



WORKING PLAN 2018



Working plan

2018



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1. Preface

With the entry into force of Law No. 05 / L -095 on the Academy of Justice (February 24, 2017), the Kosovo Judicial Institute (KJI) has been transformed into the Academy of Justice and is recognized as the legal heirs of KJI.

With this Law, the Academy is an independent public institution for organization of training for judges, state prosecutors, administrative staff of courts and prosecution offices and free professions, if possible. According to this law, the Academy also conducts training needs assessment for judges, prosecutors and administrative staff of courts and prosecutors' offices, as well as conducts analysis, research and other publishing activities in fulfillment of the mandate for the needs of the judicial and prosecutorial system and free professions, as well as other work as determined by the law and other by laws of the Academy.

AJ organizes training of high professional standards and effective methods in capacity building of Kosovo's judicial and prosecutorial system, including the research and publication field, focusing on the legal mandate and beneficiaries of the AJ.

AJ main organs are Managing Board, Program Council and Executive Director, whose responsibilities are determined by law.

Within the framework of the AJ internal organizational structure, in addition to the Managing Board and the Program Council, as a professional and advisory body is included, the Office of the AJ Director, Department of Programs and the Department of Finance and Administration.

Currently, AJ conduct its legal functions based on three main programs that operate within the Program Department: Continuous Training Program, Initial Training Program and Research and Publication Program.

The Academy's Work Program for 2018 contains the activities that the Academy plans to implement in support of capacity building of judges, prosecutors and other professionals within the judicial and prosecutorial system, as well as the Academy's priorities with the purpose of developing an independent, impartial and efficient judicial system.

The 2018 Working Plan includes continuous trainings for judges and prosecutors, training for trainers, oriented programs for promoted judges and prosecutors, initial training for newly appointed judges and prosecutors, training

on management and training for judicial and prosecutorial administrative staff. Also part of the Academy's working program are the management activities and general administration of the Academy's work.

1.1 Mission and vision

The Academy of Justice focuses on the development and provision of modern training programs in capacity building of potential holder of judicial and prosecutorial system and not only, toward implementation of the highest standards of professional and ethical performance.

The Academy's main mission is to provide quality training and research and publication activities for the needs of the judicial and prosecutorial system and free professions as a modern training institution, contributing to the enhancement of professionalism, independence, impartiality, efficiency and public confidence.

The Academy's vision is to further advance as a professional institution in the delivery of training programs and other forms of support for the independent, impartial and professional judicial and prosecutorial system.

1.2 Academy's functions

The Academy conducts the following functions:

- drafts training programs and organizes trainings for judges and state prosecutors in accordance with the applicable legislation;
- develops training needs assessment process through mechanisms set up by the Academy and based on the requests of the Kosovo Judicial Council (hereafter: KJC); Kosovo Prosecutorial Council (hereafter: KPC);
- organizes trainings for the court and prosecutorial administrative staff, after prior coordination on training needs with the KJC and KPC, in accordance with the applicable legislation;
- may organize continuous professional trainings for the state advocates, lawyers, notaries, private enforcement agents, mediators, bankruptcy administrators and other professions based on the Academy assessment, pursuant to the requests of competent institutions;
- develops and implements training programs in cooperation with KJC and KPC, and in cooperation with respective chambers of open professions or

- respective institutions;
- maintain data about trainings and programs implemented by the Academy in accordance with the applicable law;
- establishes and maintain cooperation with similar national and international institutions related to the work, inducing professional practices and exchange programs;
- performs analysis, researches and cooperates with scientific institutions;
- conducts publishing activities for fulfilling the mandate for the needs of judicial and prosecution system and open professions;

1.3 Strategic objectives

The Academy of Justice is in the process of drafting a Strategic Plan that will reflect the legislative changes and the purpose of transforming the Judicial Institute into the Academy of Justice.

Due to this reason, the Academy of Justice considers that, drafting of strategic objectives for 2018 is more than necessary and enables implementation of activities through concrete action plans to be conducted during 2018.

As strategic objectives for 2018, AJ determines:

- Conclusion of the transformation process from KJI into AJ,
- Design and implementation of training programs,
- Transparency and inclusion;
- Enabling judges, prosecutors and other categories of beneficiaries to effectively and professionally perform their duties through work-based and competency-based training;
- Development of research and publications in the legal field;
- Providing training on IT skills and distance learning toward effective management and functioning of the justice system;
- Implementation of standards for financial management and control system,
- Development of normative acts and working documents,
- Development of administrative capacities and human resources,
- Co-ordination, inter-institutional and international cooperation,
- Practical programs inside and outside the country.

The Academy of Justice will develop action plans for the implementation of strategic objectives for 2018.

2. Bodies of the Academy of Justice

2.1 Managing Board

The law No. 05/L – 095, on the academy of Justice establishes the Academy of Justice and regulates the status, its functions and bodies, method and conditions under which the professional training of judges and prosecutors is conducted in the Republic of Kosovo, the training of judicial and prosecutorial administrative staff, and other issues in accordance with the law.

This law determines the Managing Board, Program Council and Executive Director as highest leading organs.

Managing Board of the Academy has a representation of justice and government institutions, including ethnic representation. This composition provides a comprehensive and fair representation of the interests of justice stakeholders in Kosovo, and guarantees the independence and impartiality of the Academy in function of the best interest of the judicial and prosecutorial system in the country.

Managing Board of the Academy is comprised of nine (9) members, (2) two of which are ex officio members, President of the Supreme Court and Chief State Prosecutor, while seven (7) members are from the following institutions:

- three (3) members appointed by KJC as follows: one (1) judge from Basic Court, one (1) judge from Court of Appeals and one (1) member from the Kosovo Judicial Council Secretariat;
- three (3) members appointed by KPC, as follows: one (1) prosecutor from the Basic Prosecution, one (1) prosecutor from the Appellate Prosecution and one (1) member from the Kosovo Prosecutorial Council Secretariat.
- One (1) member appointed from Ministry of Justice;

Managing Board responsibilities are determined by law;

- Approval of by laws determined by this law;
- Approval of the draft budget of the Academy;
- Approval of developing strategy, working plan of the Academy, and training program;
- Approval of the list of trainers and mentors;
- Supervision of the Academy's work;
- Determining priorities for providing training in cooperation with KCJ and

KPC;

- Selection and dismissal of the Executive Director;
- Appointment and dismissal of the member of Program Council;
- Performing other tasks ad determined by the law and by laws.

2.2 Program Council

The Program Council is a professional body engaged in ensuring quality for the trainings provided by the Academy.

The Program Council consists of seven (7) members, who are appointed by the Managing Board, among judges or state prosecutors and other experts:

The mandate of Program Council members, with the exception of the Executive Director, is four (4) years, with the right of re-appointment for another mandate. Chairperson of the Program Council is ex officio the Executive Director of the Academy.

For its work, Program Council reports to the Managing Board.

Program Council based on the law has the following competencies:

- Drafts training program-proposal of the Academy in cooperation with KJC and KPC;
- Monitors the implementation of the programs and their success;
- Provides guidance for advancing training methods and techniques, independently and in cooperation with the trainers and mentors;
- provides opinions on the list of trainers and mentors;

Provides advices, proposals and suggestions to the bodies of the Academy for improvement of the training quality;

Conducts other duties determined under this law, and bylaws of the Academy.

3. Training program for 2018

The 2018, Training Program covers main field of the work of judges, prosecutors and other professionals, and will serve as a ground for drafting curriculums and organize training for this period.

This program results from a comprehensive process of assessing the needs of judges, prosecutors and other beneficiaries. The process included recommendations of judges and prosecutors, legislative changes, applicable strategies affecting the judiciary, KJC and KPC requirements, various reports and recommendations of 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 2018 will be as follows:

- Professional competencies
- Interdisciplinary competencies

Training Program contains the following components:

- Continuous Training
- Initial Training
- Training for Promotion
- Research and Publication
- Training of Trainers
- Training for courts and prosecution management
- Training for administrative staff of courts and prosecution
- Training on distance

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

3.1 Continuous Training Program (CTP)

Continuous Training Program is a training program foreseen by the Law on the Academy of Justice and includes the organization of trainings and various activities for judges, prosecutors and administrative staff of courts and prosecution offices.

The purpose of continuous training is professional, ethical and practical capacity building of the judicial functions. Continuous training also contribute to the independence and impartiality of judges, prosecutors and other professionals of the judicial system.

CTP structure contains mainly topics of professional character, including also topics of interpersonal character.

Within professional aspects are included subjects such as: Criminal Law, Civil Law and Justice for Children European Commercial Administrative Law, European and International Law, Human Rights, Gender Equality and Non-Discrimination, Minor Offence field. All mentioned fields will be followed by material and procedural aspect, including the execution of criminal sanctions, as well as criminal and civil aspect of justice for children.

3.2 Mandatory training for judges

The Academy of Justice during 2018 will be engaged in the establishment of mechanisms for the implementation of mandatory trainings as defined by law, normative acts and the requirements of the KJC and KPC. Since these trainings are a novelty to the work of the Academy, for the implementation of these trainings, additional inter-institutional coordination and adequate resources are needed.

3.3 Initial Training Program (ITP)

Academy of Justice within the legal mandate, also conducts activities from the Initial Training Program (ITP), which focuses on the development of professional capacities and practical skills of professionals entering the judicial and prosecutorial system in the capacity of a judge or state prosecutor.

As the main objective of ITP, the Academy has defined to be development of professional, personal and interdisciplinary competencies as well as the practical skills of the newly appointed judges and state prosecutors.

The initial training program lasts 12 months and is structured according to the combined theoretical and practical model.

The theoretical part includes theoretical training which contains in addition to

the professional modules and interdisciplinary character, also the case studies from practice, simulations etc. Whereas in the second part, practical training is conducted in the respective courts/ prosecutions where they have been appointed as well as training in non-judicial institutions that are related to the work of the judge and the state prosecutors.

3.4 Training for promotion (TP)

The Academy organizes training for all judges and prosecutors who have been advanced in departments on the same level, or even on higher instances.

The purpose of TP is to provide adequate orientation programs, supporting judges and prosecutors in professional capacity building, toward fulfilment of new responsibilities taken by the position or the instance where they have been assigned

3.5 Research and Publication Program (RPP)

The Academy of Justice in carrying out its mandate for capacity development of the judicial and prosecutorial system, conducts also analysis, research and publishing activities in meeting the needs of the judicial and prosecutorial system and of free professions.

In 2018, the Research and Publications Program will focus on its components like the research, publications and access to legal sources through the Academy's library.

3.6 Library

The AJ Library provides comprehensive resources and services in support of research, training, and learning needs for AJ beneficiaries in line with the highest international standards.

AJ Library provides over 2000 legal publications and magazines from different countries on all legal topics. The materials contained in this library are available in Albanian, Serbian, English, German and other languages.

Legal Library operates through the electronic platform and subscription databases

that are rich in local and international legal literature.

3.7 Training on court and prosecution management

Court and prosecution management are key factors in the progress of the processes within the courts and prosecutors' offices that they run. For the fair and efficient management of courts and prosecution offices, it is important to continuously increase the capacities of presidents, chief prosecutors, branch supervisors, heads of departments and divisions that they manage. This is aimed at improving the quality of services, sustainability and increasing the efficiency of work in courts and prosecutors. In this regard, the Academy of Justice will organize specific training for the above mentioned categories in accordance with applicable policies and standards, and legal requirements.

3.8 Training for administrative staff of courts and prosecutions

Apart from the training of judges and prosecutors in its mandate, the Academy of Justice also has responsibility for the organization of training courses for the administrative staff of courts and prosecution offices. Administrative staff of courts and prosecution offices are key factors in the process of work in courts and prosecutors' offices and consist of different categories and profiles of staff, depending on the organizational structure, work tasks and specific competencies.

3.9 Training for state lawyers, lawyers and other free professions

The Academy of Justice, in addition to the training of judges, prosecutors and judicial and prosecutorial administrative staff, may also organize continuous training for state lawyers, lawyers and other free professions on the basis of Academy assessments, according to the requirements of the competent institutions. In this regard, the Academy of Justice will create the necessary organizational structure and other accompanying mechanisms to respond to the requests of the competent institutions for the implementation of these trainings.

3.10 Training of Trainers (ToT)

Based on the Law on the Academy of Justice, trainers are required to participate in training of trainers programs, given that they are a key factor for the quality and implementation of training programs.

Through the training of trainers program, the Academy of Justice will provide the highest level of theoretical and practical training by establishing and maintaining trainings with trainers having the adequate training methodology, with the aim of providing more practical and effective trainings in meeting the goals set out in the training program.

3.11 Distance learning (e-learning)

Distance learning (e-learning) is learning in distance by utilizing electronic online technology, outside a traditional training room.

Academy of Justice has developed a distance learning platform that will meet all training requirements. The advantages of this type of teaching are the saving of the Academy's budget, reduction of the expenses that the participants create, time saving and the high quality of the training.

With the increase of number of the trainings on the platform during 2018, it is aimed to provide the opportunity for judges, prosecutors and other professionals to occasionally attend the training courses.

3.12 Data management

Numerous information within the Academy poses the need to create a system for their management. Their maintenance and updating is very important as it demonstrates the activities and work of the Academy and facilitates inter-institutional communication and reporting with the KJC, KPC, courts and prosecution offices. In this regard, the Academy of Justice will make efforts to create conditions for advancing the database.

4. Administration, finances and general services

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

The focus of this department will be in the designing and implementation of developing policies within its competence, in order to support the activities of the Academy of Justice.

4.1 Human resources

The AJ currently has 25 approved positions that are not sufficient to carry out functions efficiently, therefore it is required the increase of the number of staff for the successful implementation of training activities. New positions should mainly be professional for the implementation of the training programs, whereas administrative positions are necessary for the management and administration of the general services.

Also, building up of professional capacities of current human resources is necessary and is carried out through various trainings, which are oriented depending on the functional level of the staff. In this context, AJ will also continue the cooperation with international training institutions to ensure internship programs, with the purpose to gain the best practices and new opportunities for professional development.

During 2018 will be conducted the internal reorganization conform normative acts and AJ needs toward implementation of its functions.

4.2 Finance

Main financial source of the AJ is the budget of the Republic of Kosovo and various donations. AJ prepares the budget request based on the number of planned training activities and has sufficient capacity to estimate the real cost for all activities involved in budgeting.

Budget planning is done through the use of various and efficient mechanisms. Good planning and budget execution while respecting the legal rules in force ensures the realization of AD programs.

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4.3 Procurement

Applicable legislation regulating the field public procurement field, has undergone changes, by centralizing procurement, which implies the development of procurement activities and contract award by the CPA for AJ. This also changes the process of conducting procurement activities. AJ will ensure that procurement planning and contract management will be in done in accordance with the applicable procurement legislation.

4.4 General services and information technology

General services include all activities that support the implementation of AJ functions, such as information technology, infrastructure, supplies, transportation, maintenance, electronic delivery system, classification and archiving of documents.

Use of information technology in the implementation of training programs and other activities through the electronic system will be one of the main objectives in the field of information technology. The maintenance and management of hardware and software possessed by AJ is a continuous process that provides security and durability for these devices.

5. Cooperation with strategic partners

Supporting practical training programs, exchange programs and study visits abroad, presents a special aspect of professional development, building managerial and interpersonal skills of judges, prosecutors, and other judicial professionals, as well as AJ personnel. In this regard, a great contribution is being provided by the partners and AJ donors.

The exchange of experiences in increasing their performance remains one of the main goal of these programs of international character. This exchange today remains a primary requirement either through participation in initiatives, forums and networks of regional character and beyond, or by providing the expertise covering areas with a deficit of experience in our country.

Within this cooperation, AJ will continue to be an active part of engagements in joint judicial development projects, both from domestic and international institutions operating in Kosovo, as well as various regional and wider initiatives having as a main mission development of best practices for building a professional judicial system.

In this regard, during 2018, AJ will focus on the implementation of activities already confirmed by Twinning Project, GIZ, JUFREX, EBRD, EULEX, UNHCR-CRPK, JSSP, iPROCEEDS, UNDP, PECK II and other projects funded by the EU and other donors supporting the justice sector.

6. Implementation plan of the AJ Working Plan

Implementation of the working plan needs setting priorities, main activities and concrete actions, as well as timelines and main indicators. For implementing purposes also other documents will be prepared which are part of the programs that will be distributed to Academy beneficiaries with the sole purpose that they are able to participate in programs that are on interest to them. Even though the Academy when preparing its working plan regarded and followed developments in judicial and prosecutorial system this plan may be reviewed, changed and complemented according to requests and needs that derive as a result of legislative changes that may happen in the system.

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ Result
1. Continuous Training Program	Organization of Continuous training programs	CTP	Defining the calendar Engaging the trainers according to the list Drafting agendas and other training materials	January December	Lists of applicants Drafted agendas Training Reports Lists of participants
	Enhancing the training assessment system	CTP	Reviewing and drafting the assessment forms	January December	Prepared forms
	Updating the training curriculum	CTP	Collection and processing of topics that will be integrated-removed from the training curriculum depending on requests and training needs Meeting of the Program Council	January December	Updated curriculum
	Drafting training program proposal for 2019	Program Council	Collection and processing of topics that derive as a result of the training needs assessment	January December	Designed draft
	Organization of mandatory programs	CTP	Coordination with the KJC and KPC on preparing the list of participants	January December	Training agendas Training reports Lists of participants
2. Initial training program	Organization of trainings for newly appointed judges	ITP	Conducting theoretical trainings Accomplishing practical trainings in courts and other non-judicial institutions	January September	Final report
	Drafting training program proposal for newly appointed prosecutors of the VII generation	Program Council	Training program proposal draft Setting the calendar Coordination with trainers and mentors Updating training modules	Depends on the appointment process	Designed draft
	Organization of trainings for newly appointed prosecutors of the VII generation	ITP	Conducting theoretical trainings Accomplishing practical trainings in prosecutions and other non-judicial institutions	Depends on the appointment process	Training reports Final report
	Designing the case-based methodology program proposal	Program Council	Drafting the handbook for case-based methodology application Workshop on module development	January December	Designed draft program

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Priority	Activity	Responsible unit	Action	Timeline	Indicator/ Result
3. Research and Publications	Publication of the Opinio Juris magazine	RPP	Public announcement Setting the priority areas for publication Collection of paperwork Editing and assessment of the papers	January December	Opinio juris published
	Publication of the Justicia magazine for newly appointed prosecutors, and of the Justicia for newly appointed judges	RPP	Collection of paperwork Editing and assessment of the paperwork	February March-June	Justicia of newly appointed prosecutors published; Justicia for newly appointed judges published Final report
	Publication of the “Appeals Court Case law – focusing on cases that return to retrial”	RPP	Translation of the material Design and printing Monitoring the printing process	January-March	Compilation published
	Publication of the Academy’s quarterly publications, modules, and the newsletter	RPP	Technical preparation of the materials for printing P Monitoring the design and printing process	January December	Training modules published Annual report of 2017 published Training Program for 2019 published Working Program for 2019 published Newsletter published
	Application of training needs assessment mechanisms and data processing	RPP	Collection and processing the data from the conducted mechanisms	June October	Summary of recommendations for the draft training program
	Research	RPP	Identification of the research needs Developing questionnaires Meeting with judges and prosecutors Collection of the research findings	January December	Publication of the research results
	Increasing the number of Academy’s library titles	RPP	- Identification of new titles in legal area - Subscription to legal databases	January December	- Updating the library titles catalogue - Subscription to legal databases through ABEK and other legal databases

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ Result
4. Organization of trainings for court and prosecution management	Organization of trainings	CTP	Setting the calendar Engaging the trainers Drafting agendas and training materials	March - December	Training reports Agendas Lists of participants
	Drafting the training curriculum for 2019	CTP	<ul style="list-style-type: none"> ▪ Finding processing and assessment ▪ Roundtables, workshops and expert meetings 	June - October	Designed draft
5. Organization of trainings for administrative staff of courts and prosecutions	Organization of trainings	CTP	<ul style="list-style-type: none"> ▪ Engaging the trainers ▪ Designing the training modules Determining the beneficiaries Setting the calendar Drafting agendas and training materials	April - December	Training reports Lists of participants
	Designing the draft program for 2019	CTP	<ul style="list-style-type: none"> ▪ Finding processing and assessment Roundtables, workshops and expert meetings	June - October	Designed draft
6. Application of the Regulation for Trainers and Mentors	Trainers selection procedure	AJ	Public announcement for selection of trainers Committee for assessing the documentation Consulting the list with the Program Council Approval of the list by the Managing Board	January- March	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 Lists of participants
7. Distance learning trainings	Organization of distance learning trainings	PD	Notification of participants about the online courses Setting the calendar Setting the trainers Drafting training materials	January - December	Training reports Agendas Lists of participants
	Designing new courses	PD	Workshop with experts and Academy's staff Adapting and converting to the platform	January - March March - November	Online courses

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Priority	Activity	Responsible unit	Action	Timeline	Indicator/ Result
8. AJ Strategic Planning	Drafting the Strategic Plan	AJ	Workshop with KJC, KPC, Court presidents, Chief prosecutors, and the Twinning Project Inclusion of recommendations Roundtable with internal mechanisms of the Academy Approval of the Strategic Plan	February February - May June July - September	Designed Strategic Plan
	Drafting the working program of 2019	AJ	Workshop for drafting the work plan	November	Designed work plan
9. Cooperation and partnership	Memorandums of Cooperation	AJ	Application of Memorandums into force Establishing new Memorandums	January - December	Agreements signed/ implemented
	Implementation of the donor's project	AJ	Coordination for implementation of projects	Januarys - December	Working reports
	Coordination with local institutions and with donors	AJ	Regular meetings	January-December	Reports Cooperation agreements
10. Meetings of the Managing Board	Leading and supervising of the Academy's work	AJ	Meetings	January - December	Agenda Minutes of the meeting Decisions Approved bylaws Approved Annual Report of 2017 Approved Working Program of 2019 Approved lists of trainers and mentors Approved of the Strategic Plan Approved of the budget proposal
11. Bylaws	Review of the existing bylaws	AJ	Assessment and effect of the new legal changes Reviewing bylaws	January - December	Changed bylaws

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ Result
12. Financial management and control system	Budget evaluation and planning 2019-2021	AFD	Needs assessment Preparing the Short term Expense Framework (SEF) 2019-2021 Preparing the budget for 2019 and estimations for 2020-2021 Registration to BDMS and PIP System	March - April May - July	The SEF and the Budget prepared
	Budget implementation according to the plan	AFD	Preparing the cash flow report Preparing the detailed plan of allocations and expenses Registration of expensed in the database and SIMFK Preparing financial reports	January - December	Budget implementation as per the plan and the law
	Financial control and risk management	AFD	Preparing the self-assessment forms Auditing Prepare and implement the GAO recommendations Drafting the risk registers of 2018	January - December	Cooperation agreements Auditing reports Prepared risk register
13. Increase of the human resources professional skills	Personnel planning including the new necessary positions	AFD	Review of the job descriptions Job description for the necessary positions Developing recruitment procedures	January - December	Planning accomplished
	Training and internship programs for staff	AFD	Needs assessment Program proposal	January - December	Training reports
	Performance evaluation	AJ	Working plans Meetings Preparing the forms	December	Evaluation completed
14. Conducting procurement activities according to the program needs	Procurement planning, implementation and contract management according to legal procedures	AFD	Needs identification Preparing annual plan Preparing procurement reports Determining specifications Assigning contract managers	January - December	Planning accomplished

Priority	Activity	Responsible unit	Action	Timeline	Indicator/ Result
15. General services	Upgrading and implementing information technology	AFD	Maintenance of hardware and software equipment Updating the list of applicable software Securing the data through systems outside the AJ Creating new applications as needed Maintenance of the web and other applications upgrading the data base	January December	Accomplished plan
	Complementing and changing the register of assets	AFD	Registration of new assets Inventarization Assessment Commissions Updating the register	January December	Complemented and changed register
	AJ building	AJ	Activity coordination with the MPA for designing the AJ building	July	Prepare the concept plan
	Create the archive and the electronic archive system	AFD	Ensure the conditions for archive Create the data base Organize the archive Register in the data base	January December	Reports from the data base
	Enhance the logistics services	AFD	Needs identification and equipment purchase as needed Maintain the assets and the facility Ensure the technical conditions as needed with supply and transport Registration in the data base and in E-pasuri	January December	Reports generated from the data base

7. Challenges and risks

Accomplishment of this program contains many challenges and risks, to emphasize the following:

- **Implementation of the functions resulting from the transformation process** – Transformation of the KJI to the Academy of Justice directly impacts the functioning of the AD, as it has recently appointed management, new additional responsibilities and the internal reorganization.
- **Lack of the AJ building** – Academy of Justice carries out its activities in a rented private building which does not provide the necessary infrastructure for carrying out its mandate.
- **Budget** – ensuring the budget according to the plans for performing its function presents a challenge for the AJ.
- **Personnel** – in order to carry out its functions, the AJ needs qualified and professional personnel which we consider completed in to a large extent. Nevertheless, the personnel challenges are drawn in two directions: **the first**, lack of financial motivation (in 7 years, the 7 most senior professional and managing officials have left), which endangers accomplishment of objectives, and **the second**, the need for increase of professional capacities in order to carry out new functions, standards and modern practices in the area of judicial training.
- **Cooperation** – Academy of Justice promotes inter-institutional cooperation with responsible institutions of the justice system in our country. This cooperation shall be mutual, as the training beneficiaries are judges, prosecutors, the judicial and prosecutorial administrative staff and other professionals.
- **Legislation** – Legislative changes that have direct and indirect impact in the Academy's work present further challenge for successful accomplishment of objectives.

Academy of Justice will prepare a separate list of potential risks, the risk degree, responsible persons to address these risks and other specifics as it is foreseen with all relevant standards.

Creating an independent, impartial and efficient judicial system is of a great importance. Impartiality, integrity and trial of high standards by the courts are crucial for preserving the rule of law. This requires a great engagement in ensuring increase of professional, inter-disciplinary and personal skills of judges and prosecutors.

This Working Program serves to accomplishment of the determined criteria for developing professional and inter-disciplinary skills of judges, prosecutors and other professionals of the justice system with an orientation on up-to-date standards.

In this occasion we express our special gratitude for all who have contributed to preparation of the work plan and those who will be involved and will support its implementation during the 2018

**<https://ad.rks-gov.net>
infoad@rks-gov.net
Str. Muharrem Fejza n.n -Pristina**

<https://ad.rks-gov.net>

infoad@rks-gov.net

Rr. Muharrem Fejza p.n -Prishtinë