

WORK PLAN 2019






Work plan 2019



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Kosovo's Academy of Justice Work plan for the 2019, was approved by the Managing Board of the Academy on December 26th 2018.



TABLE OF CONTENT

Table of content

Executive summary.....	7
1. Vision, mission and values.....	9
1.1 Vision.....	10
1.2 Mission.....	10
1.3 Values.....	10
2. Legal basis and functions of the Academy.....	11
3. Bodies of the Academy of Justice.....	13
3.1 Managing Board.....	14
3.2 Program Council.....	15
3.3 Executive Director of the Academy.....	15
4. Strategic objectives.....	17
5. Training program for 2019.....	19
5.1 Continuous Training Program (CTP).....	20
5.2 Mandatory trainings for judges, prosecutors and administrative staff.....	21
5.3 Initial Training Program (ITP).....	21
5.4 Trainings for promotion (TP).....	22
5.5 Research and Publications Program (RPP).....	22
5.6 Library.....	22
5.7 Trainings for management of courts and prosecution.....	22
5.8 Trainings for the administrative staff of courts and prosecutions.....	23
5.9 Trainings for state attorneys, lawyers and other free professions.....	23
5.10 Training of trainers (ToT).....	23
5.11 Distance learning (e-learning).....	23
5.12 Data management and recording.....	24
6. Administration, finance and general services.....	25
6.1 Human resources.....	26
6.2 Finance.....	26
6.3 Procurement.....	26
6.4 General services and information technology.....	27
7. Cooperation with strategic partners.....	28
8. Action plan for implementing the AJ Work Plan.....	30
9. Challenges and risks.....	39
10. Conclusion.....	41

EXECUTIVE SUMMARY

Academy of Justice as an independent institution mandated to organize trainings for judges and prosecutors and other professionals within the justice system, is making constant efforts to develop training programs, work plans and strategies that facilitate accomplishment of its legal mandate.

With the purpose of increasing efficiency and effectiveness of its work and functioning based on a clear organizational structure and a work plan, Academy of Justice has prepared the Annual Work Plan for the 2019.

The Academy of Justice's annual work plan for 2019 is prepared in compliance with the Law on Academy of Justice, other applicable legislation in the judicial area, Strategic Plan of the Academy of Justice 2019-2021, other strategies of judicial governing institutions, the Academy's Training Program for 2019, as well as other strategic documents that impact the Academy's work.

This work plan contains the vision, mission and values on which it relies its work in reaching its mandate. Also, part of this work plan are the strategic objectives, tasks and competencies of the Academy, activities that the Academy is planning to carry out in its efforts to support capacity increase of the judges, prosecutors, administrative staff of the judiciary and prosecution, as well as of other professionals, with the goal of developing an independent, impartial, professional and efficient judicial system.

The 2019 Work Plan includes the continuous trainings for judges and prosecutors, training of trainers, induction trainings for the promoted judges and prosecutors, initial training for the newly appointed judges and prosecutors, training for the management, and for the administrative staff of the judiciary and prosecution. Also part of the Academy's work plan are the managing activities and general administration of the Academy's work.

Vital part of the Work Plan for 2019 is also the Action and Implementation Plan of the work, which consists of working priorities, activities, responsible units, actions, timeframe for their accomplishment, as well as indicators or results achieved through these activities.

1

VISION,
MISSION
AND VALUES

1. Vision, mission and values

1.1 Vision

Academy is a modern institution of learning, adjusted to the general development dynamics, main contributor for an impartial, independent and professional judiciary that enjoys the public trust.

1.2 Mission

Academy provides judicial trainings for judges, prosecutors, and the judicial and prosecutorial administrative staff, and other professionals of the judiciary, analysis research and publishing activities, in compliance with the legal framework and the best international standards.

1.3 Values

- Learning is a lifelong and continuous process and it shall be developed also in the working place;
- Transparency, nondiscrimination and impartiality;
- Training and tailored learning at the workplace;
- Competency and case-based training;
- Quality and excellence;
- Information technology;
- Cooperation with national and international judicial institutions.

We have selected these values because they reflect things that we believe are important in accomplishment of our mission and achievement of our vision. We believe that these values are applicable in the training programs of the Academy, just as they are manifested in provision of other services for our beneficiaries.

2

LEGAL BASIS AND
FUNCTIONS OF THE
ACADEMY

2. Legal basis and functions of the Academy

Based on the Law no. 05/L-095 on the Academy of Justice, the Academy is established as a public and independent institution. The Academy for carrying out its activities as per the legal mandate, has issued bylaws set forth in the Law on the Academy of Justice, as outlined below:

- Regulation No. 01/2017, for the Procedure of Appointment and Dismissal of the Executive Director of the Academy of Justice;
- Regulation No. 02/2017 on the Work of the Academy of Justice's Managing Board;
- Regulation No. 03/ 2017 on the Initial Training;
- Regulation No. 04/2017 on the Work of the Program Council of the Academy of Justice;
- Regulation No. 05/2017 on the Training Fees for State attorneys, lawyers and other free professions;
- Regulation No. 06/2017 on Trainers and Mentors of the Academy of Justice;
- Regulation No. 07/2017, on Amendment and Supplementation of the Regulation No. 03/2017 on the Initial Training;
- Regulation No. 01/2018 on Internal Organization and Systematization of Working Places in the Academy of Justice.

Main functions of the AJ are:

- To draft training programs and organize trainings for judges and state prosecutors in compliance with the applicable legislation;
- Develop the training needs assessment process through the established mechanisms set by the Academy, and based on the requests of the Kosovo Judicial Council and of the Kosovo Prosecutorial Council;
- Organize training for the judicial and prosecutorial administrative staff, after preliminary coordination of the training needs with the KJC and KPC, in compliance with the applicable legislation;
- May organize continuous professional trainings for state attorneys, lawyers, notaries, private enforcement agents, mediators, bankruptcy administrators, as well as other professions based on requests of competent institutions;
- Develop and carry out training programs in cooperation with the KJC and KPC, Chambers of free professions or relevant institutions;
- Collect and maintain data on trainings and programs carried out in the academy in accordance with the applicable legislation;
- Establish and maintain cooperation with the national and international institutions related to the work it accomplishes, including professional internships and exchange programs;
- Perform analysis, research and cooperation with scientific institutions;
- Make publishing activities in accomplishment of its mandate for the needs of the judicial and prosecutorial system and for the free professions;

3

BODIES
OF THE ACADEMY
OF JUSTICE

3. Bodies of the Academy of Justice

3.1 Managing Board

Law on the Academy of Justice regulates the status, functions and its bodies, ways and terms according to which the judges and state prosecutors, administrative staff of the judiciary and prosecution, as well as other legal professionals are trained, including other issues set forth by law.

The Law also foresees the Managing Board, the Program Council and the Executive Director as the highest leading bodies of the Academy.

Managing Board of the Academy consist of a fair representation of the justice system, the executive, as well as ethnic representation. This constituency presents a comprehensive and reasonable representation of the interests of the justice stakeholders in Kosovo, and guarantees independence and impartiality of the Academy, serving the best interest of the judicial and prosecutorial system in country.

Managing Board of the Academy consists of nine members, two of which are ex-officio appointed members - President of the Supreme Court and the Chief State Prosecutor; while the other seven members come from the following institutions:

- Three members appointed by the KJC - comprising of one member from the Basic Court, one from the Appeals Court, and one from the Kosovo Judicial Council Secretariat;
- Three members appointed by the KPC – comprising of one prosecutor from the Basic Prosecution, one prosecutor from the Appeals Prosecution, and one member from the Kosovo prosecutorial Council Secretariat;
- One member appointed by the Minister of Justice;

Responsibilities of the Managing Board are stipulated by law:

- Approval of the bylaws set forth by this law;
- Approve the budget proposal of the Academy;
- Approve development strategies, the work plan and the training programs;
- Approve the list of trainers and mentors;
- Oversee the Academy's work;
- Set priorities in provision of trainings in cooperation with the KJC and KPC;
- Select and dismiss the Executive Director;
- Perform other duties set forth by law and other bylaws.

3.2 Program Council

The Program Council is a professional body that is engaged to ensure quality of the trainings provided by the Academy.

Program Council consists of seven members that are appointed by the Managing Board and they come from the community of judges, state prosecutors and other experts.

Mandate of the program Council members, except the Executive Director, is four years with the right to be reselected for another mandate.

Chairman of the Program Council is by default the Executive Director of the Academy.

The Program Council reports to the Managing Board of the Academy of Justice about its work.

The Program Council based on the law has the following competencies:

- Prepare the draft training proposal in cooperation with the KJC and KPC;
- Monitors accomplishment of the programs and their success;
- Provides guidance for enhancing training methods and techniques, independently and in cooperation with the trainers and mentors;
- Provides its opinion about the list of trainers and mentors;
- Provides advice, proposals and suggestions, to the Academy bodies for improving the training quality;
- Perform other duties set forth by this law and other bylaws of the Academy.

3.3 Executive Director of the Academy

Executive Director of the Academy leads and has the following competencies:

- Represent the Academy in national and international institutions;
- Is responsible for the management, general administration and lawfulness of the Academy's work.
- Participates in the work of the Managing Board without a voting right, and chairs the Program Council;
- Proposes the annual budget proposal of the Academy;
- Proposes the Academy's working program;
- Proposes the Strategy, Work Plan and the Training Program;
- Proposes the list of trainers for approval by the Managing Board, and from the list determines the trainers for program implementation;
- Manages financial resources and assets of the Academy;
- Proposes the draft Regulation for Internal Organization and Systematization of Working Places in the Academy, the draft Regulation on Selection of Trainers;
- Draft Regulation on the Work of the Managing Board, and draft Regulation on the Work of the Program Council and other by laws set by this law;
- Prepares regular annual reports and other reports as requested by the Managing Board;

- Performs other work in compliance with the Law and bylaws of the Academy;
- Director is the Principal Administrative Official of the Academy, and is competent for recruitment, management and supervision of the Academy's personnel in compliance with provisions of the Law on civil service;
- Director has the status of the Senior Managerial Position, as set forth by the Law on Civil Service and for his work he is accountable to the Managing Board.

4

STRATEGIC OBJECTIVES

4. Strategic objectives

Strategic objectives of the Academy for the 2019 are based on the strategic objectives of the Academy of Justice set in the Strategic Plan of 2019-2021, as below:

- Enable the beneficiaries to effectively and professionally perform their tasks through trainings and based on competencies.
- Conduct legal research and publications for the needs of the judicial and prosecutorial system.
- Cooperate for implementation of the “common responsibility” towards parties of interest.
- Support implementation of modern IT on the legal and administrative work of the judiciary.
- Ensure professional capacities increase and development of human resources, technical infrastructure and sufficient funds for implementation of the mission and its vision.
- Enhance the international cooperation.
- Increase and assess the public trust.

5

TRAINING
PROGRAM
FOR 2019

5. Training program for 2019

Training program for 2019, contains the main working areas of the judges, prosecutors, and other professionals, that will be basis for preparing curriculum and organization of trainings for this period.

This training program is prepared through a comprehensive process of training needs assessment for the judges, prosecutors and other beneficiaries. The process has included recommendations of judges and prosecutors, legislative changes, applicable strategies that impact the judiciary, requests of KJC and KPC, various reports and recommendations of national and international organizations, as well as other documents for developing an independent, impartial, effective and efficient judicial system.

The 2019 Training Program contains professional and inter-disciplinary competencies.

Main components of the training program are:

- Continuous training
- Initial Training
- Training for promotion
- Research and publications
- Training of trainers
- Training for court and prosecution management
- Training for administrative staff of the judicial and prosecutorial system
- Distance learning
- Interdisciplinary trainings
- Specialized trainings

Depending on the dynamics of the recent developments, the work plan and training programs will be reviewed and complemented to adjust to these developments and needs of the training beneficiaries.

5.1 Continuous Training Program (CTP)

Based on the Law on Academy of Justice, the Continuous Training Program is training program that includes organization of trainings and various activities for judges, prosecutors and the administrative staff of the judiciary and prosecution.

Continuous training aims the increase of professional, ethical and practical capacities of judges and prosecutors and of the administrative staff of the judiciary and prosecution. These trainings contribute to independence and impartiality of judges, prosecutors and other professionals of the judicial system.

Structure of the continuous training program contains topics of the professional and interdisciplinary and interdisciplinary competence.

Professional competence includes trainings of the following areas: criminal law, civil law, justice for children (criminal and civil aspects), commercial and financial law, administrative law, constitutional, the European and international law, human rights, non-discrimination, minor offences, etc. All the areas will cover both the material and procedural aspects.

The interdisciplinary and interpersonal skills will include trainings that aim development of the beneficiaries' practical skills that do not relate to implementation of legislation, but of practical skills needed to practice the profession like: legal writing and reasoning - of decisions and other acts in judicial proceeding, professional ethics, case management, time and stress management, IT, etc.

Specialized trainings are integrated part of the continuous trainings that focus on professional capacities development of judges and prosecutors in combating corruption, money laundering, public procurement, organized crime, and cybercrime.

5.2 Mandatory trainings for judges, prosecutors and administrative staff

Mandatory trainings are a special component of continuous trainings that come as a result of requests by KJC and KPC, court president and chief prosecutors, due to legislative changes, performance evaluation of judges and prosecutors, and in cases on their promotion.

Academy of Justice, during 2019 is dedicated to institutional coordination with KJC and KPC for implementing mandatory trainings, as set forth by the Law on Academy of Justice and its applicable bylaws.

5.3 Initial Training Program (ITP)

Academy of Justice conducts also activities of the Initial Training Program (ITP), that will focus on developing professional capacities and practical skills of the newly appointed judges and prosecutors.

Main objective for the ITP Academy has set to be development of professional, personal and interdisciplinary competencies, and development of practical skills of the newly appointed judges and state prosecutors.

Initial Training Program lasts 12 months and is structured and a combined theoretical and practical model of learning.

Theoretical part includes theoretical training that consists of professional modules and interdisciplinary nature, as well as the case law review, simulations etc. While the second part ' the practical part is conducted in respective courts/ prosecutions where they are appointed, as well as trainings in non-judicial institutions that relate to the judge's and state prosecutor's work.

The Initial Training Program is prepared separately for judges and prosecutors in consultation with the KJC and KPC, and it is approved by the academy's Managing Board.

5.4 Trainings for promotion (TP)

Academy organizes trainings for all judges and prosecutors that have been promoted, who pass from the lower instance to a higher instance in the court or prosecution, and from one department to another.

Purpose of the TP is to provide orientation programs, and support the judges and prosecutors in capacity increase, and professional training, pertaining to their new responsibilities in new positions and instances where they are appointed.

5.5 Research and Publications Program (RPP)

In completion of its legal mandate for professional development of the judicial and prosecutorial system, the Academy performs analysis, research and publication activities.

During 2019, the Research and Publications Program will focus on components like: analysis, research, publications, training needs assessment, and access to legal sources through the Academy's library.

5.6 Library

TH AJ Library provides resources and comprehensive services to support research, trainings, and learning needs for the AJ beneficiaries in harmony with the highest international standards.

The AJ Library offers about 2000 legal publications and magazines from different countries on all legal topics. Materials in this library are available in Albanian, Serbian, English, German and in other languages.

Electronic library operates through the electronic platform and subscribed databases that are rich in national and international legal literature.

5.7 Trainings for management of courts and prosecution

The court and prosecutorial management are key factor for operation of processes within courts and prosecutions that they lead. For a correct and efficient leadership of courts and prosecutions it is important to continuously increase capacities of court presidents and chief prosecutors, supervisory judges of court branches, and heads of departments and divisions. This serves to improvement of quality of services, sustainability and increase of the work efficiency in courts and prosecutions.

In this light, the Academy will organize specific trainings for the aforementioned categories, in compliance with policies and standards and with legal requirements.

5.8 Trainings for the administrative staff of courts and prosecutions

Administrative staff of courts and prosecutions are new category of beneficiaries of the trainings organized by the Academy. Because of their important role in the working processes of courts and prosecutions and due to different roles and categories of the staff, depending also on the organizational structure, job descriptions and specific competencies, the training program should also be designed in compliance with these specifics. The training curriculum for the administrative staff is designed in close consultation with relevant secretariats of the KJC and KPC and contains training modules that fit to profile of their work.

5.9 Trainings for state attorneys, lawyers and other free professions

When possible and upon requests of relevant institutions, based on the Law on academy of Justice, academy may organize continuous trainings for state attorneys, lawyers and other free professions. This will require organization of the new necessary organizational structure and other accompanying mechanisms to respond to requests of competent institutions for implementation of these trainings.

5.10 Training of trainers (ToT)

Based on the Law on Academy of Justice, trainers are obliged to participate in the training of trainers programs having in mind their key role for the quality and implementation of the training programs.

Through the Training of Trainers program, the Academy will provide the highest level of theoretical and practical trainings, making and keeping trainers who are equipped with modern training methodologies, with the aim of accomplishing attractive, practical and effective trainings that complete the objectives set on the training program.

The process of selection of trainers and their preparation for implementation of trainings will be done in compliance with the Regulation on Trainers and Mentors of the Academy of Justice.

Part of these trainings will be also mentors that carry out the practical part of the initial training program.

5.11 Distance learning (e-learning)

Distance learning, is interactive learning from distance using information technology, outside a conventional training room. Academy has a distance learning platform, that meets all the training requirements. Advantages of the platform and distance training is saving

budget of the Academy, decrease of the expenses that participants create, saving time and high quality of trainings.

With the increase of trainings available in this platform in 2019, the Academy aims to provide the judges, prosecutors and other professionals real time trainings.

5.12 Data management and recording

The many information within the Academy raise the need for creating a system for their management and saving. The data maintenance and updating is very important because it presents activities and work of the academy and facilitates the institutional communication and reporting. These data may also serve the KJC and KPC, the courts and prosecutions to manage the aspect of professional and career growth. In this direction, the Academy will continue making efforts to create conditions for enhancing the actual database, developing additional modules or to improve the existing ones.

6

ADMINISTRATION,
FINANCE AND
GENERAL SERVICES

6. Administration, finance and general services

Department of Administration and Finance within its competencies includes general and administrative services, information technology, human resources, translation, finance and procurement.

Focus of this department will be in drafting and implementing development implementation within its competencies supporting activities that the Academy of Justice accomplishes.

6.1 Human resources

Actually, the Academy has 25 employees, but with the budget proposal of 2019 it is expected to increase eight new positions, which are approved to accomplish the functions efficiently. New positions are mainly professional for implementation of training programs, and other administrative, financial and general services positions.

Increase of the professional capacities of the existing human resources is necessary and it is made through different trainings that are targeted depending on the functional level of the staff. The AJ also continues cooperation with international training institutions to ensure internship programs with the purpose of obtaining best practices and new opportunities for professional development.

During 2019, the regulation for Internal Organization and Systematization of Working Places in the Academy will begin implementation as it is approved by the Managing Board. Implementation of this regulation will require preparing an action plan that will determine steps to be followed for implementing regulation with the purpose of avoiding any influence on the work efficiency.

6.2 Finance

Main financial source of the AJ is budget of the Republic of Kosovo and various donations. AJ prepares the budget request based on the number of training activities planned annually, and has sufficient capacities to estimate the real cost of all activities included in the budget.

Budget planning is made through the use of different and very efficient mechanisms. Good planning and execution of the budget is respecting the applicable legal rules, ensures accomplishment of the AJ programs.

6.3 Procurement

Applicable legislation regulating the public procurement area has had changes, by centralizing the procurement, which means that the Central procurement agency is developing procurement activities and establishing contracts on behalf of AJ. This changes the process of conducting procurement activities in the Academy.

AJ will ensure that the procurement plan and contract management is made in compliance with the applicable procurement legislation.

6.4 General services and information technology

General services include all activities that support accomplishment of the main AJ functions like: information technology, translation, infrastructure, supply, maintenance, electronic supply system, documents classification and archive.

Information technology application for implementing training programs and other activities through the electronic system will be one of the main objectives in the information technology area. Maintenance and management of hardware and software equipment that AJ possesses is a continuous process that provides safety and sustainability.

7

COOPERATION
WITH STRATEGIC
PARTNERS

7. Cooperation with strategic partners

Support of internship programs, exchange programs and study visits abroad present a special aspect of professional development, increase of management and interpersonal skills of judges, prosecutors and other professionals as well as of the AJ personnel. A great contribution is provided by the AJ partners and donors in this area.

Exchange of experiences and performance increase of the Academy remain one of the main goals of these programs of international nature. This exchange is still a principal request weather through participation to initiatives, forums and networks of regional and international arena, that cover the areas with deficit of experience in our country.

Within the scope of this cooperation AJ continues to be active in efforts and engagements in common projects with national and international institutions that work on development of judiciary, as well as in various regional initiatives that aim development of the best practices for building a professional judicial system.

With these goals in mind, the Academy in 2019 will focus on carrying out activities that have already been confirmed from USAID, GIZ, JUFREX, EBRD, UNHCR-CRPK, JSSP, iPROCEEDS, UNDP, UNICEF, UNODC, OSCE, EJTN, RCC and other projects funded by the EU and other donors that support the judicial sector.

8

ACTION PLAN
FOR IMPLEMENTING
THE AJ WORK PLAN

8. Action plan for implementing the AJ Work Plan

Implementation of the work plan for 2019, needs setting the priorities, main activities with concrete actions, timelines and main indicators or work results. Implementation of this plan also requires drafting other documents that are part of the Academy's training programs.

Although preparation of the Academy of Justice's working plan did take into account developments in the judicial and prosecutorial system, this plan may be reviewed, changed and supplemented according to the requests and needs that derive as consequence of legislative changes that may occur in the system or other requests from relevant authorities.

Implementation of the work plan will also set the respective officials who will anticipate the implementation monitoring process, as well as the reporting and provide recommendations for overcoming the challenges and the risk management.

Action plan

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ result
1. Continuous training program	Organization of continuous trainings	CTP	Setting the calendar Engage the trainers according to the list Draft agendas and other training materials	January December	List of applicants Drafted agendas Training reports List of participants List of trainers
	Review of the training needs assessment process	CTP	Draft the form	January September	Forms drafted
	Undated the training curriculum	CTP	Collect and process the topics that will be integrated-removed from the training curriculum, depending on the requests and training needs. Meeting of the Program Council	January December	Updated curriculum
	Draft the mandatory trainings curriculum	CTP	Collect and process topics that derive as a result of the training needs assessment process	January March	Drafted curriculum
	Organize mandatory trainings	CTP	Coordinate with KJC and KPC for drafting the list of participants	April December	Training agendas Training reports List of participants
	Draft the training program proposal for the 2020	Program Council	Collect and process the topics that derive as a result of the training needs assessment process	September November	The draft program prepared
	Organization of trainings for the courts and prosecution management	CTP	Drafting training curriculum for 2019 Setting the calendar Engage the trainers Draft the training agendas and materials Process and assess the findings Roundtables, workshops and meetings with experts.	March December	Training reports Agendas List of participants Prepare the draft curriculum

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ result
	Organization of specialized trainings	CTP	Updating the training curriculum Setting the calendar Engage the trainers Draft agendas and training materials	January December	Updated curriculum Training reports Agendas List of participants
	Organization of trainings for the administrative staff of courts and prosecution	CTP	Prepare the draft training program for the 2020 Engage the trainers Draft training modules Setting the beneficiaries Setting the calendar Draft agendas and training materials Process and assess the findings Roundtables, workshops and meetings with experts	January December	Trainings reports List of participants The draft training program prepared
2. Initial training program	Review of the training program for newly appointed judges of the VIIth generation	Program Council	Propose the draft training program Set the calendar Coordinate with trainers and mentors Update training modules	January	The draft training program prepared
	Review of the training program for newly appointed prosecutors of the VIIIth generation	Program Council	Propose the draft training program Set the calendar Coordinate with trainers and mentors Update training modules	January	The draft training program prepared
	Organization of the trainings for newly appointed judges and prosecutors of the generation VII – VIII	ITP	Realization of theoretical trainings Realization of the practical trainings in courts and prosecutions as well as in no judicial institutions	January December	Training reports Final reports
	Review of the training assessment system	ITP	Review of the training mechanisms Create an assessment group Public announcement Collection of paper work Editing and assessing the paper work	January September	Recommendations

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ result
3. Research and publications	Publication of the <i>Opinio Juris</i> magazine	RPP	Public announcement Setting the areas of priority for publication Collection of paper work Editing and assessing the paper work	January December	<i>Opinio Juris</i> published
	Publication of the magazine <i>Justicia</i> for the newly appointed prosecutors, and <i>Justicia</i> of the newly appointed judges (generation VI, VIII-2, VIII)	RPP	Collect and edit the paper work Edit and assess the paper work Translate the magazine	January December	<i>Justicia</i> published
	Publication of the Summary "Appeals Court case law - focusing on cases returned to retrial".	RPP	Translation of the material Design and printing Monitoring the printing process	January March	The Summary published
	Publication of the Academy's periodic documents, modules, programs and the newsletter	RPP	Technical preparation of the material for printing Monitor the design and printing process	January December	Training modules published Annual Report of 2018 published Training program of the 2020 published Work plan of the 2020 published The newsletter published
	Implementation of the training needs assessment mechanisms and data processing	RPP	Collection and data processing from the developed mechanisms	June October	Summary of recommendations for preparing the training programs
	Research for training participation	RPP	Identification of the needs for research Develop questionnaires Meeting with judges and prosecutors Collection of the research findings	January June	Publication of the research results

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ result
	Increase the number of collections in the Academy's library	RPP	Identification and purchase of new titles in the legal area Subscription in legal databases	January December	Updating catalogue of the library titles Subscription in legal databases through ABEK and other databases
	Statistics	RPP	Data entry and updating Exchange of te data through the AJ database, KJC, KPC Develop the module for comparative analysis for training participation	January December	Statistical reports Integrated database The analysis module prepared
6. Implementing Regulation for trainers and Mentors	Trainers selection procedure	AJ	Public re-announcement of the call for expression of interest for trainers, and completion of the additional documents by the applicants The Committee for evaluating the documents Consultation of the list with the Program Council Approving the list by the Managing Board	January March	The approved list of trainers
	Organization of Training of trainers	PD	Identification of participants Setting the calendar Drafting agendas and training materials	February December	Training reports List of participants
	Organization of trainings for mentors	ITP	Identification of participants Setting the calendar Draft agendas and training materials	January December	Training reports List of participants
	Training of trainers for implementing the case-based training methodology	PD	Implementing the case based training manual	January March	Training reports List of participants
7. Distance learning	Organization of distance learning	PD	Notifying the participants about online courses Setting the calendar Setting the trainers	January December	Training reports Agendas List of participants

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ result
	Preparing new courses	PD	Workshop with experts and the Academy's staff Adapt and convert into the platform Drafting of training materials	January June	Online courses prepared
8. AJ Strategic Planning	Implementation of the strategic plan	AJ	Monitoring and implementation of the strategic plan Establish a monitoring group for implementation of the strategic plan	January December	Strategic plan implemented
	Drafting the Work plan for 2020	AJ	Workshop for drafting the work plan	November	Work plan prepared
9. Cooperation and partnership	Memorandum of Understanding	AJ	Implementing current memorandum of understanding Reaching new Memorandums of understanding	January December	Memorandums signed/ implemented
	Implementing donor projects	AJ	Coordination for implementing projects	January December	Working reports
	Donor and institutional coordination	AJ	Regular meetings	January December	Reports Cooperation agreements
10. Meetings of the managing board	Leadership and supervision of the Academy's work	AJ	Meetings	January December	Agenda Minutes of the meeting Decisions Normative acts approved Approval of the annual report 2018 Approval of the training program of 2019 Approve the working program of 2020 Approval of the list of trainers and mentors Approving the budget proposal Establish a committee for assessing the magazines/ publications -----

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ result
11. Financial management and control system	Estimation and budget planning 2020-2022	DAF	Needs assessment Preparing the Midterm Budget Framework (MBF) 2020-2022 Preparing the budget 2020 and estimation for 2021-2022 Registration in the BDMS and PIP system	March - April May - July	The MBF and the budget prepared
	Disbursing the budget according to the plan	DAF	Preparing the cash flow Preparing the detailed plan of allocation and expenses Registration of expenses in the database and SIMFK Preparation of financial reports	January - December	Implementation of the budget according to the plan and the law
	Financial control and risk management	DAF	Preparing the self-assessment forms Auditing Preparing and implementing the Auditors recommendations Preparing the registry of risks 2019	January - December	Cooperation agreements Auditing reports Register of the risks prepared
13. Developing the human resources professional skills	Personnel planning including the new necessary positions	DAF	Prepare the personnel plan Conduct recruitment procedures	January - December	The personnel plan prepared The planning accomplished
	Trainings and internship programs for the staff	DAF	Needs assessment Program proposal	January - December	Training reports
	Performance evaluation	AJ	Working plans Meetings Preparing the staff evaluation forms	December	Evaluation completed
14. Conducting procurement according to the program needs	Procurement planning, implementation and contract management according to the needs and legal procedures	DAF	Needs identification Preparing the annual plan Prepare procurement reports Determine specifications Assign contract managers	January December	Plannign accomplished
15. General	Information technology upgrading and application	DAF	Maintaining hardware and software equipment Update the list of applicable software Data protection through external systems Create new applications according to the needs	January December	The plan accomplished

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ result
services			Maintenance of the web and other applications Upgrade the data base		
	Complementing and changing the asset registry	DAF	Registration of new assets Inventory Assessment Committees Updating the register	January December	Register complemented and changed
	AJ building	AD	Coordination of activities with the MPA for construction of the AJ building	January December	Initiation of the building procedures
	Assessment for the use of electronic archive	DAF	Committee Establishment of the working group Ensuring conditions for the electronic archive Register in the electronic archive	January December	Reports from the electronic archive
	Enhance the logistics services	DAF	Needs identification and purchase of equipment and ass needs Maintenance of assets and the facilities Ensure technical conditions as per the needs for supply and transport Registration on the data base and <i>e-pasuri</i>	January December	Reports generated from the data base

9

CHALLENGES
AND RISKS

9. Challenges and risks

Accomplishment of this plan contains also challenges that we'll outline below:

- Rationalization process of the independent agencies and the public administration reform that impact directly the AJ status.
- Lack of the Academy's building – currently the activities are carried out in a private rented space, which does not meet the infrastructure requirements needed for implementation of its mandate. In 2019 a budget is allocated for capital expenses to start construction of the AJ building.
- Ensuring sufficient budget according to the plans set forth for realization of all the activities in the training programs.
- Sufficient qualified and professional personnel to exercise the legal function. Main challenge of personnel is lack of financial motivation (within 8 years, the 8 most senior professional and leading staff has left), which endangers accomplishment of objectives.
- Promotion of inter-institutional cooperation with relevant institutions of the justice system in our country. This cooperation shall be mutual and intensified as beneficiaries of the trainings are judges, prosecutors, administrative staff of the judiciary and prosecution, and other professionals.
- Legislation changes that have direct implication to the work of its beneficiaries and to the academy itself, present a further challenge for successful accomplishment of objectives.
- Setting a training monitoring system and their impact at work.
- Lack of literature and other resources for trainings in Albanian language.
- Organization of the mandatory continuous trainings.
- Implementation of modern training methodology particularly of the case-based training.

Academy of Justice will prepare a special list anticipating all potential risks, the risk degree, persons responsible to address these, and other specifics as determined by all relevant standards for risk monitoring and management.

10

CONCLUSION

10. Conclusion

Building an independent, impartial and efficient judiciary is of a great significance for every country and relevant institution. Impartiality, integrity and high standards of investigation, prosecution and adjudication by prosecutors and the courts are crucial for protecting the rule of law. This requires great efforts for increasing professional, interdisciplinary and personal skills of the judges and prosecutors.

This work plan serves to meeting the criteria set forth for development of professional and interdisciplinary capacities of the judges, prosecutors and other professionals of the justice system, for professional growth according to the up-to-date standards.

We therefore take the opportunity to express our gratitude for all of those who have contributed to its preparation, and those that will be involved and support its implementation during the 2019.

