



**Republika e Kosovës**  
**Republika Kosova – Republic of Kosovo**  
*Qeveria-Vlada-Government*

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**REGULATION (GRK) No. 01/2026 ON THE ORGANIZATION AND  
FUNCTIONING OF THE NATIONAL ARTS COUNCIL<sup>1</sup>**

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<sup>1</sup> Regulation (GRK) No. 01/2026 on the Organization and Functioning of the National Arts Council, has been approved in the 283-th Meeting of the Government of the Republic of Kosovo, with the Decision No. 01/283, dated 31.12.2026.

## **Government of the Republic of Kosovo,**

Pursuant to Article 93, paragraph 4, of the Constitution of the Republic of Kosovo, based on Article 19, paragraph 5, of Law No. 08/L-245 on Art and Culture, Article 11, paragraph 1.5, of Law No. 08/L-117 on the Government of the Republic of Kosovo,

Issues:

## **REGULATION (GRK) No. 01/2026 ON THE ORGANIZATION AND FUNCTIONING OF THE NATIONAL ARTS COUNCIL**

### **CHAPTER I GENERAL PROVISIONS**

#### **Article 1 Purpose**

This regulation defines the manner of organization and functioning of the National Arts Council (hereinafter: the Council), the selection of its members, their duties and responsibilities, the method of compensation, composition and operational procedures in the Republic of Kosovo.

#### **Article 2 Scope**

The provisions of this regulation shall apply to all art and culture institutions, as well as other institutions, according to the competencies and responsibilities defined by the Law on Art and Culture and this regulation.

#### **Article 3 Definitions**

1. For the purposes of this regulation, the expressions used below shall have the following meanings:

1.1. Council – National Arts Council;

1.2. Ministry – the ministry responsible for culture;

1.3. Minister – the minister responsible for culture;

1.4. Central public institutions of art and culture – subordinate institutions of the Ministry of Culture according to the Law on Art and Culture;

1.5. Local public institutions of art and culture – institutions established by municipal assemblies, operating under local administration, according to the Law on Art and Culture and Law on Local Self-Government.

## **CHAPTER II**

### **ORGANIZATION AND COMPOSITION OF THE COUNCIL**

#### **Article 4**

##### **Organization and functioning of the National Arts Council**

1. The National Arts Council is an advisory, selection and supervisory body, which is appointed and dismissed by the Government of Kosovo upon the proposal of the Minister of Culture.
2. Following its appointment, the Council shall maintain a working relationship with the Ministry of Culture and shall be supervised by the relevant minister for culture, to whom it reports as the first level of oversight on its activities according to the responsibilities and duties defined by this regulation.
3. The Council shall report to the appointing body of the Council, the Government of the Republic of Kosovo, once a year in written form, or upon request, also in the form of a physical meeting.
4. The mandate of the members of the National Arts Council shall be five (5) years from the date of the appointment.
5. The Council shall consist of eleven (11) members, who are elected following public invitation by the Ministry of Culture for the nomination of representatives from all fields of art and culture and fields related to culture.
6. Nominations for members of the Council shall be made by institutions of art and culture, academic, educational and scientific institutions, non-governmental organizations in this field, as well as other relevant bodies of art and culture and fields related to culture.

#### **Article 5**

##### **Composition of the Council**

1. The National Arts Council shall consist of eleven (11) members representing a wide range of disciplines and fields of art and culture, including:

- 1.1. a representative from the field of visual arts;

- 1.2. a representative from the field of classical music and opera;
  - 1.3. a representative from the field of theater;
  - 1.4. a representative from the film and audiovisual fields;
  - 1.5. a representative from the field of literature and books;
  - 1.6. a representative from the field of folk songs and dances;
  - 1.7. a representative from the field of ballet and modern dance;
  - 1.8. a representative from academic and research institutions in the field of art and culture;
  - 1.9. a representative from the independent cultural sector that includes organizations, institutes and associations in the field of art and culture and fields related to culture;
  - 1.10. a representative from fields related to culture, such as design, architecture or fields related to the creative industry;
  - 1.11. a representative from the administration of the Ministry of Culture.
2. The Council members shall be appointed by the Government of Kosovo, at the proposal of the Minister of Culture, based on an open and transparent nomination process through a public call.

## **Article 6**

### **Criteria and procedures for the nomination of members**

1. The Ministry shall open a public call for the nomination of Council members.
2. The deadline for the call shall be three (3) weeks from the date of publication.
3. Nominations for the Council members shall be made by the institutions of art and culture, academic, educational and scientific institutions, non-governmental organizations in this field and other relevant bodies of art and culture and fields related to culture.
4. The nomination of Council members is based on the following criteria:
  - 4.1. to have proven expertise and experience in the field of art and culture;
  - 4.2. to have been actively involved in the development of cultural policies or the realization of artistic and cultural projects and programs;

- 4.3. to have contributed to the advancement of art and culture at the national and international level;
  - 4.4. to have a strong reputation and integrity in the arts and culture community;
  - 4.5. to have completed higher education in one of the fields of art and culture or in fields related to culture;
  - 4.6. to have at least five (5) years of work experience in the culture sector.
5. One (1) nominating institution shall have the right to nominate up to three (3) persons, divided into three (3) different profiles, according to Article 5 of this regulation.
6. In case the nominations do not fulfill all the profiles mentioned in Article 5, the Ministry shall extend the application deadline for one (1) week, only for the missing profiles.
7. Proposals shall be submitted to the relevant department for culture within the Ministry of Culture.
8. The proposal file must contain:
- 8.1. the candidate's biography along with proof of academic and professional achievements;
  - 8.2. a supporting letter (letter of motivation) from the nominating body, specifying the profile for which the person is nominated;
  - 8.3. the nomination form.
9. Based all the nominations, the Minister shall propose 11 persons to the Government of Kosovo for appointment as members of the National Arts Council.
10. In case of the resignation or dismissal of a Council member, the minister shall have the right to select a replacement member from the list of nominees from the last call or to open a new call for nominations. Following the final selection, the Minister shall propose to the Government the amendment of the decision on the appointment of the Council.

## **Article 7**

### **Mandate of Council members**

- 1. The mandate of the Council members shall be five (5) years, with the possibility of re-election for a second term, without undergoing the nomination procedures.
- 2. Council members may be dismissed before the end of their mandate for the following reasons:

- 2.1. violation of their duties and responsibilities;
  - 2.2. unjustified absence from more than three (3) consecutive meetings of the Council;
  - 2.3. breach of professional ethics or behavior that damages the Council's reputation;
  - 2.4. commission of a criminal offense as defined by the Criminal Code of the Republic of Kosovo.
3. In the event that such violations are conducted by the members of the Council, the respective Minister of Culture shall submit to the Government for approval the proposal for the dismissal of the concerned member and the proposal for the replacement member, following the procedures outlined in Article 6, paragraph 10.
4. The mandate of a Council member ends upon resignation, dismissal or the completion of the five-year term.

## **Article 8**

### **Chairperson and vice-chairperson of the Council**

1. The chairperson of the Council shall be elected or changed by a majority vote of the Council members at the first constitutive meeting, for a term of five (5) years.
2. The chairperson shall have the following responsibilities:
  - 2.1. represents the Council in relations with state institutions and third parties;
  - 2.2. convenes and chairs the meetings of the Council;
  - 2.3. oversees the implementation of Council decisions;
  - 2.4. delegates specific tasks to Council members for handling sectoral issues.
3. The vice-chairperson shall be elected or changed through the same procedure as the chairperson and shall replace the chairperson in his absence.
4. The Chairperson and Vice-Chairperson of the Council shall be elected at the first meeting of the Council. Their replacement may be made during the mandate in accordance with paragraph 1 (one) of this article.
5. The first meeting of the Council shall be held no later than 30 days from the date of appointment for the purpose of electing the Chairperson and Vice-Chairperson.

## **CHAPTER III**

### **DUTIES AND RESPONSIBILITIES OF THE COUNCIL**

#### **Article 9**

##### **Responsibilities of the Council**

1. The Council shall have the following responsibilities:

1.1. analyze, recommend and provide suggestions for the creation of cultural policy in the country;

1.2. propose the development and improvement of cultural activities;

1.3. review and make recommendations for the cultural development strategy;

1.4. provide suggestions and proposals for the addressing other issues in the field of culture, including inter-institutional and international cooperation;

1.5. lead the recruitment procedure for directors of public institutions of art and culture at the central level;

1.6. propose to the minister the names of qualified candidates for directors of central public institutions of art and culture;

1.7. monitor the work of the central public institutions of art and culture and prepare quarterly and annual reports;

1.8. based on the performance evaluation of directors, it may initiate procedures for their dismissal;

1.9. monitor the work of local public art and culture institutions and, based on their performance, annual programs, specific projects, as well as the level of funding from the respective municipalities, recommend funding levels for local art and culture institutions from the Ministry's budget;

1.10. draft action plans based on the Government's cultural policies;

1.11. propose to the minister the names for the professional juries for handing out awards in the relevant fields of arts and culture;

1.12. draft plans and analyses that serve as the basis for preparing recommendations to the minister regarding cultural policies, funding of institutions or specific fields of art and culture, as well as the distribution of awards in different fields of culture.

## **CHAPTER IV**

### **FUNCTIONING OF THE COUNCIL**

#### **Article 10**

##### **Council meetings**

1. The meetings of the Council shall be organized based on the workflow and specific needs arising during its operation and shall be convened by the chairperson of the Council or at the request of at least 6 (six) members of the Council.
2. Every meeting of the Council must be properly organized and documented by the secretariat of the Council, including the agenda, decisions made, and voting procedures.
3. The quorum for holding meetings is achieved with the presence of at least 6 (six) members of the Council.

#### **Article 11**

##### **Decision-making process**

1. Decisions of the Council shall be made by a majority vote of the members present at the meeting.
2. In case of a tie vote, the chairperson has the deciding vote.
3. Each decision of the Council must contain a summary of the arguments for and against, along with the final conclusions.

#### **Article 12**

##### **Reporting**

1. At the beginning of the year, the head of the central public cultural institution shall inform the Council on the annual action plan, which includes the program and objectives of institutional development.
2. The Council shall receive from the head of the central public cultural institution quarterly reports on work progress, program achievements and financial expenditures, according to the annual program presented to the Council.
3. Quarterly reports shall be submitted no later than:
  - 3.1. the last week of March;
  - 3.2. the last week of June;



- 3.3. the last week of September;
- 3.4. the first week of December.
- 4. The December report shall contain the annual report, which includes:
  - 4.1. programmatic and artistic achievements of the institution;
  - 4.2. budget expenditures;
  - 4.3. annual evaluation of the employees of the relevant institution;
  - 4.4. audience development;
  - 4.5. artistic education.
- 5. The Council can organize up to four meetings per year with the directors to present the quarterly reports.
- 6. The Council may invite the directors for extraordinary reporting in cases of raised issues that do not align with the monthly reports.

### **Article 13**

#### **End-of-year strategic document**

- 1. Based on the annual monitoring of public cultural institutions and the sector dynamics, by December 15 of each year, the Council shall submit to the Minister the strategic document, which contains:
  - 1.1 the narrative report on the overall performance of public cultural institutions, both central and local;
  - 1.2 the programmatic report for each central cultural institution regarding the achievement of programmatic targets according to the annual planning;
  - 1.3 the report on the financial statements of the central cultural institutions, in cooperation with the relevant division for finance in the relevant ministry for culture;
  - 1.4 graded and written evaluation for the heads of public cultural institutions;
  - 1.5 general suggestions on necessary changes to cultural policies (programmatic or legal);
  - 1.6 conclusions on the implementation of the culture strategy in the respective year by public institutions of culture, both central and local;

1.7 recommendations on support for local cultural institutions, based on the external annual monitoring and accepted requests.

## **Article 14**

### **Council Secretariat**

1. The Secretariat of the Council is an administrative body that supports the functioning of the National Council of Arts and is headed by the Chief Administrative Officer – the Secretary General of the Ministry of Culture.

2. This body is managed by administrative acts from the Secretary General and serves as a liaison between the administration of the Ministry of Culture and the National Arts Council.

3. The Secretariat shall consist of the head, administrative assistant and the necessary staff, who are appointed by the secretary general of the Ministry and compensated financially for their work, in accordance with the applicable legislation.

4. The duties of the secretariat include:

4.1. Administrative monitoring the work of central and local public institutions of art and culture;

4.2. Coordinating communication and cooperation between the Council, the Ministry, and other interested parties;

4.3. Managing the administrative, legal, and logistical requests and procedures of the Council;

4.4. Preparing and distributing agendas and materials for Council meetings, documenting and recording the meetings, as well as maintaining the Council's document archive.

## **Article 15**

### **Finances and compensation**

1. The expenses for the functioning of the Council shall be covered by the budget of the Ministry of Culture, in accordance with the applicable legislation and budgetary procedures.

2. The compensation for the members of the Council is paid every two calendar months. The compensation is equivalent to the salary coefficient of the Chief Administrative Officer, as determined by the applicable legislation.

3. Compensation shall include rewards for participation in meetings and other duties related to the activities of the Council.
4. The compensation of the Council secretariat shall be determined by a decision of the secretary general of the Ministry of Culture, as regulated by the applicable legislation.

### **Article 16**

#### **Selection of the director of the institution**

1. According to article 9, paragraph 1 of this regulation, the Council leads the recruitment procedure for directors of public institutions of art and culture at the central level.
2. The recruitment procedures for directors are regulated by the regulation in force on the selection of directors of public cultural institutions, an act based on the Law on Art and Culture.
3. The calendar of regular recruitment procedures of directors shall be made public by the Council no later than January 31 of the respective year.
4. In cases of recruitment procedures due to premature termination of the mandate of the director, the Council shall publish a written notice 30 days prior to the commencement of the applications acceptance period.

### **Article 17**

#### **Disciplinary procedure for the dismissal of the director of the institution**

1. One (1) or more members of the National Arts Council, the Minister of Culture, as well as officials or other bodies with administrative and financial oversight powers, may submit a substantiated request to initiate disciplinary proceedings against the director of the institution in cases of serious violations of official duties or obligations defined by applicable legal acts.
2. The request, as defined in paragraph one (1), shall be addressed to the National Arts Council, which reviews the validity of the reasoning provided in the request for the initiation of disciplinary proceedings.
3. If the Council determines that the request is substantiated, it shall suggest to the Minister to initiate disciplinary proceedings against the director and to appoint an ad hoc disciplinary commission consisting of three (3) members: two (2) non-initiating members from the Council and one (1) member from the relevant ministry for culture, with a law degree.
4. Upon receiving the case for disciplinary proceedings, the ad hoc disciplinary commission shall examine the material and inform the director about the initiation of disciplinary proceedings against him, guaranteeing all the rights of the party in the administrative procedure as determined by the applicable legislation.

5. The functioning, organization of work and decision-making method of the disciplinary commission is based on the relevant provisions of Law on General Administrative Procedure with regard to collegial bodies.
6. For the determination of serious violations of work duties, the relevant provisions of the applicable Law on Public Officials shall be applied accordingly.
7. In cases where the ad hoc disciplinary commission establishes liability for a serious violation of work duties, it shall then draft a special report notifying the Minister and the National Arts Council.
8. If the National Arts Council, in relation to the liability for violations, determines that another measure for a serious violation is not sufficient, it shall prepare a recommendation for dismissal and send it to the relevant minister of culture.
9. Based on this recommendation received from the Council, the respective Minister of Culture has the right to dismiss the director or found to have committed the violation.

## **Article 18**

### **Annexes**

1. The annexes to this regulation are:
  - 1.1. Ten-Year program form;
  - 1.2. Quarterly report form;
  - 1.3. Annual report form;
  - 1.4. Performance evaluation form;
  - 1.5. Nomination form for members;
  - 1.6. End-of-Year strategic document fom.

**Article 19**  
**Entry into force**

This regulation shall enter into force seven (7) days following its publication in the Official Gazette of the Republic of Kosovo.

**Albin KURTI**

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**Acting Prime Minister of the Republic of Kosovo**

**09.01.2026**



**Republika e Kosovës**  
**Republika Kosova – Republic of Kosovo**  
**Qeveria-Vlada-Government**  
**Ministria e Kulturës, Rinisë dhe Sportit – Ministarstvo Kulture, Omladine i Sporta – Ministry of**  
**Culture, Youth and Sport**

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**Form 1**

## **Ten-Year Program of the Central Public Cultural Institution**

### **Section 1: General Analysis**

#### **1. Analysis of the Artistic and Cultural Context**

Describe your analysis of the current artistic and cultural context in relation to the Institution, including an analysis of the issues and the situation within this context.

*2500 words.*

#### **2. Analysis of Stakeholders and Audience**

Describe your analysis of the positions of stakeholders in the current cultural context in relation to the Institution, including staff, artists, artistic collaborators, and other cultural institutions. Also integrate an audience analysis, the Institution's relationship with the public and its audience.

*2500 words*

#### **3. Ten-Year Vision for the Institution**

Describe your vision for the Institution. Provide an approximate overview of where the Institution will stand after ten years of work according to your vision. Elaborate on the developmental aspects of the artistic program, the

relationship with the public, audience development and engagement, achievements and developments in artistic and cultural education. Also, elaborate on the targeted achievements in the development of artistic, organizational, managerial, and operational capacities and qualities of the Institution.

*1500 words.*

## Section 2: Elaboration of the Ten-Year Program

**4. Specify the Institution's Five-Year Program by providing detailed plans for Year 1 and Year 2, and broader plans for Years 3, 4, and 5.**

GENERAL OBJECTIVES (GO) OF THE FIVE-YEAR PROGRAM OF THE INSTITUTION				
General Objectives	Expected goals	Indicators	Sources of Evidence	Assumptions
GO 1 - example	EG 1.1.	IND 1.1.1 IND 1.1.2 IND 1.1.3	EVI 1.1.1 EVI 1.1.2 EVI 1.1.3	A1. A2. A3.
	EG 1.2.	IND 1.2.1 IND 1.2.2 IND 1.2.3	EVI 1.2.1 EVI 1.2.2 EVI 1.2.3	A1. A2. A3.
	EG 1.3.	IND 1.3.1 IND 1.3.2 IND 1.3.3	EVI 1.3.1 EVI 1.3.2 EVI 1.3.3	A1. A2. A3.
GO 2 - example	EG 2.1.	IND 2.1.1 IND 2.1.2 IND 2.1.3	EVI 2.1.1 EVI 2.1.2 EVI 2.1.3	A1. A2. A3.
	EG 2.2.	IND 2.2.1 IND 2.2.2 IND 2.2.3	EVI 2.2.1 EVI 2.2.2 EVI 2.2.3	A1. A2. A3.
	EG 2.3.	IND 2.3.1 IND 2.3.2 IND 2.3.3	EVI 2.3.1 EVI 2.3.2 EVI 2.3.3	A1. A2. A3.
GO 3. ....				

*Continue numbering and add rows as needed.*

## 5. Description of the Program for the First Two Years

Provide details of the Program for the first two years, including the artistic program, artistic collaborators, ensemble or artistic staff involvement plan (if applicable). Describe public engagement activities, audience development and education in the arts and culture. Describe the plans for developing artistic, organizational, managerial, and operational capacities and qualities of the Institution.

*2000 words.*

## 6. General Objective for the First Two Years

Narratively describe the general objectives planned for the Institution in the first two years.

*500 words.*

## 7. Specific and Operational Objectives for the First Two Years

Use the table below to define the specific and operational objectives for the first two years of the Program, categorized into expected results, activities, indicators, sources of evidence, locations, and assumptions.

SPECIFIC AND OPERATIONAL OBJECTIVES FOR THE FIRST TWO YEARS						
Specific and operational objectives	Expected Results	Activities	Indicators	Sources of Evidence	Locations	Assumptions
SOO 1 - example	R 1.1.	ACT 1.1.1 ACT 1.1.2 ACT 1.1.3	IND 1.1.1 IND 1.1.2 IND 1.1.3	EVI 1.1.1 EVI 1.1.2 EVI 1.1.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 1.2.	ACT 1.2.1 ACT 1.2.2 ACT 1.2.3	IND 1.2.1 IND 1.2.2 IND 1.2.3	EVI 1.2.1 EVI 1.2.2 EVI 1.2.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.



	R 1.3.	ACT 1.3.1 ACT 1.3.2 ACT 1.3.3	IND 1.3.1 IND 1.3.2 IND 1.3.3	EVI 1.3.1 EVI 1.3.2 EVI 1.3.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
SOO 2 - example	R 2.1.	ACT 2.1.1 ACT 2.1.2 ACT 2.1.3	IND 2.1.1 IND 2.1.2 IND 2.1.3	EVI 2.1.1 EVI 2.1.2 EVI 2.1.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	ER 2.2.	ACT 2.2.1 ACT 2.2.2 ACT 2.2.3	IND 2.2.1 IND 2.2.2 IND 2.2.3	EVI 2.2.1 EVI 2.2.2 EVI 2.2.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 2.3.	ACT 2.3.1 ACT 2.3.2 ACT 2.3.3	IND 2.3.1 IND 2.3.2 IND 2.3.3	EVI 2.3.1 EVI 2.3.2 EVI 2.3.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
SOO 3 - example	R 3.1.	ACT 3.1.1 ACT 3.1.2 ACT 3.1.3	IND 3.1.1 IND 3.1.2 IND 3.1.3	EVI 3.1.1 EVI 3.1.2 EVI 3.1.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	ER 3.2.	ACT 3.2.1 ACT 3.2.2 ACT 3.2.3	IND 3.2.1 IND 3.2.2 IND 3.2.3	EVI 3.2.1 EVI 3.2.2 EVI 3.2.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 3.3.	ACT 3.3.1 ACT 3.3.2 ACT 3.3.3	IND 3.3.1 IND 3.3.2 IND 3.3.3	EVI 3.3.1 EVI 3.3.2 EVI 3.3.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
SOO 4 ....						

*Continue numbering and add rows as needed.*

## 8. Description of the Program for Year Three, Four, and Five

Provide details for the continuation of the Program in Year 3, 4, and 5, assuming objectives in the first two years are achieved. Include details of the artistic program, program typology, examples of possible artistic collaborators, approximate involvement plans of the ensemble or artistic staff (if applicable), public engagement and audience development activities, plans for arts and culture education, and development of institutional capacities and qualities.

2000 words.

## 9. General Objective for Year Three, Four, and Five

Narratively describe the general objectives planned for Year 3–5.

500 words.

## 10. Specific and Operational Objectives for Year Three, Four, and Five

In the table below, specify the specific and operational objectives of the Program for the third, fourth, and fifth year, dividing them into expected results, activities, indicators, sources of evidence, locations, and assumptions. It is expected that the Institution's subsequent annual plans may be revised and that the activities, indicators, sources of evidence, locations, and assumptions for these years will be further concretized. It is important to clearly analyze and formulate the objectives and expected results for these three subsequent years of the mandate.

SPECIFIC AND OPERATIONAL OBJECTIVES FOR YEAR THREE, FOUR, AND FIVE						
Specific and operational objectives	Expected Results	Activities	Indicators	Sources of Evidence	Locations	Assumptions
SOO 1 - example	R 1.1.	ACT 1.1.1 ACT 1.1.2 ACT 1.1.3	IND 1.1.1 IND 1.1.2 IND 1.1.3	EVI 1.1.1 EVI 1.1.2 EVI 1.1.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 1.2.	ACT 1.2.1 ACT 1.2.2 ACT 1.2.3	IND 1.2.1 IND 1.2.2 IND 1.2.3	EVI 1.2.1 EVI 1.2.2 EVI 1.2.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 1.3.	ACT 1.3.1 ACT 1.3.2 ACT 1.3.3	IND 1.3.1 IND 1.3.2 IND 1.3.3	EVI 1.3.1 EVI 1.3.2 EVI 1.3.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
SOO 2 - example	R 2.1.	ACT 2.1.1 ACT 2.1.2 ACT 2.1.3	IND 2.1.1 IND 2.1.2 IND 2.1.3	EVI 2.1.1 EVI 2.1.2 EVI 2.1.3	LOC 1. LOC 2. LOC 3. LOC 4.	A1. A2. A3. A4.

	R 2.2.	ACT 2.2.1 ACT 2.2.2 ACT 2.2.3	IND 2.2.1 IND 2.2.2 IND 2.2.3	EVI 2.2.1 EVI 2.2.2 EVI 2.2.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 2.3.	ACT 2.3.1 ACT 2.3.2 ACT 2.3.3	IND 2.3.1 IND 2.3.2 IND 2.3.3	EVI 2.3.1 EVI 2.3.2 EVI 2.3.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
OSO 3 - example	R 3.1.	ACT 3.1.1 ACT 3.1.2 ACT 3.1.3	IND 3.1.1 IND 3.1.2 IND 3.1.3	EVI 3.1.1 EVI 3.1.2 EVI 3.1.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 3.2.	ACT 3.2.1 ACT 3.2.2 ACT 3.2.3	IND 3.2.1 IND 3.2.2 IND 3.2.3	EVI 3.2.1 EVI 3.2.2 EVI 3.2.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
	R 3.3.	ACT 3.3.1 ACT 3.3.2 ACT 3.3.3	IND 3.3.1 IND 3.3.2 IND 3.3.3 ...	EVI 3.3.1 EVI 3.3.2 EVI 3.3.3	LOC 1. LOC 2. LOC 3.	A1. A2. A3.
OSO 4 ....	...	...	...			

*Continue numbering and add rows as needed.*

## 11. Description of the Program for Years Five to Ten

Provide a general overview of how the Program will continue after the fifth year of the mandate, including the formulation of targeted objectives for the next five-year phase, in the context of the presented ten-year vision.

*2000 words.*

## Section 3: Managing Institution and the Artistic Program

## 12. Planning of Program Activities

Detail the specific activities of the Program for the first two years, and indicate plans for Year 3, 4, and 5. Also explain how these activities will continue beyond the fifth year.

4000 words.

### **13. Planning of Resources and Revenues for the Program**

Explain in detail the necessary resources for implementing the Program. Provide a general budget summary for the next five years, with detailed budgets for the first two years (operational, programmatic, and staff expenses).

Include plans for use and development of existing institutional assets and non-financial resources, and revenue generation strategies based on Program activities. Provide estimates of minimum thresholds and desired amounts for each fiscal year. Also summarize expected expenditures and revenues beyond Year 5.

*Please use budget tables as needed.*

3000 words.

### **14. Indicators – Measuring the Institution’s Goal Achievement and Performance**

Provide methods for measuring the achievement of results based on the proposed objectives and performance indicators for institutional management. Refer to the indicators and evidence sources listed in the previous tables. Also list and explain the resources needed to realize these evidence sources.

2500 words.

### **15. Risk Analysis**

Describe your analysis of risks that could jeopardize your leadership of the Institution during the mandate, as well as risk potentials beyond the mandate. Present your risk management plan and potential effects on Program outcomes, including different levels of impact.

2500 words.

## 16. Assumption Analysis

Present your analysis of assumptions, referring to those listed in the five-year Program table. Include scenario analysis required to fulfill projected assumptions. Present the expected effects these assumptions may have on the Program's outcomes, and explain varying impact levels relative to the analyzed and expected assumptions.

2500 words.



**Republika e Kosovës**  
**Republika Kosova – Republic of Kosovo**  
*Qeveria-Vlada-Government*

*Ministria e Kulturës, Rinisë dhe Sportit – Ministarstvo Kulture, Omladine i Sporta – Ministry of  
Culture, Youth and Sport*

**Form 2**

## Quarterly Report of the Central Public Cultural Institution

<b>REPORTING PERIOD</b>	
<b>INSTITUTION</b>	
<b>DIRECTOR</b>	
<b>DATE</b>	

### 1. Report on Program Activities

Report here on the finalized and ongoing activities during the first three months of the year. Report on the functional aspects of implementing the planned activities for this period. Also include public engagement activities, audience development, and activities related to artistic and cultural education. Additionally, report on the development of artistic, organizational, managerial, and operational capacities and qualities of the Institution. Also report on the continuation plans for activities that are currently in development for the following year.

The report should refer to activities according to their designation in the Institution's Program, e.g., ACT 1.1.1, ACT 1.2.2, ACT 2.3.2, etc.

1500 words

## 2. Report on Program Objectives

Have there been any changes or deviations from the activity planning in the Institution's Program? If so, please report the reasons for the changes/deviations, as well as their impact on the expected results and the achievement of the Program's objectives. The report should also describe the progress toward fulfilling the objectives, any potential delays, reasons for the delays, and plans for compensating for lost time in order to achieve the expected objectives and results within the remaining timeframe.

The report should refer to objectives and expected results as specified in the Institution's Program, e.g., SOO 1, R 1.2, and for general objectives, e.g., GO 2 or expected goals such as EG 1.2; EG 2.1, etc.

1000 words

## 3. Report on Program Resources and Revenues

Please report here on the implementation progress of the budget plan, revenue realization, and use of the Institution's assets and other non-financial resources for this period. Report any potential delays, overspending, reasons for delays or overspending, and plans for compensation and balance for the remaining timeframe.

1000 words

## 4. Indicators, Assumptions, and Risks

Report on issues that may have occurred during this period which affect the indicators used to measure results and objectives of the Program, any changes in the availability or production of evidence (sources of evidence). Also report any changes regarding projected assumptions and any potential risks during this period or warnings for the following period.

1500 words

## 5. Other Issues

Report here any other matters that have occurred during this period within your Institution.

1500 words



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**Form 3**

**Annual Report of the Central Public Institution of Culture**

<b>REPORTING PERIOD</b>	
<b>INSTITUTION</b>	
<b>DIRECTOR</b>	
<b>DATE</b>	

**1. Annual Report on Program Activities**

Report on both finalized and ongoing activities, as well as the functional aspects of implementing the planned activities throughout the year. Include activities related to public engagement, audience development and building, and artistic and cultural education. Also report on activities related to the development of the Institution's artistic, organizational, managerial, and operational capacities and qualities. Additionally, report on the continuation plans for activities currently in progress for the upcoming year.

The report should refer to the activities according to their designation in the Institution's Program, such as: ACT 1.1.1, ACT 1.2.2, ACT 2.3.2, etc.

3000 words

## 2. Report on the Program Objectives

Have there been any changes or deviations from the activity planning outlined in the Institution's Program? If yes, please report the reasons for these changes/deviations and the impact they have had on the expected results and the achievement of the Program's objectives. Please report here on the Specific and Operational Objectives (SOO) achieved throughout the year, the results attained (based on the projected Expected Results – R), and their impact on the achievement of the General Objectives (GO) of the Program.

The report should refer to the objectives and expected results as defined in the Institution's Program, e.g., SOO 1, ER 1.2, and when applicable, the general objectives such as GO 2 or goals like EG 1.2; EG 2.1, etc.

2000 words

## 3. Report on Program Resources and Revenues

Please provide a descriptive report on the implementation of the budget plan, revenue realization, utilization of assets, and other non-financial resources of the Institution throughout the year. Report any deviations from the budget plan, if any, and elaborate on the effects these changes have on the Institution's Program, objectives, and expected results, referring to them according to the numbering (e.g., SOO 2; GO 3; R 1.1, etc.) in the Program Plan.

1500 words

*\*Please attach to this report the **Financial Report** of the Institution's expenditures during the year according to the budget lines, presented in a tabular format.*

## 4. Indicator Report

Report on the methods used to measure the achievement of results (indicators) according to the set objectives, elaborating on the sources of evidence that verify the fulfillment of the indicators. Attach to this report the



evidence produced during the year according to the plan, referring to them by their numbers as per the Plan, e.g., EVI1.1.1; EVI1.1.2, and so on.

*2500 words*

### **5. Assumptions Report**

Report on the status of the projected assumptions. Have there been any changes in the assumptions that were planned? If so, please report on the effects these changes have had on this year's achievements. Kindly refer to the objectives and results according to their numbering in the Institution's Program.

*1500 words*

### **5. Risk Report**

Report on any potential risks that have posed a threat to the implementation of the Program during the year. Please elaborate on the risk management activities undertaken throughout the year. Report on any actual or potential effects these risks may have on the achievements of the Program. Kindly refer to the objectives and results according to their numbering in the Institution's Program, especially if these risks have specifically affected any of them.

*1500 words*

### **5. Other Issues**

Report here any other matters that have occurred during the year within your Institution.



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**Form 4**

**Performance Evaluation Form**  
**for the Director of the Central Public Institution of Culture**

<b>INSTITUTION</b>	
<b>THE EVALUATED PERSON AND POSITION</b>	
<b>EVALUATORS</b>	XX XX, Chairperson of the National Arts Council XX XX, Member of the Council XX XX, Member of the Council XX XX, Member of the Council XX XX, Member of the Council XX XX, Member of the Council
<b>FOR</b>	
<b>DATE</b>	

## 1. Evaluation of the implementation of the institution's Program

Present below the evaluations divided according to the achievements in relation to the implementation of the general, specific, and operational objectives of the Institution's Program, referring to them also by their numerical order as presented in the Programs. Evaluations should also include the tasks and other responsibilities held by the director of the central public institution of culture. In the final assessment, this section accounts for 60% of the total score. Rows in the table may be added or removed as needed for the evaluation.

Nr	Objective/Task	Activity	Score
1			5
2			5
3			
4			
5			
Narrative comments of the NAC regarding the evaluations for each row*:			

## 2. Evaluation based on demonstrated management skills of the institution during the past year

This section evaluates the managerial and soft skills of the director of the central public institution of culture. The aim is to assess both the ability to fulfill duties and the suitability of the director to effectively carry out his/her role. In the final assessment, this section accounts for 40% of the total score.

**1.1 Planning and Organization:** Assesses the ability to plan, organize, and coordinate activities and work tasks, including those of subordinates.

Score: ☐ Excellent (5) ☐ Very Good (4) ☐ Good (3) ☐ Sufficient (2) ☐ Poor (1)

\*Narrative comments of the NAC regarding the evaluation provided:

**1.2. Decision Making:** Assesses the ability to make correct, timely, and effective decisions, taking responsibility for the decisions made.

Score: ☐ Excellent (5) ☐ Very Good (4) ☐ Good (3) ☐ Sufficient (2) ☐ Poor (1)

<p>*Narrative comments of the NAC regarding the evaluation provided:</p>
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<p><b>1.3. Professional/Technical Knowledge:</b> Assesses the civil servant’s professional competence regarding the knowledge and skills necessary to perform job duties, as well as the ability to transfer knowledge and experience to others.</p>
--

<p><b>Score:</b> <input type="checkbox"/> <b>Excellent (5)</b>   <input type="checkbox"/> <b>Very Good (4)</b>   <input type="checkbox"/> <b>Good (3)</b>   <input type="checkbox"/> <b>Sufficient (2)</b>   <input type="checkbox"/> <b>Poor (1)</b></p>
---

<p>*Narrative comments of the NAC regarding the evaluation provided:</p>
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<p><b>1.4. Initiative and Creativity:</b> Assesses the civil servant’s ability to take initiative in performing work tasks, contributing to increased efficiency and effectiveness, as well as to solve problems through new ideas, alternatives, and creativity.</p>
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<p><b>Score:</b> <input type="checkbox"/> <b>Excellent (5)</b>   <input type="checkbox"/> <b>Very Good (4)</b>   <input type="checkbox"/> <b>Good (3)</b>   <input type="checkbox"/> <b>Sufficient (2)</b>   <input type="checkbox"/> <b>Poor (1)</b></p>
---

<p>*Narrative comments of the NAC regarding the evaluation provided:</p>
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<p><b>1.5. Communication and Representation Skills:</b> Assesses the ability to communicate (both verbally and in writing) effectively with superiors, subordinates, and stakeholders; the ability to explain assigned tasks and objectives; as well as the ability to represent the institution within the scope of one’s competencies.</p>
--

<p><b>Score:</b> <input type="checkbox"/> <b>Excellent (5)</b>   <input type="checkbox"/> <b>Very Good (4)</b>   <input type="checkbox"/> <b>Good (3)</b>   <input type="checkbox"/> <b>Sufficient (2)</b>   <input type="checkbox"/> <b>Poor (1)</b></p>
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<p>*Narrative comments of the NAC regarding the evaluation provided:</p>
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**Average score for objectives:\_\_\_<sup>i</sup>**

**Average score for skills:\_\_\_<sup>ii</sup>**

**Overall score: \_\_\_<sup>iii</sup>**



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**Form 5**

**Nomination Form for Members of the National Arts Council**

**1. Information about the nominee**

Full Name: \_\_\_\_\_

Profession: \_\_\_\_\_

Current Workplace and Position: \_\_\_\_\_

Residence: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email address: \_\_\_\_\_

## 2. Information about the nominating body

Name of Institution/Organization: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Position of Contact Person: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email address: \_\_\_\_\_

Date and Signature: \_\_\_\_\_

## 3. Profile of nomination

Specific field/profile within the National Arts Council for which the candidate is nominated:

\_\_\_\_\_

## 4. Support letter for the nominee

Please write your support letter for the nominated candidate in the box below.

*Up to 500 words.*

**\*The nomination dossier must also include a detailed CV of the nominee;**

**\*\* In cases where the nominating body nominates more than one (1) candidate, separate forms must be completed for each candidate.**

- 
- i The average score for objectives is calculated by summing the scores of all evaluated objectives and dividing by the number of evaluated objectives.
- ii The average score for skills is calculated by summing the scores of all evaluated skills and dividing by the number of evaluated skills.
- iii The overall score is calculated by adding 60% (multiplied by 60 and divided by 100) of the average objectives score and 40% (multiplied by 40 and divided by 100) of the average skills score.



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**Form 6**

## End-of-Year Strategic Document from the National Arts Council

<b>SUBJECT</b>	Annual Report for the Period January–December 2025, Addressed to the Minister of Culture by the National Arts Council
<b>MEMBERS</b>	XX XX, Chairperson of the National Arts Council XX XX, Member of the Council XX XX, Member of the Council XX XX, Member of the Council XX XX, Member of the Council XX XX, Member of the Council
<b>DATE</b>	

### **1. Narrative report on the overall performance of central public cultural institutions**

Provide a summary of the annual work of the central public cultural institutions. Continuous references to the Institutions' Programs should be used, evaluating the achievement of objectives, implementation of activities, and other managerial and visionary aspects of the institutions. Explanations regarding challenges and their management during the one-year period should be offered. Reporting on overall performance must cover all central public cultural institutions with which the National Arts Council interacts. Assessments should be provided on the level of institutional development and capacity building, including audience growth, development of internal capacities (human resources and infrastructure), as well as other similar achievements or setbacks.

### **2. Program implementation by central public cultural institutions**

Summarize the artistic programs carried out during the year by each institution, and assess whether the program targets outlined in the Institution's Program were met, exceeded, or not achieved. Evaluate the international program cooperation, representation and mobility both within and outside the country, achievements from the artistic education program, and similar initiatives of the institution.

### **3. Budget and Finances**

Provide financial statements and reports on budget planning and expenditures from the cultural institutions. Assess the level of financial support for these institutions and offer suggestions regarding funding levels for the coming years.



#### **4. Implementation of the current strategy covering the cultural sector**

Provide analyses on the implementation of the national strategy covering the cultural sector, specifically the activities related to central and local public cultural institutions in the country. Offer suggestions for more effective implementation if needed.

#### **5. Local cultural institutions**

Provide an overview of the activities of local cultural institutions during the past year. Based on the requests received and the potential for program implementation, recommend the levels of support that the Ministry of Culture should consider for these institutions.

#### **6. Recommendations and comments on cultural policies**

Write your analysis of the current cultural policies and their practical implementation. Highlight the functional aspects as well as those requiring improvement. Suggest programmatic or legislative changes that the Ministry of Culture should consider when drafting cultural policies for the coming year(s).

**\*The end-of-year strategic document must also include the annual reports submitted by the directors of the central public cultural institutions to the National Arts Council.**