



REPUBLIKA E KOSOVËS / REPUBLIKA KOSOVA / REPUBLIC OF KOSOVO

STRATEGIC PLAN FOR THE IMPROVEMENT OF ACCESS TO JUSTICE

2022-2025

EFFICIENCY AND PRIORITIZATION OF CASES WITHIN THE JUDICIAL SYSTEM

I. Introduction

The disposal of cases within a reasonable time limit as set forth by applicable legislation and the international instruments in force, as well as the reduction of cases are amongst the most critical issues faced by the judiciary of Kosovo. The purpose of this Strategic Plan is to present a general strategic vision for addressing and resolving cases that are of priority, including cases remanded to trial, cases of high priority pursuant to relevant legislation, cases received by the courts, the proceeding of which has yet to begin, as well as other cases which require swifter action, which are present in the courts of Kosovo. An efficient judicial system must ensure equal legal protection of citizens in a lawful manner, resolution of disputes in accordance with the principles of fair trial within a reasonable time, in due respect for fundamental human rights and freedoms.

The aim of this Strategic Plan is to establish a practical approach, with a view of addressing the issue of reducing or resolving the cases which have been subject to longer wait, but also cases, the nature of which render them a priority, to be enacted by the following institutions:

1. Judicial Council of Kosovo - The Council shall ensure the development of general policies, provide internal and external support for the implementation of the Plan, activities deriving therefrom, and shall ensure quarterly monitoring of the implementation of this plan.
2. Secretariat of the Judicial Council of Kosovo - The Secretariat shall provide operational, budgetary, technical, administrative and logistical support for the implementation of the Plan, as well as the activities related to it.
3. Courts of Kosovo - The Court Presidents shall ensure the day-to-day judicial and managerial supervision in the implementation of the Plan, as well as draw up quarterly reports on the implementation of the Plan, in a uniform format drawn up by KJCS.

In order for the Plan to be implementable, each institution must acknowledge, as the law provides, ensure and commit to the interdependence that each institution has towards others. Collaborative work, regular and coherent communication, as well as the preparation of reports for cooperation and coordination, are of critical importance for the success of this Plan.

II. Objectives of the Strategic Plan for the efficiency and prioritization of cases

Within the framework of the **Strategic Plan for the efficiency and prioritization of cases**, the following objectives have been defined:

- 1. Improved effectiveness and efficiency in disposing cases** - aiming to increase the effectiveness of courts in resolving cases in a quantitative point of view, in due monitoring of the CEPEJ disposal rates, as well as to increase efficiency in handling such cases, reducing, as much as possible, the time required for resolving cases by the courts, monitoring the average timeline of case resolution, with statistical reports and tabular reports (Dashboards) in CMIS.
- 2. Strengthen the capacities of the judiciary in handling large numbers of cases falling under the framework of high-priority cases** - aiming to strengthen the capacities of the judiciary in the uniform application of legislation, assuring legal certainty for all procedural parties. This objective shall be attained by the Judicial Council of Kosovo, in cooperation with the Court Presidents and the Justice Academy, and other relevant stakeholders.
- 3. Ensuring fair judicial proceedings** – aiming at due respect for fair trial standards, duly observing the rights of all parties and ensuring the impartiality and independence of the judiciary, as well as standards of trial in a reasonable time, monitoring the timeline of pending cases, with statistical reports and tabular reports (Dashboards) in CMIS.
- 4. Establish criteria for prioritizing cases of a specific nature** - in due consideration of specific nature of cases in the criminal justice field, with special emphasis on the cases risking statutory limitations, cases of organized crime, corruption, cases which may involve vulnerable victims, as well as in the civil law field, with special emphasis on statutory cases, industrial property, cases involving disputes of a social nature, enforcement proceedings involving alimony and child custody, including cases under retrial from all legal categories.

III. Purpose of the Strategic Plan for the efficiency and prioritization of cases

The overall purpose of this Plan is to improve efficiency in the handling and clearance of cases pending for more than 24 months, and cases set as a priority by law, which are pending before court proceedings in the courts of Kosovo. An additional aim is to prioritize actions and increase efficiency in the handling of cases. It is important for the judges to weigh their jurisdiction immediately upon receipt of cases in all the above-mentioned areas, and in case they find no

jurisdiction over such cases, take prompt actions to declare their lack of jurisdiction. When the judges fail to take such actions in the early stages, the timelines for such cases start counting from the date of their receipt, but may also fall under other categories, and be assigned priorities as set forth by the present Strategic Plan, but also by the Action Plan for the implementation of this Strategy, Appendix I, which is an integral part of this Strategic Plan

The Action Plan deriving from the present Strategic Plan sets forth the classification of priority cases. The Strategic Plan for the efficiency and prioritization of the cases also includes statistics on the cases that remain pending within the judicial system of the Republic of Kosovo, including the statistics at all court instances.

Specific objectives of the Strategic Plan for the efficiency and prioritization of cases

Strategic Objective 1 - The Kosovo judiciary shall operationalize the mechanisms that govern the policies, activities and administration of the courts. Therefore, each court and KJC shall improve coordination and communication under the legal procedures and acts adopted by the Council, as pertains the case numbers and the workload in each court.

Strategic Objective 2 - The judiciary must have accurate data on the total number of cases pending before all Kosovo courts, and the judges to whom such cases are assigned. Records on the categories of cases and the average timelines of cases must be available for all cases in Kosovo, for cases in each court and for cases assigned to each judge. Automation of reporting through the CMIS is essential to ensure transparency and increase public confidence.

Strategic Objective 3 – The KJC, in cooperation with the courts, shall set forth the standards for the reasonable time for case handling in the main categories of cases, in due consideration of the international standards for the prompt and just resolution of cases, the applicable legislation in Kosovo regarding priority cases and the needs of the litigants.

Strategic Objective 4 - KJC shall establish strategic and operational collaboration with relevant institutions, international donors and other involved organizations with a view of increasing the efficiency and effectiveness of proceedings, which should result in shorter terms and lower costs in terms of notices, information sharing and resolution of pending cases. Simultaneously, KJC shall seek support from international partners to assist the judiciary with specific projects, in order to attain the objectives set forth by this Strategic Plan.

Strategic Objective 5 – KJC shall develop policies to allocate resources and budgets on the basis of needs assessments. In this objective, all the initiatives and activities planned to address the cases under this strategic plan shall also include the budgetary implications.

Strategic Objective 6 - The Kosovo courts shall be provided with adequate resources for the implementation of this Strategic Plan, including the preparation, dissemination and updating of periodic reports regarding the handling of pending cases, as set forth by the Action Plan.

Strategic Objective 7 - KJC, in coordination with the courts, shall establish clearance rates for the cases, in due account of the international standards for the prompt and just resolution of all cases, in due observation of priority cases.

Strategic Objective 8 - KJC shall develop secondary legislation and other policies related to the performance assessment of the courts regarding the implementation of this plan, including the revision of secondary legislation on performance assessment for judges, on the clearance rates, on the organization and activity of courts, as well as other acts that affect the implementation and achievement of the objectives of this Strategic Plan.

Strategic Objective 9 - KJC shall coordinate all activities with local and international stakeholders that are involved in developing the professional capacities of judges, to attain appropriate plans for training judges, for them in turn to achieve the objectives of this Strategic Plan.

Strategic Objective 10 – KJC and the courts shall ensure a sufficient number of judges assigned to departments, in the most efficient and effective manner, in accordance with legislation, to handle court cases, as well as a sufficient number of support staff for judges.

Identifying the current situation in each court

The Kosovo Judicial Council has compiled a full analysis of the number of pending cases in each court - See Annex II of the annual Statistical Analysis of the KJC (2019, 2020 and 2021), which is an integral part of this Strategic Plan.

The KJC/Court Presidents shall be required to compile detailed reports, with the records identifying the number of pending cases in each court, with the following specifications, within sixty (60) days upon the adoption of the Strategic Plan and the Action Plan:

- The number of cases pending for more than 24 months, as well as the nature of such cases;
- The number of cases remanded for retrial, as well as the nature of such cases;
- The number of cases in which the statute of limitations shall apply in the next 6 months, as well as the nature of such cases;
- Workload in cases for each judge, as well as the nature of such cases;
- Workload in cases pending for more than 24 months for each judge, as well as the nature of such cases;
- Workload in cases remanded to each judge for retrial, as well as the nature of such cases;
- Workload in cases assigned each judge, cases in which the statute of limitations will apply within 6 months, and the nature of such cases;
- Workload for each judge in cases which are a priority due to their nature, as well as the nature of such cases;
- Workload of each court in cases in executive proceedings upon a final decision.

In preparing such reports and submission to the KJC, the Court presidents shall be supported by the Departments and Branch Supervisors who are responsible for the preparation of reports within

such departments and branches, as well as by the administration of the courts and the court branches. It is necessary to continuously monitor the condition of pending cases before courts, which are listed as above, and in the case of reporting by the Court presidents, to cover the cases depending on the reporting period, considering that the reports on the implementation of the Strategic Plan will be periodic, and aim to ensure permanent monitoring of the process of efficiency and prioritization.

IV. Measures/actions to implement the Strategic Plan for the efficiency and prioritization of cases

In order to prepare the specific actions necessary for the attainment of the objectives related to the reduction of caseload, within the framework of the Strategic Plan, there are measures to be undertaken:

1. The Kosovo Judicial Council is required to undertake the following measures:

- Decide on the dissemination and balancing of cases before all courts, such as those pending for more than two (2) years, and priority cases as addressed both in the Strategic Plan and the Action Plan;
- Decide on the transfer of judges between courts to achieve the implementation of the objectives and goals of this Strategic Plan;
- Adopt a plan for the reassignment of cases by the Court presidents;
- Prepare and sign memoranda of understanding with the Kosovo Prosecutorial Council, and other stakeholders involved in the implementation of the Action Plan;
- Issue other acts/decisions contributing to the implementation of this Strategic Plan;
- KJC shall require the relevant Commissions to oversee the implementation of the Action Plan for the efficiency and prioritization of cases. The relevant commissions shall prepare detailed reports and recommendations for the Council, thereby proposing specific measures to ensure the attainment of the objectives, as well as to address the challenges identified during the monitoring of the implementation of the Strategic Plan and the Action Plan.
- The KJC shall require the Court Administration Commission to oversee the implementation of the Action Plan for efficiency and prioritization of cases. The Court Administration Commission shall report regularly to the KJC Chair and the Chairs of the KJC permanent committees on the monitoring of the implementation of the plan, on how to refer specific issues to other commissions as necessary, or according to the instructions of the KJC Chair or the KJC as a whole, in KJC meetings.
- KJK to sign a special memorandum with the general Kosovo Police Director General on support to the Courts, focusing on: Identification of the addresses of the parties, and the delivery of summons upon such identification, as well as the prompt execution of Court orders by the police, and as an outcome of such memorandum, focal points would be assigned by the Police and Basic Courts.

2. Court Presidents shall be required to undertake the following measures:

- Case assignment within the courts pursuant to the acts/decisions adopted by the Judicial Council, and submission of reports on the assignment of cases;
- Obtain and analyze monthly data from judges regarding the handling of cases, especially for priority cases and those pending in proceedings for more than 24 months;
- Notification of the KJC, through the Courts Administration Commission, on the changes to policies, regulations and legislation required for the implementation of this Strategic Plan.
- In conjunction with the Court Administrators, provide support by prioritizing the assignment of the administrative staff to the judges who receive cases pending for more than two years, and priority cases;
- Notification of KJC Commissions regarding the need for any specific measure to achieve the objectives of the Strategic Plan and the Action Plan.
- Notification of the Judicial Council on the implementation of disciplinary procedures in cases when judges fail to undertake the measures as required by the Council, the Court President, or the measures arising from the Action Plan, for handling cases pending for longer than twenty-four (24) months or priority cases.
- In cases of failing hearings due to negligence or failure of judges, or panel members, to exercise their duties in the cases assigned to them, the Court Presidents shall be required to file motions to initiate disciplinary proceedings against those failing such hearings without proper cause.
- In cases of failing hearings due to the absence of the litigants, the Court Presidents would require reports from assigned judges on the actions taken, such as court orders to secure the presence of parties, or fines imposed, or motions to managing bodies to initiate disciplinary proceedings, and in such cases of judges failing to undertake action, the Court President would file motion to initiate disciplinary proceedings against such judges.
- Notification of the KJC, through the Court Administration Commission, on the actions taken by the Court President to improve the performance of judges in implementing the activities of the Strategic Plan, and to improve efficiency in case management, including advising judges on more efficient proceedings, mentoring, training and referral of judges for disciplinary procedures.
- The vice president of the court, supervising judges and heads of departments shall cooperate with the Court presidents in the exercise of the responsibilities of the Court presidents, in terms of enforcing this plan.

3. Court administrators, through the direct staff supervisors, shall be required to undertake the following measures:

Upon assignment of cases pending for more than 24 months, and cases prioritized by court presidents to judges, the Court Administrator or direct staff supervisors shall take the following actions:

- Draw up a plan for administration staff assignment and support, giving priority to the judges who are in charge of the cases as per the strategy.
- Re-assign court clerks to specific areas, to cover the areas of service of summonses for cases handled under the strategy.
- Notify IT officials and logistics officials at each Court, to ensure that in any case when a court hearing is held in cases under this present strategy, they would take any necessary action to support the judges, to ensure all conditions are met, and such hearings are held without any hindrances.
- In any case when the summonses are delivered by mail, the Court Administrators shall appoint officers of the court to ensure that within 48 hours upon delivery of such summons to the post office, confirmations are obtained from the post office confirmation of successful delivery of summonses, and to notify the Court Administrator on any failure to deliver such summonses (within the same day).
- In cooperation with the judge ordering summonses, the Court Administrator shall ensure prompt notification of the police in the Court region, to ensure localization and delivery of such summonses to the parties involved. The police must take action under the timelines set forth in a Memorandum of Understanding signed between the KJC Chair and the Police Director General.

Through the direct staff supervisors, and in cooperation with the staff, the Administrator shall organize all such actions with assistant administrators in court branches, and any failure to undertake such measures by direct staff supervisors and assistant administrators shall incur disciplinary liability even for the administrator, for negligence of professional duties, unless duly proven that the Administrator has clearly and in reasonable time instructed the assistant administrator on the measures to be taken in the relevant branch.

V. Reporting on implementation of the Strategic Plan for the efficiency and prioritization of cases

1. Reporting by the Court Presidents

Court presidents shall be required to report to the Kosovo Judicial Council on quarterly basis on the cases pending for more than twenty four (24) months and priority cases, pursuant to the Strategic Plan and Action plan.

Such Reports shall include:

- Specific actions taken in each case within the court;

- The number of disposed cases amongst those identified as pending for more than twenty-four (24) months;
- The number of disposed cases from those identified as a priority.
- Any action taken to initiate disciplinary proceedings, defined as measures taken by the Court president.

The Kosovo Judicial Council may require detailed reports regarding any case or nature of such cases as stipulated with the Strategic Plan and the Action Plan.

2. Reporting by the Court Administrators:

Court Administrators shall be required to report to the Court Administration Commission on monthly basis, and such reports shall include:

- The workload in cases as stipulated by the strategy for each judge,
- Reassignment of any case from a judge to another, or to another court for any reason,
- Administration officials who are assigned to support a judge assigned the cases as required by the strategy,
- Exact number of hearings held in the cases as stipulated by the strategy, and the number of failed hearings,
- The reasons for failure of hearings?

In case of failure of hearings due to failure to deliver summonses, or failure to assign support staff, the Administrator shall be required to file a motion to initiate disciplinary proceedings against any faulty officer. In case the Police fails to exercise its duties as per the Memoranda signed between the institutions, the Administrator shall be required to notify the ranking police supervisors to initiate relevant disciplinary proceedings.

In cases of failure of hearings due to negligence or failure to exercise duties by the administrator, the Chair of the Justice Administration Commission shall be required to file motion to initiate proceedings against the Administrator.

3. Reporting of judges assigned the cases for efficiency, and priority cases:

Judges who are assigned cases pending for more than 24 months, or cases identified as priority cases, upon such assignment of cases, shall initially verify whether there are hindrances to adjudication of such cases, and promptly notify the President of such hindrances to the trial, thereby promptly filing also a motion for recusal.

The judges shall maintain permanent contacts with the court presidents, administrators and other administrative staff, in order to process cases for efficiency and priority cases.

Judges who are assigned cases pending for more than 24 months and priority cases shall report on monthly basis to court presidents on the status of cases pending for more than 24 months and

priority cases, including information on hindrances preventing the clearance of cases, and specific actions taken to ensure timely resolution.

When assigned cases pending for more than 24 months and priority cases, which may be pending for more than 24 months or not, judges shall assign priority to cases identified as priority cases, and only after, handle cases that may be pending for more than 24 months.

If the case pertains to a category with multiple qualifications of priority, (e.g. Case involving corruption, but also risking the statute of limitations, the priority is assigned to the statute of limitations).

Failure by a judge to undertake such actions in the resolution of cases shall constitute an offense of negligence at work, which shall constitute grounds for the initiation of disciplinary proceedings.

VI. Indicators for the Implementation of the Strategic Plan

The Kosovo Judicial Council hereby states that all cases filed with the Kosovo courts must be handled and resolved in a fair and timely manner. This Strategic Plan focuses particularly on improving efficiency in handling priority cases and cases pending for more than 24 months.

The high priority activities/actions which must be undertaken for the implementation of the action plan for the efficiency of the resolution of cases, include the areas noted below;

1. Activities/actions in the area of Criminal law,

1.1 Disposal of cases risking statutory limitation in the next six (6) months. In terms of cases in the area of criminal law - which risk the statutory limitation, the judges must ensure disposal in the shortest possible time, thereby ensuring that the hearings are held within a certain period of time and continue until final resolution, and failure to handle cases risking statutory limitation does affect the reputation of the justice system on the one hand, and on the other hand, it also affects the confidence of citizens and litigants in the justice system.

1.2 Treatment of criminal cases remanded for retrial. In terms of criminal cases remanded for retrial, though there is no specific legal deadline with the Criminal Procedure Code, such cases must be taken into the workflow no later than 30 days upon receipt of such ruling by a higher instance court which requires a retrial, thereby ensuring that necessary hearings are held within a certain period of time, and are continuous until the case is resolved. One of the action priorities of all the courts of the Republic of Kosovo is the trial in a reasonable time, as provided by the legislation of the Republic of Kosovo, as well as the international instruments incorporated into domestic legislation.

1.3 Handling of criminal cases involving organized crime and corruption - cases of special interest. As for criminal cases involving organized crime and corruption, such cases must be handled with high priority by each court, with a view of improving the efficiency and

effectiveness of the judiciary on the one hand, and resolving cases of nature in due observation of international standards of trial in a reasonable time, which would contribute to a more positive image of the judiciary vis-a-vis local and international institutions involved in the activities of the judiciary, on the other hand. The following indicators will be used in monitoring this activity: Average term of case clearance, and average duration of pending cases, with statistical reports and tabular statements (Dashboards) in CMIS.

1.4 Treatment of criminal cases of domestic violence . In terms of criminal cases involving domestic violence, the judges shall ensure their processing within short terms, making sure that the hearings are held within a certain period of time, and be contiguous until a final resolution of the cases. Failure to process the cases of such nature brings about negative impact even within the involved family, and to the society as a whole, and the consequences are irreparable. The number of cases of this nature is continuously increasing and it is imperative that their treatment be in a reasonable time and with priority.

1.5 Handling cases where the victims are vulnerable persons. In terms of criminal cases involving vulnerable victims, the judges shall ensure their processing within short terms, making sure that the hearings are held within a certain period of time, and be contiguous until a final resolution of the cases. Within this range, a significant number of victims are included, as defined by the Criminal Code of the Republic of Kosovo, however, there has been a recently increasing trend of criminal offenses perpetrated against this category of people, including persons with disabilities, the LGBT community and journalists, and it is imperative that their treatment be in a reasonable time and with priority.

1.6 Handling criminal cases pending for more than two years . In terms of criminal cases pending for more than two years, judges in all courts must observe reasonable time limits for handling such case, due to the fact that this adversely affects the public trust on the judiciary system, it adversely affects the standing of the Republic of Kosovo itself in the eyes of international mechanisms involving in monitoring and reporting on the activities of the judiciary. Likewise, failure to process the cases in due time may also bring about an increase in the commission of such criminal offenses, as well as bring result in statutory limitations in criminal proceedings, in which case disciplinary proceedings may be initiated against judges. The following indicators will be used in monitoring this activity: The following indicators will be used to monitor this activity: percentage of cases pending for more than 2 years (24-30 months; 30-36 months; more than 36 months).

1.7 Handling of res judicata cases pending execution/enforcement. In terms of criminal cases finalized by res judicata rulings pending execution/enforcement, Court Presidents, the Supervisory Judges and the Court Administrators must ensure that such cases which are final and executive upon a court ruling are enforced without delay and efficiently, since failure to

timely enforce res judicata cases does contribute to higher criminality rates on the one hand, while on the other hand, it financially incurs damages the Budget of the Republic of Kosovo, especially in cases involving imposed fines and complementary sentences - including asset confiscation. Court Presidents and Supervisory Judges must ensure mechanisms to improve the efficiency in the enforcement of such rulings, and to exercise permanent diligence in ensure effectiveness in such enforcement.

2. Activities/actions in the area of Juvenile Justice

2.1. *Handling of criminal cases involving minors remanded for retrial* - In terms of juvenile cases remanded for retrial, though there is no specific legal deadline with the Criminal Procedure Code, such cases must be taken into the workflow no later than 8 days upon receipt of such ruling by a higher instance court which requires a retrial, thereby ensuring that necessary hearings are held within a certain period of time, and are continuous until the case is resolved. One of the principles set forth by the Juvenile Justice Code is that the proceedings involving minors are of an urgent nature, and must be proceeded in due care for the best interests and well-being of the minors. One of the action priorities of all the courts of the Republic of Kosovo is the trial in a reasonable time, as provided by the legislation of the Republic of Kosovo, as well as the international instruments incorporated into domestic legislation, and specifically in cases involving minors.

2.2. *Handling of criminal cases involving sexual integrity*. In terms of criminal cases of this nature, the judges shall ensure their processing within short terms, making sure that the hearings are held within a certain period of time, and be contiguous until a final resolution of the cases. Within this range, a significant number of victims are included, as stipulated by the Juvenile Justice Code, however, there is a recently increasing trend of criminal offenses of this category, and this negatively affects the future of involved minors, both in terms of education and personality development, as well the family itself and social aspects, therefore priority treatment of these offenses is necessary in each court.

2.3. *Treatment of criminal cases involving narcotics*. In terms of criminal cases of this nature, the judges shall ensure their processing within short terms, making sure that the hearings are held within a certain period of time, and be contiguous until a final resolution of the cases. One of the action priorities of all the courts of the Republic of Kosovo is the trial in a reasonable time, as provided by the legislation of the Republic of Kosovo, as well as the international instruments incorporated into domestic legislation, and specifically in cases involving minors, since the consequences of criminal offenses of this nature are irreparable for the juveniles involved, their families, and the entire society.

2.4. *Handling of criminal cases against life and body*. In terms of criminal cases of this nature, the judges shall ensure their processing within short terms, making sure that the hearings are

held within a certain period of time, and be contiguous until a final resolution of the cases. One of the action priorities of all the courts of the Republic of Kosovo is the trial in a reasonable time, as provided by the legislation of the Republic of Kosovo, as well as the international instruments incorporated into domestic legislation, and specifically in cases involving minors, since the consequences of criminal offenses of this nature are irreparable for the juveniles involved, their families, and the entire society.

3. Activities/actions in the area of minor offenses

3.1. *Handling of minor offense cases remanded for retrial* - In terms of minor offense cases remanded for retrial, such cases must be taken into the workflow no later than 15 days upon receipt of such ruling by a higher instance court which requires a retrial, thereby ensuring that necessary hearings are held within a certain period of time, and are continuous until the case is resolved. One of the action priorities of all the courts of the Republic of Kosovo is the trial in a reasonable time, as provided by the legislation of the Republic of Kosovo, as well as the international instruments incorporated into domestic legislation, and specifically in cases involving minor offenses.

3.2. Treatment of minor offense cases - protection of public order and peace and the environment. In terms of minor offense cases of this nature, the judges shall ensure their processing within short terms, making sure that the hearings are held within a certain period of time, and be contiguous until a final resolution of the cases. Within this range, a considerable number of cases are included, and it is important for such cases to be processed with priority, considering the vital importance that public order and peace, our surroundings and our living environment have for citizens.

4. Activities/actions in the area of civil law:

4.1. *Handling of civil cases remanded for retrial.* In terms of civil cases remanded for retrial, the Contested Procedure Law provides that such cases must be taken into the workflow no later than 30 days upon receipt of a higher instance court ruling requiring retrial, thereby ensuring that hearings are held within a reasonable period of time, and be continuous until a final resolution of such cases. One of the action priorities of all the courts of the Republic of Kosovo is the trial in a reasonable time as provided by the legislation of the Republic of Kosovo, as well as the international instruments incorporated into domestic legislation, while remanded cases must be processed on the basis of their filing years, their longevity, or the date of filing suit, in due consideration also of the nature of disputes.

4.2. Handling civil cases pending for more than two years. In terms of civil cases pending for more than two years, judges in all courts must observe reasonable time limits for handling such cases, due to the fact that this adversely affects the public trust on the judiciary system, it adversely affects the standing of the Republic of Kosovo itself in the eyes of international mechanisms involving in monitoring and reporting on the judiciary. Also, one consequence of failure to timely resolve the cases may be hindering socio-economic development and the creation of preconditions for an overall development in the Republic of Kosovo.

4.3. Handling of civil cases of domestic violence In terms of the civil cases involving domestic violence, the judges ensure their handling within a short term, thereby also ensuring that protective orders, as well as emergency protective orders, are issued within the legal deadlines as stipulated by the relevant Law on protection against domestic violence. Failure to process the cases of such nature brings about negative impact even within the involved family, and to the society as a whole, and the consequences are irreparable. The number of cases of this nature is continuously increasing and it is imperative that their treatment be in a reasonable time and with high priority.

4.4. Handling of civil law cases in the statutory category (divorce, child custody, visitation rights, alimony). In cases of this nature, judges should ensure timely processing due to the sensitivity of these cases. Failure to process the cases of such nature brings about negative impact even within the involved family, impact on the education and well-being of the children, but also to the society as a whole, and the consequences are irreparable. The number of cases of this nature is continuously increasing and it is imperative that their treatment be in a reasonable time and with high priority.

4.5. Handling of civil cases - Annulment and reinstatement of the capacity to act, placement and maintenance of the mentally ill in health care institutions, continuation and termination of parental rights, removal and reinstatement of parental rights, permissions to enter wedlock, compensation for expropriated property - In the cases of this nature, judges must ensure handling within the time limits set by law, due to the sensitivity of these cases. Failure to timely handle such cases may cause eventual issues in the establishment or dissolution of legal relationships between persons involved in court proceedings, and may cause difficulties and consequences in legal relationships and beyond.

4.6. Handling civil cases - ascertainment of paternity or maternity. In cases of this nature, judges should ensure timely processing due to the sensitivity of these cases. Ascertainment of paternity or maternity affects the well-being and continuous education of children, the best interests for the best possible development of children both in emotional and physical terms, therefore legal protection is required by ensuring a priority resolution of such cases pending before all courts of the Republic of Kosovo.

5. Activities/actions in the area of commercial disputes

5.1. Handling of commercial cases remanded for retrial. In terms of commercial cases remanded for retrial, the Contested Procedure Law provides that such cases must be taken into the court workflow no later than 30 days upon receipt of a higher instance court ruling requiring retrial, thereby ensuring that hearings are held within timely deadlines, and for such proceedings to regularly continue until final resolution of the cases. Considering the relevance of commercial cases for the sustainable economic development of the country, and in ensuring conducive conditions for strategic investments, it is imperative that cases of this nature be treated with priority and within a reasonable time frame.

5.2. Handling of commercial cases pending for more than two years. In terms of commercial cases pending for more than two years, judges in all courts must observe reasonable time limits for handling such cases, due to the fact that this adversely affects the standing of the Republic of Kosovo itself in the eyes of foreign and domestic investors. Also, one consequence of failure to timely resolve the cases may be hindering socio-economic development and the creation of conducive conditions for an overall development in the Republic of Kosovo.

5.3. Handling of commercial cases - industrial property (trademarks, patents, design, geographical indications and copyrights). In terms of the commercial cases involving industrial property, this is one of the most important areas for the development and innovation in all world economies, including the Republic of Kosovo, which has aligned its legislation in terms of international instruments which provide on this area of law. Generally, this area is quite novel in terms of Kosovo legislation, and therefore, priority treatment is required in processing these cases, considering the relevance of this area as also addressed in contractual relations between the EU and the Republic of Kosovo, namely in the Stabilization and Association Agreement, and therefore, handling of cases of this nature is among the priorities of the relevant court, which exercises its jurisdiction in handling cases of this nature.

6. Activities/actions in the area of administrative law

6.1. Handling of administrative cases remanded for retrial. In terms of administrative cases remanded for retrial, it is necessary to take urgent actions, thereby ensuring that the hearings are held within a certain period of time, and regularly continue until a final resolution of the cases. Considering the relevance of administrative cases in addressing the claims of relevant parties, including natural and legal persons, in their enjoyment of rights against state administration bodies, public and private entities, it is necessary that cases of this nature be treated with priority.

6.2. Handling administrative cases pending for more than two years. In terms of administrative cases pending for more than two years, it is necessary to take immediate action, thereby ensuring that hearings are held within a short period of time, and regularly continue until a final resolution of the cases. Considering the relevance of administrative cases in addressing the claims of relevant parties, including natural and legal persons, in their enjoyment of rights against state administration bodies, public and private entities, it is necessary that cases of this nature be treated with priority and within reasonable time limits.

6.3. Handling of administrative cases - social matters. In terms of administrative cases - social matters, it is necessary to take immediate actions, thereby ensuring that the hearings are held within a certain time period, and to regularly continue until a final resolution of the cases. Considering the relevance of the administrative cases in addressing claims of the parties involving social matters, and due to the sensitivity of the parties, but also the claims they file, the Court must assign priority to cases of such nature, and dispose of the cases within a reasonable time frame.

6.4. Handling of administrative cases - civil registry matters. In terms of administrative cases - civil registry matters, it is necessary to take immediate actions, thereby ensuring that the hearings are held within a certain time period, and to regularly continue until a final resolution of the cases. Considering the relevance of the civil registry cases in terms of personal, statutory and citizenship documents, due to the sensitivity of the parties, but also the claims they file, the Court must assign priority to cases of such nature, and dispose of the cases within a reasonable time frame.

6.5. Handling of administrative cases - civil servant matters. In terms of administrative cases - civil servant matters, it is necessary to take immediate actions, thereby ensuring that the hearings are held within a certain time period, and to regularly continue until a final resolution of the cases. Considering the relevance of the civil servant cases in terms of handling their claims involving employment matters, and their rights deriving from the employment status, including promotion, pay or eventual disciplinary measures imposed upon them, the Court must assign priority to cases of such nature, and dispose of the cases within a reasonable time frame.

7. Activities/actions in the area of executive procedure

7.1. Handling of cases in executive procedure - remanded for retrial - in terms of executive/enforcement cases remanded for retrial, it is necessary to take urgent actions, thereby ensuring that the hearings are held within a certain period of time, and regularly continue until a final resolution of the cases. Considering the relevance of executive procedure cases in addressing the claims of relevant parties, including natural and legal persons, in their enjoyment of rights related to enforcement of judicial acts and other final rulings, it is necessary

that cases of this nature be treated with priority. The importance of enforcement of court rulings is large in any judicial system, and it is among the important priorities also stipulated by the relevant law on enforcement/execution.

7.2. Handling cases pending for more than two years in enforcement/executive procedure. In terms of executive/enforcement cases pending for more than two years, it is necessary to take immediate action, thereby ensuring that hearings are held within a short period of time, and regularly continue until a final resolution of the cases. Considering the relevance of executive/enforcement cases in addressing the claims of relevant parties, including natural and legal persons in the execution of court rulings and other executive titles, in their enjoyment of rights against state administration bodies, public and private entities, it is necessary that cases of this nature be treated with priority and within reasonable time limits.

7.3. Handling cases in the area of enforcement/execution - child custody, visitation rights, as well as alimony. In terms of cases of this nature, judges must ensure handling within the shortest possible time, due to the sensitivity of these cases, as well as having into consideration that these cases are scheduled by relevant legislation to be priority cases within the judiciary. Failure to process the cases of such nature brings about negative impact even within the family, impact on the education and well-being of the children, but also to the society as a whole, and it is necessary for their handling to be within reasonable time limits and high priority.

7.4. Handling of cases in the executive field - reinstatement to the working position. In terms of cases of this nature, judges must ensure handling within the shortest possible time, due to the sensitivity of these cases, as well as having into consideration that these cases are scheduled by relevant legislation to be priority cases within the judiciary. Failure to process the cases of such nature adversely affects the observance of workers' rights deriving from employment, their social well-being, and their professional advancement, and it is necessary for their handling to be within reasonable time limits and high priority.

VII. Budget

For the implementation of the Strategic Plan for the Improvement of Access to Justice 2022-2025, namely Improved Efficiency and the prioritization of cases within the judicial system, the current budget of 2022 allocated to the Judicial Council of Kosovo is in the amount of €32,183,896.00, for all lines, while the planned budget as per the 2023-2025 Medium-Term Expenditure Framework for the Kosovo Judicial Council, which stipulates 223 new vacancies for the period 2023-2025, as well as supplementary funds in other categories, including goods and services, utilities, subsidies and transfers, as well as capital expenses, as described in detail in the Medium-Term Expenditure Framework 2023-2025, including donations received from partners.

VIII. Challenges to the justice system arising from the Rule of Law Strategy 2021-2026

1. The functioning of the judiciary - a challenge that consists of the following components:

1.1 Delays in the judicial system, following actions are contemplated in this regard:

- Monitoring of efficiency, using the so-called “guidance rate, and using the CEPEJ performance indicators as incorporated in the CMIS system;
- Mechanisms for alternative dispute settlement;
- Appropriate allocation of human resources in relation to the case load.

1.2 Necessity for greater professionalism and competence, following actions are contemplated in this regard:

- The continuous training of judges mainly remains at their discretion. They must attend continuous training, in cases where they are found to have poor performance, which in practice has not happened;
- A conventional method of conducting training. Trainings are usually designed in an ex-cathedra style of classroom organization and physical presence, with limited opportunities for 'role play' or case studies;
- Inadequate criteria for the selection of trainers and mentors, which affects the quality of training.

1.3 Insufficient accountability, in which regard the following deficiencies are underlined:

- Inadequate performance appraisal - The current appraisal mechanisms have not proven to be efficient, because the current system, in most cases, produces high scores, which fails to respond to the issues of extensive duration and evident violations that occur in the administration of justice;
- Public access to court hearings, information related to specific cases and court rulings, especially indictments, are often problematic issues, and as an illustration, one may mention that most hearings are still held in judges' chambers.

2. Criminal justice - a challenge that consists of the following components:

2.1 Issues in preventing and fighting organized crime and corruption, in which regard the following deficiencies are underlined:

- The threshold for initiating investigation is rather low, and may even unduly affect the human rights, as investigations may take a long time;
- In general, investigative capacities are limited due to the limited number of police officers with expertise, and then number of prosecutors and judges with the specialization needed to comprehend particularly complex cases;
- Confiscation of assets used to commit or derived from criminal offenses also remains a key challenge. Despite the fact that a certain part of such assets is successfully seized, in most

cases, it is not confiscated by a final court ruling. For example, in 2018, only 1% of seized property ended up in confiscation, which is an alarming figure.

2.2 Issues in the execution of penal sanctions, in which regard the following deficiencies are underlined:

- There is still high preference for incarceration, including detention on remand, which incurs a major budgetary impact, while on the other hand, the number of alternative sanctions and measures imposed by the Courts is very low, about 3.1%, and they are mainly imposed on minors;
- Court rulings are also affected by the absence of pre-sentence reports, a failure of the KPS, but also by the lack of more specific guidance on weighing sentences;
- As for the execution of the sanctions, initially the four new centers are not used properly, or as much as they should be, while all the old centers are still in use, despite the fact that some do not provide suitable conditions, while in some detention centers, there are more staff members than prisoners;
- Risk assessment and needs assessment for individual planning, for each inmate, are missing. Inmate activities, such as labor, education and rehabilitation programs, fail to cover more than half of inmates.
- *Additional comment:* When discussing the challenges in the execution of penal sanctions, it would be very important to add the post-sentence phase to this order, which should be underlined as one of the problems faced by our system, because the purpose of a sentence and execution of criminal sanctions is the rehabilitation of convicted persons, and it often occurs that there are delays upon having served the sentences, namely upon the commencement of the post-sentence phase begins.

3. Access to justice - a challenge that consists of the following components:

3.1 Issues related to access to courts, in which regard the following deficiencies are underlined:

- Despite the provisions on access to justice in the Constitution and other legislation, access to justice remains challenging for the most vulnerable groups of society, such as women, children, the elderly, persons with disabilities, the LGBTI community and ethnic minority communities;
- Provision of legal aid, and especially free legal aid, remains challenging. A significant number of people in need is not provided such aid, especially in criminal proceedings, or aid provided is of poor quality. This situation mostly affects the most vulnerable groups, including women, children, victims of domestic violence and victims of sexual violence;
- The organization of the judicial system and poor infrastructure represent obstacles to access to justice. Administrative justice is a priority issue. The fact that only one Department within the Basic Court in Pristina has jurisdiction over all administrative disputes, renders,

in principle, access to justice more difficult. A fact should be added to this, that this Department does not review the merits of such disputes, thereby remanding the cases back to the review of the administrative bodies, which results in an absence of justice for the parties;

- The right to interpretation and translation, and the right to information, remain other relevant challenges regarding access to justice, while court fees represent yet another obstacle to access to justice. In some proceedings, including the administrative disputes, the parties are required to equally share such court fees, which is inappropriate for the injured parties in such cases.

4. Empowerment of the judiciary system - a challenge that consists of the following components:

▪ Improved accountability of judges and prosecutors, in which regard, the following actions are planned;

- Legal changes in the KJC composition,
- Reforming the reporting systems and performance appraisal systems for judges and prosecutors;
- Harmonize the provisions on the status of judges, including the essential elements that may lead to their dismissal, and exercise of oversight over prosecutors' decisions to terminate criminal prosecution;
- Develop more sophisticated mechanisms for public outreach, including the procedures for handling requests for access to public documents, as well as monitoring the application of the Code of Conduct.

IX. Actions to be taken to implement the Rule of Law Strategy 2021-2026, by the KJC and the Courts of the Republic of Kosovo

1. Improved efficiency in judicial and prosecutorial systems, in which regard the following actions are contemplated:

- Appropriate allocation of human resources in relation to the workload in courts,
- Further elaboration of internal judicial working rules;
- Proper utilization of CMIS, and a permanent utilization of the central criminal record system;
- Establish conditions for handling cases within a reasonable time period, and resolving backlog cases on the basis of prioritization principles;
- Using ADS measures in resolving civil and criminal cases;
- Establish a Commercial Court, as a singular, specialized court with the jurisdiction to review all cases involving businesses.
- Monitoring of CEPEJ performance indicators incorporated in statistical reports and tabular reports (dashboards) of CMIS.

2. Improved professionalism and competence of judiciary personnel, in which regard the following actions are contemplated:

- Plan and adopt a special law on the status of judges, which would unify and stipulate the provisions on the status, instruments and career development opportunities, and the specific responsibilities of the institutions towards these professionals;
- Adapt vocational education and training programs to the specific needs of the sector and of specific professionals, thus identifying vocational deficiencies, reforming and continuously revising curricula of the Justice Academy, and in cooperation between the KJC, KPC, and the Academy in the design of modern curricula;
- Allocation of a necessary budget to allow for a sustainable structure of the Academy.

3. Improved integrity of judges, in which regard the following actions are contemplated:

- Revise the criteria for appointment to the KJC, in such a way as to enable the participation of only judges and prosecutors with a life term, and those with greater experience; revise the requirements for the assignment of non-judicial members, as well as incentivize the participation of other legal professionals;
- Develop a recruitment, transfer and promotion system for the judges and prosecutors, based on their competences. This would reshape the manner of testing and interviewing, in a view of accentuating professional and practical skills of professionals in recruitment. Also, a revision of the legal remedies available to unsuccessful candidates is planned;
- Develop an independent system which conducts continuous and regular checks of the integrity of judges and prosecutors.

4. Empowering the criminal justice system

4.1 Empower the combat against organized crime and high-level corruption, in which regard the following actions are contemplated:

- Revise the current asset confiscation system, where a percentage of the revenues obtained from the sale of such assets is allocated to the benefit of the criminal justice sector;
- Better implementation of applicable legislation, transparency and accountability of judges, provision of training for judges, international cooperation, especially in cases in which crime surpasses borders.

4.2 Improved professionalism in the combat against organized crime and high-level corruption, in which regard the following actions are contemplated:

- Performance appraisal of judges, specifically including mentoring and general management. The biannual performance reports drafted by Court Presidents for their

subordinate judges, and such performance appraisal must have a special chapter on legal writing and reasoning in court rulings;

- 1-2 mandatory continuous legal education sessions per year for judges, as well as conduct of trainings related to organized crime and high-level corruption.

4.3 Improved execution of penal sanctions, in which regard the following actions are contemplated:

- Improved cooperation between the CSK and PSK;
- Use of alternative measures instead of incarceration whenever possible in accordance with the law, which may bring about lower expenses for the budget of Kosovo, and would also affect social and family aspects, since the perpetrators would remain in their social circles, thereby reducing also social and family consequences;
- Awareness raising of judges to promote alternative sanctions, aided also by pre-sentence reports which must be drawn up by the CSK;

5. Strengthened Access to Justice

5.1 Improved access to courts, in which regard the following actions are contemplated:

- Strengthen formal legal guarantees for a fair trial, including free legal aid: in this regard, a specific law free legal aid is foreseen to be adopted to create a singular, transparent and accountable system, and simultaneously capable of providing services in all areas, for everyone in need, which would also set forth clear requirements for the appointment of lawyers for legal aid;
- Use of alternative dispute settlement mechanisms;
- Re-assess the sole territorial jurisdiction of the Administrative Department of the Basic Court in Pristina based on the CEPEJ practices, and within the framework of this measure, court fees and tariffs shall be set forth by a primary law adopted by the Assembly of Kosovo;
- Deeper cooperation and coordination between judicial and non-judicial institutions to combat gender-based violence and to provide greater financial support for shelters for victims of gender-based violence;
- Effective cooperation between non-judicial bodies and courts and prosecution offices, with special emphasis on strengthening the role of the Ombudsman Institution (OIK).

5.2 Improved efficiency and effectiveness of legal remedies, in which regard the following actions are contemplated:

- Possible legislative changes to defend the right to trial within a reasonable time, to establish effective remedies for matters causing delays in court proceedings, the right to appeal to a

higher instance court, and to introduce expediting remedies and compensatory remedies specific to criminal justice;

- Undertake substantial legislative changes by establishing new procedural deadlines that are realistic and practical, in due response to the existing situation of Kosovo's courts, as well as the aspiring professional standards;
- Promote human rights and freedoms by introducing legal protective measures for people subject to criminal proceedings (protection against abuse, the right of access to a defense lawyer, the right to interpretation and translation), in accordance with European standards;
- Conduct regular trainings on case law of the ECtHR.

5.3 Increased cooperation and coordination with civil society, in which regard the following measures are contemplated:

- Provide opportunities and constructive access to civil society for effective participation of civil society organizations in monitoring the judicial system, utilizing its role in the functions of advocacy and public awareness regarding its functioning and operation;
- Build a practice for the KJC, courts and prosecution offices, in accordance with the Law on Access to Public Documents and the Law on Data Protection, to respond to requests for access to public information and documents, including regular disclosure of such data to all interested parties;
- Another proposal would focus on building bridges of cooperation between the KJC, KPC, Court Presidents and chief prosecutors with interested NGOs, in the form of regular meetings, thereby facilitating an exchange of experience and the timely provision of feedback information.

6. Strengthen combat against corruption

- Improved institutional anti-corruption framework,
- Improve the asset declaration system and the rules for accepting gifts,

APPENDIX I - ACTION PLAN FOR THE EFFICIENCY AND PRIORITIZATION OF CASES WITHIN THE JUDICIAL SYSTEM
2022-2025

No.	Objectives CRIMINAL-	Actions	Activities/Indicators	Responsible	Reporting
1.	Disposal of cases risking statutory limitation in the next six (6) months	Court Presidents shall permanently require the judges to handle cases assigned to them and which risk statutory limitation in less than six (6) months.	<p>Judges are required, beyond informing the Court Presidents on the cases risking statutory limitations within a period of less than six (6) months</p> <p>Schedule prompt hearings for initial review or main hearings.</p> <p>Take measures such as: promptly deliver summonses to the litigants; issue warrants and arrest warrants; undertake all measures to avoid failure of such hearings.</p>	<p>Court presidents must keep updated records of cases reaching within 6 months of statutory limitation.</p> <p>Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p> <p>Judges must schedule continuous hearings to successfully handle the cases risking statutory limitations.</p>	<p>Court presidents shall report on quarterly basis on the number of cases that are approaching the 6-month statute of limitations, and submit them to the KJC.</p> <p>The judges shall report to the Court president on the number of cases approaching the 6-month time period of statute of limitations, and on the cases that were risking statute of limitations but were resolved.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases which are withing a 6-month period of statute of limitations.</p>
2.	Reduction of criminal cases remanded for retrial	The Court administrators are required to notify the Court Presidents on the cases remanded for retrial, and whether such cases are pending for more	<p>The judges shall inform the Court Presidents on their workloads with remanded cases.</p> <p>Hearings are scheduled for cases remanded for retrial within not more than 30 days from the date of assignment of</p>	<p>Court presidents must keep updated records of cases remanded for retrial.</p> <p>Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p>	<p>The Court Presidents shall report on quarterly basis on the number of cases remanded for retrial</p> <p>The judges shall report to the Court president on the number of cases remanded for retrial that they managed to clear.</p>

		<p>than 24 months or are priority cases.</p> <p>The Court presidents shall assign such remanded cases to the judges whenever possible through the CMIS system, or specifically assign cases to judges who are less engaged with remanded cases, or have a lesser workload with priority cases.</p> <p>Concrete actions must be taken by the judges/courts to reduce the number of pending cases.</p>	<p>the remanded case to the judge.</p> <p>Take immediate action, including serving summonses; issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.</p>	<p>Judges must schedule continuous hearings to successfully handle the cases remanded for retrial.</p>	<p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases remanded for retrial.</p>
3.	<p>Workload reduction - Organized crime and corruption - targeted cases;</p>	<p>Identify cases that are targeted;</p> <p>Assign targeted cases, and establish trial panels;</p> <p>Assign substitute judges to each trial panel, whenever possible, and whenever objectively feasible.</p>	<p>An action plan is prepared by each judge/trial panel for the handling of each targeted case;</p> <p>Within the judicial review plan, include continuous hearing schedules with not fewer than five (5) days within a month.</p> <p>Actions are taken to implement the legal provisions against the parties that may</p>	<p>Court presidents must keep updated records of targeted cases.</p> <p>Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p> <p>Judges must schedule continuous hearings to</p>	<p>The Court Presidents shall report on quarterly basis on the number of targeted cases within their courts.</p> <p>The judges shall report to the Court president on the number of targeted cases that they have managed to clear.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the targeted cases.</p>

			<p>hinder proceedings, specifically by imposing penalties.</p> <p>Issue orders to ensure the presence of parties who fail to appear and hinder hearings, including witnesses.</p> <p>Effectively hold sessions for judicial review planning, pursuant to the Criminal Procedure Code.</p>	successfully handle the targeted cases.	
4.	Workload reduction - Criminal offenses of domestic violence;	Identify cases of such nature; Assign cases to each judge	<p>Each judge to develop an action plan to adjudicate each case of such nature;</p> <p>Hearings for domestic violence cases are scheduled no later than 30 days from the date of assignment to the judge, except for cases in which measures must be ordered no later than 15 days upon confirmation of the indictment;</p> <p>Take immediate action, including serving summonses; issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to</p>	<p>Court presidents must keep updated records of cases involving domestic violence</p> <p>Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p> <p>Judges must schedule continuous hearings to successfully handle the domestic violence cases</p>	<p>The Court Presidents report on quarterly basis on the number of cases of domestic violence</p> <p>The judges shall report to the Court president on the number of domestic violence cases they manage to clear.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the domestic violence cases.</p>

			schedule hearings and dispose of the cases.		
5.	Workload Reduction for cases of criminal offenses committed against vulnerable victims, journalists as well as the LGBT community members;	Identify cases of such nature; Assign cases to each judge	Each judge to develop an action plan to adjudicate each case of such nature; Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of cases involving vulnerable victims; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and trial. Judges must schedule continuous hearings to successfully handle cases involving vulnerable victims;	The Court Presidents shall report on quarterly basis on the number of cases involving vulnerable victims, journalists and LGBT community members; The judges report to the Court president on the number of cases involving vulnerable victims, journalists and LGBT community members they manage to clear. The Court Administration Commission may require specific reports from the Court presidents regarding the cases involving vulnerable victims, journalists and LGBT community members.
6.	Workload reduction for criminal cases pending for more than two years;	Identify cases of such nature; Assign cases to each judge; Identify cases which may be referred to mediation proceedings.	Each judge to develop an action plan to adjudicate each case of such nature; Rulings are issued to refer cases to mediation proceedings Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge.	Court presidents must keep updated records of cases pending for more than 2 years Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and trial.	The Court Presidents report on quarterly basis on the number of cases pending for more than two years; Judges report to the Court president on the number of cases pending for more than two years. The Court Administration Commission may require specific reports from the Court presidents

			Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Judges must schedule continuous hearings to successfully handle the cases pending for more than two years.	regarding the cases pending for more than two years.
7.	Workload reduction involving criminal cases against sexual integrity, narcotics cases, criminal offenses against life and body, filed with the Juvenile Department	Identify cases of such nature; Assign cases to each judge; Identify cases which may be referred to mediation proceedings.	Each judge to develop an action plan to adjudicate each case of such nature; Rulings are issued to refer cases to mediation proceedings; Hearings are scheduled for cases of such nature not later than 8 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of cases of such nature; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases of this nature.	The Court Presidents report on quarterly basis on the number of cases of this nature; Judges report to the Court president the number of cases resolved. The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.

8.	Workload reduction in minor offense cases - offenses against public order and peace, and the environment	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature; Hearings are scheduled for cases of such nature not later than 8 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of cases of such nature; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases of this nature.	The Court Presidents report on quarterly basis on the number of cases of this nature; Judges report to the Court president the number of cases resolved. The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.
9.	Workload reduction in res judicata cases pending execution/enforcement;	Identify cases of this nature; Establish mechanisms to ensure enforcement of court rulings.	Each Court President/Supervisory Judge develops a plan to execute/enforce court rulings Uniform acts/protocols on the execution/enforcement of court rulings issued no later than 30 days upon finality of such rulings; Prepare a report on the number of executed/enforced cases.	Court presidents must keep updated records of execution/enforcement cases; Court Administrators take all actions to assign staff for the execution/enforcement of cases of this nature.	The Court Presidents report on quarterly basis on the number of enforcement/executed cases; The Court Administration Commission may require specific reports from the Court presidents regarding the executed cases.
No .	Objectives CIVIL LAW	Measures	Activities/Indicators	Responsible	Reporting

1.	Workload Reduction in civil law cases remanded for retrial;	<p>Court administrators required to notify the Court President on the cases remanded for retrial;</p> <p>The Court presidents assign such remanded cases to the judges whenever possible through the CMIS system, or specifically assign cases to judges who are less engaged with remanded cases, or have a lesser workload with priority cases.</p> <p>Identify cases which may be referred to mediation proceedings.</p>	<p>Judges inform the Court Presidents on their workloads with remanded cases.</p> <p>Hearings scheduled for cases remanded for retrial within not more than 30 days from the date of assignment of the remanded case to the judge.</p> <p>Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.</p> <p>Rulings are issued to refer cases to mediation proceedings;</p>	<p>Court presidents must keep updated records of cases remanded for retrial;</p> <p>Court Administrators take all actions in supporting judges by assigning staff to ensure successful hearings;</p> <p>Judges must schedule continuous hearings to successfully handle the cases remanded for retrial.</p>	<p>The Court Presidents shall report on quarterly basis on the number of cases remanded for retrial;</p> <p>The judges shall report to the Court president on the number of cases remanded for retrial that they managed to clear.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases remanded for retrial.</p>
2.	Workload Reduction in civil/statutory cases	<p>Identify cases of such nature;</p> <p>Assign cases to each judge;</p>	<p>Each judge to develop an action plan to adjudicate each case of such nature;</p> <p>Hearings scheduled for civil - statutory cases not later than 30 days from the date of assignment to the judge.</p>	<p>Court presidents must keep updated records of civil law/statutory cases;</p> <p>Court Administrators take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p>	<p>The Court Presidents report on quarterly basis on the number of cases of this nature;</p> <p>Judges report to the Court president the number of cases resolved.</p> <p>The Court Administration Commission may require specific</p>

			Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Judges schedule continuous hearings to successfully handle the civil law - statutory cases.	reports from the Court presidents regarding the cases of this nature;
3.	Workload Reduction in civil cases - obstruction of possession	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature; Hearings scheduled for civil cases - obstruction of possession not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of civil law/obstruction of possession cases; Court Administrators take all action in supporting judges by assigning staff to ensure successful hearings and trial. Judges schedule continuous hearings to successfully handle the civil law cases - obstruction of possession.	The Court Presidents report on quarterly basis on the number of cases of this nature; Judges report to the Court president the number of cases resolved. The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature;
4.	Workload reduction in civil cases - Annulment and reinstatement of	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature;	Court presidents must keep updated records of civil cases - annulment and reinstatement of capacity to act;	The Court Presidents report on quarterly basis on the number of cases of this nature;

	the capacity to act, placement and maintenance of the mentally ill in health care institutions, continuation and termination of parental rights, removal and reinstatement of parental rights, permissions to enter wedlock, compensation for expropriated property		<p>Hearings scheduled for civil cases - annulment and reinstatement of capacity to act, not later than 30 days from the date of assignment to the judge.</p> <p>Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.</p>	<p>Court Administrators take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p> <p>Judges schedule continuous hearings to successfully handle the civil cases - annulment and reinstatement of capacity to act.</p>	<p>Judges report to the Court president the number of cases resolved.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.</p>
5.	Workload reduction in civil cases - ascertainment of paternity or maternity.	Identify cases of such nature; Assign cases to each judge;	<p>Each judge to develop an action plan to adjudicate each case of such nature; Hearings scheduled for civil - statutory cases not later than 30 days from the date of assignment to the judge.</p> <p>Rulings are issued to refer cases to mediation proceedings;</p> <p>Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as</p>	<p>Court presidents must keep updated records of civil cases - ascertainment of paternity or maternity;</p> <p>Court Administrators take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p> <p>Judges schedule continuous hearings to successfully handle the civil cases - ascertainment of paternity or maternity</p>	<p>The Court Presidents report on quarterly basis on the number of cases of this nature;</p> <p>Judges report to the Court president the number of cases resolved.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.</p>

			taking all other measures to schedule hearings and dispose of the cases.		
6.	Workload reduction in civil cases pending for more than two years;	Identify cases of such nature; Assign cases to each judge; Identify cases which may be referred to mediation proceedings.	Each judge to develop an action plan to adjudicate each case of such nature; Rulings are issued to refer cases to mediation proceedings Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of cases pending for more than 2 years; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases pending for more than two years.	The Court Presidents report on quarterly basis on the number of cases pending for more than two years; Judges report to the Court president on the number of cases pending for more than two years. The Court Administration Commission may require specific reports from the Court presidents regarding the cases pending for more than two
	Objectives COMMERCIAL	Measures	Activities/Indicators	Responsible	Reporting
1.	Workload reduction in commercial cases remanded for retrial;	Court administrators required to notify the Court President on the cases remanded for retrial;	Judges inform the Court Presidents on their workloads with remanded cases. Hearings scheduled for cases remanded for retrial within not	Court presidents must keep updated records of cases remanded for retrial; Court Administrators take all actions in supporting	The Court Presidents shall report on quarterly basis on the number of cases remanded for retrial; The judges shall report to the Court president on the number of cases

		The Court presidents assign such remanded cases to the judges whenever possible through the CMIS system, or specifically assign cases to judges who have a lesser workload with remanded cases.	more than 30 days from the date of assignment of the remanded case to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	judges by assigning staff to ensure successful hearings; Judges must schedule continuous hearings to successfully handle the cases remanded for retrial.	remanded for retrial that they managed to clear. The Court Administration Commission may require specific reports from the Court presidents regarding the cases remanded for retrial.
2.	Workload reduction in commercial pending for more than two years;	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature; Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of cases pending for more than 2 years; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases pending for more than two years.	The Court Presidents report on quarterly basis on the number of cases pending for more than two years; Judges report to the Court president on the number of cases pending for more than two years. The Court Administration Commission may require specific reports from the Court presidents regarding the cases pending for more than two
3.	Workload reduction in commercial cases	Identify cases of such nature;	Hearings are scheduled for cases of such nature not later	Court presidents must keep updated records of cases of such nature;	The Court Presidents report on quarterly basis on the number of cases of this nature;

	- industrial property (trademarks, patents, design, geographical indications and copyrights);	Assign cases to each judge;	than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases of this nature.	Judges report to the Court president the number of cases resolved. The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.
	Objectives ADMINISTRATIVE	Measures	Activities/Indicators	Responsible	Reporting
1.	Workload reduction in Administrative cases remanded for retrial;	Court administrators required to notify the Court President on the cases remanded for retrial; The Court presidents assign such remanded cases to the judges whenever possible through the CMIS system, or specifically assign cases to judges who have a lesser workload with remanded cases.	Judges inform the Court Presidents on their workloads with remanded cases. Hearings scheduled for cases remanded for retrial within not more than 30 days from the date of assignment of the remanded case to the judge. Take immediate action, including serving summonses; issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of cases remanded for retrial; Court Administrators take all actions in supporting judges by assigning staff to ensure successful hearings; Judges must schedule continuous hearings to successfully handle the cases remanded for retrial	The President of the Basic Court in Prishtina and the President of the Court of Appeals report on quarterly basis on the number of cases remanded for retrial; The judges shall report to the Court president on the number of cases remanded for retrial that they managed to clear. The Court Administration Commission may require specific reports from the Court presidents regarding the cases remanded for retrial.

2.	Workload reduction in administrative cases pending for more than two years;	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature; Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of cases pending for more than 2 years; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases pending for more than two years.	The President of the Basic Court in Prishtina and the President of the Court of Appeals report on quarterly basis on the number of cases pending for more than two years; Judges report to the Court president on the number of cases pending for more than two years. The Court Administration Commission may require specific reports from the Court presidents regarding the cases pending for more than two
3.	Workload reduction in administrative cases - social matters;	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature; Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as	Court presidents must keep updated records of administrative cases - social matters; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases of this nature.	The President of the Basic Court in Prishtina and the President of the Court of Appeals report on quarterly basis on the number of cases of such nature Judges report to the Court president the number of cases resolved. The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.

			taking all other measures to schedule hearings and dispose of the cases.		
4.	Workload reduction in administrative cases - civil registry cases;	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature; Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Court presidents must keep updated records of administrative cases - civil registry cases; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and; Judges must schedule continuous hearings to successfully handle the cases of this nature.	The President of the Basic Court in Prishtina and the President of the Court of Appeals report on quarterly basis on the number of cases of such nature Judges report to the Court president the number of cases resolved. The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.
5.	Workload reduction in administrative cases - civil servant cases;	Identify cases of such nature; Assign cases to each judge;	Each judge to develop an action plan to adjudicate each case of such nature; Hearings are scheduled for cases of such nature not later than 30 days from the date of assignment to the judge. Take immediate action, including serving summonses, issuing orders, scheduling	Court presidents must keep updated records of administrative cases - civil registry cases; Court Administrators must take all action in supporting judges by assigning staff to ensure successful hearings and;	The President of the Basic Court in Prishtina and the President of the Court of Appeals report on quarterly basis on the number of cases of such nature Judges report to the Court president the number of cases resolved. The Court Administration Commission may require specific

			continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.	Judges must schedule continuous hearings to successfully handle the cases of this nature.	reports from the Court presidents regarding the cases of this nature.
	Objectives EXECUTIVE/ ENFORCEMENT	Measures	Activities/Indicators	Responsible	Reporting
1.	Handling of executive/enforcement cases remanded for retrial;	<p>Court administrators required to notify the Court President on the cases remanded for retrial;</p> <p>The Court presidents assign such remanded cases to the judges whenever possible through the CMIS system, or specifically assign cases to judges who have a lesser workload with remanded cases.</p>	<p>Judges inform the Court Presidents on their workloads with remanded cases.</p> <p>Hearings scheduled for cases remanded for retrial within not more than 30 days from the date of assignment of the remanded case to the judge.</p> <p>Take immediate action, including serving summonses; issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.</p>	<p>Court presidents must keep updated records of cases remanded for retrial;</p> <p>Court Administrators take all actions in supporting judges by assigning staff to ensure successful hearings;</p> <p>Judges must schedule continuous hearings to successfully handle the cases remanded for retrial</p>	<p>The President of the Basic Court in Prishtina and the President of the Court of Appeals report on quarterly basis on the number of cases remanded for retrial;</p> <p>The judges shall report to the Court president on the number of cases remanded for retrial that they managed to clear.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases remanded for retrial.</p>
2.	Handling cases in the area of enforcement/execution - child custody, visitation	<p>Identify cases of such nature;</p> <p>Assign cases to each judge;</p>	Each judge to develop an action plan to adjudicate each case of such nature;	Court presidents must keep updated records of enforcement cases - child custody, visitation rights, and alimony;	The Court Presidents report on quarterly basis on the number of cases of this nature;

	rights, as well as alimony;		<p>Schedule hearings in cases of this nature with priority, and by observing the legal deadlines set by the relevant Law on enforcement/execution;</p> <p>Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to schedule hearings and dispose of the cases.</p>	<p>Court Administrators take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p> <p>Judges must schedule continuous hearings to successfully handle the cases of child custody, visitation rights, and alimony.</p>	<p>Judges report to the Court president the number of cases resolved.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.</p>
3.	Handling of cases in the executive field - reinstatement to the working position.	<p>Identify cases of such nature;</p> <p>Assign cases to each judge;</p>	<p>Each judge to develop an action plan to adjudicate each case of such nature;</p> <p>Schedule hearings in cases of this nature with priority, and by observing the legal deadlines set by the relevant Law on enforcement/execution;</p> <p>Take immediate action, including serving summonses, issuing orders, scheduling continuous hearings whenever possible for the case to be effectively handled, as well as taking all other measures to</p>	<p>Court presidents must keep updated records of enforcement cases - child custody, reinstatement to working position;</p> <p>Court Administrators take all action in supporting judges by assigning staff to ensure successful hearings and trial.</p> <p>Judges must schedule continuous hearings to successfully handle the cases of reinstatement to working position.</p>	<p>The Court Presidents report on quarterly basis on the number of cases of this nature;</p> <p>Judges report to the Court president the number of cases resolved.</p> <p>The Court Administration Commission may require specific reports from the Court presidents regarding the cases of this nature.</p>

			schedule hearings and dispose of the cases.		
--	--	--	---	--	--