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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

Personal Development Plan for ICCW Staff

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1. Purpose

The Personal Development Plan (PDP) at the Institute of Crimes Committed during the War in Kosovo (ICCW) aims to maximize the potential of officials and improve the overall performance of the Institute. First, the personal development plan helps identify gaps in the skills and competencies of officials related to the specific demands of their positions. This allows for the creation of a personalized roadmap to enhance the knowledge and skills necessary to successfully fulfill job responsibilities. Second, the personal development plan fosters a culture of continuous learning within the Institute. The plan encourages officials to be proactive in their professional development and to adapt to rapid technological and methodological changes within their area of expertise. Furthermore, the personal development plan helps align the individual objectives of officials with the strategic goals of the Institute. This ensures that staff development is in line with the long-term needs of the Institute and contributes directly to the achievement of its mission

Additionally, the personal development plan serves as a tool for motivating and engaging officials. By investing in the development of officials, ICCW demonstrates its appreciation for their contributions and offers opportunities for professional growth and accountability, thereby increasing officials' job satisfaction and loyalty to the institution. Furthermore, the personal development plan helps with succession planning and talent development within the Institute. By identifying and nurturing the skills of officials, ICCW can prepare future leaders and ensure the continuity of its operations.

In conclusion, the purpose of creating a personal development plan for each official position is to build a capable, flexible, and motivated workforce that can effectively respond to current and future challenges, thereby contributing to the overall success and long-term sustainability of the Institute.

2. Implementation Process

ICCW aims to implement a structured approach to the professional development of its staff, considering this as a key element for the success of the Institute. This strategy develops a dynamic and up-to-date work environment, where every official has the opportunity to continuously enhance his/her skills and knowledge.

The personal development plan for each position will be a personalized document reflecting the specific needs of the role, as well as the individual aspirations of the official at ICCW. This plan is developed in close cooperation between the officials and the leadership structures, ensuring that personal objectives are aligned with those of the Institute.

The implementation of training and development plans will be carried out strategically, focusing on those competencies that are most critical for the effective functioning of the Institute. ICCW will carefully analyze its short-term and long-term priorities, identifying areas where immediate improvement is needed, as well as those requiring continuous development.

Each training request will be carefully reviewed. This process will ensure that the Institute's resources are utilized in the most efficient manner possible, maximizing the return on investment

in staff development. During the assessment of training and development requests, not only the relevance of the training to the current position will be evaluated, but also its potential to contribute to the long-term objectives of ICCW.

ICCW views this plan as a strategic investment in its human capital. By cultivating a highly skilled and up-to-date workforce, the Institute aims to strengthen its position as a center of excellence in the field of legal research. This approach is expected to enhance not only the quality of work performed but also the motivation and satisfaction of officials, leading to increased productivity and innovation.

3. Reformulation and Refreshing Process

The personal development plan will be created on an annual basis to ensure its refreshing and the integration of new changes. This process will be carried out at the beginning of each calendar year, to be completed by January 20th of the new year.

The refreshing of the plan will be carried out in cooperation between the leaders and officials, ensuring that every voice is heard and reflected in the new plan. This cooperative process will help identify the needs and aspirations of the officials, creating a more motivating and supportive environment.

After the completion of the development plans for all positions within the Institute's structure, the final plan will be approved by the Executive Director. This approval will ensure that the personal development plan is aligned with the strategic objectives of the Institute and contributes to enhancing efficiency and productivity.

This regular process of refreshing is essential for the professional and personal development of officials, ensuring that they have opportunities for growth and career advancement. In this way, the Institute not only supports individual development but also strengthens the culture of teamwork and commitment to shared objectives. This systematic approach to planning and refreshing personal development will make the Institute more adaptive to changes and challenges that may arise throughout the year, ensuring an effective path toward collective success.

4. Structure in the Office of Executive Director

The Office of the Executive Director consists of 13 officials. At the head of this office is the Executive Director, who holds the position of Senior Management 2. The rest of the staff comprises 12 professionals, with one official classified as a Junior Manager, nine classified as Professional 1, and two officials classified as Professional 2. This organizational structure reflects a clear hierarchy, with a main leader and a team of specialized professionals who support the functioning of the office and the achievement of the ICCW's objectives.

The table below describes the specific positions within the Office of the Executive Director:

Office of Executive Director		Total: 13
- Executive Director	Senior Management 2	1
- Senior Executive Officer	Professional 1	1

- Administrative Support Officer	Professional 2	1
- Senior Certifying Officer	Professional 1	1
- Senior Legal Officer	Professional 1	1
- Senior Public Communication Officer	Professional 1	1
- Internal Auditor	Professional 1	1
- Senior Public Procurement Officer	Professional 1	1
- Senior Human Resources Officer	Professional 1	1
- Head of the Budget and Finance Division	Junior Manager	1
- Senior Budget Officer	Professional 1	1
- Senior Finance Officer	Professional 1	1
- Finance Officer	Professional 2	1

4.1 Personal Development Plans in the Office of the Executive Director

In section 4, specifically from 4.11 to 4.22, the personal development plans for all positions within the Office of the Executive Director have been developed. These plans detail the areas of development, objectives, activities and timelines for improving the skills and performance of each position, aiming to increase the overall efficiency of the office and achieve the Institute's goals.

4.11 PDP - Senior Executive Officer

Area of Development	Objektives	Activities	Timeline
Executive Management	Improvement of Organizational and Supervisory Skills	- Training for Effective Management - Practice in Organizing High-Level Meetings	6-12 months
Legal Knowledge	Intensify of Knowledge on Relevant Legislation and Procedures	- Study of new laws and regulations - Participation in legal seminars	3-6 months
Communication Skills	Development of effective communication inside and outside the institution	- Training for professional communication - Practical exercises in presentations	3-6 months
Drafting of Documents	Improvement of skills in drafting official letters	- Workshop on report writing - Practice in drafting decisions and guidelines	3-6 months
Project Management	Increase of efficiency in activity coordination	- Certification in project management - Practical application in Institute projects	6-12 months
Information Technology	Improvement of skills in using IT system	- Training for document management software - Training for advanced data analysis	3-6 months

Area of Development	Objektives	Activities	Timeline
Professional Ethics	Strengthening integrity and ethical standards	- Seminar on ethics in public administration - Study of internal and external acts such as the core values and professional conduct in the ICCW, the code of conduct for civil servants, the human resources manual, etc.	2-3 months

4.12 PDP - Administrative Support Officer

Area of Development	Objektives	Activities	Timeline
Administrative skills	Improvement of document management and archiving	- Training for document management system - Practical experience in organizing physical and electronic archive	3-6 months
Communication	Increasing efficiency in communication with internal and external parties	- Training for effective communication in the office - Practical exercises for responding to routine requests	2-3 months
Information Technology	Improvement of skills in using office software	- Training for MS Office (Word, Excel, PowerPoint - Training for database management	3-4 months
Meeting organization	Development of skills for effective meeting organization	- Seminar on planning and coordinating meetings - Practical experience in preparing agendas and meeting minute	2-3 months
Time management	Increasing productivity through better time management	- Workshop on time management techniques - Implementation of a personal task prioritization system	1-2 months
Institutional knowledge	Intensify knowledge of IKKL and related institutions	- Study of the structure and functioning of ICCW - Acquaintance with the internal procedures of the institution	2-3 months

4.13 PDP - Senior Certyfing Officer

Area of Development	Objektives	Activities	Timeline
Financial Management	Improvement of knowledge in public financial management	- Training in Internal Control of Public Financials - Study of the new financial legislation	6 months
Public Procurement	Updating with best procurement practice	- Participation in seminars on the Public Procurement Law - Exchange of experiences with similar institutions	3 months
Information Technology	Improvement of skills in using SIMF	- Advanced training in the Financial Management Information System (FMIS) - Regular practice in the system	4 months
Auditing	Development of knowledge in internal auditing	- Training in internal auditing - Study of audit reports from similar institutions	6 months
Communication	Improvement of communication skills with stakeholders	- Training in effective communication - Practical experience in preparing reports and presentations	3 months

4.14 PDP – Senior Legal Officer

Area of Development	Objektives	Activities	Timeline
Legal Knowledge	Improvement of knowledge in the field of relevant legislation for the Institute	- Participation in legal seminars and conferences - Study of new legislation and legal changes - Reading of professional literature	6-12 months
Drafting Skills	Improvement of skills in drafting normative and legal acts	- Training in legal drafting techniques - Practical experience in drafting various legal documents - Seeking feedback from supervisors	3-6 months

Area of Development	Objektives	Activities	Timeline
Legal Analysis	Development of analytical skills for interpreting laws and sub-legal acts	- Study of relevant judicial cases - Participation in working groups for legal analysis - Practical exercises in legal analysis	6-9 months
Project Management	Improvement of skills in task planning and managemen	- Training in project management - Application of time management techniques - Use of software for project management	3-6 months
Professional Communication	Development of skills for effective communication with stakeholders	- Training in professional communication - Practical experience in presentations and reporting - Improvement of professional writing skills	3-6 months
Inter-institutional cooperation	Strengthening skills for cooperation with different institutions	- Participation in inter-institutional meeting - Development of the professional network - Study of best cooperation practices	Ongoing

4.15 PDP - Senior Public Communication Officer

Area of Development	Objektives	Activities	Timeline
Communication Strategies	Improvement of skills in developing and implementing effective communication strategies	- Participation in communication strategy training - Reading professional literature on the latest trends in communication - Analysis of successful strategies of similar institutions	6-12 months
Social Media Management	Improving skills for the effective management of social media platforms	- Training for using social media management tools - Experimenting with different content formats - Analyzing social media performance metrics	3-6 months
Multimedia Content Production	Development of skills for creating visual and audiovisual content	- Training for video and photo editing - Regular practice in creating multimedia content - Learning new editing techniques	6-9 months

Area of Development	Objektives	Activities	Timeline
Writing and editing	Improving writing skills for different audiences	- Workshops for writing press releases - Regular writing exercises - Seeking feedback from colleagues and supervisors	3-6 months
Public Relations	Strengthening skills for building positive relationships with the media and the public	- Participation in public relations conferences - Networking with industry professionals - Simulations of various public communication scenarios	6-12 months
Crisis Management	Developing skills to manage crisis situations in communication	- Training for crisis communication management - Studying crisis management cases - Developing crisis response plans	6-9 months
Knowledge of the Institute and the Scope of Work	Intensifying knowledge of the Institute's work and issues related to war crimes	- Reading relevant reports and documents - Participation in seminars and conferences on war crimes - Regular discussions with colleagues from other departments	Ongoing

4.16 PDP – Internal Auditor

Area of Development	Objektives	Activities	Timeline
Professional Knowledge	Improving knowledge in internal auditing	- Participation in advanced training for internal auditing - Reading updated literature in the field of auditing	6-12 months
Analytical Skills	Increasing skills for identifying risks and evaluating internal controls	- Studying practical auditing case studies - Participation in workshops for risk assessment	3-6 months
Planning and Organization	Improving skills for drafting effective auditing plans	- Training for strategic planning - Development of a personal system for time management	3-6 months

Area of Development	Objektives	Activities	Timeline
Communication	Development of skills for effective communication with stakeholders	- Training for professional communication - Practice in presenting audit reports	3-6 months
Information Technology	Improving skills in using auditing software	- Training for specific auditing software - Practice in data analysis using advanced tools	6-12 months
Project Management	Development of skills for managing audit projects	- Training for project management - Applying learned techniques to real projects	6-12 months
Professional Ethics	Strengthening knowledge and applying ethical standards in auditing	- Participation in seminars on ethics in auditing - Studying the code of ethics for internal auditors	3-6 months
Legislation	Updating knowledge on relevant laws and regulations	- Participation in seminars on legal changes - Regular reading of legal changes in the field of auditing	Ongoing

4.17 PDP - Senior Public Procurement Officer

Area of Development	Objektives	Activities	Timeline
Legal Knowledge	Improving knowledge on public procurement legislation	- Studying new laws and regulations - Participation in legal seminars	6 months
Analytical Skills	Development of skills for analyzing procurement activities	- Training for advanced analysis - Practice in real projects	3 months
Document Management	Improving skills in drafting procurement documents	- Training for technical writing - Reviewing existing templates	2 months
Information Technology	Improving skills in using procurement software	- Training for electronic procurement systems - Practice with specific software	4 months

Area of Development	Objektives	Activities	Timeline
Communication and Presentation	Development of skills for presenting reports and recommendations	- Training for effective presentations - Practical exercises	3 months
Professional Ethics	Strengthening knowledge of ethical standards in public procurement	- Seminars on ethics in public administration - Case study analysis	2 months
Time Management	Improving skills for planning and prioritization	- Training for time management - Implementing new techniques	1 months
Interinstitutional Cooperation	Developing a professional network in the field of procurement	- Participation in conferences - Membership in professional organizations	Continuous

4.18 PDP - Senior Human Resources Officer

Area of Development	Objektives	Activities	Timeline
Civil Service Legislation	Improving knowledge of current legislation	- Participation in specific training - Study of new laws and regulations	6 months
Management of HR Systems	Increasing skills in using HRMIS	- Advanced training for HRMIS - Regular practice in the system	3 months
Strategic HR Planning	Development of skills for forecasting future HR needs	- Training in strategic planning - Analysis of HR trends in the public sector	9 months
Performance Evaluation	Improving the evaluation and reporting process	- Training in modern evaluation techniques - Development of new evaluation tools	6 months
Management of HR Budget	Increasing skills in planning and managing the personnel budget	- Training in financial management - Practice in budget preparation	6 months
Communication Skills	Improving communication with staff and management	- Training in effective communication - Practice in presentations	3 months

4.19 PDP - Head of the Budget and Finance Division

Area of Development	Objektives	Activities	Timeline
Financial Management	Improving skills in budget planning and execution	- Advanced training in public financial management - Participation in seminars on best budgeting practices	6-12 months
Leadership and Management	Strengthening leadership and management skills	- Training for effective leadership - Mentorship from a senior leader - Reading specialized literature on management	12-18 months
Financial Analysis	Development of analytical skills for financial reporting	- Training in advanced financial analysis - Practice in preparing complex financial reports	6-9 months
Financial Legislation	Updating knowledge on financial laws and regulations	- Participation in seminars on legal changes - Study of new financial legislation	Ongoing
Information Technology	Improving skills in using financial software	- Training in new financial management systems - Training for advanced use of Excel for financial	3-6 months
Communication	Development of communication and presentation skills	- Training for effective communication in management - Practice in financial presentations to senior leaders	6-9 months
Project Management	Improving skills in managing financial projects	- Certification in project management - Participation in interdepartmental projects	9-12 months

4.20 PDP – Senior Budget Officer

Area of Development	Objektives	Activities	Timeline
Financial Management	Improving skills in budget planning and monitoring	- Training in advanced budget management - Participation in seminars on best practices in public financial management	6 months

Area of Development	Objektives	Activities	Timeline
Financial Analysis	Development of analytical skills- for evaluating budget proposals	- Training in advanced financial analysis - Practice with specialized software for budget analysis	3 months
Financial Reporting	Improving skills in preparing financial reports	- Training for financial reporting standards in the public sector - Workshops on effective techniques for presenting financial data	4 months
Financial Legislation	Updating knowledge on financial laws and regulations	- Participation in seminars on legal changes in public financial - Independent study of new financial legislation	Ongoing
Project Management	Development of skills in managing financial projects	- Certification in project management (e.g., PRINCE2) - Participation in pilot projects within the institution	8 months
Professional Communication	Improving communication skills with stakeholders	- Training for effective communication in the context of financial - Practice in financial presentations to different audiences	3 months

4.21 PDP –Senior Finance Officer

Area of Development	Objektives	Activities	Timeline
Financial Management	Improving skills in financial resource management	- Training in public budget management - Training in financial management systems	6 months
Financial Reporting	Increasing accuracy and efficiency in preparing financial reports	- Workshop on financial reporting in the public sector - Regular practice in preparing quarterly and annual reports	3 months
Financial Legislation	Updating knowledge on financial laws and regulations	- Seminar on recent changes in financial legislation - Independent study of relevant laws and regulations	4 months

Area of Development	Objektives	Activities	Timeline
Analytical Skills	Development of skills for analyzing financial data	- Training in financial data analysis - Practical project for analyzing institutional expenditures	5 months
Information Technology	Improving skills in using financial software	- Training for financial management and control systems - Training in advanced Excel for financial professionals	3 months
Communication	Strengthening communication skills with internal and external parties	- Workshop on effective communication in professional environments - Practical exercises for financial presentations	2 months

4.22 PDP – Finance Officer

Area of Development	Objektives	Activities	Timeline
Financial Management	Improving skills in managing institutional assets	- Training in accounting standards - Practice in asset recording and management	6 months
Financial Reporting	Development of skills for preparing financial reports	- Training in financial reporting - Practical exercises in preparing reports	3 months
Information Technology	Improving skills in using financial software	- Training in accounting software - Practice in using financial management systems	4 months
Financial Legislation	Updating knowledge on financial laws and regulations	- Participation in seminars on financial legislation - Study of new laws and regulations	Ongoing
Analytical Skills	Development of skills for financial analysis	- Training in financial analysis - Practical projects for analyzing financial data	5 months
Communication	Improving communication skills with colleagues and stakeholders	- Training in effective communication - Practice in presenting financial information	3 months

5. Structure in the Department of Documentation

The Department of Documentation consists of 30 officials, organized into three main divisions: the Collection Division, the Verification Division and the Processing and Archiving Division. This structure ensures an integrated approach to the documentation process, covering all aspects from collection to final archiving.

The table below describes the specific positions within the Department of Documentation:

Department of Documentation		Total: 30
- Director of the Department of Documentation	Middle-Level Manager	1
Collection Division		**Total: 14**
- Head of the Collection Division	Junior Manager	1
- Senior Resource Identification Officer	Professional 1	1
- Senior Regional Resource Identification and Collection Officer	Professional 1	7
- Senior Material Categorization Officer	Professional 1	2
- Senior Collection Officer	Professional 1	3
Verification Division		**Total: 6**
- Head of the Verification Division	Junior Manager	1
- Senior Material Verification and Authenticity Officer	Professional 1	2
- Senior Accuracy Comparison and Confirmation Officer	Professional 1	2
- Senior Verified Results Reporting Officer	Professional 1	1
Processing and Archiving Division		**Total: 9**
- Head of the Processing and Archiving Division	Junior Manager	1
- Archival Material Arrangement Officer (Organization, Classification & Cataloguing)	Professional 2	3
- Senior Archival Material Administration and Digitalisation Officer	Professional 1	3
- Senior Physical Archive Management Officer	Professional 1	1
- Senior Database Management Officer	Professional 1	1

5.1 Personal Development Plans in the Department of Documentation

Within section 5, specifically from subsection 5.11 to 5.45, personal development plans have been developed for all positions within the Department of Documentation. These plans detail the areas of development, objectives, activities, and timelines for improving the skills and performance of each position, aiming to increase the overall efficiency of the department and achieve the goals of the Institute.

5.11 PDP - Director of the Department of Documentation

Area of Development	Objektives	Activities	Timeline
Project Management	Improving skills in planning and implementing complex projects	- Participation in advanced project management training - Applying new methodologies in department projects	6-12 months
Information Technology	Enhancing knowledge in document management systems and digital archiving	- Training in the latest digital archiving software - Implementation of a new document management system in the department	3-6 months
Leadership and Management	Development of leadership skills for effective department management	- Participation in leadership seminars - Mentorship from experienced leaders in the field of documentation	6-12 months
Legal Knowledge	Updating knowledge on relevant legislation for war crimes	- Studying new laws and regulations - Participation in legal conferences on war crimes	3-6 months
Communication Skills	Improving interinstitutional communication and public communication	- Training in public and diplomatic communication - Organizing regular meetings with stakeholders	3-6 months
Human Resources Management	Optimizing the performance of the department staff	- Training in modern performance evaluation techniques - Implementation of a new career development system for staff	6-9 months
Research Methodology	Improving data collection and analysis methods	- Participation in advanced training for research methodology - Development of a new protocol for verifying sources	6-12 months

5.2 Collection Division

5.21 PDP – Head of Collection Division

Area of Development	Objektives	Activities	Timeline
Project Management	Improvement of skills for planning and managing complex projects	- Training in project management - Participation in practical workshops	6 months
Leadership	Development of leadership skills for effective staff management	- Training in leadership and team motivation - Mentorship from an experienced leader	1 year
Specific Knowledge on War Crimes	Intensifying knowledge in the field of documenting war crimes	- Participation in local and international conferences - Study of relevant literature	9 months
Analytical Skills	Improvement of skills for analyzing complex data	- Training in statistical analysis - Practice with advanced analytical software	6 months
Inter-Institutional Communication and Cooperation	Strengthening skills for effective communication and building partnerships	- Training in strategic communication - Active participation in inter-institutional forums	1 year
Resource Management	Optimization of the use of human and financial resources	- Training in financial management - Workshop on effective human resource management	8 months

5.22 PDP - Senior Resource Identification Officer

Area of Development	Objektives	Activities	Timeline
Resource Identification	Improvement of skills for finding reliable resources	- Training in advanced search techniques - Participation in seminars on resource identification and evaluation	6 months
Information Analysis	Development of analytical skills	- Training in data analysis - Practice with data analysis software	3-6 months

Area of Development	Objektives	Activities	Timeline
Information Management	Improvement of data organization and storage	- Training in information management systems - Implementation of a new archiving system	3 months
Ethics and Legality	Intensifying knowledge of ethical and legal standards	- Seminar on copyright and privacy - Reading of new legal regulations	Ongoing
Reporting Skills	Improvement of writing and presentation skills	- Training in professional report writing - Workshop on effective presentations	2 months
Inter-Institutional Cooperation	Expansion of the professional network	- Participation in relevant conferences - Membership in professional organizations	Ongoing
Methodology Development	Innovation in work methods	- Research on best international practices - Development of a new methodology for the institute	6-12 months
Technological Skills	Keeping up with new technologies	- Training in relevant new software - Training in cybersecurity	3 months

5.23 PDP - Senior Regional Resource Identification and Collection Officer

Area of Development	Objektives	Activities	Timeline
Resource Identification	Improvement of skills for finding reliable resources	- Training in advanced search techniques - Participation in seminars on resource evaluation	6 months
Information Management	Optimization of the data storage and organization process	- Training in advanced information management systems - Implementation of a new digital archiving system	3 months
Data Analysis	Development of analytical skills	- Training in statistical methods - Practice in preparing analytical reports	9 months
Inter-Institutional Cooperation	Strengthening relationships with stakeholders	- Participation in international conferences - Organizing meetings with field experts	Ongoing

Area of Development	Objektives	Activities	Timeline
Information Security	Improvement of knowledge on protecting sensitive data	- Certification in cybersecurity - Implementation of new security protocols	6 months
Methodology Development	Innovation in data collection techniques	- Research on new methodologies - Piloting innovative approaches in the field	9 months

5.24 PDP - Senior Material Categorization Officer

Area of Development	Objektives	Activities	Timeline
Categorization System	Improvement of skills in creating and implementing categorization systems	- Training in information management - Study of best practices in categorization - Development of a new categorization system	6 months
Material Analysis	Increase in accuracy in analyzing and evaluating materials	- Training in document analysis - Practice in evaluating various materials - Consultations with field experts	3 months
Information Technology	Improvement of skills in using technology for material management	- Training in database management software - Training in digital document management systems	4 months
Inventory Management	Development of skills in monitoring and managing inventory	- Training in inventory management techniques - Implementation of a new inventory monitoring system	3 months
Reporting and Communication	Improvement of skills in preparing reports and communicating with stakeholders	- Training in writing effective reports - Training in communication skills - Practice in data presentation	2 months
Field-Specific Knowledge	Intensifying knowledge in relevant fields (law, history, etc.)	- Participation in relevant conferences and seminars - Reading specialized literature - Exchange of experiences with field colleagues	Ongoing

5.25 PDP - Senior Collection Officer

Area of Development	Objektives	Activities	Timeline
Evidence Collection Skills	Improvement of techniques for collecting and preserving evidence	- Attending training on new evidence collection techniques - Practicing techniques in the field under supervision	6 months
Legal Knowledge	Intensifying knowledge of relevant laws and procedures	- Study of current legislation on war crimes - Attending legal seminars	3 months
Communication Skills	Improvement of interview and reporting skills	- Training in advanced interviewing techniques - Practice in writing professional reports	4 months
Data Management	Improvement of skills in organizing and analyzing data	- Training in specialized software for evidence management - Practice in organizing databases	3 months
Inter-Institutional Cooperation	Strengthening skills for cooperation with different agencies	- Participation in inter-institutional meetings - Development of the professional network	Ongoing

5.3 Verification Division

5.31 PDP - Head of Verification Division

Area of Development	Objektives	Activities	Timeline
Project Management	Improvement of skills for project planning and management	- Training in project management - Application of new techniques in current projects	6 months
Document Verification	Updating with the latest document verification techniques	- Participation in conferences on document security - Study of new literature in the field	3 months
Human Resource Management	Development of leadership skills	- Training in effective leadership - Mentoring new staff	9 months
Information Technology	Improvement of knowledge in data management systems	- Training in advanced database systems	6 months

Area of Development	Objektives	Activities	Timeline
		- Implementation of a new system in the division	
Legislation	Updating with legal changes affecting the field of verification	- Participation in legal seminars - Analysis of new legislation	Ongoing
Inter-Institutional Communication	Strengthening skills for inter-institutional cooperation	- Training in effective communication - Organizing inter-institutional meetings	4 months

5.32 PDP - Senior Material Verification and Authenticity Officer

Area of Development	Objektives	Activities	Timeline
Verification Techniques	Improvement of skills in evidence verification	- Training in the latest verification techniques - Practice with case studies	6 months
Documentation and Reporting	Improvement of the quality of documentation and reports	- Training in writing forensic reports - Development of standardized templates for documentation	3 months
Information Technology	Improvement of skills in using relevant software	- Training in specialized software for evidence managemen - Training in digital data analysis	4 months
Legal Knowledge	Intensifying knowledge in relevant legislation	- Seminar on laws related to war crimes - Independent study of relevant legal procedures	6 months
Evidence Management	Improvement of skills in preserving and managing evidence	- Practical training in evidence preservation techniques - Study visit to forensic laboratories	3 months
Inter-Institutional Cooperation	Strengthening skills for cooperation with other agencies	- Workshop on inter-institutional communication	Ongoing

Area of Development	Objektives	Activities	Timeline
		- Participation in inter-institutional working groups	
Professional Ethics	Intensifying knowledge in the ethics of working with sensitive evidence	- Training in ethics for handling confidential information - Regular discussions with colleagues on ethical dilemmas	3 months
Analytical Skills	Development of skills for critical analysis of evidence	- Training in evidence analysis methodologies - Practical exercises with complex cases	6 months

5.33 PDP - Senior Accuracy Comparison and Confirmation Officer

Area of Development	Objektives	Activities	Timeline
Document Management	Improvement of skills in organizing and categorizing documents	- Training in document management systems - Practice in categorizing various documents	3-6 months
Verification Techniques	Mastering advanced methods for comparing and verifying information	- Training in document verification techniques - Workshop on identifying inaccuracies in documents	6-9 months
Data Analysis	Development of analytical skills for identifying discrepancies	- Training in statistical analysis - Practice in using analytical software	6-12 months
Reporting	Improvement of skills in reporting findings	- Training in writing effective reports - Practical exercises in report preparation	3-6 months
Legal Knowledge	Intensifying knowledge in the relevant legal field for war crimes	- Seminar on war crimes legislation - Reading relevant legal literature	9-12 months
Inter-Institutional Cooperation	Development of skills for effective cooperation with other agencies	- Participation in inter-institutional conferences - Networking with colleagues from similar institutions	Ongoing

Area of Development	Objektives	Activities	Timeline
Information Technology	Updating with new technologies for data management	- Training in the use of specialized software - Training in cybersecurity	6-9 months
Professional Ethics	Strengthening knowledge and ethical practices in the workplace	- Seminar on ethics in handling sensitive information - Regular discussions with colleagues on ethical issues	3-6 months

5.34 PDP - Senior Verified Results Reporting Officer

Area of Development	Objektives	Activities	Timeline
Analytical Skills	Improvement of skills for data analysis and trend identification	- Attending training in statistical analysis - Practicing advanced data analysis techniques	6 months
Reporting and Documentation	Improvement of the quality of reports and documentation	- Training in writing effective reports - Study of successful report models	3 months
Legal Knowledge	Intensifying knowledge in the field of war crimes	- Reading relevant literature - Participation in seminars and conferences on war crimes	12 months
Presentation Skills	Improvement of skills in presenting results	- Training in presentation techniques - Regular practice of presentations in front of colleagues	4 months
Time Management	Optimization of work processes and increasing efficiency	- Implementation of time management techniques - Use of digital tools for work organization	2 months
Inter-Institutional Cooperation	Strengthening skills for cooperation with other agencies	- Building the professional network - Participation in inter-institutional working groups	Ongoing
Ethics and Confidentiality	Ensuring high ethical standards and confidentiality	- Training in professional ethics - Regular review of confidentiality policies	3 months

Area of Development	Objektives	Activities	Timeline
Information Technology	Improvement of skills in using relevant software	- Training in data management software - Regular practice with advanced digital tools	6 months

5.4 Processing and Archiving Division

5.41 PDP - Head of the Processing and Archiving Division

Area of Development	Objektives	Activities	Timeline
Archive Management	Improvement of skills in organizing and classifying archival materials	- Training in modern archiving systems - Study visit to similar institutions	6 months
Digitization	Development of expertise in digitizing archival documents	- Training in new digitization technologies - Practical workshop on using digitization equipment	3 months
Project Management	Increase in efficiency in managing division projects	- Certification in project management - Implementation of project management software	9 months
Legislation	Updating with new laws and regulations on archives and access to information	- Seminar on new legislation in the field of archives - Independent study of relevant legal acts	6 months
Leadership	Improvement of leadership and motivational skills	- Training in effective leadership - Mentorship from an experienced leader	12 months
Data Analysis	Development of skills for processing and analyzing statistical data	- Training in statistical analysis - Practice with specialized analysis software	6 months
Document Preservation	Mastering modern techniques for document preservation	- Specialized training in document preservation - Practical workshop on restoring damaged documents	9 months

5.42 PDP - Archival Material Arrangement Officer (Organization, Classification & Cataloguing)

Area of Development	Objektives	Activities	Timeline
Archive Management	Improvement of skills in organizing archival collections	- Training in modern archiving standards - Participation in seminars on best practices	6 months
Digital Cataloguing	Development of expertise in digital cataloguing	- Training in cataloguing software - Practice with advanced cataloguing systems	3 months
Document Classification	Improvement of skills in classifying documents	- Study of archival classification systems - Workshops on classifying historical documents	4 months
Preservation of Materials	Mastering modern preservation techniques	- Training in document conservation - Study visit to advanced archives	6 months
Digitization	Development of skills in converting physical records to digital formats	- Training in scanning and digitizing documents - Practice with advanced digitization equipment	3 months
Service to Researchers	Improvement of skills in assisting researchers	- Training in customer service - Practical simulations of various research situations	2 months
Historical Knowledge	Intensifying knowledge about the history of the war in Kosovo	- Reading relevant literature - Participation in historical conferences	Ongoing
Project Management	Development of skills in managing archival projects	- Basic training in project management - Participation in small archival projects	5 months

5.43 PDP - Senior Archival Material Administration and Digitalisation Officer

Area of Development	Objektives	Activities	Timeline
Archival Digitization	Improvement of skills in scanning and digitizing documents	- Training in using advanced scanning equipment - Training in digitization techniques	3-6 months

Area of Development	Objektives	Activities	Timeline
Metadata Management	Development of expertise in creating and managing metadata	- Seminar on metadata standards in archives - Practice with metadata management software	2-4 months
Quality Control	Improvement of skills in quality control of digitized materials	- Training in quality standards for digitization -Development of a checklist for quality assessment	1-2 months
Organization of Digital Collections	Increasing efficiency in organizing digital materials	- Training in digital document management systems -Study visit to a modern archive	3-5 months
Policy Development	Improvement of skills in drafting policies and procedures	- Workshop on developing archival policies - Study of best international practices	4-6 months
Staff Training	Development of training and communication skills	- Training for "train the trainer" - Practice in presenting digitization techniques	2-3 months
Cooperation with Stakeholders	Improvement of skills in identifying needs and communicating with stakeholders	- Seminar on stakeholder relationship management - Participation in industry conferences	3-4 months
Promotion of Collections	Development of effective strategies for promoting digital collections	- Training in digital marketing - Project for creating a promotional campaign	2-3 months
Reporting and Documentation	Improvement of skills in report preparation and documentation of processes	- Training for writing effective reports - Development of an internal system for process documentation	1-2 months

5.44 PDP - Senior Physical Archive Management Officer

Area of Development	Objektives	Activities	Timeline
Archive Management	Improvement of skills in planning and organizing archive space	- Training in archive space management - Study visit to similar archives	6 months
Information Technology	Updating knowledge of modern digital archive management systems	- Training on digital archive management systems - Practice with specialized software for archives	3 months
Document Preservation	Developing expertise in preservation and maintenance techniques	- Workshop on modern preservation techniques - Practical training in handling sensitive materials	9 months
Information Security	Strengthening knowledge of archival security protocols	- Seminar on information security in archives - Developing a security plan for the institution's archive	4 months
Legislation	Updating knowledge of archival laws and regulations	- Study of current legislation on archives - Participation in legal conferences on archive management	6 months
Communication Skills	Improving abilities for interdepartmental cooperation	- Training in effective communication in professional environments - Active participation in interdepartmental meetings	3 months
Project Management	Developing skills for managing archival projects	- Training in project management - Leading a small project within the archive	12 months

5.45 PDP - Senior Database Management Officer

Area of Development	Objektives	Activities	Timeline
Database Management	Improving skills in organizing and cataloguing archival collections	- Advanced training in database systems - Practice in cataloguing archival materials	6 months

Area of Development	Objektives	Activities	Timeline
Data Security	Strengthening knowledge in implementing security measures to protect data	- Training in cybersecurity - Certification in data protection	3 months
Auditing and Quality Control	Developing skills for conducting effective database audits	- Training in data auditing techniques - Practice in identifying and correcting data errors	4 months
Reporting and Analysis	Improving skills in creating and generating reports from databases	- Training in advanced data analysis - Training in using data visualization tools	3 months
Cooperation with IT	Strengthening skills for effective cooperation with IT support teams	- Seminar on effective interdepartmental communication - Joint project with the IT team to optimize system performance	2 months
Project Management	Developing skills in managing database-related projects	- Training in IT project management - Certification in Agile project management methodologies	5 months

6. Structure in the Research Department

The Research Department consists of 20 officials, organized into four main divisions: the Customer Service Division, the Academic Research Division, the Research Material Digitization Division and the Specialized Analysis Division. This structure enables a comprehensive approach to research by offering specialized services, conducting academic studies, digitizing materials, and carrying out in-depth analyses in the field of crimes committed during the Kosovo war.

The table below describes the specific positions within the Department of Research:

Research Departament		Total: 20
- Director of Research Department	Middle-Level Manager	1
Customer Service Division		**Total: 3**
- Head of the Customer Service Division	Junior Manager	1
- Research Work Supervision and Administration Officer	Proffesional 2	2
Academic Research Division		**Total: 8**
- Head of Academic Research Division	Junior Manager	1
- Senior Economic Crime Research Officer	Professional 1	1
- Senior Officer for Researching Crimes against Humanity	Professional 1	1

- Senior Historical-Political Research Officer	Professional 1	1
- Senior Psychosocial services Crimes Research Officer	Professional 1	1
- Senior Military Crime Research Officer	Professional 1	1
- Senior Research Project Development Officer	Professional 1	2
Division of Digitalization of Research Material		**Total: 4**
- Head of the Division of Digitalization of Research Material	Junior Manager	1
- Senior Digitalisation and Interdisciplinary Cooperation Officer between ICCW departments	Professional 1	1
- Senior Analysis and Visualisation Officer (videos/animations/infographics) of ICCW data	Professional 1	2
Specialized Analysis Division		**Total: 4**
- Head of the Specialized Analysis Division	Junior Manager	1
- Senior War Damage Assesment Officer	Professional 1	1
- Senior Victim Analysis Officer	Professional 1	1
- Senior Vocational Training and Counselling Officer	Professional 1	1

6.1 Personal Development Plans in the Department of Research

Following Section 6, specifically from Subsection 6.11 to 6.54, personal development plans have been elaborated for all positions within the Research Department. These plans outline areas of development, objectives, activities, and timelines for improving the skills and performance of each position, aiming to enhance the overall efficiency of the department and achieve the Institute's goals.

6.11 PDP - Director of Department of Research

Area of Development	Objektives	Activities	Timeline
Research Project Management	Improving skills for planning and implementing complex research projects	- Advanced training in project management - Participation in international conferences on research methodologies	6-12 months
Information Technology	Updating knowledge on new technologies for digitization and data analysis	- Training in artificial intelligence for research - Workshop on interactive digital platforms	3-6 months
Leadership and Management	Strengthening leadership skills for effective department management	- Leadership training program in academic institutions - Mentorship with a senior leader in the field of research	6-12 months

Area of Development	Objektives	Activities	Timeline
Inter-Institutional Cooperation	Expanding the network of cooperation with local and international institutions	- Active participation in international forums on war crimes - Initiating joint projects with universities	Ongoing
Ethics in Research	Intensifying knowledge of ethical standards in sensitive research	- Certification in research ethics - Organizing a seminar on ethics in documenting war crimes	3-6 months
Public Communication	Improving skills in presenting research findings to the public	- Training in effective communication with the media - Practice in writing reports for the general public	6-9 months

6.2 Customer Service Division

6.21 PDP – Head of Customer Service Division

Area of Development	Objektives	Activities	Timeline
Human Resource Management	Improving skills in staff management	- Training in effective team management - Practice in performance evaluation	6 months
Strategic Planning	Developing skills for long-term planning	- Training in strategic planning - Drafting a strategic plan for the division	3 months
Project Management	Improving skills in project management	- Certification in project management - Implementation of a pilot project in the division	9 months
Information Technology	Updating knowledge on new information technologies	- Training in advanced data management systems - Implementation of a new system in the division	6 months
Legislation	Intensifying knowledge of relevant legislation	- Seminar on recent legal changes - Independent study of relevant legislation	3 months
Communication	Improving communication skills	- Workshop on effective communication - Practice in public presentations	4 months

Area of Development	Objektives	Activities	Timeline
Research Project Management	Përmirësimi i aftësive në planifikimin dhe koordinimin e projekteve	- Trajnim në menaxhim projektesh - Pjesëmarrje në seminare për metodologji kërkimore	6 months
Research Ethics	Intensifying knowledge of ethical standards in research	- Training in research ethics - Study of the ethical board guidelines	3 months
Data Management	Improving skills in data collection and analysis	- Training in statistical software - Workshop on data security	4 months
Communication Skills	Developing skills for effective coordination and guidance	- Training in effective communication - Practice in presentations	3 months
Human Resource Management	Improving skills in recruitment and staff supervision	- Training in human resource management - Mentorship from an experienced manager	6 months
Quality Control	Intensifying knowledge in quality control processes	- Certification in quality control - Study of best practices in research field	5 months

6.3 Academic Research Division

6.31 PDP – Head of Academic Research Division

Area of Development	Objektives	Activities	Timeline
Research Project Management	Improving skills in planning and implementing research projects	- Training in project management - Participation in seminars on research methodologies - Practice in drafting project proposals	6-12 months
Data Analysis	Enhancing expertise in data analysis and visualization	- Training in statistical analysis - Workshop on using data analysis software - Practice in creating analytical reports	3-6 months

Area of Development	Objektives	Activities	Timeline
Leadership Skills	Developing competencies in leadership and team management	- Training in effective leadership - Mentorship from an experienced leader - Reading literature on leadership	6-12 months
Academic Communication	Improving skills in academic writing and presenting results	- Training in writing scientific articles - Active participation in academic conferences - Practice in preparing presentations	6-9 months
Resource Management	Optimizing the use of human and financial resources	- Training in budget management - Training in staff development - Practice in strategic resource planning	3-6 months
Inter-Institutional Cooperation	Expanding the cooperation network with academic institutions	- Participation in international forums - Initiating joint projects with partner institutions - Study visits to similar institutes	Ongoing

6.32 PDP - Senior Economic Crime Research Officer

Area of Development	Objektives	Activities	Timeline
Financial Data Analysis	Improving skills in identifying patterns of economic crimes	- Training in statistical analysis - Training in advanced data analysis techniques	6 months
Legal Knowledge	Intensifying knowledge of laws related to economic crimes	- Participation in legal seminars - Study of new legislation in the field of economic crimes	3 months
Research Techniques	Mastering modern methods of researching economic crimes	- Practical training with law enforcement agencies - Simulations of economic crime cases	9 months
Report Writing	Improvement of skills for preparing detailed and professional reports	- Training in technical and legal writing - Practice in preparing simulated reports	4 months
Inter-institutional Cooperation	Development of skills for effective coordination with partner agencies	- Participation in inter-institutional meetings - Organization of workshops with stakeholders	Ongoing

Area of Development	Objektives	Activities	Timeline
Project Management	Improvement of skills for strategic and operational planning	- Certification in project management - Practical application in small projects within the institution	12 months
Professional Ethics	Strengthening integrity and confidentiality in the workplace	- Training on ethics in public administration - Regular discussions with colleagues on ethical dilemmas	3 months
Information Technology	Staying updated with new technologies for researching economic crimes	- Training on the use of specialized software - Training on cybersecurity	8 months

6.33 PDP - Senior Officer for Researching Crimes against Humanity

Area of Development	Objektives	Activities	Timeline
Legal Knowledge	Improving knowledge of international laws on crimes against humanity	- Participation in online trainings - Reading specialized literature - Attending legal seminars	6 months
Research Techniques	Mastering advanced research methods and evidence collection	- Training in forensic techniques - Practice in evidence gathering - Study of successful cases	3 months
Analytical Skills	Developing skills to identify patterns and trends in crimes	- Training in data analysis - Practice with analytical software - Participation in analytical working groups	4 months
Communication and Reporting	Improving communication skills and report preparation	- Training in writing professional reports - Practical exercises in presentations - Feedback from colleagues and supervisors	2 months
Interinstitutional Cooperation	Strengthening skills for cooperation with various agencies	- Participation in international conferences - Networking with counterparts from other institutions - Study visits to partner organizations	6 months
Victim Support	Developing skills for supporting victims and witnesses	- Training in trauma psychology - Practice in sensitive interviewing techniques - Study of victim protection protocols	3 months

Area of Development	Objektives	Activities	Timeline
Historical Document Analysis	Improving skills for identifying human rights violations and war crimes	- Training in historical document analysis - Practice with case studies - Consultations with expert historians	6 months
Research of Historical-Political Crimes	Developing advanced researching techniques	- Training on research techniques - Participation in research simulations - Experience exchange with other law enforcement agencies	9 months
Evidence Documentation	Improving skills for detailed and legally valid documentation	- Training in legal documentation - Practice in report preparation - Review by legal experts	3 months
Victim Support	Developing skills for providing effective support to victims	- Training in trauma psychology - Practice in empathetic communication - Participation in support groups	6 months
Risk Assessment	Improving skills for identifying threats to witnesses and victims	- Training in risk assessment - Study of previous cases - Consultations with security experts	4 months
Interinstitutional Cooperation	Strengthening skills for coordination with other institutions	- Participation in interinstitutional conferences - Study visits to partner institutions - Zhvillimi i projekteve të përbashkëta	Ongoing
Confidentiality and Ethics	Intensifying knowledge on maintaining confidentiality and ethical standards	- Training in professional ethics - Study of legislation on data protection - Regular ethical discussions with colleagues	3 months
Report Preparation	Improving skills for preparing comprehensive reports	- Training in writing professional reports - Practice in data analysis - Feedback from supervisors	6 months

6.35 PDP - Senior Psycho-social Services Crime Research Officer

Area of Development	Objektives	Activities	Timeline
Analysis of Psycho-social Crimes	Improving analytical skills for identifying patterns and trends	- Participation in advanced data analysis training - Study of various psycho-social crime cases	6-12 months
Documentation and Reporting	Improving the quality of reports and documentation	- Training in writing professional reports - Practice in writing simulated reports	3-6 months
Psycho-social Support	Developing skills for providing effective support to victims	- Participation in seminars on psychological trauma - Supervised practice with licensed psychologists	6-12 months
Interinstitutional Cooperation	Improving communication and networking skills	- Participation in interinstitutional conferences - Organizing meetings with partner institutions	Ongoing
Risk Assessment	Mastering modern risk assessment techniques	- Training in risk assessment methodologies - Practical application of risk assessment tools	3-6 months
Confidentiality and Ethics	Strengthening ethical knowledge and practices	- Training in professional ethics and data protection - Regular review of confidentiality policies	Ongoing
Policy Development	Increasing contribution to policy development	- Study of relevant legislation - Participation in working groups for policy drafting	12-18 months
Trajnimi i Personelit	Përmirësimi i aftësive trajnuese	- Trajnime për "trajnim të trajnerëve" - Zhvillimi i materialeve trajnuese	6-9 months

6.36 PDP - Senior Military Crime Research Officer

Area of Development	Objektives	Activities	Timeline
Military Crime Research	Improving research techniques	- Advanced training in research techniques	6-12 months

Area of Development	Objektives	Activities	Timeline
		- Participation in international conferences on war crimes	
Document Analysis	Enhancing analytical skills	- Training in military document analysis - Practice with field experts	3-6 months
Interinstitutional Cooperation	Strengthening ties with law enforcement agencies	- Regular meetings with institutional partners - Participation in interinstitutional working groups	Ongoing
Evidence Documentation	Improving documentation methods	- Training on the use of new technology in documentation - Development of internal documentation protocols	3 months
Victim Support	Developing skills for supporting victims	- Training on trauma and psychological support - Cooperation with victim organizations	6 months
Report Preparation	Improving report writing skills	- Training in writing judicial reports - Practice in preparing complex reports	3-6 months
Risk Assessment	Developing skills for risk evaluation	- Training in risk assessment methodologies - Practical exercises with real-life scenarios	3 months
Legal Knowledge	Updating knowledge on international laws	- Seminar on international humanitarian law - Study of recent cases from international courts	6-12 months
Confidentiality Management	Strengthening confidentiality protocols	- Training on the protection of sensitive data - Development of internal procedures for maintaining confidentiality	3 months
Presentation Skills	Improving presentation abilities	- Training in effective presentation techniques	3-6 months

Area of Development	Objektives	Activities	Timeline
		- Practice in presenting findings to different audiences	

6.37 PDP - Senior Research Project Development Officer

Area of Development	Objektives	Activities	Timeline
Project Management	Improving skills in planning and implementing research projects	- Training in project management - Participation in seminars on research methodologies - Practice in drafting project proposals	6-12 months
Fundraising	Enhancing skills in securing funding for projects	- Training in grant writing - Networking with potential donors - Study of best practices in fundraising	3-6 months
Data Analysis	Developing expertise in research data analysis	- Training in statistical software (e.g., SPSS, etc.) - Training in qualitative analysis - Practice in interpreting research findings	6-9 months
Communication and Presentation	Improving skills for presenting research findings	- Workshop on effective presentations - Participation in academic conferences - Practice in writing reports and publications	3-6 months
Interinstitutional Cooperation	Strengthening skills for building and managing partnerships	- Training in diplomacy and public relations - Participation in interinstitutional forums - Development of a professional network in the research field	Ongoing
Quality Assurance	Improving knowledge of quality standards in research	- Training in research methodologies - Study of ethical standards in research - Training in project evaluation	3-6 months

6.4 Division of Digitalisation of Research Materials

6.41 PDP - Head of the Division of Digitalisation of Research Materials

Area of Development	Objektives	Activities	Timeline
Digital Project Management	Improving skills in managing complex digitalization projects	- Training in digital project management - Certification in agile methodologies	6-12 months

Area of Development	Objektives	Activities	Timeline
Advanced Technologies	Staying updated with the latest technologies in digitalization and artificial intelligence	- Training in machine learning and AI - Participation in technology conferences	3-6 months
Digital Humanities	Intensifying knowledge in the field of digital humanities	- Reading professional literature - Cooperation with field experts	Ongoing
Team Management	Developing leadership and motivational skills	- Training in effective leadership - Mentorship from experienced leaders	3-6 months
Data Visualization	Improving skills in creating effective visual presentations	- Training in data visualization - Practice with advanced graphic tools	2-4 months
Interdisciplinary Cooperation	Strengthening skills to facilitate collaboration among experts from different fields	- Interdisciplinary workshops - Joint projects with other departments	Ongoing
Strategic Planning	Developing skills for long-term planning and strategic decision-making	- Training in strategic planning - Participation in the development of institutional strategies	6-12 months
Resource Management	Improving skills in the effective management of human and financial resources	- Training in resource management - Analysis of best practices within the institution	3-6 months

6.42 PDP - Senior Digitalisation and Interdisciplinary Cooperation Officer between ICCW departments

Area of Development	Objektives	Activities	Timeline
Digital Strategy	Improving skills in developing digital strategies	- Participation in digital strategy training - Reading relevant literature - Study of successful case studies	6 months
Project Management	Increasing effectiveness in coordinating digitalization projects	- Certification in project management (e.g., PMP) - Participation in workshops on digital project management	9 months

Area of Development	Objektives	Activities	Timeline
Capacity Building	Development of skills for identifying training needs and providing opportunities for staff	- Training on assessing training needs - Training on developing training programs	3 months
Information Security	Updating knowledge in the field of cybersecurity	- Certification in cybersecurity (e.g., CompTIA Security+) - Participation in information security conferences	12 months
Digital Innovation	Development of skills for identifying and implementing innovative solutions	- Participation in hackathons and innovation training - Membership in professional digital innovation networks	Ongoing
Interdisciplinary Cooperation	Improving communication and cooperation skills with different departments	- Training in intercultural communication - Participation in inter-departmental projects	6 months

6.43 PDP - Senior Analysis and Visualisation Officer (videos/animations/infographics) of ICCW data

Area of Development	Objektives	Activities	Timeline
Technical Skills	Improving knowledge in specialized software for visualization	- Training in Adobe Creative Suite - Training for infographics - Regular practice with new software	6 months
Data Analysis	Development of skills for in-depth analysis and drawing conclusions	- Training in statistics and data analysis - Participation in seminars on new trends in data analysis - Practice with real projects from ICCW	3-6 months
Project Management	Improving skills for effective management of visual projects	- Certification in project management - Reading specialized literature - Applying new techniques in current projects	6-12 months
Visual Communication	Increasing effectiveness in conveying information through visual tools	- Workshop on visual storytelling - Study of best practices in the field - Regular feedback from colleagues and users	Ongoing

Area of Development	Objektives	Activities	Timeline
Interdisciplinary Cooperation	Strengthening skills for effective work with diverse teams	- Active participation in interdepartmental meetings - Initiatives for joint projects - Experience sharing with colleagues from other departments	Ongoing
Knowledge in the Field of War Crimes	Intensifying specific knowledge for the context of ICCW work	- Reading relevant reports and studies - Participation in thematic conferences - Discussions with field experts	12 months
Innovation in Data Presentation	Developing innovative approaches for presenting sensitive information	- Experimenting with new visual formats - Studying global trends in data visualization - Developing prototypes for new presentation formats	Ongoing

6.5 Specialised Analysis Division

6.51 PDP -Head of the Specialised Analysis Division

Area of Development	Objektives	Activities	Timeline
Project Management	Improving skills for planning and implementing complex projects	- Training in project management - Participation in inter-institutional projects	6-12 months
Specialized Analysis	Intensifying knowledge in war damage analysis and the needs of victims	- Advanced training in research methodology - Study of best international practices	3-6 months
Team Leadership	Developing leadership skills for effective staff management	- Training in leadership and team motivation - Mentorship from experienced leaders	6-9 months
Strategic Planning	Improving skills for developing long-term strategies	- Seminar on strategic planning - Participation in the development of institutional strategic documents	9-12 months
Institutional Communication	Strengthening skills for representation and inter-institutional communication	- Training in public communication - Active participation in relevant conferences and forums	3-6 months

Area of Development	Objektives	Activities	Timeline
Resource Management	Improving skills for effective management of human and financial resources	- Training in staff performance evaluation	6-9 months
Budget Management	Improving skills in budget management	-Training in financial planning and management	2 months
Relevant Legislation Knowledge	Updating legislative knowledge	-Seminars on updating legal knowledge in the field of accountability	Every 6 months

6.52 PDP - Senior War Damage Assessment Officer

Area of Development	Objektives	Activities	Timeline
Damage Assessment	Improving skills for accurate and detailed assessment of war damages	- Training in damage assessment methodologies - Study of best international practices	6 months
Data Analysis	Developing analytical skills for data interpretation	- Training in statistical analysis - Practice with data analysis software	3 months
Documentation and Reporting	Improving writing and reporting skills	- Workshop on professional report writing - Practice in preparing detailed reports	4 months
Inter-institutional Cooperation	Strengthening communication and cooperation skills	- Training in inter-institutional communication - Participation in inter-institutional working groups	Ongoing
Protocol Development	Improving skills for developing standard protocols	- Study of existing international protocols - Workshop on protocol development	5 months
Project Management	Developing skills in managing rehabilitation projects	- Certification in project management - Participation in pilot projects	8 months

6.53 PDP - Senior Victim Analysis Officer

Area of Development	Objektives	Activities	Timeline
Analytical Skills	Improving skills for analyzing complex data	- Training in statistical analysis - Training in data visualization - Practice with analytical software	6 months
Knowledge of Trauma	Intensifying knowledge on war trauma and its impact	- Reading relevant literature - Participation in seminars on war trauma - Cooperation with field experts	3 months
Reporting Skills	Improving skills for preparing professional reports	- Training in writing effective reports - Practice in preparing analytical reports - Feedback from colleagues and supervisors	4 months
Legal Knowledge	Updating knowledge on relevant legislation for war victims	- Study of current laws and regulations - Participation in legal training - Consultations with legal experts	3 months
Communication Skills	Developing skills for effective communication with victims and institutions	- Training in interpersonal communication - Practice in interviewing victims - Feedback from stakeholders	5 months
Project Management	Improving skills for managing analysis projects	- Certification in project management - Participation in various analytical projects - Mentorship from experienced managers	

6.54 PDP - Senior Vocational Training and Counselling Officer

Area of Development	Objektives	Activities	Timeline
Advisory Skills	Improving counseling techniques for trauma	- Participation in specialized trauma counseling training - Supervised practice with field experts	6-12 months
Stress Management	Developing strategies for managing stress in the workplace	- Study of recent literature on stress management - Development of a stress management program for staff	3-6 months
Specialized Analysis	Improving analytical skills for assessing psycho-social needs	- Training in research methodology - Participation in relevant conferences	6-12 months

Area of Development	Objektives	Activities	Timeline
Communication	Improving communication skills for sensitive situations	- Advanced training in interpersonal communication - Practical exercises with colleagues	3-6 months
Professional Development	Staying informed with best practices in the field	- Membership in relevant professional organizations - Regular reading of scientific literature in the field	Ongoing
Strategic Planning	Improving skills for developing effective strategies	- Training in strategic planning - Participation in working groups for developing institutional strategies	6-12 months

7. Structure in the Department of Administration and General Services

The Department of Administration and General Services (DAGS) is an efficiently structured organizational unit, consisting of a staff of 11 officials. This structure is organized into two main divisions, each with specific functions and responsibilities: the Division for Logistics, Document Administration and Archiving, and the Division for Information Technology. This strategic division allows for a balanced distribution of tasks and more effective management of administration and general affairs within ICCW.

The table below describes the specific positions within the Department of AGS:

Department of Administration and General Services		Total: 11
- Director of the Department of Administration and General Services	Middle-Level Manager	1
Division for Logistics, Document Management and Archiving		**Total: 7**
- Head of the Division for Logistics, Document Management and Archiving	Junior Manager	1
- Archive Officer	Professional 2	1
- Logistics Officer	Professional 2	1
- Transport Officer	Professional 2	1
- Senior Translation Officer	Professional 1	2
- Warehouse Officer	Professional 2	1
IT Divizionit		**Total: 3**
- Head of the IT Division	Drejtues i ulët	1
- Senior IT Officer	Professional 1	2

7.1 Personal Development Plans in the Department of Administration and General Services

Following section 7, specifically from subsections 7.11 to 7.32, personal development plans have been elaborated for all positions within the Department of Administration and General Services. These plans outline the areas of development, objectives, activities, and timelines for improving the skills and

performance of each position, aiming to enhance the overall efficiency of the department and achieve the Institute's goals.

7.11 PDP - Director of the Department of Administration and General Services

Area of Development	Objektives	Activities	Timeline
Strategic Management	Improving skills in policy-making, strategic planning and decision-making	- Training in strategic management - Participation in leadership seminars	6-12 months
Human Resource Management	Developing competencies for effective staff management	- Training in performance evaluation - Workshop on team motivation	3-6 months
Information Technology	Staying updated with the latest trends in IT and cybersecurity	- Certification in information security management - Training in digital data protection	6-9 months
Administration and Logistics	Optimizing administrative and logistical processes	- Training in preparing technical specifications, project management - Study visit to similar institutions	4-8 months
Communication, Presentation and Representation	Improving communication, presentation and institutional representation skills	- Training in effective communication - Participation in local and international conferences	3-6 months
Financial Management	Strengthening knowledge in budgeting, financial planning and management	- Training in public budget planning and management - Training in internal auditing	6-12 months

7.2 Division for Logistics, Document Management and Archiving

7.21 PDP -Head of the Division for Logistics, Document Management and Archiving

Area of Development	Objektives	Activities	Timeline
Logistics Management	Improving the efficiency of logistics services	- Advanced logistics management training - Implementation of a new inventory management system	6 months
Document Administration	Optimizing the document administration process	- Training in modern document management systems - Development of an internal guide for document administration	3 months

Area of Development	Objektives	Activities	Timeline
Archive Management	Improving the archiving system	- Study visit to an institution with best practices in archiving - Implementation of a digital archiving system	9 months
Leadership Skills	Developing leadership abilities	- Participation in an advanced leadership program - Mentorship by a senior leader within the institution	12 months
Strategic Planning	Improving long-term planning skills	- Training in strategic planning - Development of a 3-year strategic plan for the division	6 months
Project Management	Increasing efficiency in project management	- Certification in project management - Implementation of project management software	9 months

7.22 PDP – Archive Officer

Area of Development	Objektives	Activities	Timeline
Archive Management	Improving skills in organizing and managing documents	- Training in modern archiving systems - Practice in document classification - Study of new archiving standards	6 months
Information Technology	Enhancing knowledge in digital archiving systems	- Training in document management software - Practical training in database usage	3 months
Legislation	Staying updated with archiving laws and regulations	- Study of current archiving laws - Participation in legal seminars on data protection	4 months
Communication Skills	Improving communication with internal and external users	- Training in customer service - Practical exercises in handling information requests	2 months
Project Management	Developing skills for managing archiving projects	- Basic training in project management - Participation in a small-scale archiving project	5 months

Area of Development	Objektives	Activities	Timeline
Information Security	Enhancing knowledge on the secure storage of documents	- Training in cybersecurity - Training on physical security procedures for archives	3 months
Analytical Skills	Improving skills in report preparation	- Training in data analysis - Practical experience in preparing analytical reports	4 months

7.23 PDP – Logistics Officer

Area of Development	Objektives	Activities	Timeline
Logistics Management	Improving skills in planning and organizing logistics operations	- Training in supply chain management - Participation in seminars on optimizing logistics processes	6 months
Inventory Management	Increasing efficiency in monitoring and managing inventory	- Training in advanced inventory management systems - Implementation of a new inventory tracking system	3 months
Transport Coordination	Improving skills in organizing and coordinating transportation	- Training in optimizing transport routes - Study of best practices in transportation management	4 months
Performance Evaluation	Developing skills for evaluating logistics services and suppliers	- Training in performance evaluation techniques - Development of a performance measurement system for suppliers	5 months
Documentation Management	Improving skills in preparing and managing logistics documentation	- Training in document management systems - Implementation of a new reporting system	3 months
Policy Development	Enhancing knowledge in the development and implementation of logistics policies	- Study of logistics policies in similar institutions - Drafting new logistics policies for the institution	6 months
Staff Training	Improving skills in providing training	- Training in training techniques - Development of a training program for new staff	4 months

Area of Development	Objektives	Activities	Timeline
Risk Management	Developing skills for identifying and managing risks in logistics processes	- Training in risk management in logistics - Development of a logistics risk management plan	5 months
Interdepartmental Cooperation	Improving communication and cooperation skills	- Workshop on effective communication - Participation in interdepartmental projects	3 months

7.24 PDP – Transport officer

Area of Development	Objektives	Activities	Timeline
Transport Management	Improving skills in planning and coordinating transportation services	- Training in vehicle fleet management - Training in route optimization	6 months
Vehicle Maintenance	Enhancing knowledge in servicing and maintaining transportation vehicles	- Participation in seminars on new vehicle technologies - Practice in a professional service center	3-6 months
Data Management	Improving skills in maintaining and analyzing transportation data	- Training in the use of transportation management software - Training in transportation data analysis	3 months
Transportation Efficiency	Developing strategies for more rational use of vehicles	- Study of best practices in transportation management - Development of a plan to optimize vehicle usage	6 months
Reporting and Documentation	Improving skills in drafting plans and reports	- Training in effective report writing - Training in the use of digital reporting tools	2 months
Transport Legislation	Staying updated on transport laws and regulations	- Participation in seminars on legal changes in the field of transport - Ongoing study of relevant legislation	Ongoing
Communication Skills	Improving communication and cooperation skills	- Training in effective communication in the workplace - Workshop on conflict resolution	3 months

Area of Development	Objektives	Activities	Timeline
Language Skills	Improving translation skills in Albanian, Serbian and English	- Intensive language training - Regular translation practice - Reading literature in all three languages	6-12 months
Technical Knowledge	Mastering new translation technologies	- Training in translation software - Learning how to use terminology databases	3-6 months
Simultaneous Translation Skills	Developing simultaneous translation abilities	- Specialized training in simultaneous translation - Regular practice with audio materials	6-12 months
Legal and Administrative Knowledge	Intensifying knowledge in legal and administrative terminology	- Studying relevant laws and regulations - Participation in seminars on legal matters	6-9 months
Project Management	Improving planning and coordination skills	- Training in project management - Applying new techniques in daily tasks	3-6 months
Communication Skills	Strengthening inter-institutional communication abilities	- Workshops on effective communication - Practice in presentations	3-6 months
Professional Development	Staying informed about the latest developments in the translation field	- Participation in professional conferences - Membership in professional translator associations	Ongoing
Consecutive Translation Skills	Developing consecutive translation abilities	- Specialized training in consecutive translation - Regular practice with audio materials	6-12 months

7.26 PDP – Warehouse Officer

Area of Development	Objektives	Activities	Timeline
Warehouse Management	Improving organization and operation of the warehouse	- Training in modern warehouse management systems - Implementation of a new inventory system	6 months
Information Technology	Increasing efficiency in maintaining electronic records	- Advanced training in Excel - Training in specific inventory management software	3 months
Planning and Reporting	Developing skills for effective planning and reporting	- Workshop on strategic planning - Training in professional report writing	4 months
Supply Management	Optimizing the supply and distribution process	- Training in supply chain management - Study visit to similar institutions	6 months
Legislation	In-depth knowledge of state administration regulations	- Seminar on civil service legislation - Reading of relevant regulations	3 months
Communication Skills	Improving communication with organizational units	- Training in effective communication within the organization - Practical exercises in presentations	2 months

7.3 IT Divizion

7.31 PDP – Head of IT Divizion

Area of Development	Objektives	Activities	Timeline
IT Management	Improving skills in managing IT infrastructure	- Training in managing new IT systems - Certification in ITIL (Information Technology Infrastructure Library)	6-12 months
Cybersecurity	Enhancing knowledge of information security	- Training in cybersecurity - Participation in data security conferences	3-6 months
Strategic Planning	Developing skills for long-term IT planning	- Workshop on strategic planning - Development of a 5-year IT development plan for the Institute	6-9 months
Project Management	Improving skills in managing IT projects	- Certification in PMP (Project Management Professional)	9-12 months

Area of Development	Objektives	Activities	Timeline
		- Implementation of a pilot project in the Institute	
Leadership and Communication	Strengthening leadership and communication skills	- Training in effective leadership - Training in interpersonal communication	3-6 months
IT Policy Development	Improving knowledge in drafting IT policies	- Study of best international practices - Drafting new IT policies for the Institute	6-9 months
New Technologies	Staying updated with the latest trends in IT	- Participation in IT seminars and conferences - Regular reading of professional literature	Ongoing

7.32 PDP – Senior IT Officer

Area of Development	Objektives	Activities	Timeline
Technical Knowledge	Improving skills in installing, configuring, and maintaining computer systems	- Online training in advanced operating systems - Certifications in network administration	6-12 months
IT Security	Strengthening knowledge in security protocols and data protection	- Training in cybersecurity - Participation in information security conferences	3-6 months
Problem Solving	Developing skills for diagnosing hardware and software defects	- Regular practice in troubleshooting technical issues - Simulations of problem-solving situations	Ongoing
Communication	Improving skills in providing support and guidance for end-users	- Training in effective communication - Practical exercises in explaining technical concepts to non-technical users	3-4 months
Project Management	Developing skills to work in cross-functional teams	- Training in IT project management - Active participation in various IT projects within the institution	6-9 months

Area of Development	Objektives	Activities	Timeline
New Technologies	Staying updated with the latest developments in the IT field	Subscription to professional IT magazines - Participation in webinars and online conferences	Ongoing
Staff Training	Improving skills to train officials in using ICCW software	- Training in training methodologies - Development of training materials	4-6 months