

# WORKING PROGRAM 2017



***Kosovo Judicial Institute***

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# 1. PREFACE

Kosovo Judicial Institute is an independent and main institution for development and implementation of training programs for judges, prosecutors and other professionals within judicial and prosecutorial system of Kosovo. KJI also perform other professional activities as professional research institutions for development of Kosovo judiciary in compliance with European standards.

KJI working Program for 2017, contains KJI activities as planned to be implemented with the purpose of increasing the capacity of judges, prosecutors and other professionals of the judicial and prosecutorial system, whereas KJI main priority is development of an impartial, efficient and independent judicial system.

Working Program for 2017 includes continuous trainings for judges and prosecutors which contain topics and modules of professional, inter-disciplinary character, training of trainers, orientation programs for promoted judges and prosecutors, initial training for newly appointed judges and prosecutors, training for management and supported staff of courts and prosecution offices.

As part of this program will be also distance training, activities developed in terms of providing better access to legal recourses, research and publication, as well as activities regarding planning, execution of the budget, procurement, information technology, human recourses and other services, apart from trainings, this is another very important component of KJI that support the implementation of this program.

KJI will continue cooperation with donors and international partners in supporting the implementation of various activities of this program. Within the international cooperation will be implemented various activities marking active participation in conferences and regional-international meetings with the focus on professional capacity building of national judges, prosecutors, exchange of the best practices in the field of judicial training, as well as membership in various regional mechanisms for the implementation of the KJI mandate.

During the preparation of this training program were taken into account developments regarding KJI transformation process into Justice Academy



## 1.1 Mission and Vision

Kosovo Judicial Institute focuses on the development and provision of modern training programs in capacity building of judicial and prosecutorial system, toward implementation of the highest standards of professional and ethical performance, while exercising judicial functions.

Main mission of KJI is to support continuous professional and interdisciplinary development of judges and prosecutors, including newly appointed ones, increase professional capacities of courts and prosecution staff, develop training plan and professional research activities with the purpose of increasing training quality in support to judiciary and prosecution, based on international standards.

KJI vision is adjusting to the overall development dynamics, to advance into a specialized institution providing training programs and services for the judicial and prosecutorial system, aiming to be professional, reliable, impartial and independent.

## 1.2 KJI Competences According to the Law

**Based on the Law, KJI is the main institution responsible for the following:**

- Training of sitting and potential practitioners of judiciary (judges and prosecutors);
- Assessment and organization of preparatory exam for judges and prosecutors<sup>1</sup>;
- Special training courses for promotion of judges and prosecutors;
- Basic training courses of lay judges; and
- Training courses of other professionals of the judicial field, identified by KJI.

**KJI during its work performs also other function as below:**

- Develop short-term, mid-term and long term training plans for an efficient, effective and impartial judiciary;
- Perform other professional activities as professional research institution for developing judiciary in Kosovo in accordance with European standards.

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<sup>1</sup> With the latest legal amendments, the organization of the preparatory exam falls under the competency of KJC and KPC, however, Law on Establishing of KJI has not yet changed.



## 1.3 Strategic objectives

Development of the mid-term, short-term, or long-term strategic plan may not be feasible, realistic and will not be able to meet the expectations and determined objectives, due to the current process of the legal educational reform in the Republic of Kosovo, which at the same time affects the legal mandate of KJI.

Therefore, KJI considers that the development of strategic objectives for 2017 is more than necessary and enables the implementation of activities through concrete action plans that will be carried out 2017, by defining at the same time departments responsible for their implementation, as well as time when it will be implemented.

### **As strategic objectives for 2017, KJI determines as following:**

- Conducting transformation process which guarantees the attendance and implementation of training programs<sup>1</sup>,
- Drafting and implementation of adequate training programs,
- Transparency and comprehensiveness,
- Development of research and publication,
- Provision of legal recourses for KJI beneficiaries,
- Implementation of financial managing standards and control system,
- Development of normative acts and working documents (drafting of KJI intern normative acts, drafting of working plan),
- Development of administrative capacities and human recourses,
- Coordination and inter-instructional cooperation,
- Practical programs inside and outside the country,

KJI will develop action planes for implementation of the strategic objectives for 2017.

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<sup>2</sup> Implementation of this objective depends on the development on the approval of the draft-law on Academy of Justice

## 2. TRAINING PROGRAM FOR 2017

Training program for 2017, covers the main areas of the work of judges, prosecutors and other professionals within the judicial system, and will be the basis for the development of curricula and organization of trainings for this period.

This program results from a comprehensive needs assessment process of judges, prosecutors and other beneficiaries within judicial and prosecutorial system in Kosovo. The process has included the recommendations of judges and prosecutors, legislative changes, applicable strategies affecting the judiciary, reports and recommendations of the various local and international organizations and institutions, as well as other strategic documents for the development of an independent, impartial, effective and efficient judicial system.

**Training structure for 2017 will be as following:**

- Professional competences
- Interdisciplinary competences
- Personal competences

**Main components of the Training Program are as following:**

- Continuous Training
- Initial Training
- Training for Promotion
- Research and Publication
- Training of Trainers
- Training for administration of courts and prosecution
- Training for administrative staff of courts and prosecution, as well as other professionals from judicial field identified by KJI
- Distance training

Depending on the dynamics of the new developments, the working program and training programs will be reviewed continually, adapting to these developments and training needs of the beneficiaries.

## 2.1 Purpose

Training Program has been drafted with the purpose of determining the fields and topics that KJI in cooperation with beneficiaries and other partners have estimated that should be part of the training program for 2017, and as such can reflect on training needs and requirements.

**Main purpose, but not only of the training programs are as following:**

- Comprehensive training of judges, prosecutors and other professionals;
- Addressing the most comprehensive and accurate training needs of beneficiaries;
- Updating training program by adopting it with the legislative developments;
- Coordination of participation of judges and prosecutors in trainings;
- Providing adequate trainings for newly appointed judges and prosecutors, promoted once and those who changes positions;
- Cooperation with donors for the implementation of joint activities;
- Planning and spending of the budget;

Draftin of this program aims at helping all KJI structures, including trainers in being prepared in time, since the program determines the areas included in the Training Program for the period of 1 year.



## 2.2 Training objectives

**Training Program objectives for 2017 aims at achieving the following:**

- Professional capacity building of judges, prosecutors and other professionals;
- Implementation of interdisciplinary training for judges and prosecutors;
- Development of special skills of newly appointed and promoted judges and prosecutors;
- Development of necessary trainings for courts and prosecutions staff;
- Provision of training in accordance with the needs of courts and prosecution staff;
- Implementation of the research and publication field and edition of publications;
- Implementation of training courses with the distance learning platform (e-learning);
- Provision of legal resources through KJI library;
- Expansion of cooperation and coordination with national and international partners;
- Development of modern methodology during implementation of the training program;
- Participation in different activities on judicial training with international character;

## 2.3 Training Priorities

To achieve the main goals of the training program, were taken into consideration the immediate training needs of beneficiaries and KJI capacities, respectively the budget which determines the priority fields for training implementation.

Based on what is mentioned above, KJI determines that fields with the highest priority during the development and implementation of the training program are: organized crime, money laundering, corruption, trafficking with human being, terrorism, trafficking of narcotics, cybercrime and different institutions of the Criminal Code and Criminal Procedural Code, with the interest on Courts and Prosecution, including other professionals.

With the priority will be also conducted training in civil field, in terms of both material and procedural aspect, such as; different contracts, family matters, property issues, justice for children in civil aspect, domestic violence, etc.

The training program, will also treat issues on Commercial Law, competition, intellectual property, consumer protection, human rights, EU Law, administrative matters, environmental protection, management and administration of courts and prosecution, professional ethics, and all other issues set as priorities by courts and state prosecution offices.

Another component of this program will be also issues like; organization of seminars, conferences and workshops with educational character, implementation of various practical programs in judicial and prosecutorial institutions in regional and international countries.

## 2.4 Continuous Training Program (CTP)

Continuous Training Program (CTP) is dedicated to judges and prosecutors. Depending on the topic, CTP training are attended also by other professional, whose function and tasks are related to the work of judges and prosecutors. CTP for 2017, expresses the needs of judges and prosecutors for implementation of the legal framework in force, including here legislative novelties, as well as various strategies in the field of the judiciary dealing specifically with the integration process.



## 2.5 Initial Training Program (ITP)

Initial Training Program is dedicated to newly appointed judges and prosecutors.

This program has been structured in two parts: practical and theoretical part. The theoretical part of the program covers all fields of law and positive national laws “acquis communautaire”, European Convention on Human Rights and other international acts. Whereas the practical part of the training is conducted at courts or the prosecutor offices, where judges and prosecutors carry out practical training under the support of a mentor who is a judge or prosecutor.

Implementation of the Initial Training Program is conducted based on the structure and drafting of the training modules defined by KJI Managing Board and is prepared in cooperation with KJC and KPC which are responsible for organizing the examination as a precondition for the commencement of the respective training program.

## 2.6 Training for Promotion (TP)

Training for Promotion (TP) is dedicated to judges and prosecutors who are promoted or have changed positions within courts or prosecution.

The TP goal is that through orientation programs to support judges and prosecutors in building their professional capacities regarding responsibilities of the new function and the level to which they have been promoted.

This training program is considered as a complementary of CTP, within which will be organized specific trainings in support of beneficiaries, supporting the needs of the departments of their level and current functions.

## 2.7 Research and Publication Program (RPP)

Research and Publication Program (RPP) is dedicated to judges and prosecutors, as well as other professionals of the judiciary. The program aims to provide necessary legal resources, practical support in research, as well as publication of research results in different legal issues encountered during their practical work. Also, this component provides research and various analysis which support the development and improvement of KJI training programs.

### 2.7.1 KJI Library

Legal library serves as a main source of legal research material, which operates under the modern standards of legal libraries, through electronic platforms and legal database in which KJI has a subscription. KJI has currently in function the physical and electronic library, which are rich with literature from the legal, national and international level.

## 2.8 Administration of Courts and Prosecution Offices

Efficient administration of courts and prosecution is one of the priority objectives of the judicial and prosecutorial system. Based on this it is necessary to increase the performance toward fair and efficient administration of the courts and prosecution offices. Key role in this process have the management of courts and prosecution offices, including court presidents, supervising judges of departments, chief prosecutors and court and prosecution administrators.

Training module on management will be focused on principles and techniques for development of a modern, efficient, professional and transparent administration from the perspective of managers.

## 2.9 Training Courses for Other Professionals

Based on legal responsibilities and based on the needs, KJI will develop adequate training courses for lay judges, administrative staff of the courts and prosecutor offices, KJC and KPC staff and other professionals in the area which KJI has the competence and can provide proper expertise.

Topics for these categories will be provided based on tasks and responsibilities carried out during their daily work, taking into account the ongoing process and reforms mentioned directly by the beneficiaries, or as required from KJC and KPC.





## 2.10 Training of Trainers (ToT)

Training of Trainers are intended for KJI trainers, aiming to increase professional skills regarding modern techniques and training methodologies. All ideas and investments on this periodical program will be focused on designing and implementing permanent training of trainers in order to improve their methodology in providing attractive, practical and effective trainings.

KJI experiences were followed by positive developments in this regard, whereas apart from determining the criteria for trainers, have been developed manuals for trainers and mentors. However, the challenge remains at the implementation of these manuals and criteria setting the advanced standard regarding training methodology.

## 2.11 Distance Learning

Distance learning (e-learning) means distance learning online using electronic technology, outside a traditional training room, provided to beneficiaries through: courses and training modules, audio and video recordings. Advantages for application of this learning method are many, such as time saving and enabling participants to follow a specific training at any appropriate time.

The purpose of this platform consists on providing the possibility for judges, prosecutors and other professionals of judicial and prosecutorial system, attending remotely training courses at an appropriate time based on their interest. Also, through training courses on this platform is aimed at increasing professionalism of all KJI beneficiaries.

KJI has developed a distance learning platform which satisfies all training requirements, according to the abovementioned training methodology.



# 3. ADMINISTRATION, FINANCES AND KJI INFRASTRUCTURE

## 3.2 Human resources

KJI development activities are supported by Department for Administration and Finance, through - administration, information technology, human resources, finances, procurement, logistics and other general services.

Implementation of the new training programs and the advancement of trainings, reflected on the raised the need for increasing the administration and finances. KJI shall provide physical infrastructure, advanced information technology, sufficient funds, and develop professional and administrative capacities of its staff.

### 3.1 Administration and Financial Objectives

With the purpose of implementing KJI activities, main focus of this department will be on:

- a) Advancement of professional capacities of human rights;
- b) Advancement of financial management and control system;
- c) Development of procurement due to the analysis of KJI needs;
- d) Development of the information technology for training purposes;
- e) Management and adequate infrastructure, as well as other administrative services.

KJI currently has 25 approved positions, which are not sufficient for the efficient implementation of the respective functions, therefore there is a need to increase the number of staff for the successful implementation of the training activities as planned by KJI. New positions should mainly be of a professional and administrative nature in order to implement training programs, administration and management of services in general.

Professional capacity development of current human resources is needed and is conducted through various training programs orientated depending on the level of functional staff. Within this framework, KJI will continue its cooperation with international training institutions, ensuring internship programs with the purpose of benefiting from best practices and new possibilities toward professional development.



### 3.3 Financial Recourses

The budget of the Republic of Kosovo is the main financial source of KJI, including various donations. KJI plans its budget based on the number of training activities and has sufficient capacities to assess the real cost of all activities involved in budgeting. Budget planning is conducted through the use of various effective mechanisms. Good planning, budget execution and respecting applicable legal rules, ensures the implementation of KJI programs.

Since its establishment, KJI has enjoyed continuous support of international partners with the purpose of implementing special training programs. Managing of donors is based on memorandum of understanding and concrete plans. Donors mainly focus on supporting trainings in general, providing international expertise, publications, internship programs and study visits.

Increase of the quality and accountability at work is conducted through good management and continuous control, relying on accountability system, design and implementation of internal normative acts and internal audit development.

### 3.4 Procurement

Procurement is the most sensitive area, therefore the KJI will advance the procurement managing system, starting from planning until managing of the contracts, including also electronic database. Besides the implementation of the law in force regulating the procurement area, has undergone various changes, marking centralization of procurement, which means the development of procurement activities and conclusion of contracts by CPA to KJI. This has changed the development of procurement activity process. However, KJI will ensure that procurement planning to be conducted in line with the applicable law on procurement.

### 3.5 Other Administrative Services

Among other administrative services are included all activities supporting the implementation of KJI functions within a year, such as, information technology, supplies, transport, maintenance, electronic furnishing system, classification and archiving of documents.

Implementation of the information technology, due to the implementation of the training programs and other activities through electronic system, will be one of the key objectives in the field of information technology. Maintenance and managing of the hardware and software equipment possessed by KJI is a continuous process that provides security and sustainability for the respective equipment.

Whereas, the building where KJI currently exercises its activities is not at KJI's ownership, however there is not sufficient space for the development of training activities and also reduces KJI budget by creating leasing expenses. KJI will make its efforts to ensure funds for construction of the building, the parcel and a project with training institutions standards, through both local and international support.

## 4. JOINT PROGRAMS WITH KJI STRATEGIC PARTNERS

The support of practical training programs, exchange programs and study visits abroad represent a particular aspect of professional development and building of interpersonal and managerial skills of judges, prosecutors and other judicial professionals. In this regard, KJI partners and donors, are giving a great contribution.

Exchange of experiences in raising their performance remains one of the main goals of these programs with international character. This exchange today remains the primary preference either through participation on initiatives, forums and networks with wider regional character, or by bringing the expertise for covering the areas where the experience is more needed.

Due to this cooperation, KJI will continue to be engaged and play an active role on joint projects for development of the judiciary by national and international institutions acting in Kosovo, as well as will continue to be part of different regional initiatives and beyond, whose mission is the development of best practices for building a professional judicial system.

In this regard, during 2017, KJI will focus on the implementation of the EU Twinning Projects, internship programs, other bilateral and multilateral projects where KJI is a direct beneficiary, or indirectly through other training programs with donors that may be provided for KJI beneficiaries and participation in meetings, trainings, workshops or regional and international conferences.



# 5. IMPLEMENTATION PLAN OF THE KJI WORKING PROGRAM

Implementation of working program, requires a drafting of a detailed implementation plan that includes priorities, key activities, concrete actions, deadlines and key indicators.

Besides the implementation plan, for each training program will be drafted a document as part of the training programs and will be distributed to all training beneficiaries, with the purpose of informing them about the program and provide them the opportunity for participation.

The working program can be reviewed, amended and supplemented by KJI Managing Board, with the request of the Director, Managing Board or Program Council, in case of new developments in judicial and prosecutorial system or demands arising as a result of major legislative changes that may affect the implementation of this program.

Priority	Activity	Department/ program	Action Deadline Indicators/Results	Action Deadline Indicators /Results	Action Deadline Indicators/Results
1. Continuous Training Program	Organization of continuous trainings	CTP	Determination of beneficiaries Definition of the calendar Assignment of trainers Drafting of agendas and	Janar dhjetor	Training report Agendas Applicants lists Lists of participants
	Review and supplementing of trainers lists	PD	The proposal list Commission meetings	January December	Reviewed lists
	Advance of training assessment system	CTP	Re-drafting of templates	January July	Drafted templates
	Implementation of mechanisms for needs assessment and data processing	CTP	Development of questionnaires Meetings with judges and prosecutors	June October	Summary of training needs
	Review of training curriculum	CTP	Meetings and roundtables with beneficiaries Programs with the donors	January December	Ad hoc implemented activities
	Compilation of the training program-draft for 2018	CTP	Roundtables, workshops and meetings with experts	September November	Compilation of the draft



Priority	Activity	Department/ program	Action Deadline Indicators/Results	Action Deadline Indicator s/Results	Action Deadline Indicators/Results
2. Initial Training	Drafting of the program for newly appointed judges	ITP	Tryezë, punëtori për hartimin e moduleve	janar shkurt	Draft complied
	Organization of trainings for newly appointed prosecutors	ITP	Definition of the calendar Setting of trainers Drafting of agendas and other training materials	Depending on decreeing proces	Training reports Agendas List of participants
	Organization of trainings for newly appointed judges		Definition of the calendar Setting of trainers Drafting of agendas and other training materials	Depending on decreeing proces	Training reports Agendas List of participants
3. Research and publication	Publications	RPP	Publication of magazinës and othe KJI documents	January December	Opinio juris published Justicia published Training modules published Annual report 2016 published Training program for 2018 published Working program for 2018 published
	Identification of needs for judicial research and publication	RPP	Development of questionnaires' Meetings with judges and prosecutors	March April	Report
	Increasing the number of KJI library collection	RPP	- Purchase of new titles in legal field - Research of legal databases	January December	Number of new purchased titles E-library online Subscription on legal databases through ABEK (EBSKO) Library title catalogue
	Newsletter	RPP	Summary of implemented activities	January December	Published newsletter

Priority	Activity	Department/ program	Action	Action Deadline Indicators /Results	Action Deadline Indicators/Results
4. Training organization for management of courts and prosecution	Training organization	PD	Determination of beneficiaries Definition of the calendar Assignment of trainers Drafting of agendas and other training materials	April December	Training reports, agendas Applicants list Participants list
	Needs assessment	PD	Development of questionnaires Meetings with KJC and KPC and the beneficiaries	June October	First draft of the program based on training needs assessment process
	Drafting of training curricula		Processing and evaluation of findings Roundtable, workshop, Meeting with experts	September November	Draft compiled
5. Training organization for the management of the administrative staff of courts and prosecution	Training organization	PD	Determination of beneficiaries Definition of the calendar Assignment of trainers	January December	Training reports Agendas Applicant list Participants list
	Needs assessment	PD	Development of questionnaires Meetings with KJC and KPC and the beneficiaries	June October	First draft of the program based on training needs assessment process
	Drafting of the training program	PD	Roundtable, workshop, Meeting with experts	February March	Draft compiled
5. Training of Trainers	Organization of Training of Trainers	PD	Identification of participants Definition of the calendar	April December	Training reports Agendas Participants list
	Vlerësimi i nevojave	PD	Development of questionnaires Assessment and data processing	June October	First draft of the program based on training needs assessment process
	Drafting of training of trainers curriculum	PD	Evaluation of trainers performance, Roundtables, meetings, consulting with experts Exchange of experience with other training institutions	February March	Drafted curriculum
7. Distance training	Implementation of training on distance	PD	Determination of beneficiaries Definition of the calendar Assignment of trainers Drafting of agendas and other training materials	January December	Training reports Agendas Participants list

	Determination and drafting of modules	PD	Workshop with experts and KJI staff	January December	Drafted modules
8. KJI strategic planning	Drafting of strategic planning	KJI	Roundtable, workshop	March June	Drafted strategic planning
	Drafting of working program for 2018	KJI	Roundtable, workshop, Meeting with experts	October November	Drafted working program

Priority	Activity	Department/ program	Action	Action Deadline Indicator s/Results	Action Deadline Indicators/Results
9. Cooperation and partnership	Implementation of memorandum of understanding	KJI	Meetings and regular contacts with partner institutions	January Decem ber	Reports
	Implementation of the Twinning Project	KJI	Adequate coordination of twinning project	Jauary Decem ber	Reports
	Donor coordination	KJI	Regular meetings	Janar dhjetor	Reports Donor coordination meeting
10. Managing Board meetings	Regular meetings	KJI	Meetings, roundtables	Februar y, April, June, Septemb er, Novemb er, Decemb er,	Agends, minuntes, decisions Normative acts approved Approval of the Annual Report 2016 Approval of the Working Progrma 2018
11. Normative acts	Review if the existing legal acts	KJI	Evaluation and the effects of new legal amendments Review of the acts	January Decem ber	Amended acts
	Directive for classification of documents	AFD	Draftin of directive	January March	Amended directive
	Regulation on housing	AFD	Drafting of the Regulation	January March	Drafted regulation
	Other by laws according to the developments	KJI	Drafting of the Regulation		Drafted regulation

Priority	Activity	Department/ program	Action	Action Deadli ne Indicat ors/Re sults	Action Deadline Indicators/Results
12. Financial managing and control system	Evaluation and Budget planning 2018-2020	AFD	Needs assessment Preparation of KASH 2018-2020 Preparation of the budget 2018 and evaluation 2019-2020 Registration on BDMS and PIP system	Janua ry Septem ber	KASH and drafted budget
	Implementation of the budget according to the planning	AFD	Preparation of the cash flow Preparation of the detailed plan for expenditure Registration of expenses in SIMFK database Preparation of financial statements	Januar y Decem ber	Implementation of the budget according to the plan
	Financial control and risk management	AFD	Preparation of evaluation forms Auditing Preparation and implementation of the recommendation plan for ZAP Preparation of the payment Manual, drafting of the risk registry for 2017	Januar y Decem ber	Cooperation agreements Auditing reports Prepared manual
13. Ngritja e shkathtësive profesionale te resurseve njerëzore	Personnel planning including new needed positions	AFD	Review of job description Job description for necessary positions Demands for increasing the number of staff	January March	Personnel plan
	Staff training and internship programs	AFD	Vlerësimi i nevojave Përgatitja e programit	Januar y Decem ber	Training reports
	Evaluation of the work performance	KJI	Working plans Meetings Preparation of the templates	Dhjetor	Evaluation forms

14. Professional capacity building of human resources	Planning and implementation of the procurement according to the needs and legal requirements	AFD	Identification of the needs Preparation of the annual plan Preparation of the procurement reports Registration on database	January December	Prepared plan
	Establishing of a regular system on technical specification and management of contracts	AFD	Determination of the internal procurement rules Determination of specifications Rules for contract management	January December	Rules and prepared lists

Prioriteti	Aktiviteti	Departamenti/ programi	Veprimi	Afati kohor	Indikatori/Rezultati
15. General services	Advance and implementation of the information technology in providing training programs	AFD	Maintenance of hardware and software equipment Updating the list of applicable software Obtaining records through systems outside KJI Creating new applications according to the needs Maintaining the website and new applications Advancing the database	January December	
	Amendment and supplementing of asset registry	AFD	Registering of new assets Inventory Evaluation Commissions Registry update	January December	Supplemented and amended registry
	KJI building	KJI	The request for the project and construction of the building to local and international	January December	Drafted request Project prepared
	Establishment of the physical and electronic archive system	AFD	Providing conditions for archive Creating a database Organization of the archive Registration into database	January December	Reports from database
	Advancing of logistic services	AFD	Identification of needs and purchase of equipment according to the needs Property and facility maintenance Provision of technical conditions necessary for transport and supplies Registration into database and E-property	January December	Generated reports from database

## 6. RISKS AND CHALLENGES

**Implementation of this program also involves many challenges, among which are highlighted:**

- **Legal Education Reform** – legal education reform and transformation of KJI into Academy of Justice which contains new or different responsibilities, as well as commencement of its implementation will affect directly to normal functioning of KJI and planning of the new long-term activities.
- **Selection of Director** - KJI is currently led by Act. Director. KJI during 2016 tried filling the position of the director, but this issue is not chosen yet and remains a challenge for 2017.
- **Lack of KJI building** - KJI since 2006 exerts its activity in a private rented building which at the same time does not meet all the capacities with training rooms and office space for the staff of the Kosovo Judicial Institute.
- **Budget** – ensuring of the budget according to the given plan for training programs, also presents a challenge for KJI due to the nature and specifics of this institution.
- **Personnel** – in order to implement its professional functions, KJI needs to have a professional and qualified staff, what it is considered as fulfilled in a bigger extend. However, challenges of the staff are expressed in two directions; **first**, lack of financial motivation (within 6 years, 5 senior professional officials left), what puts at risk the fulfilment of the objectives and **second**, the need for professional capacity building in practical aspect and implementation of the contemporary standards and developing practices of the European countries in judicial area.
- **Cooperation** – to exercise its functions, KJI relies on cooperation with responsible institutions of the judicial system in our country. This cooperation should reflect on positive results of KJI's work, since training beneficiaries are; judges, prosecutors and other professionals on voluntary basis, so this creates the possibility for not achieving the expected results.
- **Legislation** – KJI law and the legislation regulating judicial and prosecutorial system within the context of trainings for judges and prosecutors are not harmonized, therefore the implementation of the aforementioned objectives is pretty challenging. Sometimes the legislation develops very rapidly and unpredictably, which may change the planning and dynamics of the training programs.

**Risks for not fulfilling the program may be versatile, starting from:**

- Rapid legislative amendments,
- Developments in the process of the judicial reform,
- Budget,
- Lack of adequate training of judges and prosecutors alongside determined topics,
- Lack of recommendations for training by competent institutions,
- Centralisation of procurement and electronic procurement.

Kosovo Judicial Institute will develop a special register of risks predicting all possible risks, degree of risk, responsible persons to address these risks and other specifications as defined by all relevant standards.



## 7. CLOSING

Establishment of an independent, impartial and efficient judiciary is very important. Therefore, impartiality, integrity and high standard of adjudication by courts are essential for safeguarding the rule of law. This requires a major commitment in terms of raising professional, personal and interdisciplinary skills of judges and prosecutors.

This training program provides criteria for development of professional capacity of judges and prosecutors and other professionals identified by KJI, towards the development of judicial and prosecutorial system according to modern standards.

On this occasion a special gratitude goes to all those who have contributed on its drafting, as well as those who will implement and support its implementation in 2017.

