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QEVERIA - VLADA - GOVERNMENT OF KOSOVO
ZYRA E KRYEMINISTRIT - URED PREMIJERA - OFFICE OF THE PRIME MINISTER
INSTITUTI I KRIMEVE TË KRYERA GJATË LUFTËS NË KOSOVË
INSTITUTE OF CRIMES COMMITTED DURING THE WAR IN KOSOVO
INSTITUTU ZA ZLOČINE POČINJENE TOKOM RATA U KOSOVU



INSTITUTE OF CRIMES COMMITTED DURING THE WAR IN KOSOVO (ICCW)

ANNUAL WORK REPORT

(November 8, 2023 – November 8, 2024)

MISSION

The Institute of Crimes Committed During the War in Kosovo (ICCW) is dedicated to the documentation and research of crimes committed during the war from historical, military, economic, legal, ecological, cultural, psychological, forensic, and sociological perspectives, as well as other aspects important for the documentation and investigation of these crimes, in accordance with Law No. 08/L-177 for the ICCW.

The ICCW is an agency under the Office of the Prime Minister. Based on Law No. 08/L-177, the ICCW has the authority and responsibility to document and research crimes committed during the war in Kosovo. The ICCW provides data on loss of life, physical and psychological harm, economic and material damages, as well as damage to the environment and cultural property (Figure i).

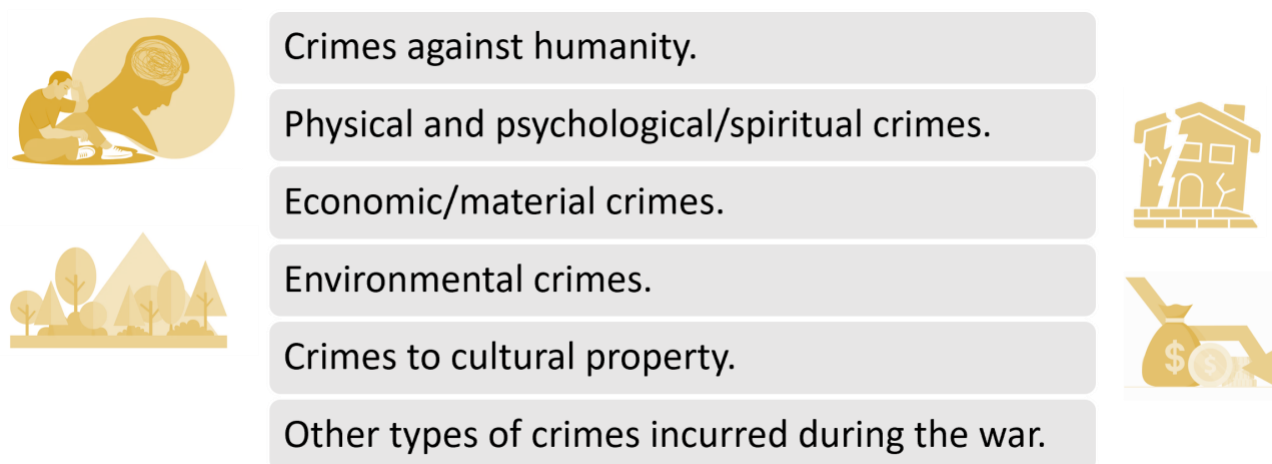


Figure i. Classification of war crimes for documentation and research purposes.

THE LAW

Law No. 08/L-177 aims to establish, organize, operate, and define the competencies of the ICCW ("the Institute").

SCOPE AND TIMEFRAME

1. The provisions of this law apply to the documentation and research of crimes committed during the war in Kosovo, from January 1, 1998, to June 20, 1999 ("the war period").
2. The documentation and research referred to in paragraph 1 of this article may also apply to crimes committed after the war period, related to the war, but no later than December 31, 2000.
3. Without prejudice to paragraph 2 of this article, the Institute will also document and research other crimes and actions that led to the war in Kosovo, with the aim of presenting a complete account of facts directly related to the war (Figure ii).

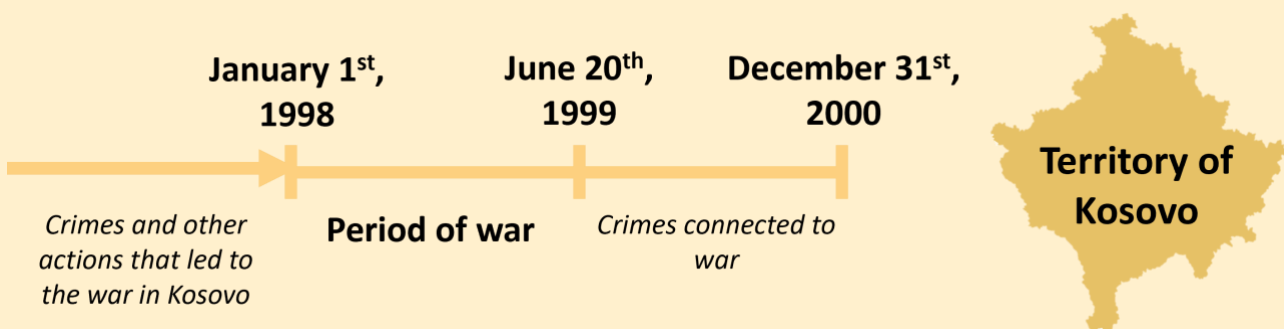




Figure ii. The temporal and geographical context of the ICCW's scope of activity.



On March 30, 1999, UN Secretary-General **Kofi Annan** referred to Serbian actions in Kosovo as a "***systematic campaign of ethnic cleansing by the Serbian army and paramilitary groups in Kosovo***" in the UNHCR Daily Highlights. Shortly afterward, on April 9, 1999, in Geneva, he stated, "***We are under the dark cloud of the crime of genocide***," adding that the Security Council must not become a haven for those who, under the pretext of sovereignty, commit the gravest violations of human rights.



¹ See A. A. Steinkamm, International Law, Humanitarian Intervention, and the Legitimacy of the Deployment of the German Armed Forces: International and Military Law Aspects of the Kosovo Conflict of 1999, in: Südosteuropa 5-6/2000, p. 242. Also refer to further statements by K. Annan regarding crimes committed in Kosovo, which discuss, among other things, the "mass killings of civilians in Kosovo," in: UN Doc. S/1998/192 from October 3, 1998, and UN Doc. S/1999/293 from March 17, 1999. Additionally, see the "European Council Declaration on Kosovo" and numerous other clarifications, statements, etc., published on the topic in: Internationale Politik – Europa Archiv 5/1999, Documentation/Documents on the Conflict in the Balkans.

EXECUTIVE SUMMARY

The Institute of Crimes Committed During the War in Kosovo (ICCW) was established on November 8, 2023, when the Prime Minister of the Republic of Kosovo, Mr. Albin Kurti, appointed Dr. Atdhe Hetemi as Executive Director. The legal basis for the establishment and operation of ICCW is Law No. 08/L-177. The Executive Director welcomed the first civil servant in April 2024, whereas during the first five months, the ICCW operated without any civil staff members. Nevertheless, between November 8, 2023, and November 8, 2024, the ICCW achieved several significant objectives. Key achievements of the ICCW during this year include:

- Development and implementation of a total of 7 essential documents aimed at improving the institution's legal and methodological infrastructure. These regulations are fundamental for ensuring smooth and transparent operations.
- Securing optimal workspace and conditions for ICCW staff. Additionally, an ICCW Archive has been established, with a 150 m² area equipped with modern shelving and technology for document preservation.
- Out of 38 job openings announced through the Human Resources Management Information System (HRMIS), 1,210 applications have been processed, and 24 officials have been recruited, while the recruitment process is ongoing for another 18 employees. This process has contributed in strengthening human capacity and building a professional and efficient team. Various training sessions were also organized for staff, delivered by IKAP, the Kosovo Treasury, and CTP Consulting.
- Collection of a significant amount of materials documenting crimes committed during the war in Kosovo, including over 189.5 meters of archival material, more than 14.64 TB of digital materials, and around 200 video cassettes (AVC).
- Establishment of 8 cooperation memoranda with local and regional institutions, thereby strengthening connections and coordination with other actors to advance joint projects and initiatives.
- Promotion of scientific research on crimes committed during the war in Kosovo through the initiation of an 'Edited Volume' publication. Seventeen abstracts were accepted from universities and notable authors, with 12 abstracts approved after evaluation, and the editorial volume's content was structured.
- In addition to national and regional activities, the ICCW was represented in 8 conferences and panel discussions, promoting its activities and achievements. Participation in these events provided valuable opportunities to exchange ideas and best practices with other professionals. The ICCW also contributed materials to international exhibitions, enhancing global recognition of the Institute.

For 2025, the ICCW's main priorities include the full operationalization of its administrative structures, intensification of material collection, and full implementation of the digitization project. Achieving these objectives will require ongoing support from the Office of the Prime Minister and relevant ministries, as well as the approval of a comprehensive budget to ensure the Institute's efficient operation.

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1 Legislative, Methodological, and Ethical Framework

As of November 8, 2023, only Law No. 08/L-177 was available for the establishment and operationalization of the ICCW. During the period from November 8, 2023, to November 8, 2024, the ICCW worked intensively to develop a comprehensive regulatory, methodological, terminological, and ethical framework to serve as the foundation for all future activities of the ICCW. This framework includes documents that ensure a clear organizational structure for documenting and researching war crimes. All these critical documents for the ICCW's work have been prepared in collaboration with experts from relevant fields, including state institutions, the University of Pristina, the Academy of Sciences, civil society, international partners, and more. This inclusiveness aims to enable the ICCW, as an institution, to meet the highest international professional standards as well as local needs.

Since its establishment, the ICCW has developed and implemented several legal acts (Table 1) aimed at strengthening the legislative, methodological, and ethical foundation.

Table 1. Approved Legal Acts.

No.	Legal Act	Approval Date	Description
1.1	Regulation on Internal Organization and Job Classification	14.02.2024	The regulation defines the hierarchy, functions, and responsibilities of job positions, ensuring efficiency and coordination within the Institute.
1.2	Documentation and Research Methodology	Expected on 30.11.2024	This document outlines the methodology to be followed for documenting and researching crimes committed during the war in Kosovo.
1.3	Terminology	Expected on 30.11.2024	The document defines terms clearly, accurately, and accessibly, to be used throughout the documentation and research process.
1.4	Digitalization Project Plan	06.06.2024	A detailed project for the digitalization and preservation of documentation on war crimes, ensuring easy and secure access for researchers.
1.5	Core Values of Professional Conduct	17.09.2024	The regulation sets out ethical standards and expected behaviors that promote professionalism and integrity in the workplace.
1.6	Employee Handbook	31.10.2024	A comprehensive and clear guide on the laws, regulations, policies, procedures, and expectations of the ICCW related to human resource management.
1.7	Confidentiality and Non-Disclosure Agreement	31.10.2024	The agreement aims to preserve the confidentiality of sensitive information.

1.1 Regulation on Internal Organization and Job Classification

The ICCW has prepared Regulation OPM No. 04/2024 on the Internal Organization and Job Classification at ICCW, approved by Prime Minister Mr. Kurti with Decision No. 017/2024, dated 14.02.2024. This regulation has been essential in establishing a clear and organized structure for the internal functioning of the ICCW and outlines the organization of departments and divisions. As shown in Figure 1, the ICCW is composed of three Departments: i) the Documentation Department (responsible for collecting, verifying, processing, and archiving data documenting war crimes committed in Kosovo), ii) the Research Department (responsible for planning and conducting professional and academic research to create and publish scientific data on war crimes in Kosovo, victims' needs, and the damage caused by these crimes), and iii) the

Administration and General Services Department (responsible for operational matters within the ICCW).

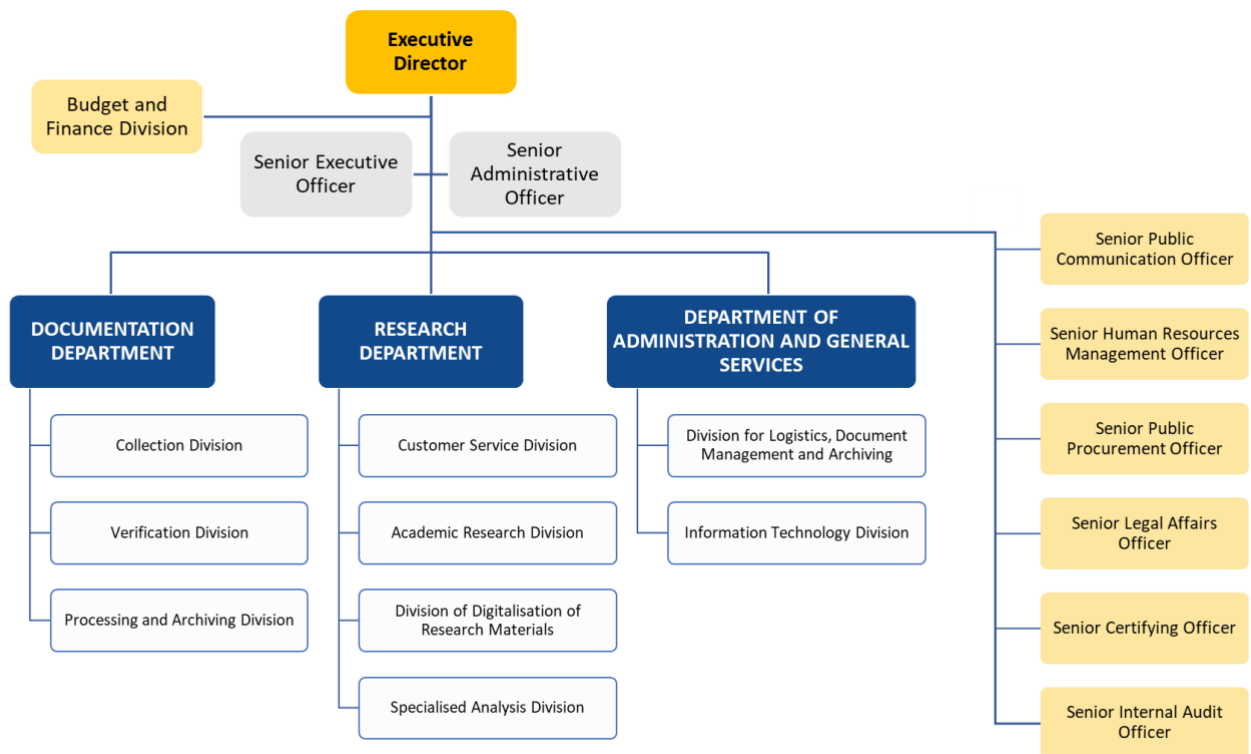


Figure 1. ICCW Organizational Chart.

This regulation was prepared with contributions from the Legal Office of the OPM, and it was also discussed with representatives from justice institutions, non-governmental organizations, academics from the University of Pristina, and field experts, ensuring that the organizational structure is practical and applicable. The regulation clearly defines the roles and responsibilities of ICCW's departments, divisions, and staff to ensure efficient and sustainable operations.

1.2 Documentation and Research Methodology

The ICCW has produced a detailed methodological document for documenting and researching data related to crimes committed during the war in Kosovo. This methodology is essential for the collection, verification, processing, and archiving of materials (documents, videos, photos, and audio) and for guiding research that supports the documentation of war crimes. The methodology was developed in close collaboration with local, regional, and international experts (including field specialists, NGO representatives, and academics from Kosovo, Albania, Bosnia, Japan, Norway, the Netherlands, the United Kingdom, Germany, Poland, and more) to ensure that every phase of this process meets the highest professional standards. The documentation methodology focuses on the methods of data collection, verification, processing, and archiving (see Figure 2). The primary goal of this methodology is to serve as a methodological filter, providing a credible basis for documenting war crimes committed in Kosovo.

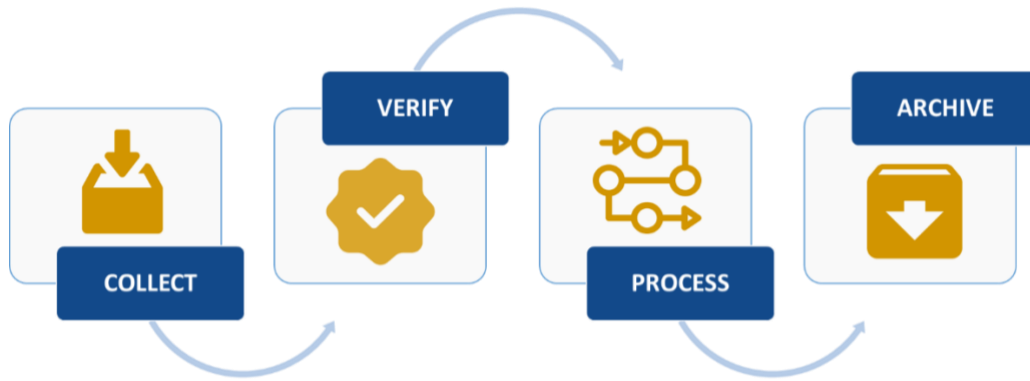


Figure 2. Methodological Steps Involved in the Work of the Documentation Department.

The research component, on the other hand, focuses on the use of documented materials to develop in-depth analyses and studies on the crimes committed during the war (see Figure 3). This methodology is a cornerstone for all of ICCW's documentation and research activities, ensuring that the processes within ICCW are sustainable, structured, and reliable.



Figure 3. Phases Involved in the Research Department's Work Process.

1.3 Terminology

To ensure accuracy and consistency in the use of terms and the specific context of war crimes in Kosovo, the ICCW has prepared a dedicated terminology document. This document is essential for supporting the ICCW's scientific methodology and work, ensuring that categorization and terminology used in the documentation and research of crimes are clear, accurate, and easily understood. The terminology, based on international war crimes law, academic theories, and local legislation, precisely defines the elements that a crime must contain to be classified as a "massacre," "genocide," "victim," "martyr," etc. This terminology guide also serves to harmonize the language used in ICCW's internal and external reports, helping to maintain integrity and clarity in communicating significant facts.

1.4 Digitalization Project Plan

A crucial element in preserving documentation and research on war crimes is the creation of a sustainable and accessible digital infrastructure. The methodological document emphasized the importance of protecting materials and ensuring easy access for researchers and stakeholders, making certain that all collected materials are securely stored and readily available for analysis and publication. To address these needs, on June 6, 2024, the ICCW approved a detailed project for the digitalization of documentation, establishing a strong foundation for data preservation and management (see Figure 4). This project is essential not only to safeguard sensitive materials from damage or loss but also to guarantee stable and easy access to them.

The creation of an advanced digital archiving system ensures that all documents, audiovisual evidence, and other stored materials will be accessible to researchers, journalists, and various institutions. This accessibility is crucial for facilitating scientific studies, legal investigations, and helping stakeholders gain a clear view of documented crimes. The project includes building a secure digital infrastructure that provides advanced data usability, ensuring the safety of materials through permanent storage and simple access for authorized users.

This system is designed to integrate data with other government platforms and ensure full interoperability with other systems, significantly enhancing opportunities for detailed research and analysis. The approval of this project marks a significant step toward the future of documenting and researching war crimes committed during the war in Kosovo. Implementing this secure and accessible platform for those seeking to utilize these materials aims to advance specialized scientific, legal, historical, and other analyses.

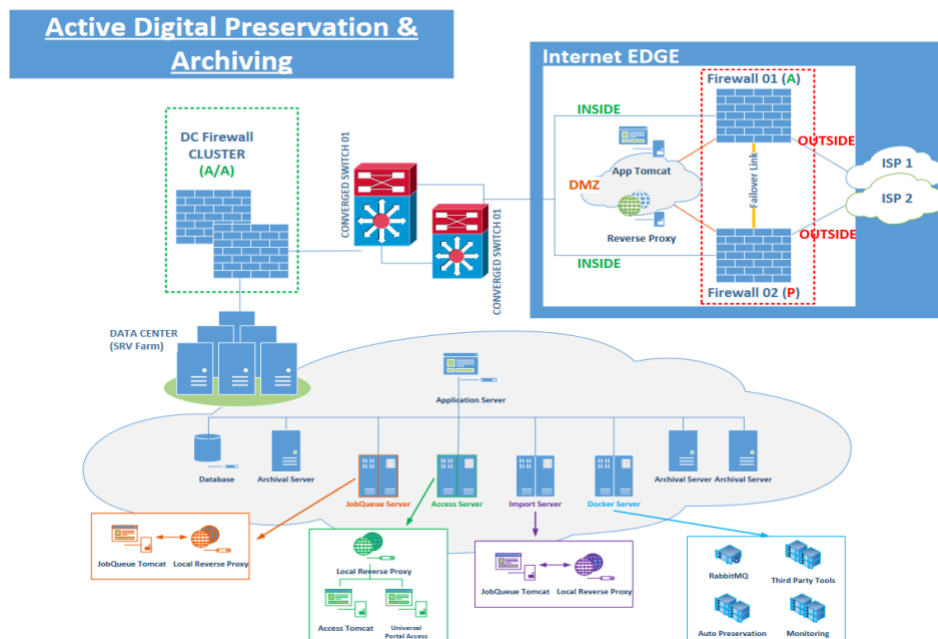


Figure 4. *High-Level Infrastructure Design for Active Digital Preservation and Archiving.*

1.5 Core Values of Professional Conduct

To create a safe, professional, and respectful work environment for all, on September 17, 2024, the ICCW approved a document that sets a clear framework of core values to guide all ICCW activities. In line with its duties and responsibilities, these values have been formulated to ensure that the ICCW operates with integrity and respect, especially considering the sensitivity of its mandated mission. Legality, independence, impartiality, and transparency are defined as

fundamental values to ensure that all actions of the ICCW are fair, free from external influence, and open to public scrutiny.

In addition to these values, professional ethics and integrity are essential principles for all ICCW activities (see Figure 5). The document establishes standards of ethics and conduct that all ICCW officials must follow, ensuring that they act in accordance with the law and uphold principles of honesty and integrity. Through this approach, the ICCW aims to maintain high professional standards and create a trustworthy and fair environment for all employees and internal and external collaborators.

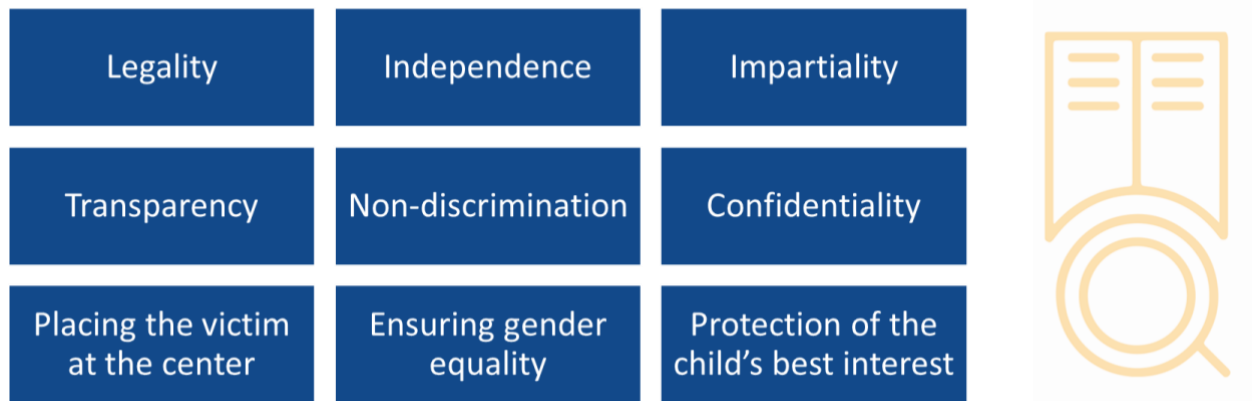


Figure 5. Core Values of Professional Conduct at ICCW.

1.6 Employee Handbook

The primary purpose of the employee handbook—approved on October 31, 2024—is to serve as a comprehensive and clear guide to ICCW's laws, regulations, policies, procedures, and expectations regarding human resource management. This handbook aims to ensure that all employees have equal access to the necessary information to perform their duties effectively and understand their rights and responsibilities. Through this handbook, the ICCW promotes transparency, fosters a positive work culture, and helps resolve human resource matters in a structured way. The handbook provides guidelines and policies on work standards, including procedures for managing archival documents and standards for professional ethics. It offers legal protection for the ICCW by raising staff awareness of potential violations of internal rules or external laws, thereby ensuring a better understanding of applicable responsibilities and standards.

1.7 Confidentiality and Non-Disclosure Agreement

The confidentiality agreement is a critical document signed by all ICCW staff members, aimed at preserving the confidentiality of sensitive information. This agreement ensures that all staff members handle, store, and manage sensitive materials in accordance with international legal standards and local regulations. By clearly defining what constitutes confidential information and outlining strict guidelines for its protection, this document helps safeguard the integrity and credibility of ICCW's work in documenting war crimes committed in Kosovo. Furthermore, it prevents unauthorized disclosure, thus protecting victims, witnesses, and the sensitive nature of research materials related to war crimes.

2 Development of Physical Infrastructure and Human Resources

In 2024, the ICCW has significantly enhanced its physical capacity and human resources, including substantial investments in infrastructure, logistics, and the professional development of its staff.

2.1 Infrastructure and Logistics

To leverage local expertise in professionally handling archival materials and securing spaces protected from physical and natural risks, the ICCW signed a Cooperation Agreement with the State Agency of Kosovo Archives (ASHAK) on December 7, 2023. As a result, the ICCW secured 11 offices for staff placement and an archival storage area of 48.1 m² in the ASHAK facility. From August 1, 2024, the ICCW invested in upgrading its physical infrastructure by creating renovated offices equipped with modern technology for managing archival documents. These investments have significantly improved staff efficiency and daily operational functionality. The ICCW has established a new archival repository, ensuring the long-term preservation and accessibility of collected and archived materials. This step reflects the ICCW's dedicated efforts to create spaces specifically for materials that document war crimes, ensuring their secure storage and easy access.

In alignment with the Documentation and Research Methodology (1.4), measures have been taken to categorize materials and protect them from physical, natural, chemical, and biological risks. Improvements in logistical services also include two vehicles, which, though limited, are essential for transporting archival materials between institutions and regional centers, as well as for transporting staff to gather evidence in the field.

2.2 Staff and Human Resources

The Executive Director welcomed the first civil servant in April 2024, while during the first five (5) months, the IKKL operated without any civil servants. Between April and June 2024, the ICCW transferred three new officials from various public institutions. During August and September 2024, 21 new officials recruited between April and July 2024 began their roles at the ICCW. Currently, there are 18 additional positions in the recruitment process, with the selected officials expected to start by the end of 2024.

The aforementioned recruitments were conducted through public competitions, resulting from the evaluation of 1,210 employment applications submitted to the ICCW via the Human Resources Management Information System (HRMIS). The goal is to meet 100% of the recruitment objectives set for 2024 by the year's end (Table 2).

Table 2. Position Distribution and Recruitment Plan by Category for 2024-2025.

No.	Category	Current Positions	In Recruitment Process	Pending Recruitment	Planned Staff per Regulation
		2024			2025
1	Senior Leadership	1			
2	Mid-Level Leadership	1	2		
3	Lower-Level Leadership	6	3		1
4	Professional 1	10	9	2	24
5	Professional 2	2	4	2	3
6	Professional 3	2			
7	External Experts	2			
8	Citizen Diplomacy Experts	4			
TOTAL			28	18	4

The data analyzed in Figure 6 present the demographic distribution of the current staff by gender, age, ethnic affiliation, and education level, providing a comprehensive overview of diversity within the workforce. For 2025, an additional budget has been requested to complete the full recruitment of staff, in accordance with ICCW regulations.

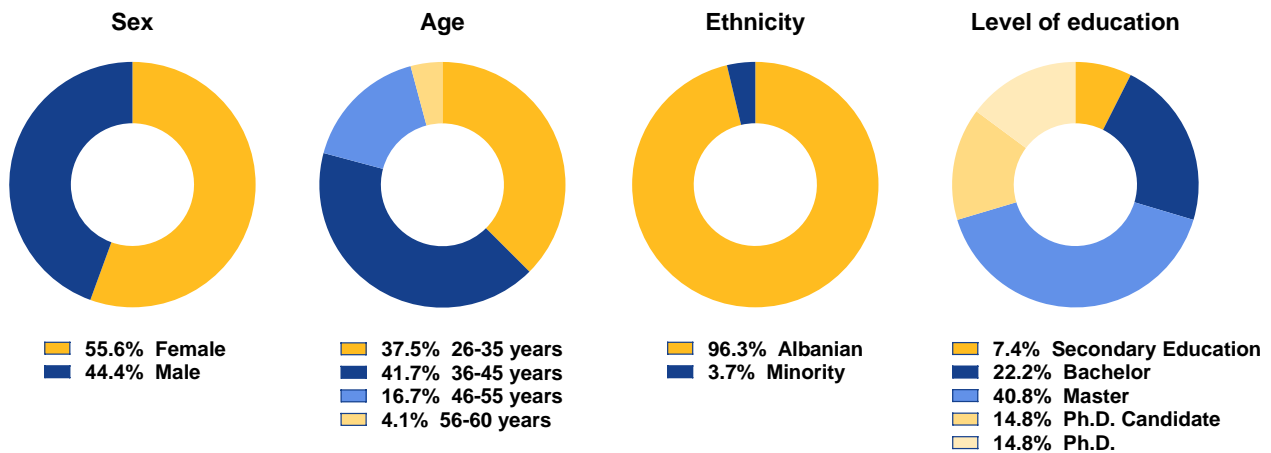


Figure 6. Demographic Distribution of Staff by Gender, Age, Ethnic Affiliation, and Education Level.

It is also noteworthy that, during the period when we had a complete shortage of staff, UNDP provided support with a human resources expert (March – December 2024) to fulfill key tasks in the recruitment process at ICCW. Additionally, the ICCW benefited from experts from the Ministry of Foreign Affairs and Diaspora's (MPJD) Citizen Diplomacy Program, with three experts engaged in legal fields, scientific methodology, and work plan preparation from March to August 2024. For 2024-2025, this collaboration with the MPJD has been expanded, with four new experts providing further support for the Institute's activities. The ICCW has completed the recruitment process for 18 additional staff positions who will operate in the central office in Pristina and six other regions of Kosovo. This expansion is expected to enable faster and more efficient collection of materials documenting war crimes and closer collaboration with local centers.

2.3 Training and Professional Development

In addition to recruiting a Training and Professional Counseling Officer, the ICCW has invested in enhancing professional capacities through essential training programs for staff development. Training organized in collaboration with the Kosovo Institute for Public Administration (IKAP), Kosovo Treasury, and CTP Consulting has improved staff skills in general administration, documentation, and research. As a result, this year, the ICCW successfully operationalized the three departments outlined in the Regulation (1.1): the Administration, Documentation, and Research departments.

3 Collaborative Actions: Horizontal and Vertical Integration

Alongside the development of physical infrastructure, staff recruitment and training, and the creation or enhancement of regulatory, methodological, and ethical frameworks, ICCW has built an extensive network of collaborations over its first year. These partnerships include local, regional, and international partners, integrating our collaborators both horizontally and vertically to strengthen ICCW's activities across various fields.

3.1 Networking and Inter-Institutional Cooperation

The ICCW has developed close collaborative relationships with various institutions, such as ministries, municipalities, academic institutions, the Kosovo police and prosecution, non-governmental organizations, and private collectors of materials documenting the war. These close ties with diverse actors have enabled horizontal integration by engaging our partners across different sectors to achieve the shared objectives of documenting war crimes. These partnerships have facilitated information sharing, material collection, and the establishment of joint methodologies for verifying data related to war crimes.

3.2 Archival Population

As a result of fruitful networking and cooperation, the ICCW has successfully gathered a substantial amount of material documenting war crimes. The population of the ICCW archive from various sources is one of the Institute's main achievements this year. During the reporting period, we collected materials from private collectors, municipalities, NGOs, scientific institutions, ministries, and archival/library institutions, both locally, regionally, and internationally (Figure 7). The archive includes a large volume of digital materials, totaling 14.64 TB, as well as physical materials archived at a length of 189.5 meters and around 200 video cassettes (AVC). These contributions have added significant value to our archives and the preservation of the legacy of war crimes documentation.

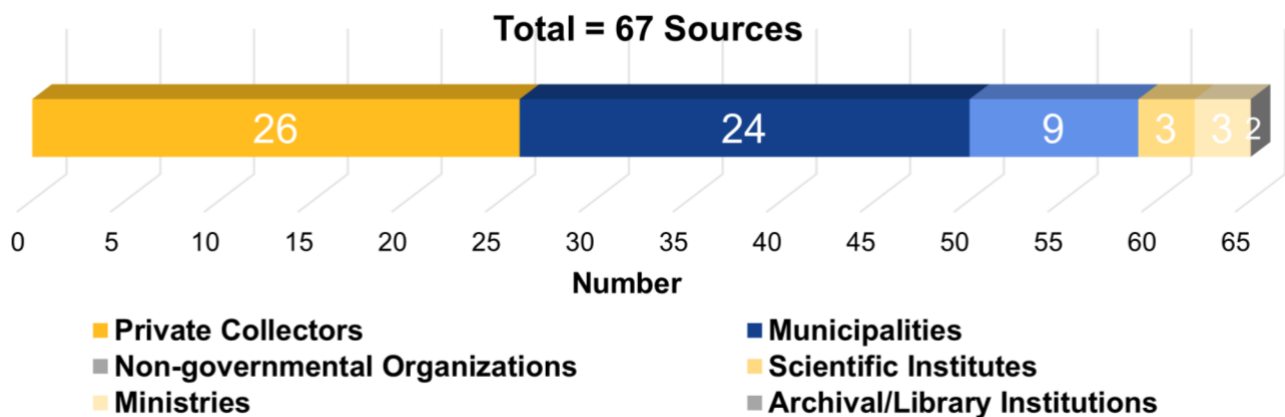


Figure 7. Summary of Archival Material Sources Submitted to ICCW.

3.3 Collaboration with State Institutions

The ICCW has had productive cooperation with several ministries and state institutions, which have played a significant role in supporting our operations. The **Ministry of Justice** has submitted a substantial amount of materials in their possession that contain evidence of war crimes. The **Ministry of Internal Affairs** has provided logistical and practical support to the ICCW, including assistance in staff recruitment processes and the development of physical infrastructure. The ICCW has also had successful collaborations with the **Ministry of Culture, Youth, and Sports**, the **Ministry of Local Government Administration**, and the **Ministry of Foreign Affairs and**

Diaspora, which has connected the Institute with municipalities and embassies, ensuring both local and international cooperation.

Between June and October 2024, the ICCW signed cooperation protocols with 24 municipalities in Kosovo to facilitate the collection and preservation of local archival documents (Figure 8). These partnerships aim to enhance access to historical data and contribute to the efforts of documenting crimes committed during the war period.



Figure 8. Map of municipalities with which the ICCW has signed cooperation protocols and which have simultaneously submitted archival materials to the ICCW.

3.4 Local and Regional Cooperation Agreements

Throughout this year, the ICCW has formalized its collaboration with a range of local and regional partners by signing Memorandums of Cooperation. The goal of these agreements is to enhance shared capacities for expertise exchange, data processing, joint project organization, and the promotion of Kosovo's cultural and historical heritage (Table 3).

Table 3. Memorandums of Cooperation.

No.	Institution	Date	Description of Cooperation
1	State Agency of Kosovo Archives	07.12.2023	Collaboration for building the Institute's archive and developing projects for documenting war crimes.
2	American University in Kosovo – Rochester Institute of Technology	11.03.2024	Development of research projects, conferences, professional development, and improvement of digital infrastructure.
3	Institute of Spiritual and Cultural Heritage of Albanians – Skopje	12.07.2024	Data and resource sharing on war crimes and cultural heritage.
4	Kosovo Agency of Statistics	20.09.2024	Collection and analysis of statistical data for the war period.
5	University of Prishtina “Hasan Prishtina”	11.10.2024	Development of educational projects, research, and seminars on war crimes.
6	Institute for the Study of Communist Crimes and Consequences in Albania	24.10.2024	Cooperation in research and archiving of documents on war crimes.
7	Srebrenica Memorial Center	In process	Development of educational and research projects, seminars, and an exhibition of the Institute's archival materials.
8	General Directorate of Archives of Albania	In process	Exchange of archival materials and expertise on documenting war crimes, and organization of joint research and educational projects.

4 Institutional Promotion and International Academic Contribution

The ICCW has made significant efforts to promote its mission both locally and internationally through the creation of the Institute's identity, media outreach, academic contributions, and participation in global events. This multifaceted approach has fostered collaborations and raised awareness on the documentation and research of war crimes.

4.1 Identity, Digital Presence, and Social Media

In 2024, the ICCW took important steps to build and strengthen its institutional identity. As part of its marketing strategy, the ICCW created an official logo that represents the values and mission of the Institute in documenting and researching war crimes. To increase awareness and share essential information with the public, the ICCW also established official accounts on various social media platforms, including Facebook, X, and Instagram. This presence has enabled direct communication and engagement with a wide audience, reinforcing the Institute's messages and sharing updates on its activities.

As of now, ICCW's Facebook followers have reached 3.5K, and the Institute has had a significant impact, achieving a reach of 99.7K users. The audience consists of diverse groups segmented by age and gender, as shown in Figure 9. This broad reach has strengthened awareness of the importance of war crime documentation and ICCW's role in this process. Furthermore, to improve public access to information and expand its online presence, the ICCW has created and maintains its official website at: www.ikkl.rks-gov.net. This website provides rich resources, including reports and key news, serving as an information hub for all interested parties.

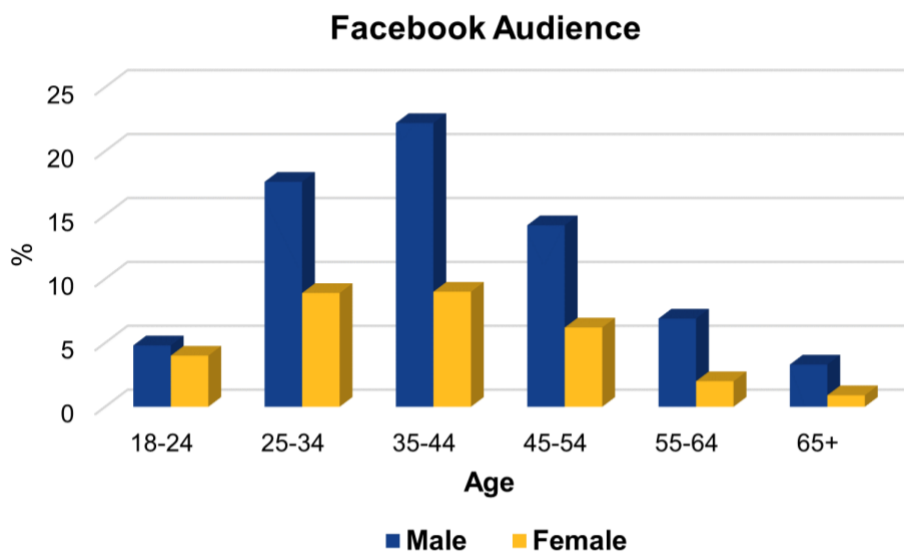


Figure 9. Social Media Audience (Facebook) by Age and Gender.

4.2 Media Presentations

Over the past year, the ICCW, represented by the Executive Director, has been highly active in both local and international media to promote the Institute's mission and raise awareness about the importance of documenting war crimes in Kosovo. The ICCW has been featured on various local programs, such as SociON and PRIZMA on T7, Rubikon and Sytë Shtatë on Klan Kosova. Regular interviews on Balkan Insight, Radio Rilindja Norway, RTK, KTV, and other platforms have also contributed to the Institute's efforts to highlight its development, objectives, and ongoing public awareness initiatives.

4.3 Local and International Presentations and Engagements

The establishment of the ICCW as a new institution in the Republic of Kosovo, which will serve as a central repository for all evidence documenting war crimes committed during the Kosovo war, has been promoted at eight (8) different local and international conferences, as well as in several discussion panels. Our presentations have helped expand the Institute's impact on the international stage, becoming part of scientific discussions on war crimes (Table 4).

Table 4. ICCW Representation in Conferences and Discussion Panels.

No.	Conference	Location	Date
1	Conference titled "Towards a Social History of Albanians in Socialist Yugoslavia"	University of Graz, Austria	09-10.02.2024
2	International Conference on the 25th Anniversary of NATO Intervention in Kosovo	University of Prishtina, Kosovo	31.03.2024
3	Democracy Week Conference Panel "Global Cooperation/Local Relevance: The Women, Peace and Security Agenda Focus on Kosovo"	University of Agder, Kristiansand, Norway	06.05.2024
4	Conference for "Researchers of Central and Southeastern Europe"	American University, Bulgaria	21.06.2024
5	Discussion Panel "The Other Who Does Not Exist"	Reporters House, Kosovo	17.07.2024
6	Summer School on Transitional Justice	Prizren, Kosovo	06.08.2024
7	Conference "KosovaPar"	University of Prishtina, Kosovo	27.09.2024
8	International Conference "35 Years after the Fall of Communist Regimes in Europe"	Bucharest, Romania	03.10.2024

An important part of ICCW's international activities has included meetings and study visits in Norway. On May 4, 2024, ICCW representatives visited the Peace Research Institute Oslo (PRIO) and the Holocaust Memorial Center in Oslo to exchange expertise and establish international collaboration networks. Additionally, on May 7, 2024, they conducted a study visit to ARKIVET, a historical center in Kristiansand, further strengthening ties with Norwegian institutions working in the field of documentation and archiving.

4.4 Scientific Contribution through "Open Call for Papers – Edited Volume"

To encourage studies on war crimes committed in Kosovo, the ICCW has initiated the creation of an Edited Volume. Seventeen abstracts from prestigious universities and authors were submitted, reviewed for publication by external editors Aiden Heirer and Furtuna Sheremeti. After evaluation, 12 abstracts were accepted, and the content of the edited volume has been structured (see Table 5). This initiative marks an important step toward strengthening academic studies and fostering collaboration with researchers worldwide. On February 17, 2025, in Prishtina, the international scientific conference will open, where selected authors will present preliminary findings of their research/articles.

Table 5. Content Structure of the ICCW Edited Volume.

THE SCALE, LEGACY, DOCUMENTATION, AND ADJUDICATION OF CRIMES COMMITTED IN KOSOVO		
Opening: Furtuna Sheremeti (University of Prishtina)		
Chapter I: Crimes Committed During the War in Kosovo		
Chandler Williams	Peace Research Institute Oslo (PRIO)	Even the books: destruction of Kosovar libraries
Jakob Weizman	Charles University	Drenica's Unhealed Wounds: The Elusive Quest for Justice in the KLA Stronghold
Christian Costamagna	New Europe College	Challenges in Demonstrating the Intent to Expel the Albanian Population from Kosovo through Yugoslav and Serbian State Documents (1998-1999)
Mathias Holvoet	University of Amsterdam	An Inquiry into the Nature of the Crimes Committed During the War in Kosovo
Rudinë Jakupi	Dublin City University	Bodies that don't matter: a feminist analysis of conflict-related sexual violence in Kosovo
Chapter II: Documenting and Investigating Crimes Committed During the War in Kosovo		
Anna Di Lellio	New York University	Documenting War Crimes and Crimes Against Humanity: A Gender-Attentive Strategy for Kosovo
Diego Nunez Stephanie Schwander-Sievers Melanie Klinker	Bournemouth University	Mass Grave Protection, Investigation and Engagement
Atdhe Hetemi Rona Karahoda	University of Prishtina Charles University	Comprehensive approaches to war crimes documentation: Building the foundations for sustainable peace in Kosovo
Chapter III: Addressing Crimes Committed During the War in Kosovo		
Nevenka Tromp	University of Amsterdam	The Kosovo War as Narrated in the Court Archives
Besmir Fidahić	Maastricht University	Does the realm of the international criminal tribunals think the term šiptar is ethnophaulism?
Gëzim Visoka	Dublin City University	Kosovo Specialist Chambers and the Lawfare on Self-Determination Movements
Haki Demolli	University of Prishtina	(Non)Punishment of Serbian War Criminals in Kosovo
Closing: Aidan Hehir (University of Westminster)		

4.5 International Exhibitions and Cultural Promotion

The ICCW has also secured collaborations for the exhibition of photographs and videos in major international cities, including New York, Barcelona, Krakow, Paris, and Vancouver. These exhibitions aim to raise global awareness about the war crimes committed in Kosovo. Additionally, the ICCW has provided requested support for the Reporters House project in Kosovo. Furthermore, exhibition space has been arranged at the Srebrenica Memorial Center to showcase some of our materials in the future.

5 Financial report

5.1 Summary of Key Budget Developments

The ICCW has an independent budget managed in accordance with relevant law. However, the administration and oversight of the ICCW budget are conducted by the Office of the Prime Minister (OPM), while the final budget is approved by the Assembly of Kosovo following review by the Budget and Finance Committee. Throughout this process, the budget has been aligned with the Medium-Term Expenditure Framework, in line with directives from the Ministry of Finance.

For the fiscal year 2024, the initial ICCW budget, as set by the Budget Law, was €325,953.30 (see Figure 10). This amount was approved as the final budget and allocated across the following categories: salaries and wages (€205,953.30), goods and services (€115,000.00), and utilities (€5,000.00). To date, the ICCW has spent 93.84% of the budget for goods and services (€107,915.14) and 99.71% of the utilities budget (€4,985.65). Due to the fact that only the Executive Director was on the payroll for an extended period, only 49.46% of the budget for salaries and wages has been utilized (including projected salaries through the end of 2024).

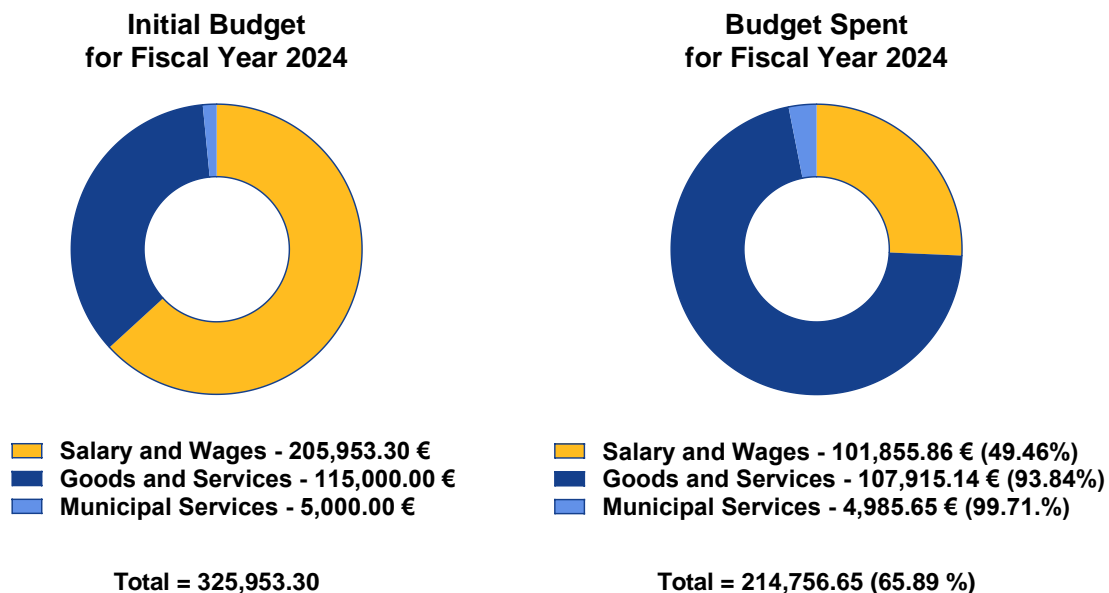


Figure 10. Initial and Spent Budget of the ICCW.

All planned activities have been reviewed, and considering the ICCW's needs to fulfill its mission under Law No. 08-L-177 and Regulation No. 04-2024, the requested budget for 2025 is €3,522,529. This budget is essential to provide the necessary resources for the ICCW to meet its legal obligations and operate effectively and sustainably.

6 Operational Challenges

6.1 Lack of Human Resources

The ICCW has faced significant challenges due to a lack of human resources and bureaucratic procedures. For a five-month period (November 2023 – March 2024), the Executive Director managed the Institute alone, bearing a high workload. In March 2024, UNDP provided temporary support with a human resources expert, while collaboration with the Ministry of Foreign Affairs and Diaspora secured three experts engaged until August 2024. However, it was only between April and June 2024 that three officials were transferred from other institutions to assist with the ICCW's daily operations.

6.2 Difficulties in Staff Recruitment

Another major challenge has been securing qualified staff, especially for mid-level positions, due to low salaries that have discouraged applications. Nevertheless, the ICCW has made significant progress, aiming to meet 100% of recruitment objectives by the end of the year. To increase diversity and inclusion, the ICCW has hired two officials on a fixed-term basis who were directly affected by the war. One of them has individually contributed to the collection of many materials, and another is a survivor of sexual violence who has raised awareness in society about the need for supporting survivors of sexual violence.

6.3 Building Public Trust

Building trust between citizens and the institution has been another critical challenge. Transitional justice processes and the documentation of war crimes require extensive citizen involvement and engagement. To this end, the ICCW has involved individuals who experienced violence and suffering during the war, including survivors of sexual violence and former KLA soldiers, who have contributed by gathering evidence and documents. This approach aims not only to increase citizen engagement but also to strengthen the connection and trust between them and the Institute.

6.4 Bureaucratic and Logistical Obstacles

The ICCW has also encountered bureaucratic obstacles and various political interests that have slowed its work. Complex administrative processes and unnecessary documentation requirements have delayed key projects, including office setup, procurement of vehicles for field operations, and work equipment. Vehicles and other equipment are essential for material collection and staff transportation. Although these delays have significantly impacted efficiency, the ICCW remains committed to fulfilling its mission, viewing this work as a humanitarian and collective duty that unites the team and institution.

7 Strategic Priorities for 2025

7.1 Implementation of the Digitalization Project

One of the main priorities for 2025 is the implementation of the digitalization project. This project aims to create a secure digital archive to preserve and protect all collected evidence and documents, ensuring access for researchers, survivors, and the international public. Digitalizing ICCW's materials also enables the mapping of war crimes and real-time information generation, which is crucial for research needs. Digitalization will significantly enhance social awareness of the need to remember war crimes and keep this history accessible for future analysis.

7.2 Intensification of Material Collection and Verification

The ICCW will continue intensifying efforts to collect and verify new materials. Additionally, we aim to increase the volume of materials collected from neighboring countries (Albania, North Macedonia, Montenegro, etc.). This process is essential to hear and document victims' stories and ensure that crimes are not erased from memory. Every verified testimony represents a step toward justice and guarantees that past suffering will not go undocumented or unaddressed.

7.3 Increasing Public Awareness

The ICCW aims to expand public awareness through scientific publications, statistical analyses, videos, and podcasts. These awareness campaigns are intended not only to inform but also to inspire reflection and action, keeping the memory of the war in Kosovo alive. Alongside regular activities throughout the year, the ICCW scientific conference is planned for February 17, 2025, in Pristina, as well as participation in EXPO Osaka 2025, providing an important international platform to present and increase awareness of Kosovo's historical truths.

7.4 Full Operationalization

Full operationalization of the ICCW is another key priority. This process includes capacity building, optimization of internal processes, and strengthening collaboration with national and international partners. Only through full operationalization will the ICCW be able to fully achieve its mission to document war crimes and advocate for justice for victims.

8 Key Requirements for 2025

8.1 Approval of the 2025 Budget

To achieve these objectives, the ICCW requires approval of the 2025 budget, which includes funds for capital projects, specifically for purchasing specialized software for digitalization and documentation, as well as vehicles. This budget is critical to supporting the ICCW's work and ensuring that Kosovo's painful history is properly documented.

8.2 Allocation of Space and Creation of Archival Storage

Securing necessary space for staff and creating a dedicated archive storage facility is essential to fulfilling the Institute's mission. Currently, spaces are limited and somewhat unsuitable, hindering efficient operations. Moving to new facilities within the Kosovo Cadastral Agency will significantly enhance the operational efficiency of the ICCW.

8.3 Continued Support from the Prime Minister's Office and Relevant Ministries

Support from the Prime Minister's Office and relevant ministries remains crucial to the ongoing success of the Institute. This close partnership ensures that the ICCW continues to contribute to building a more just and informed future for Kosovo. Without this support, a vital part of the ICCW's mission could be at risk.



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