



AKADEMIA E DREJTËSISË
AKADEMIJA PRAVDE
ACADEMY OF JUSTICE

Work plan for

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Work plan for 2020



The Academy of Justice's Work plan for the 2020 is approved by the AJ
Managing Board on December 24th 2019.



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Executive summary

Academy of Justice of the Republic of Kosovo (herein AJ) for carrying out its functions foreseen by law, designs and develops strategies, training programs and work plans, with the purpose of extending the knowhow and increase professional capacities of judges, prosecutors and the judicial and prosecutorial administrative staff, as well as of other legal professions.

The AJ Annual Work plan for the 2020, aims to increase efficiency at work and better functioning of the Academy of Justice based on a clear organizational structure and good planning of work.

Designing of the Academy's work plan for 2020, is based on the Law on Academy of Justice, Strategic Plan of AJ 2019-2021, Training Program for 2020, as well as other strategic documents that oblige the Academy in its work to accomplish strategic goals.

This work plan contains the vision, mission and values on which the Academy relies its activities and functions set forth by law. Also, integral part of this plan are strategic objectives, duties and competencies of the Academy, and activities that the AJ plans to accomplish for capacity development of judges, prosecutors, administrative staff of courts and prosecution offices and of other professionals, with the purpose of developing and independent, impartial, professional and efficient judicial system.

The work plan of 2020, includes continuous trainings for judges and prosecutors, initial trainings for newly appointed judges and prosecutors, orientation programs for promoted judges and prosecutors, training for the management, and for judicial and prosecutorial administrative staff, training of trainers, including distance learning trainings and the research and publications component.

Part of the work plan for 2020, is also the action plan for implementation of the work plan, which consists of working priorities, activities, responsible units, actions, timelines for their accomplishment, as well as indicators or results to be achieved through these activities.

1. Vision, mission and values

1.1 Vision

Academy of Justice is a state institution of education and training, adjusted to general dynamics of developments and the main factor for an impartial, independent and professional judiciary that enjoys the public trust.

1.2 Mission

Academy of Justice offers qualitative trainings for judges, prosecutors and judicial and prosecutorial administrative staff, as well as other professionals of the judiciary, prepares analysis, develops research and publishing activities, in compliance with the applicable framework and the best international standards.

1.3 Values

- Learning is a lifelong continuous process and shall be taken at the working place;
- Transparency, non-discrimination and impartiality;
- Training and tailored learning at the work place;
- Competence-based training through practical cases;
- Quality and excellence;
- Information technology;
- Cooperation with judicial national and international institutions.

We have selected these values because they represent factors that we believe will be important in our efforts to accomplish and implement our mission and vision. We believe that these values will lead us also in other services provided for our beneficiaries.

2. Legal basis and functions of the Academy

Based on Law No. 05/L-095 on the Academy of Justice, Academy is constituted as a public independent institution. The Academy, has issued the following bylaws as set forth in the Law on the Academy of Justice in order to exercise its activities:

- Regulation No. 01/2017 on the Procedure for Appointment and Dismissal of the AJ Executive Director;
- Regulation No. 02/2017 on the Work of the AJ Managing Board;
- Regulation No. 03/2017 on the Initial Training;
- Regulation No. 04/ 2017 on the Work of the AJ Program Council;
- Regulation No. 05/2017 on the Training Fees for State Attorneys,

- lawyers and other Free Professions;
- Regulation No. 07/ 2017 on Amendment and Supplementing 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;
- Regulation for supplement and amendment to Regulation No. 01/2019 on Internal Organization and Systematization of Working Places in the Academy of Justice.
- Regulation No. 02/2019 on Trainers and Mentors of the Academy of Justice.

Main functions of the AJ are:

- Design training program and organize training for judges and state prosecutors in compliance with the applicable legislation;
- Conduct the process of training needs assessment through its mechanisms and as per requests of the Kosovo Judicial Council and the Kosovo Prosecutorial Council;
- May organize continuous trainings for state attorneys, lawyers, notaries, private enforcement officers, mediators, bankruptcy administrators, **and other professions as assessed by the Academy, and as requested by competent institutions;**
- Develops and accomplishes training programs in cooperation with KJC and KPC, Chambers of free professions or relevant institutions;
- Maintains the data for trainings and programs conducted in the academy according to the applicable legislation;
- Establishes and maintains cooperation with national institutions and foreign institutions similar to the work of the AJ, including professional practices and exchange programs;
- Conducts analysis, research and cooperates with scientific institutions;
- Issues publications in complementing its mandate responding to the needs of the judicial and prosecutorial system and of other free professions;

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;
- Select and dismiss members of the Program Council;
- 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 leads the Academy 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;
- Ensures implementation of the Managing Board decisions;
- 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

Strategic objectives of the Academy for the 2020 are based on strategic objectives set in the Strategic Plan of 2019-2021, as below:

- Enable its beneficiaries that through competence-based trainings they perform their duties effectively and professionally;
- 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 the public trust.

5. Training program for 2020

Content of the Training Program for 2020 addresses practical problems and difficulties in efficient implementation of the legislation, in the criminal and civil law area including other issues of interest.

Training program is designed based on the training needs assessment process for judges, prosecutors, and based on requests of institutions that administer the judicial system, as well as other ongoing processes in our country that impact activities of the Academy.

Training program for 2020 consists of professional and interdisciplinary competencies.

Main components of the Training Program are as below:

- 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

Academy of Justice will continue to closely follow other legal changes, and incorporate them in the work plan and in its training program, that is changes that need to be addressed through trainings depending on the assessment and scope of the change.

5.1 Continuous training program (CTP)

Continuous Training Program aims continuous development and extension of professional and inter-disciplinary skills and expertise of judges, prosecutors and the judicial and prosecutorial administrative staff. Also, these trainings aim contribution to independence and impartiality of the judicial and prosecutorial system.

Structure of the continuous training program contains mainly topics of professional nature including topics of inter-disciplinary character.

The program will include trainings from the material and procedural aspects of the criminal law, civil law, commercial law, administrative law, constitutional law, justice for children (criminal and civil aspects), the European and international legislation, human rights, gender equality and non-discrimination, minor offences, etc.

The inter-disciplinary aspect aims to develop practical skills of beneficiaries that do not relate to the writing and reasoning of decisions and other acts in judicial proceeding, professional ethics, case management, stress management, IT area, etc.

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 obligations deriving from laws and bylaws and requests by KJC and KPC, court presidents and chief prosecutors, due to legislative changes, performance evaluation of judges and prosecutors, and in cases on their promotion.

During 2020, as per the request of KJC, Academy of Justice has planned mandatory trainings focusing on professional ethics for judges that will be undertaken by all judges. In this light, Academy of Justice will continue institutional coordination with KJC when implementing the mandatory trainings and will remain open for the requests of KPC.

5.3 Initial Training Program (ITP)

Academy of Justice within its mandate organizes initial trainings for newly appointed judges and prosecutors. Purpose of this program is on professional competence development, as well as ethical and inter-personal values of the newly appointed judges and prosecutors.

Initial Training Program (herein ITP) lasts 12 months and is organized in the following structure: combined model of theory and practice including all branches of national legislation, *Acquis Communautaire*, European Convention on Human Rights, other international acts, trainings of interdisciplinary nature and examples of the case law – simulations, etc.

Second part of the training – the practical part, is conducted in courts/prosecution offices where they are appointed, and it includes practical aspects of the judges. Prosecutors work focusing on practical skills development in order to be able to apply them in practice after completion of the training. Also, according to the training program, training is also conducted and visits are organized to non-judicial institutions that relate to the judges and prosecutors work.

AJ, in its initial training program for 2020 will continue carrying out the initial training for the seventh generation of newly appointed judges, and for the eighth generation of newly appointed prosecutors.

Academy of Justice will continue following up developments in the judicial and prosecutorial system particularly with regard to recruitment process of new judges and prosecutors. KJC is in the process of recruitment for the 2020 when the new generation of judges will be appointed.

Relying on these developments, Academy of Justice begun with preparations

and review of the training program for the coming generation, in compliance with the need of the upcoming generation of new judges. This training program is designed by the Program Council and approved by the AJ Managing Board.

Initial training program is prepared by the Program Council separately for judges and for prosecutors, in consultation with KJC and KPC and it is approved by the AJ Managing Board.

5.4 Trainings for promotion (TP)

With the request of KJC and KPC, Academy of Justice organizes trainings for all judges and prosecutors that are promoted, or those that move to a higher instance in court and prosecution, or move within departments.

Trainings for promotion aim provision of orientation training program for the capacity increase of judges and prosecutors and their professional promotion, related to new responsibilities of the function and instance where they have moved.

5.5 Research and publications program (RPP)

For professional development of judges and prosecutors and other categories set forth by the Law on Academy of Justice, besides the judicial training an important component is also the research, analysis and publication activities in the legal area.

This component is implemented through the Research and Publications Program and it focuses on continuous access to legal resources of the Academy's library, provision of new sources and new working tools with the purpose of improving the work quality and efficiency in courts and prosecution offices.

RPP goal is conducting research for development of AJ training programs, ensuring and provision of legal sources necessary for its beneficiaries, use of legal resources for the needs of judiciary, drafting and improving quality of publications and encouraging and inclusion of the legal community particularly of judges and prosecutors in scientific publications.

In 2020, the Research and Publications Program will focus on its components like: analysis, research, publications, assessment of training needs and access to legal resources through the AJ library. Analysis and research will be targeting training program development in harmony with European standards, and will address the needs of the judicial and prosecutorial system.

5.6 Library

Among primary activities of the library will be ensuring and provision of legal sources for judges, state prosecutors and other legal professionals. These resources will be available also for the trainer's needs and for the AJ staff.

With the function of management and enrichment of its collections, AJ will continue the cataloguing and classification of new legal materials, scan the hard copy books and publish them in the electronic library to provide more detailed information about their content; it will also provide access to different legal databases by ensuring subscription to the Association of Electronic Libraries and provide new legal materials for beneficiaries of the Academy.

5.7 Trainings for management of courts and prosecution

Beneficiary categories are management of courts and prosecution offices. Provision of these trainings aims improvement of services' quality and increase of work efficiency in management of courts and prosecution offices.

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 judicial and prosecutorial administrative staff

Working process in courts and prosecution offices, judicial and prosecutorial administrative staff have an important role and consist of different categories and profiles, depending on the organizational structure, job descriptions and specific competencies.

Based on this, trainings for judicial and prosecutorial administrative staff are part of the Program and Work Plan of the Academy of Justice, considering their role and the fact that they are beneficiary and legal category according to the Law on Academy of Justice.

Purpose of organizing trainings for administrative staff is continuous professional development and quality improvement of services in courts and prosecution offices.

Structure of the training program for administrative staff if the judicial and prosecutorial system consists of the following topics – trainings (content):

- Judicial/ prosecutorial system – structure and competencies;
- Work management in administration of the Judicial/ prosecutorial system;
- Legal and judicial skills;
- Case file management in court/ prosecution office;
- Communication and public relations;
- Integrity and ethics;
- Soft skills.

5.9 Training for state lawyers, lawyers and other free professions

Based on the possibilities and based on the requirements of the competent institutions, and based on the Academy of Justice, continuous training may also be organized for state lawyers, lawyers and other free professions. In this regard, the necessary organizational structure and other follow-up mechanisms will be created in responding the requests of competent institutions for delivery and implementation of these trainings.

5.10 Training of Trainers (ToT)

The Academy of Justice particularly focuses on capacity building of judicial trainers. Therefore, training for trainers will be organized with the purpose of implementing advanced techniques and methodologies for training delivery.

The training of judicial trainers aims at advancing training methodology, build teaching skills and strategies and maintain and improve the professional and interdisciplinary competence of Academy beneficiaries.

The Academy of Justice recently completed the process of recruiting trainers and as a result of this process, the training of trainers will focus on building training capacity on contemporary methodology for new trainers.

5.11 Distance learning (e-learning)

The Academy of Justice also provides training through distance learning platform, the advantages of which is saving the Academy budget, reducing the costs that participants create, saving time and provide high quality trainings.

Distance learning is delivered through training courses containing training modules, audio and video recordings. The distance learning platform is offered and will be available to the beneficiaries of the Academy of Justice for a long time, with the aim of

enhancing the knowledge and professional development of all categories of beneficiaries of the Academy, as well as enhancing the efficiency of training.

The 2020 planning, the Academy of Justice, within the framework of distance learning platform, will focus on the development of a mandatory professional trainings on ethics, whereby judges will have a second opportunity at fulfilling their legal obligation.

Distance learning platform training beneficiaries are: judges, state prosecutors, newly appointed judges and prosecutors as well as judicial and prosecutorial administrative staff.

5.12 Managing and data maintenance

Maintaining and updating data is of a great importance because it displays the activities and the work of the Academy and facilitates inter-institutional communication and reporting. This data can also serve the KJC, KPC, courts and prosecution offices in managing their professional and career development. In this regard the Academy of Justice will make its efforts to create the conditions for upgrading the current database by developing additional modules or even upgrading existing ones.

6. Administration, finances and general services

This department activity and the focus lies on the development and implementation of the policies within its competence in support of activities carried out by the Academy of Justice.

The structure of the Department of Administration and Finance consists of: general and administrative services, information technology, human resources, translation, finance and procurement.

6.1 Human recourses

The Academy of Justice currently has 33 approved positions, which contribute to the efficient accomplishment of the work process and the achievement of the institution's objectives. However, professional capacity building of current human resources is necessary and is carried out through various trainings, which are oriented depending on the functional level of the staff.

The Academy of Justice focuses in cooperating with international training institutions to ensure adequate training programs and internship programs with the purpose of obtaining best practices and new opportunities for professional development.

During 2020, the regulation for Internal Organization and Systematization of Working Places in the Academy will commence its implementation. Implementation of this regulation will require preparing an action plan that will determine steps to be followed for implementing the regulation with the purpose of avoiding any influence on the work efficiency.

6.2 Finance

Main financial source of the Academy of Justice is the budget of the Republic of Kosovo and various donations. The Academy 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 preceded by meetings and evaluations within organizational units that play an important and crucial role in this process. Good planning and execution of the budget is done in compliance with the applicable legal rules, which ensure the accomplishment of the plan and program of the Academy.

6.3 Procurement

Pursuant to the Law on Public Procurement, the procurement activities and the conclusion of contracts for the Academy are carried out by the Central Procurement Agency. This has also changed the process of carrying out procurement activities, whereas the Academy will ensure that procurement planning and contract management is done in accordance with the applicable 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

The exchange programs and study visits abroad contribute to the professional development and enhancement of the management and interpersonal skills of judges, prosecutors, other judicial professionals and Academy staff. This aspect is mostly made possible by the partners and donors of the Academy.

Exchange of experiences and performance increase of the Academy beneficiaries, remain one of the main goals of these international character programs. This exchange is conducted through participation in initiatives, forums and networks of regional character and beyond, also through bringing expertise covering areas with experience deficit in our country.

The Academy will continue to have an active part of the joint judicial development projects of both local and international institutions operating in Kosovo, as well as in various regional and broader initiatives that will continue to be pursued throughout the year of 2020, main mission of which is to develop best practices for building a professional judicial system.

In this regard, during 2020, the Academy will focus in conducting the following activities already confirmed by USAID (JSSP and CHECCHI), US Embassy in Pristina, ENM, GIZ, JUFREX, UNHCR-CRPK, iPROCEEDS, UNDP, UNICEF, UNODC, OSCE, EJTN, RCC, EULEX and other EU funded projects and other donors supporting the justice sector.

8. Action plan for implementation of the AJ work plan

In view of the implementation of the Work Plan for 2020, it is necessary to clearly define the priorities of the Academy and its main activities, setting out the concrete actions for their achievement, the deadlines, key indicators and work results. Other documents that are part of the Academy's training programs will be developed for the implementation of this plan.

The Academy of Justice will consider developments in the judicial and prosecutorial system, whereas this plan may be reviewed, amended and supplemented based on requirements and needs that arise as a result of legislative changes that may occur in the system, or other requirements by the relevant authorities.

The implementation of the work plan will identify the appropriate officials, who will determine the monitoring the implementation process of this plan and way of reporting its implementation, including recommendations for overcoming challenges and managing risks.

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	Drafting the form	January December	Drafted forms
	Updating 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
	Drafting the mandatory trainings curriculum	CTP	Collect and process topics that derive as a result of the training needs assessment process	January December	Drafted curriculum
	Organize mandatory trainings	CTP	Coordination with the KJC and KPC for drafting the list of participants	January December	Training agendas Training Reports List of participants
	Draft the training program proposal for the 2021	Program Council	Collect and process the topics that derive as a result of the training needs assessment process	July October	Designed draft
	Organizing trainings for the courts and prosecution management	CTP	Drafting training curriculum for 2020 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
	Organization of specialized trainings	CTP	Updating the training curriculum Setting the calendar Engage the trainers Draft agendas and training	January – December	Updated curriculum Training reports Agendas List of participants

			materials		
	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	March - December	Drafted program, Training reports List of participants
2. Initial Training Program	Review of the training program for newly appointed judges of the generation VII	Program Council	Propose the draft training program Set the calendar Coordinate with trainers and mentors Update training modules	February	Designed draft
	Review of the training program for newly appointed prosecutors of the generation IX	Program Council	Propose the draft training program Set the calendar Coordinate with trainers and mentors Update training modules	January – December	Designed draft
	Organize training for newly appointed judges and prosecutors generation VII-VIII	ITP	Conducting theoretical trainings Conducting practical trainings in courts and prosecutions as well as in non-judicial institutions	January June	Training reports Final report
	Review of the training assessment system	ITP	Review of the training mechanisms Create an assessment group	January – December	Recommendations
3. Research and publication	Organization of continuous trainings	RPP	Public announcement Setting the areas of priority for publication Collection of paper work Editing and assessing the paper work	January – December	“Opinio juris” published
	Publication of the magazine “Justicia” for the newly appointed prosecutors, and “Justicia” of the newly appointed judges	RPP	Collect and edit the paper work Edit and assess the paper work Translate the magazine	January – December	“Justicia” published

	(generation VI, VII-2, VIII)				
	Publication of the magazine Justicia for the newly appointed prosecutors, (VIII and VIII) and Justica for newly appointed judges generation VI, VI, VII)				
	Publication of periodical documents, modules, programs and newsletter of the Academy	RPP	Technical preparation of the material for printing Monitor the design and printing process	January December	Training modules published Annual Report 2018 and 2019 published Training Program for 2021 published Working Plan 2021 published Newsletter published Other legal documents published
	Implementation of the training needs assessment mechanisms and data processing	RPP	Collection and data processing from the developed mechanisms	July October	Summary of recommendations for preparing the training programs
	Research and analysis for the implementation of the training program	RPP	Identifying research needs Development of questionnaires Meetings with judges and prosecutors Collection of research findings	January December	Drafted report

	Increase the number of collection of 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 update Data exchange through database AJ, KJC and KPC Development of module for comparative analysis for training participation	January December	Statistical reports Integrated Database The analysis module prepared
6. Implementing Regulation for trainers and Mentors	Organization of training of trainers	PD	Identification of participants Setting the calendar Drafting agendas and training materials	January – December	Training reports List of participants
	Organization of training for mentors	ITP	Identification of participants Setting the calendar Drafting 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 methodology	January March	Training reports List of participants
7. Distance training	Organization of distance training	PD	Notifying the participants about online courses Setting the calendar Setting the trainers	January – December	Training reports Agendas List of participants
	Drafting of new courses	PD	Workshop with experts and staff of the Academy Adaption and conversion to platform Design of training materials	January – December	Online courses drafted
8. Strategic Planning of AJ	Implementation of the strategic planning	AJ	Monitoring and implementation of the strategic plan Establish a monitoring group for implementation of the strategic plan	January – December	Strategic planning, implemented

	Drafting the work plan for 2021	AJ	Workshop for drafting the work plan	November	Work plan, drafted
9. Cooperation and partnership	Memorandum of understanding	AJ	Implementing current memorandum of understanding Reaching new Memorandums of understanding	January – December	Memorandums signed/implemented
	Implementation of the project with donors	AJ	Coordination for project implementation	January – December	Working reports
	Coordination with national institutions and with donors	AJ	Regular meetings	January – December	Reports Cooperation agreements
10. Managing Board meetings	Leading and supervising the work of the Academy	AD	Meetings	January – December	Agenda Minutes Decisions Approved normative acts Approval of the Annual Report for 2019 Approval of the Training Program for 2021 Approval of the Working Program for 2021 Approval of the list of trainers and mentors Approval of the Project – Budget
11. Financial managing and control system	Evaluation and budget planning 2021-2023	DAF	Needs assessment Preparing the MBF 2021-2022 Preparing the budget 2021 and estimation for 2022-2023 Registration in the BDMS and PIP system	March – April May – July	MBF and drafted budget
	Implementation of 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 report	January – December	Implementation of the budget according to the plan and the law

	Financial management and control system	DAF	Preparing the self-assessment forms Auditing Preparing and implementing the Auditors ZAP 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 needed positions	DAF	Drafting the personnel plan Develop recruitment procedures	January – December	Drafted plan Plan accomplished
	Training and internship program for the staff	DAF	Needs assessment Program proposal	January – December	Training reports
	Performance evaluation	AJ	Work plan Meetings Drafting evaluation forms for the staff	December	Evaluation completed
14. Conducting procurement according to the program needs	Planning, implementing procurement, and managing contracts according to legal needs and procedures	DAF	Identifying needs Preparing the annual plan Preparing procurement reports Definition of specifications Appointment of contract managers	January – December	Planning accomplished
15. General services	Advancement and Information technology upgrading	DAF	Maintaining hardware and software equipment Update the list of applicable software Data protection through external systems of AJ Create new applications according to the needs Maintenance of the web and other applications Upgrade the data base	January – December	Planning accomplished
	Complementing and changing the asset registry	DAF	Registration of new assets Inventory Assessment Committees Updating the registry	January – December	Completed and supplemented registry
	AJ building	AJ	Coordination of activities with the MPA for construction of the AJ building	January – December	Continuation of the of the construction work
	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 form the electronic archive

	Enhance the logistics services	DAF	Needs identification and purchase of equipment according to the needs Maintenance of assets and the facilities Ensure technical conditions as per the needs for supply and transport Registration on the data base and e-property	January – December	Reports generated from the data base
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9. Risks and challenges

The accomplishment of this plan contains also challenges, outlined below:

- The Academy of Justice is part of the process of rationalizing independent agencies and public administration reform that have direct impact on AJ status, this process is still incomplete.
- 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 2020 a budget is allocated for capital expenses for construction of the AJ building.
- Ensuring sufficient budget according to the plans set forth for realization of all the activities in the training programs.
- Lack of financial motivation (within 9 years, the 10 most senior professionals and leading staff have left the institution), 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
- Judicial developments and legislative changes have a direct impact on the work of the Academy, and represent an ongoing challenge in successfully achieving the objectives.
- Building a training monitoring system and its effect in the work.
- Non-participation in training, despite of voluntary application.
- Lack of profiled trainers.
- Lack of literature and other training resources in Albanian.
- Implementation of the contemporary training methodology especially case-based training methodology.

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

The work plan is in function of fulfilling the mandate set by law of the Academy of Justice and aims at developing professional and interdisciplinary capacities of judges, prosecutors, judicial and prosecutorial administrative staff and other professionals of the justice system according to contemporary standards.

In order to implement this work plan, have been defined responsible persons and deadlines for implementation of foreseen activities.



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