



Republic of Kosovo
Republic of Kosovo/Republic of Kosovo
Academy of Justice/Akademija Pravde/Academy of Justice

Work and Performance Plan for 2026¹

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List of abbreviations

AELK – Association of Electronic Libraries of Kosovo
AoJ– Academy of Justice
CPA – Central Procurement Agency
EU – European Union
FMCS – Federal Mediation and Conciliation Service
ENM – Ecole Nationale de la Magistrature
EJTN – European Judicial Training Network
ERA - Academy of European Law
EULEX – European Union Rule of Law Mission
GIZ – Deutsche Gesellschaft fuer Internationale Zusammenarbeit
ECtHR – European Court of Human Rights
INL – Bureau of International Narcotics and Law Enforcement Affairs
ECHR – European Convention on Human Rights
KJC – Kosovo Judicial Council
KPC – Kosovo Prosecutorial Council
OSCE – Organization for Security and Co-operation in Europe
OPDAT – Office of Overseas Prosecutorial Development Assistance and Training
PHP – Research and Publications Program
ITP – Initial Training Program
CTP – Continuous Training Program
KFMIS – Kosovo Financial Management Information System
IT – Information Technology
USAID – The United States Agency for International Development
UNDP – United Nations Development Program
UNODC – United Nations Office on Drugs and Crime

Introduction

The Work and Performance Plan of the Academy of Justice for 2026 has been drafted in accordance with the provisions of Law No. 05/L-113 on the Organization and Functioning of the State Administration and Independent Agencies, as well as in implementation of Regulation No. 12/2023 on the Performance Management System for Agencies within the State Administration.

This document serves as the Academy's primary annual planning instrument, defining strategic and operational objectives and outlining the sequence of activities for their implementation, in line with the Academy's legal mandate.

The Plan constitutes the main guiding document for the annual planning of the Academy of Justice's activities for 2026 and ensures the alignment of its concrete actions with the strategic priorities of the justice system in Kosovo.

Through this document, the objectives to be achieved during 2026 have been identified and planned in accordance with the needs of the judicial and prosecutorial system, with the aim of strengthening the professional capacities of all legal personnel in courts and prosecutor's offices, including support staff. The Plan sets out concrete actions for the implementation of training programs and other legally defined activities, reflecting new developments and drawing on the capacities and resources of the relevant departments and divisions, as well as on experience and best practices in their implementation. The Work and Performance Plan of the Academy of Justice for 2026 encompasses activities related to the delivery of initial training and continuous professional development, as well as other activities prescribed by law.

The general and specific objectives of the Work and Performance Plan for 2026 are structured around five main areas:

1. Professional preparation of newly appointed judges and prosecutors, in accordance with the initial training program;
2. Advancement of the professional and interdisciplinary knowledge of judges, prosecutors, administrative staff, and other legal professionals;
3. Development of training programs and enhancement of the quality of training, research, and publishing activities;
4. Strengthening institutional and international cooperation in support of the Academy's legal mandate;

5. Development of the institution's professional and administrative capacities, including the efficient management of budgetary resources.

In accordance with this document, each objective is further broken down into relevant sub-objectives, responsible units, implementation timelines, and performance indicators, enabling systematic monitoring, results measurement, and standardized reporting in line with the requirements of the performance management system.

Overall, the Work and Performance Plan for 2026 aims to ensure the effective fulfillment of the Academy of Justice's legal mandate in strengthening the professional capacities of the justice system in the Republic of Kosovo, through the provision of relevant training, continuous improvement of training quality, and the delivery of professional, technical, and administrative services.

For the purpose of implementation, each objective and corresponding sub-objective has been developed in line with this Plan, while the action plan for the execution of all planned activities is presented in tabular form.

Fulfillment of the Work and Performance Plan for 2025 and Challenges Encountered During Its Implementation

The development and implementation of initial training programs for newly appointed judges and prosecutors remained among the key objectives of the Academy of Justice in 2025, aimed at ensuring the professional preparation of new generations of judges and prosecutors. These training activities were conducted in accordance with the approved Work Plan and training calendar. Initial training programs for new generations of judges and prosecutors were successfully implemented, while several programs continue to be carried out.

During 2025, a total of 87 judges (Generations XI, XII, XIII, and XIV) and 24 newly appointed prosecutors (Generation XI) participated in the initial training program.

The implementation of practical training for newly appointed judges of Generation XI continued until February 2025. For Generation XII, part of the theoretical training, as well as the full practical training conducted in the relevant courts, continued until October 2025. For both Generations XI and XII, which have completed the initial training, final examinations were conducted with positive results, and final assessment reports were prepared and submitted to the Kosovo Judicial Council (KJC).

Initial training is currently underway for Generations XIII and XIV of newly appointed judges, as well as for Generation XI of newly appointed prosecutors, in accordance with the approved training calendar and program. For the XI generation of newly appointed prosecutors, the initial training commenced in January 2025 and is being implemented through a combined approach of theoretical and practical training—specifically, two days of theoretical training at the Academy of Justice and three days of practical training in the respective prosecutor's offices—with completion expected in February 2026. The initial training for Generation XIII of newly appointed judges is expected to be completed in May 2026, while the initial training for Generation XIV is scheduled for completion in November 2026.

The Academy of Justice completed all necessary preparations for the implementation of the initial training program for the XII generation of prosecutors, which was planned to commence in the first half of 2026. However, following the conclusion of the relevant procedures, the Kosovo Prosecutorial Council (KPC) decided to cancel the recruitment process.

The Academy of Justice continuously monitors developments in recruitment procedures and, in close coordination with the Kosovo Judicial Council (KJC) and the Kosovo Prosecutorial Council (KPC), regularly reviews and updates initial training programs based on needs assessments that reflect the evolving dynamics of the judicial and prosecutorial system.

In 2025, at the request and by decision of the Kosovo Judicial Council (KJC), the Academy of Justice designed and implemented mandatory training for judges with permanent mandates. In close coordination with the KJC, and in accordance with its decision and the Protocol on Mandatory Training for Judges, the Academy prepared and delivered a tailored training plan for a judge.

The enhancement of the professional and interdisciplinary capacities of judges, prosecutors, and other legal professionals remains essential to ensuring an efficient, fair, and ethical justice system. In this regard, the Continuous Training Program successfully achieved all objectives and sub-objectives set out in the Work and Performance Plan for 2025. Within the framework of the annual Continuous Training Program, a total of 196 training activities were implemented for judges, prosecutors, professional associates, judicial and prosecutorial administrative staff, as well as other legal professionals.

As a result, a significant number of sub-objectives related to the continuous professional development of judges, prosecutors, professional associates, and judicial and prosecutorial administrative staff were accomplished. In line with established priorities, emphasis was initially placed on the implementation of trainings foreseen in strategic documents, particularly the Rule of Law Strategy 2021–2026 and the Program for the Protection and Promotion of Human Rights. All planned training activities were implemented across criminal, civil, administrative, and commercial law fields, as well as in areas related to human rights. These included trainings on domestic violence, gender-based violence, non-discrimination, the jurisprudence of the European Court of Human Rights (ECtHR), freedom of expression, and hate speech. The training curriculum on domestic violence was also reviewed and implemented in cooperation with the Council of Europe.

These achievements demonstrate the increase in professional capacities within the system and the effectiveness of planning training activities, which has enabled the Academy to ensure greater adaptability of programs to the current requirements of judicial practice.

In the implementation of the sub-objectives of the Work Plan, namely the Continuous Training Program for 2025, a total of 114 training activities were

successfully delivered for professional associates, legal officers, and judicial and prosecutorial administrative staff. In addition, at the request of and in close coordination with the Kosovo Judicial Council (KJC) and the Kosovo Prosecutorial Council (KPC), 103 training activities were implemented within the framework of the initial training program and the continuous training program for judicial and prosecutorial administrative staff. During the same year, joint training activities were also conducted with representatives of liberal professions, in close cooperation with the relevant chambers and agencies, including mediators, bailiffs, victim advocates, and officials of the Free Legal Aid Agency.

The implementation of training activities using a round-table methodology aimed at the unification of judicial practice has become a sustainable and effective approach, contributing to the harmonization of judicial practice in specific areas of law. Within the framework of capacity-building for trainers and the further development and application of training methodologies, the Academy continued the cycle of training-of-trainers based on the Trainers' Manual. In this context, a two-day training-of-trainer's session was conducted, with the participation of 20 trainees, including judges, prosecutors, and other justice professionals. This group also constitutes the final list of certified trainers of the Academy of Justice for 2025.

Despite the achievements recorded under this objective, several sub-objectives remain to be implemented in 2026. These include the full implementation of measures foreseen under the Rule of Law Strategy 2024–2026, with particular emphasis on the development of new curricula, the conduct of specialization analyses, and the development of new distance-learning modules through the Academy of Justice's electronic platform.

In addition, the implementation of specialized training activities related to bodies and committees involved in assessment, verification, and recruitment processes is planned to continue in 2026.

During the implementation of training activities in 2025, a number of challenges and constraints were encountered. One of the main challenges was delays in coordinating training activities that depended on other justice institutions, where the role of the Academy of Justice was primarily supportive. In certain cases, delays in communication with the relevant institutions slowed down the implementation of planned activities. Another challenge concerned the organization of highly specialized trainings for commissions and bodies responsible for performance evaluation and

professional verification, which required the engagement of subject-matter experts who have not yet been identified.

Furthermore, low participation in continuous training activities was observed during 2025, particularly due to the absence of some judges and prosecutors from training sessions despite prior registration and confirmation of participation. As in previous years, the limited budget allocated for training activities also affected the strategic planning and implementation of the Academy's training programs.

During the reporting year, the Academy of Justice successfully conducted and completed the annual training needs assessment for judges, prosecutors, and administrative staff. As in previous years, this process involved all key stakeholders of the judicial and prosecutorial system, including judges, prosecutors, donors, and international organizations supporting the justice sector. Meetings and workshops were organized with judges, prosecutors, and heads of courts and prosecution offices, while data from internal mechanisms and relevant strategic documents were collected and analyzed. The information gathered through the needs-assessment instruments was processed and complemented by recommendations from national strategic documents, as well as national and international monitoring reports. As a result of this process, the Annual Continuous Training Program for 2026, as well as the initial training programs for newly appointed judges and prosecutors, were drafted and approved.

In the area of publications, an assessment of the need for new legal publications for 2026 was conducted. During 2025, the Academy published periodic publications, training modules under the ITP training program, and several thematic publications, including *Environmental Justice*, *Important Aspects of Criminal Law*, and the *Guideline on Electronic Evidence*. In addition, joint publications were produced in cooperation with the Supreme Court, including *Selected Decisions in Criminal and Civil Cases* and the *Summary of the Supreme Court's Practice in Criminal and Civil Cases*.

The assessment of training impact remains a priority sub-objective. Over recent years, the Academy of Justice has established a solid framework by applying effective mechanisms and good practices for monitoring and data collection aimed at measuring training impact. Although the application of this methodology is still in its initial phase, the collection and processing of data will enable the Academy to monitor trends and assess the level of knowledge and skills acquired by training participants.

Within the activities related to the establishment and further development of trainers' capacities, and in line with the Academy's training methodology, the monitoring and evaluation of the performance of trainers engaged in the delivery of training programs continued successfully. This process has contributed to increased accountability and transparency in the provision of training, as well as to improvements in the methodological quality of training materials.

As in previous years, several difficulties and challenges persisted throughout 2025. These primarily included limited budgetary resources, insufficient funding for the development of workplace-based training impact assessments, and a low level of interest in legal writing among professionals within the judicial and prosecutorial system.

During the reporting year, the Academy of Justice also focused on strengthening its professional and administrative capacities, improving the quality of administrative services, and ensuring the efficient management of financial resources in line with the needs of training programs. In this regard, the Academy drafted Regulation No. 01/2025 on the amendment and supplementation of Regulation No. 05/2023 on internal organization and job systematization. Furthermore, the Academy continued to provide legal and technical support to its governing bodies through legal analyses and opinions on legal and sub-legal acts, as well as through the treatment of legal issues in accordance with the applicable legislation.

In this context, the Academy initiated the review and drafting of sub-legal acts required for the implementation and amendment of the Law on Public Officials, namely those regulating the employment relationship of civil servants with special status. In accordance with Article 6, paragraph 3 of Law No. 08/L-294 on Amending and Supplementing Law No. 08/L-197 on Public Officials, civil servants of the Academy of Justice are classified as having special status, and their employment relationship is regulated by specific acts issued by the Academy.

With regard to the quality of administrative services and the management of administrative and general service expenditures, challenges continued to arise due to budgetary constraints, the lack of capital investments, and the implementation of new legislation and procedures within the Human Resource Management Information System (HRMIS) for public officials. A particularly significant and ongoing challenge remains the allocation of funds for the full functionalization of the new building of the Academy of Justice. Despite repeated budget requests and the presentation of needs during budget hearings,

the Academy has continued to inform the Ministry of Finance of the urgent necessity to plan and allocate sufficient funds for inventory, equipment, and the complete operationalization of the building.

In the area of institutional and international cooperation, particularly cooperation with donors, projects, and international organizations, 2025 was marked by a significant decline in donor support and internationally funded projects.

Vision and mission

The Academy of Justice is an independent public institution mandated by law to provide education, training, and professional development for judges, prosecutors, judicial and prosecutorial administrative staff, as well as other professionals within the justice system.

As one of the key institutions of the justice system, the Academy of Justice is entrusted with the mission of strengthening the quality, professionalism, and independence of the system through the development of professional and institutional capacities, the promotion of high ethical standards, and the advancement of modern judicial and prosecutorial practices.

In fulfilling this mission, the Academy of Justice delivers training programs tailored to the actual needs of the justice system, targeting judges, prosecutors, judicial and prosecutorial administrative staff, and other justice professionals. In addition, within the scope of its legal mandate, the Academy prepares professional analyses, conducts research, and carries out publishing activities in accordance with the applicable legal framework and international best practices.

1. Importance of the Work and Performance Plan for 2026

The Work and Performance Plan is a fundamental document that defines in detail the institutional activities required to achieve annual objectives. It is drafted and approved by the competent institutions within the prescribed deadlines, in accordance with Regulation No. 12/2023 on the Performance Management System for Agencies and Institutions of the State Administration,

including independent agencies established by the Assembly of the Republic of Kosovo.

Pursuant to Articles 6 and 7 of this Regulation, the Work and Performance Plan of the Academy of Justice for 2026 sets out five main objectives, which are further elaborated into sub-objectives and concrete actions for each responsible department and division. These objectives are measurable and aligned with the priorities of the judicial and prosecutorial system, aiming to enhance the training and professional development of judges and prosecutors, judicial and prosecutorial administrative staff, and other legal professionals, in accordance with the Academy's legal mandate.

The Plan serves as the principal strategic instrument guiding the Academy of Justice's annual activities by defining objectives, work processes, and the steps necessary to achieve the expected results, as measured through established performance indicators. Moreover, the Work and Performance Plan provides clear direction to the institution's departments and divisions, establishing a functional framework for the planning, implementation, and monitoring of activities. At the same time, it delineates the roles, responsibilities, and allocation of institutional resources required for the effective implementation of planned activities.

To ensure the full and effective implementation of this Plan, the Academy of Justice will apply sound work-management practices and ensure the coordination and integration of the programs and services it delivers in accordance with its legal mandate. In addition, the Academy will maintain close coordination and cooperation with the Kosovo Judicial Council (KJC), the Kosovo Prosecutorial Council (KPC), presidents of courts, chief prosecutors of prosecution offices, trainers, and development and support partners, with the aim of strengthening the professional and interdisciplinary capacities of training beneficiaries and enhancing their performance in the execution of their functions.

2. Legal basis and functions of the Academy

Based on Law No. 05/L-095 on the Academy of Justice, as well as Law No. 08/L-063 on amending and supplementing laws related to the rationalization and establishment of accountability lines of independent agencies, the Academy of Justice is an independent public institution, with a clear legal mandate and competences in the field of professional development and

capacity building of the justice system.

In accordance with Article 6 of Law No. 05/L-095, the main functions of the Academy of Justice include:

- Development of training programs
 - Drafting initial and continuous training programs for judges and state prosecutors, in accordance with the applicable legislation.
 - Organizing training for these categories in fulfillment of its legal mandate.
- Identifying training needs
 - Developing the training needs assessment process through mechanisms determined by the Academy.
 - Harmonization of training planning with the requirements of the KJC and the KPC.
- Training of judicial and prosecutorial administrative staff
 - Organizing training for the administrative staff of courts and prosecutors' offices, after prior coordination with the KJC and the KPC, in accordance with the legislation in force.
- Training of free legal professions related to the justice system
 - The possibility of organizing continuous professional training for state attorneys, lawyers, notaries, private bailiffs, mediators, bankruptcy administrators and other similar professions, according to the assessment of the Academy and the requirements of the competent institutions.
- Implementation of training programs in institutional cooperation
 - Implementation of training programs in cooperation with the KJC, the KPC, professional chambers and relevant institutions.
- Administration of training data and documentation
 - Establishing and maintaining a data system for training programs and activities in accordance with applicable legislation.
- Inter-institutional cooperation at local and international level
 - Creating, establishing and maintaining cooperation with local and foreign institutions similar to the Academy's activities, including professional internships, exchange programs and other activities of common interest.
- Conducting professional analysis and research
 - Developing analyses, research and cooperation with scientific institutions to support the justice system and professional development.
- Publishing activity
 - The production of professional publications for the needs of the

judicial and prosecutorial system, including materials, guidelines and other necessary legal documents.

Therefore, the accountability line of the Academy of Justice, in accordance with Law No. 08/L-063 on amending and supplementing the laws related to the rationalization and establishment of accountability lines of independent agencies, mandates the Steering Council as the sole subject of reporting and accountability. This guarantees the functioning of the Academy in accordance with the principles of independence, transparency and institutional accountability.

In addition to the basic legislation, the functioning of the Academy of Justice is also supported by the bylaws approved by its Steering Council, as follows:

1. Regulation No. 02/2017 on the Work of the Steering Council of the Academy of Justice;
2. Regulation No. 02/2023 on Supplementing and Amending Regulation No. 02/2017 on the Work of the Steering Council of the Academy of Justice;
3. Regulation No. 04/2017 on the Work of the Program Council of the Academy of Justice;
4. Regulation No. 03/2023 on Supplementing and Amending Regulation No. 04/2017 on the Work of the Program Council of the Academy of Justice;
5. Regulation No. 05/2017 on Training Fees for State Attorneys, Lawyers and Other Free Legal Professions;
6. Regulation No. 02/2019 for Trainers and Mentors of the Academy of Justice;
7. Regulation No. 01/2023 on Supplementing and Amending Regulation No. 02/2019 on Trainers and Mentors of the Academy of Justice.
8. Regulation No. 02/2024 supplementing and amending Regulation No. 01/2023 on Trainers and Mentors of the Academy of Justice
9. Regulation No. 04/2023 on the Admission and Appointment of the Executive Director of the Academy of Justice;
10. Regulation No. 05/2023 on the internal organization and systematization of jobs at the Academy of Justice;
11. Regulation No. 01/2025 supplementing and amending Regulation No. 05/2023 on the internal organization and systematization of jobs at the Academy of Justice.

The draft law on the Academy of Justice is currently in the process of being amended and supplemented, and as such, despite the legislative agenda, has

not yet been submitted to the Assembly for review and approval. The Work and Performance Plan has been drafted on the current legal basis, and any eventual changes resulting from the entry into force of the new law, which may affect the Work and Performance Plan, will be reviewed and updated accordingly.

3. Bodies of the Academy of Justice

The governing bodies of the Academy of Justice of the Republic of Kosovo consist of the Steering Council, the Program Council, and the Executive Director. Together, these bodies ensure the strategic, administrative, and professional functioning of the institution.

The Steering Council is the highest decision-making body of the Academy and is composed of nine members, including the Chairperson. It is responsible for providing strategic leadership and guidance, approving program policies, the annual work plan, the budget, and performance reports, as well as overseeing the implementation of good governance standards.

The Program Council serves as a professional advisory body and is chaired ex officio by the Executive Director of the Academy of Justice. It plays a key role in the design, development, and continuous updating of initial and in-service training programs, in accordance with national and international standards for professional training within the justice system. The Council ensures the professional quality of training programs, proposes appropriate training methodologies, and contributes to the continuous capacity development of judges, prosecutors, and other justice system professionals.

The Executive Director is the highest-ranking executive and chief administrative officer of the Academy of Justice and is accountable to the Steering Council for his or her work. The Director is responsible for the effective management of internal institutional processes, including the recruitment, leadership, and supervision of staff; the organization and implementation of training programs; the coordination of inter-institutional activities; and the implementation of decisions adopted by the Steering Council, ensuring transparent, efficient, and accountable institutional functioning.

3. 1 Steering Council of the Academy of Justice

The Steering Council of the Academy of Justice, in accordance with Law No. 05/L-095 on the Academy of Justice and Law No. 08/L-063 on amending and supplementing the laws related to the rationalization and establishment of accountability lines of independent agencies, is the principal oversight body to which the Academy of Justice reports its work. The Council is composed of nine members, including the Chairperson, and ensures representation of justice institutions, the executive branch, and ethnic communities. Its composition guarantees comprehensive and balanced representation of justice system stakeholders in Kosovo, thereby safeguarding the independence and impartiality of the Academy in the best interests of the judicial and prosecutorial system of the country.

As the highest governing body of the Academy of Justice, the Steering Council will focus in 2026, inter alia, on the review and approval of the following matters:

- Annual Work and Performance Report for 2025 and the Financial Report for 2025;
- Approval of the list of temporary trainers and their engagement in the implementation of training programs;
- Approval of the list of mentors for generations of newly appointed judges and prosecutors undergoing initial training;
- Draft budget of the Academy of Justice;
- Requirements of the Kosovo Judicial Council (KJC) and the Kosovo Prosecutorial Council (KPC) for the commencement of initial training for judges and prosecutors in the recruitment process;
- Induction programs for newly appointed judges and prosecutors;
- Annual Continuous Training Program for 2027;
- Academy of Justice Research and Publications Program;
- Work and Performance Plan for 2027, as well as other matters arising from developments during 2026;
- Performance reports of trainers engaged in training programs;
- Review and approval of regulations for civil servants of the Academy of Justice with special status;
- Review and approval of the institutional strategy of the Academy of Justice.

3.2 Program Council of the Academy of Justice

The Program Council is a professional body responsible for ensuring the quality of training delivered by the Academy of Justice. It is led and chaired by the Executive Director of the Academy of Justice and is composed of judges, state prosecutors, and other experts appointed by the Steering Council.

In its professional capacity, the Program Council is engaged in the design of training programs, the evaluation of the performance of engaged trainers, the review of the list of trainers, and the provision of recommendations to the Steering Council. In 2026, the Program Council will focus its activities, *inter alia*, on the following matters:

- Drafting training programs for the Academy of Justice in cooperation with the Kosovo Judicial Council (KJC) and the Kosovo Prosecutorial Council (KPC);
- Recommending the list of temporary trainers emerging from the recruitment process;
- Reviewing and evaluating performance reports of trainers engaged by the Academy of Justice in the implementation of training programs during 2026;
- Annual Training Needs Assessment Report;
- Training Impact Report;
- Providing guidance and advice on the advancement of training methods and techniques;
- Proposing measures to improve the overall quality of training.

3.3 Executive Director of the Academy of Justice

The Executive Director, as the highest-ranking executive and chief administrative officer of the Academy of Justice, is responsible for the efficient management of internal institutional processes, including the recruitment, leadership, and supervision of personnel; the organization and implementation of training programs; the coordination of inter-institutional activities; and the implementation of decisions of the Steering Council. In this capacity, the Executive Director will focus on the following priorities:

- Representing the Academy of Justice at local and international institutions, official meetings, conferences, professional forums, and cooperation initiatives;
- Chairing meetings of the Program Council of the Academy of Justice;

- Developing and strengthening strategic partnerships with the Kosovo Judicial Council (KJC), the Kosovo Prosecutorial Council (KPC), courts, prosecutor's offices, other justice institutions, international organizations, and development partners;
- Initiating and promoting new collaborations for joint projects, technical assistance, and capacity-building activities aligned with the development needs of the justice system;
- Managing and supervising the overall work of the Academy of Justice, ensuring efficient, coordinated, and legally compliant functioning;
- Supervising the implementation of internal administrative, financial, and professional procedures;
- Ensuring the effective functioning of internal control systems, transparency, and compliance with institutional integrity standards;
- Ensuring the implementation of all decisions, instructions, and requests of the Steering Council;
- Proposing the Academy's annual draft budget, based on program planning, development priorities, and institutional needs;
- Proposing the Institutional Strategy, Work and Performance Plan, Annual Continuous Training Program, and Initial Training Programs of the Academy of Justice;
- Proposing the list of temporary trainers, together with the recommendations of the Program Council, for approval by the Steering Council;
- Proposing the list of trainers for engagement in the implementation of training programs for approval by the Steering Council;
- Ensuring the professional capacity development of trainers and the engagement of external experts, as necessary;
- Managing the financial resources and assets of the Academy of Justice in accordance with the mandate and applicable legislation;
- Proposing draft regulations on internal organization and job systematization, the selection of trainers, the work of the Steering Council, and the work of the Program Council, as well as other by-laws foreseen under amendments to the Law on Public Officials and all by-laws governing the employment relationship of civil servants with special status;
- Preparing and presenting annual and other reports, as requested by the Steering Council.

I. Overall objectives of the Work and Performance Plan for 2026

1. Professional preparation of newly appointed judges and prosecutors;
2. Continuous enhancement of the professional and interdisciplinary knowledge of judges, prosecutors, judicial and prosecutorial administrative staff, as well as other legal professionals;
3. Development of training programs and improvement of the quality of training, research, and publication activities;
4. Strengthening and expanding cooperation with local partners, donors, and international training institutions;
5. Strengthening administrative capacities and improving the quality of administrative services and the efficiency of budget expenditures.

1. Professional preparation of newly appointed judges and prosecutors

The professional preparation of newly appointed judges and prosecutors within the initial training framework aims to establish a solid legal, ethical, and practical foundation for the responsible exercise of their functions. This plan is designed to guide the implementation of training activities for 2026, ensuring the development of the theoretical knowledge and practical skills necessary for the competent and accountable performance of judicial and prosecutorial duties. The program development and planning process ensures full compliance with the professional standards required by the justice system and creates a sound basis for the effective integration of candidates into their future professional responsibilities.

Based on the approved training program and calendar, the practical training for 21 judges of the XIII generation will continue in their respective courts of appointment until May 2026. During this period, the judges will be supervised by mentors appointed by the Academy of Justice, who will submit weekly reports on the progress and development of the trainees. Upon completion of the practical training, the judges will be required to sit for a final examination.

In parallel, the Academy of Justice will continue the implementation of initial training for the XI generation of prosecutors, comprising 24 newly appointed prosecutors, who are expected to complete their training in February 2026. This training commenced in January 2025 and will continue until February 2026. Upon completion of both the theoretical and practical components, the prosecutors will also be required to undergo a final examination.

In addition to the above, the initial training of the XIV generation of newly appointed judges commenced in November 2025 and will continue throughout 2026. The Academy approved the training program following a comprehensive training needs assessment conducted in cooperation with the Kosovo Judicial Council (KJC). At the same time, the recruitment of 21 new prosecutors (XII generation) had been completed by the Kosovo Prosecutorial Council (KPC); however, due to recent developments, the recruitment process was entirely cancelled. The training program for this generation was nevertheless drafted and approved by the Academy of Justice following a training needs assessment carried out in cooperation with the KPC. The implementation of this program will depend on developments during 2026.

During 2026, the KJC plans to initiate a new recruitment process for 21 newly appointed judges, constituting the XV generation, who are expected to commence initial training in the first half of 2026. The Academy of Justice will closely monitor all developments related to new recruitments and, in cooperation with the KJC and the Program Council, will update the training programs as necessary.

For 2026, the Initial Training Program will focus on achieving the following key sub-objectives:

- 1.1** Implementation of practical training for 21 newly appointed judges of the XIII generation in their respective courts, under the supervision of mentor judges;
- 1.2** Implementation of initial training, comprising both theoretical and practical components, for 24 newly appointed prosecutors of the XI generation;
- 1.3** Implementation of initial training, comprising both theoretical and practical components, for 20 newly appointed judges of the XIV generation;
- 1.4** Implementation of initial training, comprising both theoretical and practical components, for 20 newly appointed prosecutors of the XII generation;
- 1.5** Implementation of initial training for 20 newly appointed judges of the XV generation, including 8 judges from the Serbian community.

1.1 Implementation of initial training for 21 newly appointed judges of the 13th generation

The program for this generation began on April 18, 2025, and is scheduled to conclude on May 24, 2026. According to the program structure and calendar,

this generation will continue practical training in both civil and criminal law areas. In line with the applicable legislation, the final examination and its results will mark the completion of the initial training program for this generation. The Panel for the Design and Evaluation of the Final Exam will be responsible for preparing and evaluating the exam, while the program staff will compile assessments of the judges' duties and performance throughout the initial training. The staff will also prepare the final report for this generation of judges, which will be submitted to the Kosovo Judicial Council (KJC) and, as appropriate, to the Performance Evaluation Commission.

1.2 Implementation of initial training for 24 newly appointed prosecutors, generation XI

This group of newly appointed prosecutors constitutes the XI generation of initial training at the Academy of Justice, which will continue both theoretical and practical training until February 2026. The modules to be delivered as part of the theoretical training include:

- Criminal Procedure Code
- Legislation and Complementary Skills

In parallel with the theoretical training, the prosecutors will carry out practical training in the prosecutor's offices to which they have been assigned. Trainers and mentors will continue to support the implementation of the initial training program. According to the structure of this program, upon completion of both theoretical and practical sessions, a final examination will be conducted, marking the conclusion of the initial training program for this generation of prosecutors. Similar to previous generations, the Panel for the Design and Evaluation of the Final Exam will be responsible for designing and evaluating the exam. Meanwhile, the program staff will compile assessments of the prosecutors' performance and responsibilities during the initial training and will prepare a final report for each participant, which will be submitted to the Kosovo Prosecutorial Council (KPC) and, as appropriate, to the Performance Evaluation Commission.

1.3 Implementation of initial training including theoretical and practical training for 20 newly appointed judges of the 14th generation

This generation began its initial training on November 17, 2025, and is expected to conclude on December 24, 2026. According to the training

program, the Academy of Justice has commenced training in the criminal law field.

Within the framework of theoretical training, the following modules will be delivered: Criminal Code, Criminal Procedure Code, National and International Legal Order, Personal and Interpersonal Skills, Legislation and Complementary Skills, as well as Civil, Economic, and Administrative Law. Upon completion of theoretical training in each area, practical training will be conducted in the respective courts to which the participants have been appointed.

1.4 Implementation of initial training including theoretical and practical training for 20 newly appointed prosecutors of the 12th generation

The Academy of Justice has evaluated the training program and its implementation structure. In cooperation with the Kosovo Prosecutorial Council (KPC) and the Program Council, it was recommended that the training for this generation be conducted with six months of theoretical training followed by six months of practical training. The Steering Council welcomed and approved this recommendation. Following this approval, the Academy of Justice undertook all necessary preparations, including the development of the training calendar and supporting materials. However, despite being at the final stage of the recruitment process, the KPC ultimately canceled the entire process. Consequently, the planning and implementation of the training program for this generation by the Academy of Justice will commence only after the completion of the recruitment process by the KPC, which is expected to take place in 2026.

1.5 Implementation of initial training for 20 newly appointed judges of the 15th generation and 8 judges of the Serbian community

In addition to planning for the previously mentioned generations, the Academy of Justice has also included in its work plan the initial training for other upcoming generations, namely the XV generation of judges, in line with expected recruitments by the Kosovo Judicial Council (KJC). On September 9, 2025, the KJC announced a competition for eight reserved positions for judges from the Serbian community. Based on current forecasts, this generation is expected to begin initial training in the second quarter of 2026.

In light of these developments regarding the recruitment of new judges and prosecutors, the Academy of Justice will work closely with the KJC, the

Kosovo Prosecutorial Council (KPC), and the Program Council to draft and update the initial training program.

2. Continuous development of professional and interdisciplinary knowledge among judges, prosecutors, judicial and prosecutorial administrative staff, and other legal professionals

The development of professional and interdisciplinary capacities among judges, prosecutors, and other legal professionals is essential to ensuring an efficient, fair, and ethical judicial system. Continuous training represents a core objective, aiming not only to deepen legal knowledge but also to strengthen participants' analytical, communication, and management skills through the integration of both theoretical and practical components. This approach promotes professional and consistent application of the law, thereby reinforcing the role of each actor in upholding the rule of law and safeguarding human rights. Acting in its capacity as a professional body, the Program Council prepared the draft Annual Continuous Training Program, defining its objectives, target beneficiaries, methodology, and duration, and submitted it to the Steering Council for approval. At its meeting held on 3 November 2025, the Steering Council approved the Annual Continuous Training Program for 2026, which has since been officially published.

According to the approved program, a total of 194 training activities are planned, covering 214 training days. The 2026 program, as endorsed by the Steering Council, includes 84 training activities specifically dedicated to judges and prosecutors. These activities encompass a wide range of fields, including criminal matters—with a particular focus on combating organized crime and corruption, asset seizure and confiscation, other forms of abuse of official duty, domestic violence, and human rights considerations; administrative matters, especially those related to administrative disputes; civil matters, focusing on judicial procedures in both contentious and non-contentious cases; child justice; commercial justice; as well as other complex issues relevant to judicial practice. In addition, the program includes two trainings dedicated to the management of courts and prosecutor's offices.

The broad thematic scope of these trainings responds to current needs and challenges within the judicial and prosecutorial systems, enabling judges and prosecutors to specialize in specific areas and enhancing the overall quality of professional decision-making. The clear definition of objectives and methodology further ensures standardization and continuity in the implementation of training programs.

As in 2025, when 83 training activities were dedicated to judges and prosecutors, the Annual Continuous Training Program for 2026 expands its scope to include 110 training activities designed for professional associates and other administrative support staff of courts and prosecution offices.

This plan foresees 76 trainings for professional associates (75 covering basic civil and criminal modules, and 1 on transitional justice); 21 initial and continuous trainings for judicial administrative staff; 13 initial and continuous trainings for prosecutorial administrative staff. In addition, other legal professionals—such as mediators, bailiffs, victim advocates, and free legal aid officers—will be included in joint training activities alongside judges and prosecutors. Accordingly, the continuous trainings for 2026 will concentrate on the following specific sub-objectives:

- 2.1 Conducting training in line with the Action Plan of the Rule of Law Strategy 2024–2026 and other relevant strategic documents;
- 2.2 Delivering training based on the priorities of the KJC and KPC, as well as the identified needs of judges and prosecutors;
- 2.3 Organizing and implementing roundtables to unify judicial practice;
- 2.4 Providing training for the management of courts and prosecutors' offices;
- 2.5 Implementing training for professional associates and legal officers within courts and prosecutors' offices;
- 2.7 Conducting training for judicial and prosecutorial administrative staff;
- 2.8 Providing training for members of free legal professions, according to the legislation;
- 2.9 Implementing training through distance learning platforms, as needed and required by institutions.
- 2.10 Implementing training according to the methodology set forth in the Training Handbook;
- 2.11 Workshop for drafting the Continuous Training Program of 2027.

2.1 The Rule of Law Strategy 2021–2026, specifically the Action Plan for 2024–2026

Outlines a substantial number of activities and training initiatives that must be incorporated into the Academy of Justice's Work and Performance Plan. These activities are mandatory for the AoJ training program and will therefore be prioritized, with their implementation proceeding according to the progress and schedules defined for each. In total, the strategy identifies 33 measures and activities, of which the following are summarized:

- Providing specialized management and leadership training for court presidents, chief prosecutors, supervising judges, and candidates for leadership positions.
- Assessing the impact of trainings conducted in the judicial and prosecutorial system over the past 3–5 years.
- Training judges and support staff in specialized commercial fields.
- Providing targeted training for judges in areas identified as needing improvement during performance evaluations.
- Conducting an analysis, in cooperation with the KJC, KPC, and AoJ, on the need for specialization of judges and prosecutors.
- Reviewing the initial and ongoing training programs for professional associates and legal officers.
- Expanding the AoJ Electronic Platform to include additional online training modules.
- Providing training to all members of the Recruitment Commission for judges and prosecutors.
- Conducting specialized training for the KJC verification unit to strengthen verification capacities.
- Providing specialized training for prosecutors, judges, and investigators in the War Crimes Investigation Unit on the investigation and trial of war crimes.
- Developing a new training program on juvenile justice for judges and prosecutors to reflect recent legal changes.
- Organizing training for judges on handling civil cases, including divorce, alimony, children without parental care, and adoption.
- Providing training on extended powers of sequestration and confiscation.
- Training judges and mediators on the unification of practices for accepting mediation agreements, as well as training in civil, family, and property law.
- Drafting curricula and providing basic and specialized training for judges and professional associates of the Commercial Court.
- Training FLA officials on filing lawsuits in accordance with the provisions of the LCP and the upcoming Code of Civil Procedure.
- Preparing the training curriculum for the new Law on Administrative Conflicts and organizing trainings for judges, FLA officials, and state attorneys.
- Providing training on bankruptcy procedures.

The implementation period for these measures extends until the end of 2026. Accordingly, the Academy of Justice will actively carry out those training

activities for which it serves as the responsible institution. For measures where the AoJ acts as a supporting institution to the KJC, KPC, or other justice institutions, the primary responsibility for implementation rests with these leading institutions, while the AoJ provides assistance. Many of the activities in this strategy, where the AoJ plays a supporting role, primarily involve training for committees and bodies whose work is related to performance assessment, case verification, and other functions under the mandate of the KJC and KPC. The implementation of these activities will rely on external expertise, as the AoJ does not have prior experience in these specific areas. The Human Rights Protection and Promotion Program also aims to enhance the professionalism and competence of judges and prosecutors in applying international human rights standards, with a particular focus on freedom of expression, hate speech, media freedom, and the protection of journalists and whistleblowers, in line with Council of Europe standards.

Under this program, six key measures or activities are planned, summarized as follows:

- Training on criminal procedures involving perpetrators with mental disorders.
- Training on cases of gender-based violence, domestic violence, and sexual harassment, adopting a victim-centered approach.
- Non-discrimination training.
- Training on the practice and jurisprudence of the European Court of Human Rights.
- Training on freedom of expression, hate speech, media freedom, and protection of whistleblowers, in accordance with Council of Europe standards.
- Training on the division of joint property after divorce, alimony, and financial support of the spouse.

A significant part of these activities will be carried out with the support of donors, particularly through Council of Europe projects.

The Strategy for Protection from Domestic Violence and Violence against Women 2022–2026 also seeks to enhance professionalism in handling domestic violence cases, including those involving perpetrators with mental disorders. In line with this strategy, the Academy of Justice’s Work and Performance Plan will prioritize the organization of training in this area.

According to the strategy’s requirements, seven training sessions are planned covering domestic violence cases from both criminal and civil perspectives, as

well as two training sessions focusing specifically on cases involving perpetrators with mental disorders.

Through cooperation with the Council of Europe and the project “*Approximation of Legislation with the Istanbul Convention*,” the training curriculum has been revised, and corresponding training modules have been developed.

These trainings are expected to foster a more victim-sensitive approach and promote the consistent application of international standards. They will equip judges and prosecutors with practical tools for handling complex cases related to domestic violence and gender-based violence, thereby further strengthening and consolidating the role of the justice system in preventing and sanctioning violence.

2.2 Implementation of training according to the priorities of the KJC and the KPC as well as the training needs of judges and prosecutors

The Academy of Justice will continue its commitment to meeting the requirements and priorities of the KJC and the KPC, with a particular focus on implementing mandatory trainings arising from the legal obligations and bylaws of these institutions, in line with their identified needs and requirements.

Training for judges and prosecutors will be conducted in accordance with the proposals outlined in the 2026 Training Program, while training for judicial administrative staff will be organized exclusively based on the requirements of the KJC.

In line with KJC requirements, training activities for judges will primarily be delivered through discussion tables, as this methodology is considered the most suitable for addressing practical challenges and issues encountered within the judicial system.

2.3 Conducting training through problem-solving roundtables and judicial practice

Roundtables on the unification of judicial practice will continue to be an effective and preferred training format in 2026, as they are widely regarded by participants as one of the most suitable methods for enhancing the knowledge of judges and prosecutors in specific fields and topics.

Within the framework of this plan, roundtables and conferences will be organized (in the areas of criminal, civil, administrative, and ECHR law). The outcomes of these roundtables will include conclusions aimed at the unification of judicial practice and, where necessary, the drafting of manuals, guidelines, or other relevant materials, which will continue to be published and made accessible to legal practitioners.

2. 4 Implementation of training for the management of courts and prosecutors' offices

The Continuous Training Program for 2026 also includes training on the management of courts and prosecutors' offices. These trainings aim to enhance the knowledge and competencies of court presidents, chief prosecutors, supervising judges of branch courts, as well as heads of departments and divisions, with the objective of strengthening their managerial and leadership skills in the effective administration of courts and prosecutors' offices.

2. 5 Implementation of joint training with chambers of legal professions

Based on cooperation agreements with chambers of legal professions and in accordance with the requirements of relevant strategic documents, the Academy of Justice will engage in the development and implementation of joint training curricula. This cooperation will particularly involve victim advocates, mediators, state lawyers, bailiffs, free legal aid officers, and other legal professionals whose work is directly linked to the functioning of courts and prosecutors' offices.

2. 6 Implementation of training for professional associates and legal officers

The Academy of Justice will continue to deliver training based on the basic modules for professional associates and legal officers who have not previously participated in such training. The primary focus will be on ensuring the inclusion of all professional associates and legal officers in courts and prosecutors' offices, alongside the implementation of additional trainings aligned with the needs and requirements identified by the Academy of Justice. These efforts will contribute to the standardization of work practices and to enhancing the quality of support services within courts and prosecutors' offices. Through these trainings, the role of professional associates in supporting judicial and prosecutorial functions will be further strengthened, while promoting greater accountability and professionalism.

In accordance with the requirements of the Rule of Law Strategy, professional associates and legal officers of the Commercial Court will also participate in training programs dedicated to Commercial Court judges.

2.7 Implementation of the training for the administrative staff of the judiciary and prosecution

Judicial and prosecutorial administrative staff play a crucial role in enhancing the efficiency of courts and prosecution offices. Recognizing the importance of this category of beneficiaries, the Academy of Justice will continue to implement specialized training programs aimed at advancing professional knowledge, improving the quality of services, streamlining processes, and contributing to the development of a more reliable judicial system.

2.8 Implementation of mandatory training according to Performance Evaluation

The Academy of Justice will remain ready to implement mandatory training for judges and prosecutors in accordance with the requirements of the KJC and the KPC. Upon such requests, the Academy will cooperate closely with both councils in the design and delivery of training programs, in coordination with the Performance Evaluation Commissions and in compliance with the protocols established for this type of training.

2.9 Implementation of training of trainers according to the methodology defined in the Trainers' Manual

Training of trainers is a key component in strengthening the Academy's professional capacities and ensuring the quality and effectiveness of its training programs. The purpose of these trainings is to establish a sustainable pool of trainers capable of designing, delivering, and evaluating high-quality training in their respective fields.

In 2025, this process proved successful in enhancing trainers' skills in applying the methodology outlined in the Trainers' Manual. Building on this progress, the Academy plans to continue training of trainers in 2026, with the aim of further expanding and continuously improving knowledge of training methodologies.

For 2026, three training-of-trainers sessions are planned, each lasting two days, resulting in a total of six training days.

2.10 Implementing training through the remote platform

Distance learning courses will continue to be available to all participants who are unable to attend Academy of Justice trainings in person.

Within the framework of the e-learning platform, the development of additional training courses is planned for 2026, including:

- Ethics and professional conduct for judges;
- Ethics and professional conduct for prosecutors;
- Sentencing of minors.

Since 2023, a total of 25 courses have been available on the HELP platform as a result of cooperation with the Council of Europe Secretariat. These courses primarily cover areas such as human rights, violence against women and domestic violence, women's access to justice, as well as legal reasoning and legal writing. The activation and delivery of these courses will be carried out in accordance with the needs and requests of the Academy of Justice beneficiaries and in compliance with the applicable legal framework.

2.11 Workshop for the Development of the Continuous Training Program 2027

Following the assessment of training needs, the Academy of Justice will organize a Workshop for the Development of the Continuous Training Program for 2027. The purpose of this workshop is to draft the 2027 Continuous Training Program based on the final results of the training needs assessment. During the workshop, the relevant and final topics to be included in the program will be identified and agreed upon.

The Program Council, together with the trainers engaged in accordance with the decision of the Steering Council, will draft the content of each topic in line with the methodology established by the Academy of Justice.

3. Development of training programs, improving the quality of training, research and publishing activities

The development of quality and necessary training programs is preceded by a training needs assessment process with the beneficiaries. In this context, the Academy of Justice, in accordance with Law No. 05/L-095 on the Academy of Justice, in particular Articles 1.8 and 1.9, has as its mission the professional development and advancement of judges, prosecutors and other beneficiaries defined by law. This function is realized through the design and implementation of training programs based on the real needs of the judicial and prosecutorial system, as well as through the creation and provision of new legal resources that support the practical implementation of the legislation in force.

The improvement and advancement of the quality of training depends on the preparation and experience of trainers, the quality of training programs, as well as the use of advanced methodologies in the provision of training. Analyses and research constitute an essential instrument for the development of training programs tailored to the real needs of beneficiaries and the improvement of their quality. In addition, the creation and development of new publications in the legal field, including summaries of judicial practice, manuals, guidelines and other forms that facilitate the practical work of judges and prosecutors, remains a key priority according to the Law on the Academy of Justice. In this context, for 2026, the Academy of Justice will focus on research activities, publishing activities and monitoring the performance of trainers, orienting activities to the following sub-objectives:

- 3.1 Development and implementation of the process for assessing training needs and legal publication needs for AoJ beneficiaries according to the law for 2027;
- 3.2 Development of the process for assessing the impact of training and evaluating the performance of trainers for 2026 as well as recruiting new trainers;
- 3.3 Developing new publications and providing legal resources to beneficiaries of training at the AoJ;
- 3.4 Implementation of Euro integration measures and policies as well as regular reporting to relevant mechanisms.
- 3.5 Development of the institutional strategy and action plan of the Academy of Justice.

During 2026, the Academy of Justice will engage in assessing training needs for future training programs, measuring the impact of training, and preparing data for evaluating the performance of trainers. It will also continue to develop its publishing activity in accordance with the priorities and requirements of the judicial and prosecutorial system. A special focus will be devoted to promoting and updating library resources, including continuous information of users on new legal materials and access to the database.

3.1 Development and implementation of the process for assessing training needs and legal publication needs for AoJ beneficiaries according to the law for 2026

The development of high-quality training programs that respond to actual needs, as well as legal publications addressing legislative innovations and consolidated judicial practice, is based on effective and comprehensive needs assessment processes for both training and publications.

The assessment process—particularly the identification of training needs and the development of new legal resources—constitutes two key components for the successful fulfillment of the Academy of Justice’s mandate. In carrying out this function, the Academy will continue throughout the year to apply established mechanisms for the systematic collection and analysis of data related to the training program and the publication plan. These activities will focus primarily on analysis and research, the collection of relevant sources and information, and their processing in accordance with the Academy of Justice’s established methodology. In addition to collecting and monitoring national and international strategies and monitoring reports, joint meetings and workshops will be organized with judges, prosecutors, and the heads of courts and prosecutor offices to assess training needs.

The findings and conclusions derived from these mechanisms will serve as the basis for drafting training and publication programs by the Program Council and the Steering Council.

3.2 Development of the process for assessing the impact of training and evaluating the performance of trainers for 2026 and recruiting new trainers

The acquisition of knowledge through training activities, as well as their impact on the professional development of participants, remains one of the highest priority sub-objectives of the Academy of Justice. The consolidated

methodology of the Academy of Justice, as set out in the Trainers' Manual for measuring and evaluating training impact, provides a solid foundation for the development of processes aimed at assessing the effectiveness of the trainings delivered by the Academy.

In this context, an effective impact assessment process is essential for the further development and improvement of training programs, as the Academy's core mission is to enhance the professional knowledge of actors within the justice system. However, the implementation of this process presents certain challenges. While the Academy of Justice has the legal mandate to design and deliver needs-based training, the evaluation of participants' performance in practical application largely falls within the competence of the Kosovo Judicial Council (KJC) and the Kosovo Prosecutorial Council (KPC), which monitor and assess the performance of judges and prosecutors.

Nevertheless, in order to assess the impact of trainings to a reasonable extent, the Academy of Justice will, during 2026, implement pre- and post-training questionnaires as a tool to measure knowledge acquisition by participants. Although some participants may not always fully engage with this instrument, it is relatively easy to administer, as participants are physically present and no external factors hinder the completion of the questionnaires.

Throughout 2026, the Academy will focus on the systematic implementation and review of pre- and post-training questionnaires. This mechanism will enable the assessment of how training content influences participants' knowledge and, consequently, will serve as an indicator of training impact. The data collected and the analyses derived from these questionnaires will form the basis for the preparation of a comprehensive Analytical Report covering all trainings conducted during the year.

The successful implementation of trainings and the level of knowledge acquisition depend primarily on the trainers who deliver them; however, the overall effectiveness of training is also influenced by the level of engagement and interaction of the participants. Accordingly, trainers and their application of the Academy of Justice training methodology constitute the principal instrument for delivering high-quality training. The performance of trainers therefore remains a priority for the Academy of Justice.

In line with the requirements of the applicable legislation, secondary legislation, and the Trainers' Manual, the training implementation process will be administered through the systematic collection and processing of data related to trainers, including their engagement, preparation of training materials, and delivery of trainings in accordance with established objectives

and standards. Based on the monitoring of training implementation, relevant reports will be prepared for the review of trainers' performance by the Program Council, and subsequently by the Steering Council.

3.3 Developing new publications and providing these legal resources to AoJ training beneficiaries

An important component of the Academy of Justice's work remains the development of new legal resources that facilitate the effective and consistent application of the legislation in force. In this regard, cooperation and coordination with the Supreme Court, the Kosovo Judicial Council (KJC), the State Prosecutor's Office, the Kosovo Prosecutorial Council (KPC), as well as courts and prosecutor offices, will continue in order to develop summaries of judicial practice, guides, commentaries, and manuals. These publications will be based on identified needs arising from the assessment of publication and training requirements.

For 2026, the Academy of Justice plans to draft and publish the following priority publications:

1. Summary of Supreme Court practice in criminal and civil cases;
2. Selected decisions of the Supreme Court of Kosovo;
3. Commentary on Juvenile Justice, including cases from judicial practice;
4. Criminal offences against sexual integrity and child abuse;
5. Criminal liability of legal persons;
6. Practices related to diversity measures;
7. Mediation in family matters and court decisions related to mediation agreements;
8. Guidelines for reaching a plea agreement;
9. Guide to detention.

Authors drawn from courts and prosecutor offices will be engaged to prepare the relevant publications, with content developed in close alignment with the observations, challenges, and needs identified through judicial practice.

The Academy of Justice's electronic library will continue to serve beneficiaries by providing access to relevant resources in accordance with their needs. In addition, the Academy will maintain its membership in ABEK through the payment of an annual symbolic fee, ensuring continued access to

a range of international legal databases made available to developing countries by this consortium.

3.4 Implementation of Euro-integration measures and policies as well as regular reporting to relevant mechanisms

Throughout 2026, the Academy of Justice will continue to closely monitor developments related to strategic planning within justice system institutions. It will actively participate in the drafting and review of medium-term measures in all action plans in which it is designated as a responsible or contributing institution. In this context, the Academy of Justice will systematically review reports issued by local and international organizations monitoring the justice system, including new recommendations aimed at strengthening the professional capacities of judges and prosecutors, and will incorporate these recommendations into the planning of training programs.

Particular attention will be given to the analysis of findings and recommendations contained in the Council of Europe report on Kosovo, as well as to cooperation with the Office of the Prime Minister (OPM) in preparing the Academy's contributions to this report. In addition to its role in the planning process, the Academy will monitor the implementation of national strategies by preparing regular reports based on defined indicators, in accordance with the requirements of the relevant coordination and monitoring mechanisms.

In this regard, the Academy of Justice will further strengthen internal mechanisms for inter-institutional coordination and for the preparation of standardized data for reporting purposes. At the same time, it will intensify communication and cooperation with international partners to ensure the alignment of actions with EU policies and best European practices. These efforts are aimed at enhancing transparency and supporting the advancement of the justice sector within the European integration process.

3.5 Development of the institutional strategy and action plan of the Academy of Justice

The current institutional strategy of the Academy of Justice expires at the end of 2026. Accordingly, it is envisaged that the process of drafting a new institutional strategy will be initiated and organized during 2026. The new strategy will aim to define medium- and long-term strategic orientations, strengthen institutional capacities, and align the Academy's activities with justice sector reform priorities, relevant national strategic documents, and European standards.

In line with the monitoring and implementation of measures arising from national strategies and action plans, the Academy of Justice will develop its new institutional strategy throughout 2026, with a particular focus on reflecting institutional development in accordance with the country's strategic priorities. The drafting process will be based on the systematic collection and analysis of data and information related to the fulfillment of the Academy's mission and mandate.

All governing and operational bodies of the Academy of Justice will be involved in the drafting process. In addition, key stakeholders from the justice system in Kosovo, as well as representatives of civil society, will be engaged to ensure an inclusive, evidence-based, and forward-looking strategic document.

4. Advancing and expanding cooperation with local partners, donors, institutions and international organizations

Inter-institutional cooperation, as well as cooperation with donors, institutions, and international organizations, remains one of the key objectives of the Academy of Justice in the development, organization, and delivery of training activities. In this context, strengthening and expanding cooperation is essential for the effective fulfillment of the Academy's mission and vision. Accordingly, in the coming years, the Academy of Justice will focus on the following sub-objectives:

- 4.1 Strengthening cooperation and coordination with the Kosovo Judicial Council (KJC), the Kosovo Prosecutorial Council (KPC), as well as with courts and prosecutor offices throughout Kosovo;
- 4.2 Enhancing cooperation with other justice system institutions and expanding coordination with international partners, donors, institutions, and international organizations, with the aim of strengthening the rule of law.

4.1 Cooperation and coordination with the KJC and the KPC as well as with the Courts and Prosecutors' Offices of Kosovo

In order to ensure the most effective implementation of training programs, the Academy of Justice will maintain close cooperation with the Kosovo Judicial Council (KJC) and the Kosovo Prosecutorial Council (KPC), particularly with regard to the remaining activities arising from the Rule of Law Strategy, as

well as any additional training needs identified through performance evaluation processes.

Coordination with presidents of courts and chief prosecutors will continue in order to organize trainings based on submitted applications, while cooperation with court and prosecution office administrators will focus on the delivery of basic trainings for professional associates and legal officers, as well as joint trainings involving judges and prosecutors. This cooperation will also encompass the development of training curricula aligned with the needs and requirements of the respective institutions, as well as the exchange of information and the addressing of other matters of mutual interest.

4.2 Cooperation and coordination with other institutions of the justice system and expansion of cooperation and coordination with international partners, donors, institutions and other international organizations

The Academy of Justice will continue its cooperation with the Ministry of Justice through participation in working groups on legislation and rule of law policies, as well as through the preparation of inputs related to the implementation of strategies and other activities of common interest. Special attention will also be given to cooperation with other justice system institutions and organizations with which the Academy has concluded cooperation agreements. These partners will be invited to participate in training programs in accordance with their areas of interest and mandates.

During 2026, the Academy of Justice will remain actively engaged in joint international projects. In this context, it will participate in various regional and broader initiatives, particularly those aimed at developing best practices and strengthening efforts to promote an efficient and effective justice system. The Academy will facilitate the participation of trainers—and in particular its beneficiaries—in trainings, forums, conferences, and workshops organized by judicial training institutions at the regional level, as well as by other organizations dedicated to the advancement of judicial training and the promotion of the rule of law.

Throughout 2026, the Academy of Justice will also continue its cooperation with organizations and institutions with which it has established long-standing and stable partnerships in achieving the objectives of its training programs. Although some international projects have been completed or temporarily suspended—such as those supported by USAID, OPDAT, and similar partners—the Academy remains committed and prepared to resume cooperation and joint activities as soon as these initiatives are reactivated.

In this regard, the Academy of Justice aims to maintain and further strengthen partnerships with the Council of Europe, OSCE, EULEX, European Union-funded projects, the European Judicial Training Network (EJTN), INL, ERA, EIPA, UNDP, GIZ, and UNODC. A continued priority in 2026 will be to enable the participation of judges and prosecutors in training programs organized by EJTN and ERA, as well as in exchange programs with regional judicial training institutions.

5. Increasing professional administrative capacities, the quality of administrative services and financial budget expenditures

Building professional administrative capacities, improving the quality of administrative services, and ensuring the effective management of financial resources remain key priorities for the Academy of Justice in 2026. The Academy's internal organizational structure, composed of two departments and eight divisions, provides the necessary competencies for the efficient implementation of the Work and Performance Plan.

Fulfilling tasks with competence, professionalism, and efficiency requires appropriate expertise, continuous capacity building, and the improvement of physical infrastructure to provide better working conditions and enable more effective operations. In this context, during 2026, the Academy of Justice will devote particular attention to the functionalization of its new facility, with construction expected to be completed in the second half of the year.

The organization of personnel, inventory, documentation, goods, and services in the new facility will require careful planning and the mobilization of the entire internal organizational structure. Accordingly, regular communication with the Ministry of Internal Affairs (MIA), and specifically with the Department for Standards and Policies of Engineering and Management of Government Buildings, will continue. The Academy will also prepare comprehensive mobilization and relocation plans for a smooth transition to the new facility.

The efficient functioning of work processes and the improvement of service quality will be further supported through a clear division of responsibilities, effective interaction, and systematic supervision across departments and other organizational units.

In this context, the 2026 Work and Performance Plan of the Academy of Justice will focus on the following sub-objectives:

- 5.1 Improving the quality of legal services and providing support to the bodies of the Academy of Justice
- 5.2 Strengthening institutional communication and public relations
- 5.3 Advancing IT systems and maintaining high-quality service delivery
- 5.4 Enhancing professional administrative capacities, personnel management, and efficiency in work processes
- 5.5 Increasing the quality of administrative and logistical support services and improving physical infrastructure
- 5.6 Improving the quality of procurement of goods and services and ensuring effective contract management
- 5.7 Ensuring efficient management and utilization of financial resources.

5.1 Improving the quality of legal services and supporting the bodies of the Academy of Justice

In accordance with the legislation in force and relevant by-laws, the Academy of Justice aims to provide sustainable and professional legal support to its governing bodies and constituent units. This commitment ensures that decisions made by the Academy's bodies are grounded in the correct interpretation of laws and by-laws, thereby enhancing the quality, accuracy, and effectiveness of institutional decision-making.

Furthermore, the initiative launched in 2025 to draft internal by-laws will continue during the first half of 2026. The work of the committees will focus on drafting by-laws stemming from Law No. 08/L-294, which amends and supplements Law No. 08/L-197 on Public Officials, with particular emphasis on regulating labor relations for civil servants with special status.

In this regard, the following measures will be implemented:

- Providing legal support for decisions issued by the Academy of Justice bodies, ensuring that all decisions are grounded in and compliant with applicable regulations and legal provisions;
- Drafting, reviewing, and improving the Academy's by-laws, including existing regulations and new draft regulations arising from amendments to the Law on Public Officials, which govern the employment relationship of civil servants with special status, as well as continuing the drafting of regulations for trainers and mentors and the regulation on training fees for liberal professions;
- Supervising and monitoring legislative changes, interpreting legal provisions and other relevant sub-legal acts, developing and monitoring the institutional integrity plan, and informing the Academy's units and bodies

about the impact of these developments on institutional processes and functions;

- Providing translations and adapting documents, publications, and decisions in accordance with the law on the use of official languages, ensuring equal and fair access for all stakeholders and the public;
- Strengthening institutional capacities for legal analysis, communication with the Central Procurement Agency (CPA), review and monitoring of contracts for goods and services, filing legal remedies, and representing the Academy in courts, thereby enhancing the quality of decision-making and legal support for planning and implementing the Academy's activities.

This sub-objective aims to reinforce the integrity, transparency, and professionalism of the Academy's legal and general services, supporting the decision-making of governing bodies and ensuring that all processes are accessible, well-documented, and aligned with relevant legislation and by-laws.

5.2 Raising Institutional Communication and Public Relations

In line with the principle of open administration and its legal obligations regarding transparency and access to public documents, the Academy of Justice will continue to regularly publish all key information and documents related to its institutional activities. These include Work and Performance Plans, quarterly and annual reports, monitoring results, as well as decisions of the Governing Council, the Academy's highest decision-making body. All documents will be made accessible to the public via the official website and other institutional communication channels.

To further strengthen public relations, the Academy will expand cooperation with civil society, international partners, relevant NGOs, and justice system institutions, with the aim of integrating their perspectives into the assessment of training needs and the design of new programs. In this context, consultative meetings, public discussions, and other forms of information exchange will be organized to enhance training policies and practices.

Additionally, the Academy will ensure continuous updating of its official website and social media profiles with accurate, complete, and timely information regarding the work of its governing bodies, training activities, public notices, announcements, and other institutional operations. Transparency will be further enhanced through the publication of data on

activities, collaborations, and results achieved, ensuring equal access for all stakeholders.

As part of this sub-objective, the Academy will also develop and implement awareness-raising and public communication initiatives, including active participation in the international “16 Days of Activism” campaign against domestic violence and violence against women. Through this campaign, the Academy will promote a unified, gender-sensitive, and protective approach toward victims while strengthening inter-institutional cooperation and coordination.

Overall, this objective seeks to reinforce public trust, enhance institutional communication, and create an open environment in which the public, partners, and justice professionals have full, transparent, and continuous access to the most important information regarding the work and mission of the Academy of Justice.

5.3 Advancement and maintenance of IT systems to enhance service quality

During 2026, the Academy of Justice will continue to advance and support the overall functioning of its IT systems, which are integral to the delivery of training, as well as the management of administrative and organizational processes. Given that a significant portion of the Academy’s activities are conducted through digital platforms, the development, enhancement, and maintenance of these systems remain key priorities to ensure a stable, secure, and efficient IT infrastructure.

In this context, IT activities in 2026 will focus on the following:

- Enhancing the distance learning platform, including technical maintenance, increasing stability, updating functionalities, and providing support to staff and trainers;
- Administration and development of the electronic training activities management system, improving online registration, electronic communication, schedule management, and automated reporting;
- Development and enhancement of the online testing module and digital applications for training participants, increasing process efficiency and transparency;
- Maintenance of hardware and software, including servers, computers, network equipment, training room technology, and licensed software;
- Strengthening cybersecurity capacities, through implementation of internal access controls, maintenance of backup systems, and

continuous coordination with the Information Society Agency to protect against intrusions and manage cyber risks;

- Automation of IT processes, including the integration of digital functions that reduce manual work and improve data quality;
- Exchange and interconnection of information with the KJC and KPC, in compliance with interoperability and institutional security standards;
- Provision of direct technical support to all departments and divisions for daily operations and the implementation of planned activities.

Through these initiatives, the Academy of Justice aims to modernize and optimize IT services, accelerate digital transformation, and ensure a sustainable and fully functional technological environment to support all institutional programs and services.

5.4 Enhancing administrative capacities, personnel management, and operational efficiency

During 2025, the Academy of Justice fully operationalized its internal organizational structure, as defined by Regulation No. 05/2023 on Internal Organization and Systematization of Jobs. This structure, comprising two departments and eight divisions, includes a total of 36 planned positions, of which 32 are currently funded under the Budget Law. It is anticipated that the remaining four positions will be included in the 2026 budget allocations, completing the necessary staffing to fully exercise the Academy's legal functions.

To consolidate the organizational structure, the Academy has ensured that all recruitment procedures are developed in accordance with applicable legislation and institutional regulations, guaranteeing transparency, fair competition, and comprehensive documentation at every stage of the process. During 2025, three recruitment procedures were conducted, resulting in the selection of successful candidates, alongside a permanent transfer procedure carried out in the interest of the institution.

Building on this progress, a recruitment plan has been drafted for 2026. This plan foresees the implementation of recruitment procedures for the three currently vacant positions, the four additional positions approved under Regulation No. 05/2023 (expected to be funded by the 2026 Budget Law), as well as procedures for the replacement of positions that may be vacated or reorganized during the year.

A key focus for the coming year will be strengthening the professional capacities of staff through continuous internal and external training. Based on an assessment of staff training needs, the priority areas for training will include:

- Public administration legislation and its practical implementation;
- Leadership and management, including drafting institutional plans and reports;
- Contract management and monitoring;
- Enhancing professional and technical competencies in accordance with position profiles;
- Developing administrative skills, institutional communication, and the provision of quality services;
- Information technologies and the effective use of electronic systems.

In accordance with the provisions of legislation on public officials and the Academy's internal by-laws, work processes will continue to be standardized, transparent, and performance-oriented. Increased efficiency will be supported through:

- Clear distribution of responsibilities within organizational units;
- Implementation of internal standards for process management;
- Enhancement of the quality of reporting and work monitoring;
- Improved coordination between departments and divisions;
- Strengthened responsibility and accountability in the performance of duties.

Through these measures, in 2026 the Academy of Justice aims not only to consolidate its organizational structure but also to sustainably enhance the quality of services, staff professionalism, and overall institutional efficiency.

5.5 Improving the quality of administrative and logistical support services and improving physical infrastructure

The Department of Legal and General Services, through the Administrative and Logistical Support Division, will continue to provide full administrative, logistical and operational support in the implementation of the Annual Work Plan of the Academy of Justice. Given that administrative and logistical services constitute the foundation of the Academy's daily functioning, during 2026 it is aimed to further improve their quality, standardize procedures and strengthen operational efficiency.

In this regard, the main priorities will be:

- Drafting a plan for the operationalization of the new AoJ building and drafting a mobilization plan for the relocation to the new facility;
- Planning and coordinating the relocation and operationalization of the new building, ensuring that administrative, logistical and infrastructure services are ready and standardized for the start of work in the new facility;
- Organizing and carrying out the inauguration of the new building of the Academy of Justice, in coordination with relevant institutions, with an invitation to the institutions of the country's justice system, training institutions of the European Union, countries of the Western Balkans region and Turkey, in accordance with official protocols;
- Management and administration of institutional documents, including standardization of forms, archiving according to rules, gradual digitalization of documents and improvement of internal access to documentation;
- Maintenance of training rooms and work environments, ensuring adequate IT equipment, suitable logistical conditions and operational support during the implementation of training;
- Inventory and infrastructure management and maintenance, including regular stock checks, electronic equipment registration, preventive maintenance and new asset management;
- Organizing and providing transportation services, according to training activities and official needs, ensuring regular and efficient management of vehicles;
- Direct support for training, publishing and research activities, in logistical, administrative and organizational aspects;
- Implementation of internal administrative procedures, including control of general affairs, interdepartmental coordination and regular operational reporting;
- Improving the quality of service to staff and external parties, by increasing professionalism, coordination and accountability in the performance of duties.

Based on the principles of efficiency, transparency and professionalism, this sub-objective aims to ensure that administrative and logistical services are fully functional, standardized and provide continuous support for the smooth running of all institutional processes.

5.6 Enhancing the quality of goods and services procurement and ensuring effective contract management

Although the budget remains limited, a significant portion is planned for the procurement of goods and services. All such supplies are executed through contracts signed by the Central Procurement Agency (CPA) for the needs of the Academy of Justice and are implemented by economic operators selected through procurement procedures conducted by the CPA. In accordance with the legal framework for public procurement in Kosovo, procurement activities and the conclusion of contracts for the Academy fall under the authority of the CPA. According to the Law on Public Procurement of Kosovo (Law No. 04/L-042, as supplemented and amended by Laws No. 04/L-237, 05/L-068, and 05/L-092, Article 21A), institutions with fewer than 50 employees rely on the CPA to carry out their procurement procedures.

Nevertheless, the Academy of Justice is actively engaged in preparing preliminary and final procurement plans and drafting technical specifications for goods and services based on its institutional needs. In addition, the Academy is responsible for managing contracts after they are signed by the CPA, including the appointment of contract managers and the development and implementation of contract management plans in accordance with applicable legislation.

During 2026, the Academy of Justice will continue implementing existing contracts for goods and services. These include the supply of diesel for vehicles, heating and generator fuel, various office materials, beverages for the cafeteria, and ready-made food and drinks for training participants. Additionally, contracts for the provision of inventory, fixed and mobile telephone services, photocopying and printing, vehicle maintenance, facility cleaning, and physical security will be executed, totaling up to 20 contracts. The total estimated cost for these goods and services is expected to reach approximately €250,000, excluding capital investments related to the functionalization of the new Academy facility.

5.7 Ensuring efficient management and effective implementation of financial resources

The budget of the Republic of Kosovo constitutes the primary source of funding for the Academy of Justice. Additional financial support is provided through donations and contributions from international partners, which play a

key role in enabling the implementation of the Academy's activities and the fulfillment of its legal mandate.

The Academy of Justice will actively participate in the preparation of budget requests by assessing the needs and associated costs for all training activities, procurement of goods and services, engagement of trainers (for both initial and continuous training), the number of beneficiaries, and other activities under the Law on the Academy of Justice. To support this process, a mechanism will be developed for recording expenditures according to training programs, trainer engagement, publication-related expenses, maintenance services, and other general operational costs. Beginning in 2026, the Academy's financial report will be submitted for approval at a dedicated meeting of the Steering Council, enhancing transparency and oversight.

For 2026, the budget circular provides a total allocation of €80,004, significantly lower than the Academy's request of €128,160, which included capital investments for inventory, equipment, goods, and other resources necessary for the proper functioning of the building. Implementing the planned training activities under the approved budget will be challenging without support from partners and donor contributions.

In accordance with its legal mandate, the Academy of Justice is required to meet the needs of the Kosovo Judicial Council (KJC), the Kosovo Prosecutorial Council (KPC), courts, and prosecutor offices, as well as all other training activities derived from judicial strategies and Kosovo's Euro-integration priorities. The preparation and professional development of newly appointed judges and prosecutors, in line with their respective functions and competencies, remains a high priority. Both Councils have introduced new recruitment processes, and these new appointees are expected to participate in mandatory initial training. Consequently, budgetary resources will primarily be allocated to this program, which is projected to consume the largest portion of the budget, approximately €89,681 for goods and services alone.

Within the framework of continuous training, additional activities will be conducted that are mandatory under strategic documents for the judiciary and other integration mechanisms. These include training not only for judges and prosecutors but also for professional associates, support staff in courts and prosecutor offices, and freelance personnel. The requirements and planned activities under the training programs will also drive increased expenditures for goods and services, including simultaneous interpretation, translation of training modules and other documents, cleaning services, heating, and other operational supplies. A significant portion of continuous training activities will

be implemented with the cooperation and support of international projects and organizations.

For 2026, the Academy aims to execute the budget at the maximum possible level. Budget planning will be preceded by a thorough needs assessment, conducted through meetings and evaluations within departments, divisions, and, as necessary, the Academy's governing bodies, which play a central role in the process. Budget preparation and execution will be carried out in full compliance with applicable legal regulations to ensure the implementation of the Academy's plans and programs.

6. Action Plan for the Implementation of the Work and Performance Plan of the Academy of Justice (AoJ) – 2026

The Action Plan below outlines the general objectives, which are aligned with the actual needs identified in the Work and Performance Plan. These objectives are realistic and achievable, based on the Academy's existing capacities, while a significant portion of the activities will be implemented in cooperation with supporting partners, subject to their confirmation. The Academy of Justice's collaboration with these actors will focus on providing the necessary expertise, as well as financial and logistical support, to ensure the effective implementation of planned activities.

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
1. Professional training of newly appointed judges and prosecutors and strengthening of training capacities	1. Implementation of practical training for 21 newly appointed judges of the 13th generation in the courts under the supervision of the mentor judge;	Training Programs Department / Initial Training Division	January – May	€10,500.00	KCB	Final Report Prepared for the 21 Newly Appointed Judges of the XIII Generation, Trained under the 2025–2026 Training Program.
	2. Implementation of initial training for 24 newly appointed prosecutors, generation XI	Training Programs Department / Initial Training Division	January – February	€12,512.00		Final Report Prepared for the 24 Newly Appointed Prosecutors of the XI Generation, Trained under the 2025–2026 Training Program.
	3. Implementation of initial training including theoretical and practical training for 20 newly appointed judges of the 14th generation	Training Programs Department / Initial Training Division	January. – December	€68,790.00		Final Report Prepared for 20 Newly Appointed Judges of the XIV Generation, Trained under the 2025–2026 Training Program.
	4. Implementation of initial training including theoretical and practical training for 20 newly appointed prosecutors Of the 12th generation	Training Programs Department / Initial Training Division	June - December	€64,004.00		20 Newly Appointed Prosecutors Trained under the Training Program for the XII Generation, in the Relevant Modules
	5. Development and implementation of initial training for 20 newly appointed judges of the 15th generation and 8 judges from the Serbian community	Training Programs Department / Initial Training Division	April - December	€43,032.00 (judges)		20 Newly Appointed Judges of the XV Generation, Including 8 Judges from the Serbian Community
	TOTAL				€198,838.00	

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
2. Continuous professional and interdisciplinary development of judges, prosecutors, judicial and prosecutorial administrative staff, and other legal professionals	1. Trainings in the Criminal Justice field	Training Programs Department / Continuous Training Division	February - December	€1,522.00		29 trainings, attended by around 725 participants. Of these: 380 are judges, 220 from the ranks of prosecutors, 85 professional associates, 40 others (KS police, KPI, Victims' Advocates, etc.)
	2. Trainings in the Civil Field	Training Programs Department / Continuous Training Division	February - December	€6,556.00		9 trainings with around 225 participants, 175 from among the judges and about 50 professional associates.
	3. Training in the field of child justice	Training Programs Department / Continuous Training Division	February - December	€3,576.00		5 trainings with around 150 participants. Of these, 60 are from the ranks of judges, 40 from the ranks of prosecutors as well as 50 from among professional associates, probation officers, and police officers.
	4. Training on protection from domestic violence	Training Programs Department / Continuous Training Division	February - December	€2,100.00		4 trainings with around 100 participants. Of them, 50 were judges, 25 were prosecutors, and 25 were professional associates, victim advocates, and other legal officials.
	5. Anti-discrimination training	Training Programs Department / Continuous Training Division	February - December	€96.00		1 training with the participation of about 20 people. Of them, 11 were judges, 9 were prosecutors.
	6. Commercial training	Training Programs Department / Continuous Training Division	February - December	€9,952.00		10 trainings with around 240 participants. Of them, 140 were judges and 100 were professional associates and professional advisors.
	7. Training in constitutional, administrative and criminal justice	Training Programs Department / Continuous Training	February - December	6,2642.00 €		12 trainings with 120 participants. Of them 90 were judges and 30 were professional associates.

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
		Division				
	8. Training on the ECHR	Training Programs Department / Continuous Training Division	February - December	€2,088.00		A total of five trainings organized, involving approximately 115 participants: 60 judges, 30 prosecutors, and 25 professional associates and state attorneys.
	9. EU Law Training	Training Programs Department / Continuous Training Division	February - December	€1,192.00		A total of two trainings organized, involving around 40 participants: 20 judges, 15 prosecutors, and 5 professional associates.
	10. Training on interdisciplinary competencies	Training Programs Department / Continuous Training Division	February - December	€1,938.00		A total of four trainings organized, involving around 100 participants: 70 judges and prosecutors and 30 professional associates.
	11. Training on the management of courts and prosecutors' offices	Training Programs Department / Continuous Training Division	February - December	€1,192.00		A total of two trainings were organized, involving around 40 participants: 20 from the courts and 20 from prosecutors' offices
	12. Development and implementation of mandatory training according to performance evaluation	Department of Training Programs/ Initial Training Division	January - December	€3,035.00		Judges and Prosecutors Trained in Modules Based on Performance Indicators ²
	13. Implementation of training for professional associates and legal officers of courts and prosecutors' offices	Training Programs Department / Continuous Training Division	February - December	€9,750		Approximately 75 trainings conducted for Basic, Civil, and Criminal Modules across 15 groups (10 groups for Criminal, 5 for Civil). Beneficiaries: 600 professional associates and legal officers from courts and prosecutors' offices. Duration: 5 days per group (depending on the field). Participants per group: 40.

²The implementation of mandatory training depends on the requirements of the KJC and the KPC.

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
						Additionally, 1 training on Transitional Justice conducted with around 30 participants.
	14. Training for judicial and prosecutorial administrative staff	Training Programs Department / Continuous Training Division	February - December	€5,120.00		34 trainings were held with around 700 participants from among administrators, clerks, legal secretaries, and case management officers of courts and prosecutors' offices
	15. Providing and implementing training according to the requirements of legal professions institutions	Training Programs Department / Continuous Training Division	February - December	€700		Joint trainings were conducted for private bailiffs, victim advocates, FLAA officials, and representatives of NGOs providing free legal aid, alongside judges and prosecutors, including sessions tailored for legal professions.
	16. Implementation of training for trainers	Department of Training Programs / Initial Training Division	January - December	€10,272		60 trainers participate in Training of Trainers programs conducted with the support of the Academy of Justice or in partnership with donors
	17. Implementation of online courses E-learning	Training Programs Department / Continuous Training Divisions / IT Division	February - December	€1,200		As part of the E-Learning platform, the development of the following training courses is scheduled for 2026: -Ethics and Professional Conduct for Judges -Ethics and Professional Conduct for Prosecutors -Sentencing of Minors
	18. Workshop for the Development of the Continuous Training Program for 2027	Training Programs Department / Continuous Training Division	September - October 2026	€4,280		Draft the Continuous Training Program 2027
			TOTAL	€27,737.00		

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
3. Development of training programs, enhancement of training quality, and research and publishing activities	3.1. Developing and Implementing the Process to Assess Training and Legal Publication Needs for AoJ Beneficiaries	Training Program Department/ Division for Analysis, Research, Publications and Trainers	January - October 2026	€440		Training needs assessment report for 2027 Research and Publication Needs Assessment Report for 2027
	3.2. Establishment of a Process to Assess the Impact of Training and Evaluate Trainer Performance in 2026	Training Program Department/ Division for analysis, research, publications and trainers in coordination with the Training Divisions	January - December 2026			Training Impact Assessment Reports Drafted Trainer Performance Report for 2026 Drafted
	3.3. Creation of New Publications and Provision of Legal Resources for Academy of Justice Training Beneficiaries	Training Program Department/ Division for analysis, research, publications and training	January-December 2026	31,030		<ul style="list-style-type: none"> ● Summary of Supreme Court Practice in Criminal and Civil Cases Compiled and Published ● Selected Decisions of the Supreme Court of Kosovo Published ● Juvenile Justice Commentary with Cases from Judicial Practice Compiled and Published ● Criminal Offenses against Sexual Integrity and Child Abuse Drafted and Published ● Criminal Liability of Legal Persons Drafted and Published ● Practices on Diversity Measures Drafted and Published

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
						<ul style="list-style-type: none"> ● Mediation in Family Matters and the Court’s Decision Regarding the Mediation Agreement Compiled and Published ● Compilation and Publication of Court Decisions in the Field of Freedom of Expression by Local Courts ● Guidelines for Reaching a Plea Agreement Drafted and Published ● Guidelines for Detention Drafted and Published
	<p>3.4. Implementation of EU Integration Measures and Policies, with Regular Reporting to Relevant Mechanisms.</p>	<p>Training Program Department/ Division for analysis, research, publications and training</p>	<p>June-December 2026</p>			<p>Periodic reports drafted for the following strategies and programs: Rule of Law Strategy, Strategy for Protection from Domestic Violence, National Program for the Protection of Human Rights, NPEI & European Agenda</p> <p>European Commission Report on Kosovo and other integration mechanisms prepared;</p> <p>Report on the Implementation of Measures from the Academy of Justice Strategy drafted.</p>
	<p>3.5. Development of the recruitment process for temporary trainers;</p>	<p>Training Program Department Division for analysis, research, publications and training</p>				<p>List of approved temporary trainers</p>

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
	3.6 Development of the institutional strategy and action plan of the Academy of Justice	All units according to the AoJ structure	January-December 2026	€30,000		AoJ Strategic Plan and Action Plan approved.
	TOTAL			€61,030		
4. Advancement of cooperation with local and international partners in training and professional development	1 Cooperation and coordination with the KJC, the KPC, as well as the Courts and Prosecutors' Offices of Kosovo;	Department of Legal and General Services	January – December			<ul style="list-style-type: none"> -Facilitating meetings for specialized trainings, priority topics, and updates on legal changes. -Facilitating meetings to promote and enhance digital platforms for training purposes. -Providing support for the coordination of collaborative projects.
	2 Cooperation with justice system institutions and advancement of cooperation and coordination with international partners	Department of Legal and General Services	January – December	€5,500		<ul style="list-style-type: none"> - Development and execution of meetings and roundtables with local and international partners. - Compilation of summary reports including recommendations and conclusions for enhancing cooperation. - Drafting and formalization of cooperation agreements.
5. STRENGTHENING ADMINISTRATIVE CAPACITIES, ENSURING HIGH-QUALITY ADMINISTRATIVE SERVICES, AND EFFICIENT MANAGEMENT OF FINANCIAL BUDGET EXPENDITURES						

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
5.1 Improvement of Legal Service Quality and Provision of Support to the Academy of Justice Bodies	1 Drafting and reviewing the Academy's bylaws.	Department of Legal and General Services	January – June	€4,400		<ul style="list-style-type: none"> - Regulations Approved for Civil Servants with Special AD Status - Regulation for Trainers and Mentors at the Academy of Justice Approved - Regulation on Training Fees for State Lawyers, Attorneys, and Liberal Professions Approved - Workshops Conducted for Bylaw Drafting
	2. Monitoring and interpreting legal changes	Department of Legal and General Services	January – December	€3,800		<ul style="list-style-type: none"> - Informing Relevant Units About Their Impact and Required Translations.
	TOTAL				€18,200	
5.2 Increasing Institutional Communication and Public Relations	1. Strengthening institutional communication through cooperation with relevant institutions, partner organizations and interest groups	Department of Legal and General Services January – December				<ul style="list-style-type: none"> - Facilitating meetings and communications with relevant institutions and partners. - Establishing mechanisms for coordination and the exchange of information. - Strengthening engagement with stakeholders regarding institutional and training issues.
	2. Regular administration and updating of the official website and electronic communication channels, including social networks.	Department of Legal and General Services	January – December			<ul style="list-style-type: none"> - Regular Publication of Announcements on the Website and Social Media Platforms (Approximately 300 Announcements)

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
	3. Organization of information campaigns, public announcements and activities	Department of Legal and General Services	January – December	€2400		<ul style="list-style-type: none"> - Organizing and conducting a workshop to raise awareness and promote the Week of Activism against Domestic Violence and Violence against Women in 2026. - Organizing and holding two informational meetings with students of the Faculty of Law.
	4. Preparation and Regular Publication of Information newsletters Covering the Academy’s Training and Institutional Activities	Department of Legal and General Services/Training Programs Department	January – December			<ul style="list-style-type: none"> - Preparation and Publication of the Monthly Newsletter
	TOTAL			€400		
5.3 Advancement of IT systems, maintenance and improvement of service quality	1. Maintenance and administration of IT infrastructure.	Department of Legal and General Services	January – December	€2,500		<ul style="list-style-type: none"> - Ensuring regular data backups and maintenance of IT infrastructure. - Implementing periodic system updates. - Developing and maintaining the training management system.
	2. Promoting the effective and safe use of digital platforms.	Department of Legal and General Services	January – December			<ul style="list-style-type: none"> - Offering Technical Assistance to Staff for the Operation of IT Systems and Equipment.

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
	3. Advancing the use of the distance learning platform.	Department of Legal and General Services	January – December			<ul style="list-style-type: none"> - Launching 13 training modules from the HELP platform. - Developing 3 training modules in accordance with the Annual Continuous Training Program.
	4. Advancement and Maintenance of the Training Management System	Department of Legal and General Services		€15,000		<ul style="list-style-type: none"> - Administration report and development of the training activities management system, - Development of information exchange between the internal system and the KJC and KPC systems.
	TOTAL				€17,500	
5.4 Strengthening Professional Administrative Capacities, Optimizing Personnel Processes, and Increasing Efficiency in Work Processes	1. Consolidation of the organizational structure, development of recruitment procedures	HR Department	January December			<ul style="list-style-type: none"> - Personnel plan drafted and implemented - Management and regulation of personnel files in accordance with applicable legislation. - Maintenance and administration of the system for recording staff entry and exit.
	2. Strengthening the professional capacities of staff, through continuous internal and external training.	HR Department	January December			<ul style="list-style-type: none"> - Training plan designed and implemented according to the areas identified in the plan.
5.5 Improvement	1. Functionality of the new AoJ building	Department of Legal and General Services		€28,814		<ul style="list-style-type: none"> - Preparation of the Functionalization Plan for the New AoJ Building, Covering Inventory of Equipment, Information Technology Systems, and Other Support Equipment (Conference System, Smart Board, IT Room Monitors).

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
of Administrative and Logistical Support Services and Upgrading of Physical Infrastructure;	2. Relocation to the new AoJ building (relocation of personnel, goods, services, inventory, equipment and archival documentation).	Department of Legal and General Services	January December	€5,000		- Preparation of the Mobilization Plan for the New Facility Relocation - Execution of the Relocation Mobilization Plan
	3. Inauguration of the new building of the Academy of Justice	Training Program Department, Legal and General Services Department,		€46,000		- Organizing the inauguration ceremony of the new AoJ building.
	4. Implementation of archiving and administration procedures for institutional documentation,	Department of Legal and General Services	January – December			- Archiving plan; - Archiving documents according to Unique - Classification Marks and setting deadlines.
	5. Non-financial asset management	Department of Legal and General Services				Non-financial asset inventory report Non-financial asset valuation report
				TOTAL	€89,814	
5.6 Improving the quality of supplies of goods and services and	1. Procurement plan based on the assessment of needs for goods and services for 2026	Procurement Officer and/or Training Program Department, Legal and General Services	January – October			Needs assessment report for goods and services Annual procurement plan drafted and implementation report

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
effective contract management		Department,				
	2. Contract management, and evaluation of the quality of goods and services	Procurement Officer and/or Training Program Department, Legal and General Services Department, and Procurement Officer	January – December			Contract management evaluation report Quality assessment report of services and goods
	3. Increasing the quality of goods and services, and developing technical specifications	Procurement Officer and Departments, Divisions and	January – December			Drafting technical specifications for goods and services according to the procurement plan for 2026
Efficient management and implementation of financial resources	1. Budget execution plan and budget distribution according to the needs of the AoJ	Training Program Department, Legal and General Services Department, and Budget and Finance Division	January – December			-Assessment of budget needs -Budget request based on the number of Financial report - Expenditure control mechanism
	2. Assessment of the budget needs of the AoJ	Training Program Department, Legal and General Services Department, and Budget and Finance Division				Approved Budget Request
	3. Reporting of financial expenses and budget execution	Training Program Department, Legal and General Services Department, and				Annual financial report

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
		Budget and Finance Division				
	4. Expenditure control system of departments, divisions and other units of the AD	Training Program Department, Legal and General Services Department, and Budget and Finance Division	January December			Development of a cost control system and cost reporting
Overseeing the implementation of the legal mandate of the Academy of Justice.	1. Annual work and performance report for 2025 and financial report for 2025	Steering Council	December	€4104		Annual Work and Performance Report
	2. Approve the list of temporary trainers, as well as their commitment to implementing training programs.	Steering Council	December PTV According to Need PTF	€4092		Approved list of trainers
	3. List of mentors for the generations of newly appointed judges and prosecutors in initial training	Steering Council	January - December	€4092		List of mentors for the newly appointed generations of judges and prosecutors, approved
	4. Draft budget of the AD	Steering Council	JUNE	€4292		Approved draft budget.
	5. Requirements of the KJC and the KPC for the commencement of initial training for judges and prosecutors who are in the recruitment process	Program Council- Steering Council	January to December	€1210		Official requests from the KJC and the KPC for the start of initial training approved
	6. Induction Programs for Newly	Program Council-	January to	€4100		Initial programs for newly appointed judges

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
	Appointed Judges and Prosecutors	Steering Council	December			and prosecutors have been drafted and approved.
	7. Annual Continuous Training Program for 2027	Program Council-Steering Council	November	€6865		Annual Continuous Training Program 2027 approved.
	8. AoJ Research and Publications Plan	Steering Council	December	€6592		Approved plan for the realization and publication of AoJ research and publications.
	9. Work and Performance Plan for 2027 as well as other issues arising from developments during 2026	Steering Council	December	€3892		Work and Performance Plan for 2027 approved
	10. Performance Report of trainers engaged in training programs	Program Council-Steering Council	December	€3892		The annual performance report of the coaches was approved.
	11. Review and approval of regulations for civil servants with special AoJ status.	Steering Council	January-March	€32,020		The regulations for civil servants with special AoJ status have been reviewed and approved.
	12. Review and approve the institutional strategy of the AoJ	Steering Council	June to November	€1750		Strategic Plan approved.
	TOTAL				€87,501	
	1. Drafting of training programs for the AoJ in cooperation with the KJC and the KPC	Program Council-Steering Council	July-September	€3082		The training program harmonized with the needs of the KJC and the KPC has been finalized and approved.
	2. Recommend the list of temporary coaches to emerge from the recruitment competition	Program Council-Steering Council	September - November	€3000		The recommendation of temporary coaches was made in accordance with the results of the competition and the stipulated criteria.

Action Plan for Implementing the 2026 Work and Performance Plan of the Academy of Justice

Overall objective	Sub-objective	Responsible unit	Timeline	BUDGET	Funding Source	Indicator/Result
Design and development of quality training programs	3. Review and evaluate the performance report of trainers engaged by the AoJ in the implementation of training programs during 2026	Program Council-Steering Council	December	€2506		Performance reviewed and Recommendations approved.
	4. Annual Training Needs Assessment Report	Program Council-Steering Council	October	€2592		The Annual Evaluation Report has been reviewed and approved.
	5. Training impact report	Program Council-Steering Council	December	€1300		The impact report has been reviewed and approved.
	TOTAL				€7,80	

Budget Overview for 2026 according to the request of the Academy of Justice for the year 2026 and according to the budget circular 2026/1 of the Ministry of Finance, Labor and Transfers:

Category	2025	2026	Difference 2025-2026	Budget request 2026	Difference Request-Budget 2026
Wages and per diems	313,473	336,504	23,031	403,557	(67,053)
Goods and services	535,000	535,000	-	733,089	(198,089)
Utilities	16,500	16,500	-	32,700	(16,200)
Capital investment	-	-	-	958,814	(958,814)
Total Budget	864,973	888,004	23,031	2,128,160	(1,240,156)

7. Challenges and risks

The implementation of the Work and Performance Plan for 2026 will take place within a dynamic institutional and reform context, which presents a series of challenges and risks related to the financial, infrastructural, human, legal, technological, and programmatic capacities of the Academy of Justice. The main challenges and risks are outlined below, organized by specific areas and issues that may impact the successful implementation of the Work and Performance Plan:

7.1. Challenges and Risks in Finance and Infrastructure

- Insufficient budget to implement all planned activities, including training programs, research, publications, and long-term institutional development.
- Non-allocation of funds for the functionalization of the new Academy building, including inventory, work tools, and supporting infrastructure.
- Increased volume of goods and services required for maintaining the new building, directly impacting operating expenses.
- Relocation of training activities, staff, equipment, inventory, and archival materials to the new building, requiring careful planning and coordination.
- Absence of effective mechanisms for monitoring expenditures by departments and divisions.

7.2 Challenges and Risks in Human Resources and Administration

- Insufficient staff to implement training, research, and publication activities, especially amid an increasing workload.
- Staff turnover in sensitive units, such as the IT Division, due to limitations in compensation and working conditions.
- Challenges in establishing admission committees for recruitment procedures because of limited managerial and professional staff.
- Recruitment processes for vacant positions under new legislation may affect planned activity deadlines.

7.3 Challenges and Risks in Legislation Implementation and Institutional Development

- Need to supplement and amend the Law on the Academy of Justice in line with international standards and best practices.
- Frequent legislative changes requiring continuous harmonization of internal procedures and operational processes.
- Potential delays in inter-institutional cooperation, which may affect the timely implementation of training and research activities.

7.4 Challenges and Risks in Technology and Information Systems

- Incomplete functionality of systems for managing training activities (SMAT and relevant databases).
- Outdated IT equipment and the need to procure new computers and laptops.
- Malfunctioning of equipment for recording staff entry and exit, affecting the accuracy of administrative data.

7.5. Challenges and Risks in Training, Research, and Publications

- Insufficient staff and limited capacities for effective implementation of the Continuous Training Program (CTP).
- Partial implementation of requirements from the Trainers' Manual, including pre- and post-training assessment tools.
- Limited completion of evaluation questionnaires by participants, restricting the ability to measure training impact.
- Delivery of training for court and prosecutor office management in the absence of sufficient expertise.

- Delays or cancellations in the recruitment of new prosecutors, directly affecting planning and implementation of the initial training program (ITP).
- Need for special coordination with the KJC and other institutions for training specific groups.
- Delays in completing planned legal publications.
- Insufficient input from Academy beneficiaries on training needs assessments and new publications.
- Difficulty measuring the impact of trainings and publications, as responses to evaluation instruments are not mandatory.
- Limited involvement of judicial and prosecutorial staff in developing publications due to workload and low compensation.
- Partial functionality of the database for managing training and publishing activities.

8. Conclusions

The Work and Performance Plan for 2026 has been prepared based on the realistic capacities of the Academy of Justice to achieve its general objectives. Its implementation will be primarily carried out by the Academy's staff, within the framework of the new organizational structure, in accordance with the updated Regulation on Internal Organization and Systematization of Jobs.

The general objectives have been identified and consolidated by taking into account recent developments, the requirements of the KJC, the KPC, courts, and prosecutor offices, as well as the needs of judges, prosecutors, and support staff. In addition, priorities and requirements arising from strategic documents and Kosovo's Euro-integration process have been considered, with the aim of enhancing professionalism and advancing the effectiveness of the justice system.

The Plan provides a detailed overview of training and other activities mandated by law, specifying the responsible units for their implementation. Academy staff will be engaged in carrying out the Plan, adhering to the timelines and actions defined for each activity.

Through the implementation of this Plan, the Academy of Justice aims to contribute to improving the efficiency, transparency, and quality of the justice system in Kosovo. The successful achievement of these activities depends on strong inter-institutional coordination and the continuous professional commitment of staff.

In this way, the Work and Performance Plan serves as a strategic roadmap for strengthening the Academy's role and contribution to the continued development of the judicial and prosecutorial system.