>Objective 3: Proactive communication</b>				
6.3	Activity	Responsible unit	Deadline	Indicator
6.3.1.	Presence of prosecutorial system in social media	SP	January-December 2022 - 2024	Opening social media

<b>6.3.2.</b>	Action and reaction on time	KPC SP	January- December 2022 - 2024	Number of notifications, press releases, reactions, etc.
<b>6.3.3.</b>	Unification of standards of communication in prosecutorial system	KPC SP	January - March 2022	Prepared product
<b>6.3.4.</b>	Advancing of regular information of Chief prosecutors and prosecutors related to daily stories	SP	January- December 2022 - 2024	Monitoring media
<b>6.3.5.</b>	Advancing of communication with other law enforcement institutions	KPC SP	January- December 2022 - 2024	Realized activities
<b>6.4</b>	<b>Objective 4: Advancing the cooperation with media and civil society</b>			
<b>No.</b>	<b>Activity</b>	<b>Responsible unit</b>	<b>Deadline</b>	<b>Indicator</b>
<b>6.4.1.</b>	Meetings and the cooperation with media and civil society	KPC SP	January- December 2022 - 2024	Number of meetings and workshops held
<b>6.4.2.</b>	Drafting the guidelines in the field of communication	KPC	January- December 2022 - 2024	Drafted analysis
<b>6.4.3.</b>	Joint Investigations with interest for the prosecutorial system	KPC SP Partners	January- December 2022 - 2024	Number of surveys and investigations



