



IPA 2014 Twinning Project  
"Further Support  
to Legal Education"



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**STRATEGIC PLAN OF  
THE KOSOVO JUSTICE  
ACADEMY  
2019-2021**

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## **Acronyms**

CCJE	Consultative Council of the European Judges
CEPEJ	European Commission for the Efficiency Of Justice
CoE	Council of Europe
EJTN	European Judicial Training Network
ERA	European Reform Agenda
FLP	Free legal professions
HRM	Human Resources Management
ICT	Information and Communication Technologies
IPA	Instrument of Pre-Accession Assistance
AJ	Akademy of Justice
KJC	Kosovo Judicial Council
KJCS	Kosovo Judicial Council Secretariat
KPC	Kosovo Prosecutorial Council
LLJL	Lifelong judicial learning
M&E	Monitoring and Evaluation
PO	Prosecution Office
SAA	Stabilization and Association Agreement
SWOT	Strengths-Weaknesses-Opportunities-Threats
TNA	Training Needs Assessment
ToT	Training of Trainers

# **Chapter 1: Introduction**

## **1.1 Purpose and goals of the Strategic Plan of the Academy**

The purpose of developing and adopting the AJ Strategy is to determine the guidelines and to reach a consensus on further direction of the development of a sustainable system of professional development and education in the judiciary. The Strategy establishes a well- grounded framework for Kosovo's Justice Academy to plan the implementation of its legal mandate in the context of the actual human resources development and training needs for the judiciary.

The goals of the Strategy are the following:

- To improve an initial system of training, which will raise the level of skills, knowledge and ability of young judges and prosecutors
- To improve continuous professional training of judges, prosecutors and administrative staff, based on the established needs, while taking into account the specific needs of individuals
- To ensure optimum institutional development of the Academy, the central institution in charge of education and professional training in the judiciary.

Any organizational strategic planning in Kosovo's judiciary has to take into consideration a political environment which is framed by the international embedment – above all the EU accession process, the regional situation and the internal development conditions of a still emerging and constituting state order. Only thus it will be possible to elaborate a strategic plan for the Justice Academy which is consistent with internal preconditions and coherent with external requirements.

A variety of relevant documents exists which can be taken into consideration. Policy planning and evaluation papers of the EU, strategic planning documents from Kosovo's judiciary and its institutions as well as other international, regional and local studies. This document considered the following:

- European Commission Instrument for Pre-Accession Assistance (IPA II) - Indicative Strategy Paper for Kosovo (2014-2020) adopted on 20/08/2014
- EU Kosovo Report 2016
- Kosovo Judiciary Strategic Plan 2014-2019
- Rule of Law Assistance Strategy in Kosovo 2016-2019
- Kosovo Prosecutorial Council Strategic Plan 2016-2018

This Strategy is a result of a succession of meetings, building on preliminary workshops and roundtables which were held with Academy's management during January until April 2017, review and analysis and shared visions for the future development of Academy.

The vision of the Academy development is based on the review of the current situation, the needs for further advancement of the institution and on the opinions of the members of the Academy's working group in numerous sessions organized under the framework of the EU funded Twinning Project "Further Support of the Legal Education Reform".

### **Team work on drafting the Strategic Plan**

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## **1.2 Measures for achieving the goals of the strategy**

Any strategic document is as good as it provides for its implementation. Prior to outlining the strategic objectives, the following measures for achieving the goals should be considered.

### **1.2.1 Structural measures**

The implementation of the Strategy will require the establishment and strengthening of cooperation and coordination by and between all interested parties, i.e. the KJA and its organs, Managing Board, Program Council and the Director as well as KPC, KJC, court presidents, judges, as well as prosecutors at all levels.

In view of the limited capacity of the institutions involved, it is essential to redistribute the tasks between them, to set up an efficient system of information and data exchange, and to create preconditions for interaction by and between all interested parties and users of the services.



## **1.2.2 Adjustments to regulations**

With the purpose of increasing the efficiency and quality of professional training and the development of human resources, will be promoted amendments to the legal framework.

The Academy is finalizing the set of regulations pertaining to the introduction of the Law on Justice Academy. With the drafting of training policies at the level of KJC and KPC, a process of streamlining sublegal regulations could be needed.

## **1.2.3 Development and adjustments to the curriculum**

In the implementation of the Strategy, new horizontal and vertical programmes will be developed, adapted to the specific needs of certain categories of judges and prosecutors and administrative staff. The Academy is flexible and dynamic to responding efficiently to the arising training and development needs of Kosovo judiciary.

## **1.2.4 Development of the quality system control**

The Academy is committed to developing and delivering quality trainings to its target groups. In order to maintain the desired level of excellence, there is a need to introduce a system of quality control and assurance. It covers the development of well-elaborated criteria and transparent procedures for the assessment of the quality of proposed programmes before and after their implementation.

## **1.2.5 Support to the development of human resources**

The Strategy views judicial training as part of career development, as well as interrelated with the process of performance evaluation. Professional training will follow the models of development of performance evaluation and career management in the judiciary and human resources management.

## **1.2.6 International co-operation**

The Academy plans to continue developing international cooperation with the relevant national and international institutions/networks, as well as participating in activities with international experts, in the twinning and technical assistance projects, cooperating with trusted foreign providers of professional training, participating in international programmes for the exchange of judicial officials and employees, and other beneficial forms of cooperation and partnership.

## **1.2.7 Monitoring plan for the strategy**

The Strategy is a living document that needs to be implemented and monitored. A monitoring plan for implementing the Strategy should be developed and will would include:

- How indicators are defined and calculated
- What data will be collected, when, how and who is responsible
- What tool will be used for data collection
- How data quality will be assessed and assured
- What activities need to be completed, when, how and by who: develop tracking tool for activities
- Process for using monitoring information to adjust project/ program for areas that are underperforming

The Action Plan that is Chapter 6 of this document connects the strategic objectives and to the specific problems that they address and outlines the actions and expected results, along with defining indicators for measuring the progress, reflecting on the distribution of the sources.

## **1.3 The basic principles for the implementation of the strategy**

The role of the Strategy is to create a sustainable system of lifelong professional training – both initial training and professional continuous training throughout the time of performing the judicial duty.

The implementation of the Strategy will be based on the following principles:

### **1.3.1 Transparency and openness**

All activities and implementing measures shall be performed transparently, enabling all the interested parties to have access to information and data.

### **1.3.2 Efficiency and effectiveness**

The implementation of the Strategy shall satisfy the actual needs of training judges and prosecutors as well as the judicial and prosecutorial administrative staff, providing professional training and education under the conditions of strong legislative activity.

### **1.3.3 Sustainability**

The system of initial training and lifelong professional training shall be sustainable even after the expiration of the time period foreseen for the implementation of the Strategy.

### **1.3.4 Development of institutional capacities and professionalism**

The achievement of the set goals require strengthening of the institutional capacities and human resources of the Justice Academy

and high involvement of the judicial corps in the implementation of the Strategy.

### **1.3.5 “Shared Responsibility” - the organization of cooperation**

Responsibilities for training in the judicial sector are shared between the Kosovo Judicial Council (KJC) and the Kosovo Prosecutorial Council (KPC) on one side and the Academy of Justice (AJ) on the other side. This mutuality is codified in various legal acts related to judicial training. However, this mutuality should be a guiding principle when it comes to the practical implementation of legal acts and lead to a structured cooperation.

### **1.3.6 Alignment with the international standards**

Alignment with best international standards will be ensured through co-operation with international organisations and networks and through the exchange of examples of good practices.

## **Chapter 2: Vision, Mission and Values**

### **2.1 Legal Mandate**

The Academy of Justice (AJ) is an independent and public institution whose main functions are drafting training programs and training organization of judges and state prosecutors, administrative of staff of courts and prosecution, training of state lawyers and other free professions, development of training needs assessment, conducting researches and cooperating with scientific institutions, caring out publication activities in fulfilling the mandate for the needs of the judicial and prosecutorial system, and free professions, as well as performing other duties as defined by law and by other acts of the Academy.

## 2.2 Vision

The Academy is a modern learning institution, adjusting to the overall development dynamics, a leading contributor to an impartial, independent and professional judiciary that enjoys the public trust.

## 2.3 Mission

The Academy provides quality judicial education and training for judges, prosecutors and judicial administrative staff as well as other professionals in the judiciary, performs analysis, researches and publishing activities in accordance with the legal framework and internationally recognized best standards.

## 2.4 Values

The ideas of *Life Long Judicial Learning (LLJL)* and *Vocational Education and Training (VET)* created by the European Union are the fundament of KJA's work:

- The understanding of learning and training is changing profoundly with the *information technology age*. Learning is not limited to certain life periods or to classrooms. Education is a continuous process over the whole lifetime and it takes place also at the working place.
- *Transparency, Non-Discrimination and Impartiality*: By publishing training programs and exchanging information with the Academy's beneficial categories, it is most important to ensure inclusiveness without distinction of gender, race, and national affiliation.

- The *work place oriented training and learning* contributes substantially to developing a professional identity. Work place related training enables the beneficiaries to develop their potential while maintaining their professions.
- Work place orientation requires *competency and case based training*: In a rapidly changing society vocational skills and competences are just as important as academic skills and competences
- *Quality and excellence*: considering the role of judicial education and training for society and economy it is crucial to ensure quality and excellence of vocational education and training.
- *Information Technology* is rapidly advancing and has become an essential part of our professional life and work management. Therefore as such should be promoted for the use.
- *Cooperation with local and international justice institutions*: Given the needs for development and improvement of training programs, it is most important to strengthen cooperation and coordination with these institutions.

## Chapter 3: Strategic Environment

### 3.1 Stakeholders

Elaborating a feasible Strategic Plan requires consulting the institutional stakeholders and their interests.

The Academy's stakeholders include Kosovo Judicial Council (KJC) and Kosovo Prosecutorial Council (KPC), as key stakeholders, as well as court presidents and chief prosecutors and other members of the judiciary like judicial administrative staff, Kodobo institutions and the general public in the sense that society has a stake in having a professional and well-functioning justice system.

The *shared responsibility* between both Councils and the Justice Academy is reaffirmed in the Laws on KJC and the Law on KPC stipulating a *coordination process* with the Academy when training policies and standards of the judiciary are concerned.

Based on the policies and standards established by the two Councils, the Academy elaborates and implements its training strategy. The strategy for judicial training relies on:

- a) Determination of policies and regulations on judicial training;
- b) Drafting and elaboration of instructions for training need assessments;
- c) Establishing standards of training to be taken into consideration in organizing training activities as well as instructions for institutions/organizations dealing with training.

The Academy of Justice elaborates its training strategy in the framework of the above mentioned parameters. It is the Academy's Executive Director proposes (according to Art. 17 paragraph 1.7 of the Law on the Academy of Justice) "*the Strategy, the Work Plan and the*

*Training Program*”. After the elaboration, this Strategy is forwarded for adoption to the Managing Board of the Academy (Art. 10 para 1.3). After all, the Academy has not only the competence but also the duty to establish a Training Strategy.

Certainly, any strategic planning of the Academy has to take into consideration the training policy framework and determinants of the KJC and the KPC. Only a continuous and structured coordination between the two Councils and the Academy guarantees an overall coherent planning of judicial training in terms of policies, strategies, programs, organization, implementation, monitoring and sustainability. In this framework the Justice Academy can exercise its institutional autonomy and deliver best services to the beneficiaries. The existence and preservation of an autonomous training institution and a positive coordination among all institutions involved in judicial training is one of the emphatic recommendations of the Consultative Council of the European Judges (CCJE, Opinion No. 10/2007, see also annex 1).

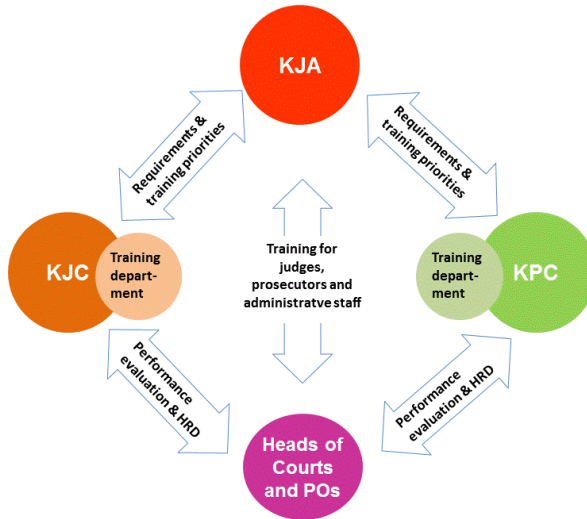
The strategic framework, on which this Strategic Plan is based, was presented and discussed in a workshop “From Judicial Institute to Academy of Justice – Strategic Planning for Legal Education of Kosovo’s Judiciary”, carried out at the Justice Academy on 28.04.2017. The basic result of the workshop was, apart from accepting the strategic framework, was also the promotion of the idea of *Shared Responsibilities*, for successful vocational education and training in the judicial sector.

“Shared responsibilities” shall be understood as part of corporation of all involved institutions of the judiciary. This does not only refer only to the strategic goals and organizational settings, but also to the technical, methodical competencies and soft skills of the personnel which has to implement the desired policies.

The following chart was produced on the above mentioned workshop and can be regarded as an organogram of shared responsibilities in



judicial training. It is self-understood that the Presidents of Courts and Chief Prosecutors should not be neglected when it comes to identify strategic goals for judicial training. The performance evaluation and needs assessment of judges and prosecutors can be regarded as practical starting point of formulating trainings priorities.



*Chart 1: Shared Responsibilities in judicial Education and Training*

### 3.2 SWOT Analysis of the Academy

This Strategy document is created as a useful management tool guiding the development of the organization. It is a living and dynamic document that shall be used on a daily basis, and should be updated regularly (at least annually) to reflect the developments and the current vision for the progress of Academy towards reaching its objectives.

Overarching priorities of strategic planning are to put emphasis on the combination of institutional strengths with opportunities and to avoid intersections between institutional weaknesses and possible upcoming threats.

<b>INTERNAL FACTORS</b>	<b>Strengths</b>	<b>Weaknesses</b>
<b>EXTERNAL FACTORS</b>		
<b>Opportunities</b>	<b>Strategies that use strengths to take advantage of opportunities.</b>	<b>Strategies that create opportunities by overcoming weaknesses.</b>
<b>Threats</b>	<b>Strategies that use strengths to manage risks and avoid threats</b>	<b>Strategies that minimize weaknesses and avoid threats</b>

**Chart 2: Strategic Options**

These main strategic alternatives suggest strategic options to effectively apply the AJ strengths to minimize threats and maximize existing opportunities.

As an instrument for strategic planning the SWOT analysis interrelates internal organizational capacities and gaps with external requests and challenges. It starts with an inventory of the Justice Academy strengths and weaknesses, and regards then upcoming opportunities and challenges from international, regional and local environment.

### **3.2.1 The Academy Strengths**

Kosovo’s legislation on judiciary has taken important positive steps recently with the adoption of amendments of the legislation (the so-called “justice package laws” comprising the Law on Courts, Kosovo

Judicial Council, State Prosecutor, and Kosovo Prosecutorial Council) and the secondary legislation necessary for the implementation of the laws on the judiciary reform, promulgated in 2010 until 2015. Kosovo has also appointed most members of key institutions and continued to reduce the backlog of cases (EU Kosovo Progress Report 2016).

Although the Academy was established only recently – the Law on the Academy entered into force in February 2017 – it can look back to a comparatively long history in Kosovo. The Kosovo Judicial Institute (KJI) was founded by the OSCE in 2000 functioned as such until 2006, when the Kosovo parliament adopted the law on Kosovo Judicial Institution headed by local institutions but not internationals.

With regard to organizational aspects the following strengths of the Academy are as following:

- The Academy is a single training institution of the judiciary
- Has a long-term practical experience in various training types (e.g. continuous, initial training, orientation programs, etc.)
- Provides training for practitioners (e.g. judges, prosecutors, legal supporting staff)
- Has access to international best practices and support by international donors

As a successor of KJI, the Academy is recognized as the only professional judicial training institution in Kosovo providing quality trainings for judges, prosecutors, judicial and prosecutorial administrative staff, as well as free professions.

### **3.2.2 Weaknesses of the Academy**

A general assessment of Kosovo's judiciary concluded that judicial administration is slow and inefficient with an insufficient degree of accountability of judicial officials. The judiciary is still vulnerable to

undue political influence and rule of law institutions suffer from the lack of funding and human resources (EU progress report 2016).

Some of these general findings are reflected in work obstacles being nominated by the Academy management as follows:

- Budgetary limitations
- Lack of human resources
- Lack of training policy inputs of key stakeholders like KJC and KPC
- Low training and management input by permanent and specialized trainers
- Low reliability of training evaluations by participants
- Inefficient training resources in Albanian language
- Lack of adequate office equipment for the Academy's management

On a personal level the Academy work force is affected by some general impairments like:

- Uneven dissemination of resources and work
- Work overburdening
- Stress, small and noisy environment

### **3.2.3 Opportunities**

The EU accession process constitutes a highly important source of development, improvement and monitoring of Kosovo's judiciary. The deepening of the accession process was lately embodied by the entering into force of the Stabilization and Association Agreement (SAA) between Kosovo and the EU in 2016. On this background improving the rule of law remains one of the key priorities of the EU accession process. Strengthening of institutional capacities in the

judiciary will attract continuous attention, especially independence, integrity, efficiency, accountability and professionalism of its key personnel (judges, prosecutors and administrative staff). In this context two concrete tasks will stay in the focus: improvement of case management and access to justice (IPA Indicative Strategy Paper for Kosovo 2014- 2020). Further relevant documents for assessing upcoming requests and challenges for Kosovo's judiciary are Kosovo Judiciary Strategic Plan 2014-2019, Rule of Law Assistance Strategy in Kosovo 2016-2019, Kosovo Prosecutorial Council 2016-2019. These strategic documents of the judiciary can and must be regarded as important policy papers including training policies with direct impact on the operative training planning of the Academy.

In the light of an ongoing EU accession process and assuming that the legislative implementation process of the “justice package laws” continues as well as considering the relevant strategic documents of Kosovo's judiciary, which foresee an upgraded budgeting process and improved human resources management, the following general developments in Kosovo's judiciary can be expected:

- **Improved inter-institutional cooperation between the Academy and its partners:** clearer defined competences and better practice of the principle of “shared responsibilities” within the judiciary by continuous implementation of the so-called justice package, including adoption of the remaining secondary legislation, but also as impact of increasing need to establishing new, IT-based channels of communication and cooperation between the Councils, courts and prosecution offices and the Academy.
- **Better endowment of the Academy with financial and human resources** as a result of the overall development plans of the judicial sector, including available resources for training and education for the Academy as central judicial training institution;

- **Further integration of new target groups into judicial training and education:**
  - court administration must be viewed as a profession with many competencies. And so the training for administrative personnel must be comprehensive so that each person understands how his or her job relates to the whole.
  - broadening access to justice and service to the public will impact Academy's training offer, considering that minority communities are encouraged to be part of the judicial system, including the appointment and training of minority judges.
  
- **New requirements to training programs at the Academy:**
  - tailored and work place related training programs for judges, prosecutors and support staff will be demanded from the Academy to ensure the effective and efficient trainings and the proper functioning of the judicial system;
  - new workflows on the basis of ICT systems have to be envisaged between the Councils, courts, prosecution offices and the Justice Academy as a result of decentralization and devolution in the judiciary based increasingly on information technology. More IT-training is needed for judges, prosecutors and administrative staff;
  - as consequence of devolved responsibilities to the basic courts, court personnel must be carefully and thoroughly trained;
  - personally targeted training for judges and prosecutors will require a more careful evaluation process and specific individualized training, coaching and mentoring.

### 3.2.4 Threats and risks

EU progress report 2016 outlines the main threats for Kosovo judiciary:

- the lack of human and financial capacities to implement reforms and to process cases in a reasonable timeframe, causing considerable backlogs and hampering access to justice for citizens and businesses;
- continuous political interference in the judicial and correctional system, which can undermine the independence of the judiciary.

Threats or specific risks of the Academy are identified as following:

- insufficient coordination with stakeholders and harmonization of training policies
- Overburdening the Academy with numerous trainings
- Compromising quality assurance
- Lack of prepared trainers to cover new categories of the beneficiaries set by the law;
- Lack of staff, employees leaving for better working conditions;

### 3.2.5 Main Strategic Conclusions for KJA

Threats	Strategies for Counteracting
<b>Lack of human and budget resources</b> <b>Staff leaving</b>	reconsideration of tasks and responsibilities, Acquiring new employee positions; Strengthen and better utilize of permanent trainer positions.

<b>Risks of political influence</b>	The Academy is an active contributor to affirming the independence, impartiality and integrity of the judiciary.
<b>Lack of coordination mechanisms with stakeholders</b>	mutual creation of working coordination mechanisms;
<b>Overburdened the Academy with numerous trainings</b>	reformed training plan; inclusion of more e-learning elements
<b>Compromised quality</b>	system for quality control and assurance in place

The following schedule presents strategic options for optimizing the opportunities that the Academy has identified in order to ensure consistency and coherence both externally and internally:

<b>Opportunities</b>	<b>Strategies for Maximizing them</b>
<b>Newly established institution</b>	review organizational structure and training planning with regard to upcoming trends and requests and according to strategic priorities;
<b>Improved budget process</b>	training and budget planning process with a midterm expenditure framework; increase of staff and alignment of salaries with the judicial sector practice
<b>Decentralization of the judiciary</b>	direct and regular working contacts with contact persons for HRM and Training at KJC, KPC, courts and PO established
<b>EU Accession Process</b>	offering training on EU Community Law (community acquis) according to the progress of legal harmonization in Kosovo



<b>Access to Justice, Diversity and Integration of minority communities</b>	Offer diverse training forms and formats for these target groups
<b>Further efforts to increased efficiency and efficacy of the judiciary</b>	Development of the competency-based and case-based training; Providing training for Legal Administrative Staff; tailor-made trainings for specific target groups offered according to needs of stakeholders (e.g. performance evaluations); practice related training on ICT topics offered (e.g. in combination with case management information systems); Providing further e-learning opportunities
<b>Introduction of IT solutions</b>	design and elaborate on future information and communication workflows for the implementation of the training cycle with KJC, KPC and other stakeholders; Upgrade KJA database
<b>Introduction Of obligatory trainings</b>	Develop training programs on specific courses according to the requests and regulations of the two Councils

### **3.2.6 Conclusions for internal organization of the Academy:**

- Increase number of staff;
- division of duties according to the applicable law and the workload;
- Exchange of trainers
- Develop new trainers and continue professional development of existing trainers
- Increase of budget
- Adequate budget planning

- Improving communication and coordination with KJC/KPC
- Realistic needs assessment for higher & lower level
- Further promotion of e-learning and training courses
- Improve research and development initiatives
- Work on relevant legal publications
- Institutional participation in regional and international training networks

## Chapter 4: Strategic Objectives

The strategic goals of the Academy are derived from its vision. They represent the ultimate goals, each one illustrating aspects of the vision. The goals correspond with the vision of success and further respond to the question how we are going to get there. Strategic objectives are deducted from combining Academy's mission with the results of the SWOT analysis. They are essential strategic options considering the most important upcoming challenges in the judiciary and combining them with KJA's essential purposes. They give answers to the question where KJA wants to be in 3-5 years and what it has to do to reach these objectives.

### 4.1 Academy's strategic objectives

- I. Enable judges, prosecutors and their administrative staff to effectively and professionally perform their duties through *workplace-oriented and competency based trainings* (professional and interdisciplinary), aspiring to increase the respect for courts and prosecution offices.
- II. Facilitates the development of legal research and publications in the legal field for the needs of the judicial and prosecutorial system.
- III. Adopts the “shared responsibility” approach towards its stakeholders for the institutional strengthening of courts and prosecution offices by providing coordinated and balanced training programs for the beneficiaries in development of the training policies.
- IV. Supports the implementation of modern information technology for the administrative and legal work of the judicial system through enhancing its capacity to offer trainings of vitally importance, by which the electronic

portals within the judiciary (e-justice) and the Academy (e-learning) can be used efficiently.

- V. The Justice Academy ensures the professional capacity building and human resources growth, technical infrastructure and sufficient funding for implementing its mission and vision.

## **4.2 Coverage of Specific Goals**

### **4.2.1 International Cooperation:**

International cooperation is for Kosovo institutions under the given complex political environment a challenge that must be addressed continuously, aiming to promote the participation in various international initiatives and organizations. Therefore, the Justice Academy will continue to engage in cooperation opportunities to benefit and to improve capacities in judicial vocational education and training (VET).

### **4.2.2 Public Awareness**

The Academy is the central institution for vocational training of Kosovo's judiciary and thus contributes to shaping the image of judiciary in the public. Media communication will promote trust and confidence into the judiciary.

## **Chapter 5: Specific Objectives**

Specific objectives are established in the light of KJA's values and principles. For this purpose the strategic objectives are further specified and concretized through the filter of KJA's legal mandate and duties.

**I. Enable judges, prosecutors and their administrative staff to effectively and professionally perform their duties through *workplace-oriented and competency based trainings* (professional and interdisciplinary) aspiring to increase the respect for courts and prosecution offices.**

## **5.1 Initial Training**

The initial training is the basic professional induction of newly appointed judges and prosecutors. Its quality is essential for the later professional, social and ethical self-understanding of the newly appointed judges and prosecutors. It creates high organizational demands with regard to a frequently changing number of participants. Therefore timely information and communication processes between all stakeholders – KJC, KPC, courts and prosecution offices - and the Academy are necessary. ITP implementation with sustainable results needs concrete specifications and planning parameters as far as the number of expected trainees is concerned. This could be integrated together with monitoring and evaluation (M&E) standards in the training policy regulations of the Councils.

Apart from the organizational framework a successful initial training must vest trainees with those competences which are needed in the work place, which is in the courtroom, prosecution office or the respective administrations. Therefore training curriculum and training methods should be oriented in the same direction.

This implies a concentration on basic practical competences and on training methods which allow “learning by doing”. From a methodical and didactical viewpoint the implementation of case-based training with a realistic number of training modules would considerably enhance the efficiency and effectivity of the initial training. The number and the methodical approach of training modules should be

reviewed with regard to a compact structure, updated contents and balanced relation between theoretical and practical parts. Also in this respect case-based training could form a bridge between training in the Academy and mentoring on the work place.

A review should be conducted first hand in the training program on civil procedure, criminal procedure, administrative and commercial law, and court and management (incl. soft managerial skills and legal skills). The Academy should put in practice an effective evaluation system of the ITP by creating training files for each ITP participant, which could be followed up during the future carrier development in coordination the Councils and at the courts or prosecution offices.

#### **Actions:**

- Improving the current ITP program and introduce work-place oriented, case-based and competency based elements.
- Strengthen the linkage of theoretical and practical training phases with specific consideration of case management.
- Develop an efficient system of evaluation of the ITP.

## **5.2 Continuous Training**

The Continuous Training (CTP) for judges, prosecutors and administrative staff of courts and prosecution offices is essential for the functioning of an efficient, ethical, unbiased and independent and professional judicial system. CTP provides necessary support for all clients of the judiciary to enable them for an efficient and effective fulfillment of their job duties and to acquire new legal knowledge and skills for work improvement and enrichment. According to the fundamentals of *Life Long Judicial Learning (LLJL)* and *Vocational Education and Training (VET)* continuous training is not limited to a certain age or a specific stage of the career. Learning and training happens in various forms as “learning by doing” through exchange

with professionals in the work environment as well as in training seminars of various duration and with a variety of practice related methods.

Upcoming trends and requirements in the judicial sector determine the strategic focuses of continuous training at the Academy:

- Besides judges and prosecutors, trainings for new target groups will have to be developed. Administrative staff of courts and prosecution offices needs a comprehensive modularized training which covers the multiple areas in which this supportive work is done. Also training for minority communities need to be developed in order to broaden the access to justice and to integrate representatives of this target group into the judiciary.
- Continuation of the EU accession process, especially with the Stabilization and Association Agreement (SAA) entering into force does not only require the further general development of rule of law. Beginning economic market integration requires legal harmonization with the EU Acquis Communautaire. The Academy will include in its program trainings for judges and prosecutors, but also for supporting judicial staff, about changes in the legal field induced by EU law.
- Tailor made training with a work place oriented approach using real cases of the judiciary with practical exercises, discussions and role games, thus decreasing the amount of lecturing in seminars and matching with the real needs of clients. This implies a potential reduction of classical training courses and seminars in order to

better serve the needs of clients and to raise interest and participation in continuous training.

- Implementation and increasing use of ICT systems create new communication structures and workflows within the judiciary. Especially case management information systems in the course of decentralization and devolution in the judiciary will require new trainings in large scale.
- Promotion of management capabilities for all clients of the judiciary with regard to courts, offices and case files in order to improve work flows, to increase work efficiency and to comply with upcoming requirements of organizational reforms in the judiciary.
- Orientation programs for advancements or promotions dedicated to the newly appointed judges and prosecutors and those who have newly been advanced or promoted or have changed levels within courts and prosecution offices.
- Efficient continuous training requires a realistic, performance related assessment of training needs. The quality of KJA's training offer is depended on the quality of collected data in the TNA process. For this purpose training needs assessment and the whole training cycle will be reviewed and updated.

**Actions:**

- Revise the CTP training program aiming to update with new training topics taking future trends and needs into consideration.
- Design and implement new training formats for AJ beneficiaries, training on demand, workshops and meetings as well as training for mentoring and interviewing.



- Develop and implement orientation trainings to adapt to new positions and new workplaces.

### **5.3 Training for Administrative Staff**

The Law on Justice Academy established a new target group of the beneficiaries for training: the “administrative staff” of courts and prosecution offices. The Academy is specifically focusing on *administrative staff* of courts and prosecution, as the most relevant target group, but also taking other job categories into consideration. Administrative staff of the judiciary is very decisive for improving the effectiveness of courts and prosecution offices. The Academy is developing a systematic training approach for this target group, which will be integrated into the training cycle.

#### **Actions:**

- A comprehensive training program and a training plan for the relevant job categories of this target group is designed and implemented;

### **5.4. Training for Free Professions (FP)**

The Law on the Academy of Justice opened the possibility for the Academy to train also free legal professions (FP). However there are no previous experiences with this huge target group, no training programs and trainers available at the moment. The Academy’s participation in developing adequate trainings can only be of limited scope at the moment due to lack of appropriate infrastructure and premises, but also as a result of high absorption of available trainer capacities in priority obligations with AJ core groups, judges and prosecutors and administrative staff. The Academy will develop continuous contacts with the representatives of free professions in order to discuss the modalities of these categories in the training programs.

**Actions:**

- Develop and implement training curricula for free professions.

**5.5. Training and development of trainers (ToT)**

The success of the trainings depends greatly on the quality and values of the trainer. Despite the fact that the Academy has created a system of selection and increasing training capacities of trainers, there is a need to further develop this system. In this regard, the Academy will cooperate with the main stakeholders for the advancement of the selection criteria and the motivation of judges and prosecutors who are interested and possess the skills required for trainers. Appropriately, it is the same system that will be implemented also for the selection of trainers from outside of the judicial and prosecutorial system.

The Academy is working towards the compilation and systematization of curricula for the training of trainers (ToT). Also, the manual for trainers and mentors at Academy is currently being reviewed. The ToT system is supposed to be competency based and will include different formats for beginners, advanced and specialized ToTs as well as reconsidering mentors program. It will enable the trainers to design and conduct ToTs adequate to specific target groups, and relying largely on the case-based training method. The Academy will be engaged in the use of local and international experiences in order to elevate the existing capacities in regards to the training of trainers.

With the aim of assuring high training quality, it is important for the Academy team of trainers to have good command of required competencies and to be able of applying multiple, adequate training methods. In order to achieve this, the Academy will develop a system

of monitoring and evaluation (M&E) of the performance of the trainers, which will also be applied with their future engagement.

**Actions:**

- Review and update the engagement and selection criteria of trainers.
- Development and implement a coherent system of train-the-trainer formats and mentor training.
- Develop and implement a monitoring and evaluation system for the performance of trainers and mentors.

**II. Facilitates the development of legal research and publications in the legal field for the he needs for the needs of the judicial and prosecutorial system.**

## **5.6 Legal Research and Publications**

The field of legal research and publications is not regarded as only an academic activity. Moreover, it is the process of identifying and retrieving information necessary to support legal decision-making. Legal research includes each step of a course of action that begins with an analysis of the facts of a problem and concludes with the application and communication of the publication results. This requires finding primary sources of law including bylaws and court opinions, searching secondary sources by considering law reviews, legal dictionaries, legal treatises, and legal encyclopedias, and exploring non-legal sources for supporting information.

In order to expand legal expertise, the Academy will focus on increasing the stock of available legal sources and authorities in Albanian language as well as on providing opportunities for peer sharing and exchange of knowledge and experience with a network of legal researchers from different institutions of the judicial system as well as of higher education.

The upcoming transfer of the EU Acquis Communautaire into Kosovo legislation in the future, within the course of implementing the Stabilization and Association Agreement (SAA) as well as the European Reform Agenda (ERA) requires specific consideration in the field legal research specifically for Kosovo judges who will have to apply EU-harmonized, new legal regulations.

**Actions:**

- Special emphasis on publication and collection of relevant secondary legal and non- legal sources in official languages with specific regard to community acquis of the EU.
- Further develop e-library and database, improve analysis and statistics.
- Create and coordinate a network of professional and academic exchange about work- related judicial issues.

**III. Adopts a “shared responsibility” approach towards its stakeholders for the institutional strengthening of courts and prosecution offices by providing coordinated and balanced training programs for the beneficiaries toward implementation of the training policies.**

## **5.7 Cooperation with Stakeholders**

Responsibilities for training in the judicial sector are distributed between the Academy of Justice on one side and Kosovo Council of Judges and the Kosovo Council Prosecutors on one the other side. An overall coherent planning and implementation process of judicial training can be done by the Academy only under the terms of a continuous coordination with the both Councils. This is regarded as necessary pre-condition for the existence of an effective and autonomous training institution. A positive coordination among all

institutions involved in judicial training is also highly recommended by the Consultative Council of the European Judges (CCJE, Opinion No. 10/2007). The *shared responsibility* between the main institutions of Kosovo's judiciary is reaffirmed in the Law on KJC (Art. 50) and in the Law on KPC (Art. 40.1) stating that the Councils shall *coordinate* with the Academy of Justice to determine the policies, standards and directives for regulating the training of judges, prosecutors, lay judges, and other court and prosecution staff. However, the Councils play a central role in the field of judicial training.

The legal framework for judicial training in Kosovo has been lastly modified in 2017, when the Law on the Academy of Justice entered into force. The Academy aims to deploy capacities for an enhanced IT-based coordination with the two Councils and other stakeholders related to:

- gathering, analyse and systematize data with courts and prosecution offices on the training needs of judges and prosecutors,
- collection data related to the relevance, importance and necessity of training programmes,  
conduct surveys of judges and prosecutors on the quality of implemented trainings.

These are relevant elements to organize and implement an effective and efficient coordination process for the beneficiaries of judicial training of the Academy – judges, prosecutors, administrative staff of the judiciary and other professions.

“Shared responsibilities” should be understood as part of corporate governance of all involved institutions of the judiciary. This does not only refer to the strategic goals and organizational settings, but also to the technical, methodical competencies and soft skills of the personnel which has to implement the desired policies.

**Actions:**

- Create a schedule of responsibilities between Academy, KJC, KPC and other relevant stakeholder in the judicial training with regard to the implementation of the Training Cycle (TNA, recruitment of trainers and selection of participants, evaluation of trainings).
- Drafting of the work plan of the coordination process between the Academy, KJC, KPC and other relevant stakeholder in the judicial training including necessary data exchange.

**IV. Support the implementation of the modern IT for the administrative and legal work of the judicial system by providing training on vitally important skills, through which the electronic portal within the judiciary (e-justice) and the Academy (e-learning) may be used efficiently.**

## **5.8 Information Technology and Communication (ICT)**

ICT is a substantial source for training management at the Academy as well as for training coordination and implementation in the judiciary. Furthermore it will be of growing importance in the training process itself.

The Academy aims to increase the use of ICT for a more efficient process of training management, particularly with regard to the implementation of the training cycle (TNA, recruitment of trainers and selection of participants, evaluation of trainings). Particularly data which give feedback on the relevance, importance and necessity of training programmes need to be collected as well as surveys of participants will to be conducted on the quality of implemented trainings In this respect the updating and well-functioning of the Academy's database will play a crucial role.

Furthermore, with regard to the cooperation with the relevant

stakeholders, IT capacities need to be enhanced and in place for collecting, analysing and systematizing data on human resources of courts and prosecution offices with regard to the training needs of judges, prosecutors and administrative staff.

Furthermore, increased use and practicing of e-learning needs to be considered as an important facility for blended learning in the initial and continuous training as well as for short-term trainings on urgent topics. Distance learning will be accepted to a large extent by the participants, it will expand the possibility of modern culture of learning and increase the efficiency of the training..

**Actions:**

- Update and use the AJ's database for an efficient, IT-based training management
- Share of data's related to the coordination process between the Academy, KJC, KPC and other relevant stakeholder in the judicial training with the use of Academy's database
- Further development and advancement of the distance learning platform

**V. The Ensures the professional capacity building and human resources growth, technical infrastructure and sufficient funding for implementing its mission and vision.**

## **5.9 Human Resources and Infrastructure**

The human resources of the Academy consist out of different professional functions and job categories, including management positions related to training management, research and publications, information technology, translation, and finances, with subordinated specialized staff members. All functions and specializations are essential to ensuring an effective, efficient and successful training related to the implementation of the legal mandate and the Academy's mission.

However, AJ's human resources management is exposed to the danger of losing competent personnel despite good internal working relations out of two main reasons. Considering the expanding target groups and potential new beneficiaries, the individual work load will amount more than considerably if not increasing the number of staff members. A similar problem is conveyed with regard to the premises of KJA, which are becoming inadequately scarce resulting in a lack of training rooms and meeting facilities. Investments in infrastructure modernization are necessary to keep a learner friendly atmosphere and to cope with the future.

Additionally, the disproportion of salary scale and inadequacy between different state institutions in the judiciary represents a structural barrier to sustainable employment of human resources at the Academy. The current general legislation on public administration defines the lower salary scale for the Academy personnel compared to other institutions in the judiciary. The status of KJA, functions and the position in the system of judiciary of Kosovo should provide the same level of all guarantees, including relevant salaries. This can be regarded as pre-condition for long term affiliation of personnel and avoidance of fluctuation from the Academy. In this regard, it is recommended, in accordance with the legislation on the relevant procedures, to address this situation to the relevant institutions.

**Actions:**

- Review and update the Academy's human resources planning with regard to institutional developments;
- Ensure learner-friendly facilities and premises with adequate modernization investments;
- Keep the Academy's status, function and position in par with other institutions of the judiciary



## Covering Specific Objectives

<b>VI. Justice Academy will work to improve International Cooperation</b>
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### 5.10 International Cooperation

The relevant institutions, including the Kosovo's judiciary has taken a series of measures to reform the Rule of Law sector according to EU best practices. In some fields, e.g. legislation, concrete results were achieved, while in other fields further improvements are needed. International cooperation remains for Kosovo under the given complex political environment a challenge that must be addressed continuously.

Kosovo institutions are lacking active participation in various regional and international initiatives and organizations. This is limiting the opportunities to participate in various fields of RoL on regional and international level. It is well known that many problems linked to organized crime have transnational, border crossing character. Therefore, membership of Kosovo in initiatives, networks, associations and various international bodies, would contribute significantly to training and capacity building for preventing and fighting organized crime.

Also for the Academy the status of Kosovo produced restrictions in cooperation with various European organizations and mechanisms. However, the Academy will continue to explore cooperation opportunities and projects in order to benefit and to improve capacities in judicial vocational education and training (VET). The Academy's cooperation with international donor organizations represented in Kosovo was successful and made good progress in the last years. Apart from cooperating with the EU the Academy received considerable support from the various Embassies in Kosovo, CoE, UNDP, USAID and GIZ, and many other donors and partners.

However, the absorption capacity of the Academy with regard to donor assistance is not unlimited. Therefore it is advisable to begin coordination with donors already in the stage of cooperation planning. On the basis of a comprehensive needs assessment, including all stakeholders of the judiciary, annual or multiannual cooperation plans with mentioned priorities should be established in the education and judicial training field.

The Academy is aiming for strengthening cooperation planning with international organizations for the purpose of creating increased opportunities for exchange of experience abroad. Concrete cooperation programs, related to the practical professional needs, with EU and other international partners shall be established or continued. Participation in international networks and forums related to judicial training, like the European Judges Training Network (EJTN) will contribute to the quality of professional judicial training in Kosovo.

**Actions:**

- Establish and conduct regular needs assessment processes together with relevant stakeholders of the judiciary about international cooperation.
- Ensure cooperation planning and agreements for the purpose of realization of projects, internships and exchange programs with EU and international donor organizations as well as with regional cooperation networks.
- Ensure international cooperation and donor coordination at the Academy

**VII. The Justice Academy enjoys and values the public trust and increases Public Awareness**

## **5.11 Public Relations**

The Academy is the central institution for vocational training of Kosovo's judiciary and thus contributes to shaping the image of judiciary in the public. Transparency and effective communication with members of the media and all sectors of Kosovo's society public will promote trust and confidence into the judiciary. In this respect, KJA provides a comprehensive internet presence over the years, which is continuously fostered. KJA will continue to providing the public with appropriate and sufficient information about the all training activities and newest developments in this field. Steady and open information and communication within the sector of the judicial training, as well as with other professionals will attract more young experts and will facilitate the recruitment of young professionals with high potentials for all sectors of the judiciary.

### **Actions:**

- Develop an awareness raising campaign presenting legal vocational education and training with universities and other professional organizations.
- Develop a visibility plan of the Academy including reviewing and updating current instruments like newsletters and periodical publications.

## **Chapter 6: Financial cost for implementation**

The Strategic Plan of the Academy of Justice, covers a period of nearly three years (3), respectively the period of 2019-2021.

The implementation of the strategic plan requires an adequate budget, in accordance with the development in the legislation field, functional reforms of the justice system, and training needs as set by the beneficiaries and judicial authorities, as well as other development in the system.

The Academy of Justice will prepare an implementation plan detailed

and accompanied by budgetary costs, due to the implementation of this plan and activities determined by the strategic objectives.

## **Chapter 7: Implementation and monitoring of the Strategic Plan**

As concerning the monitoring of the Strategic Plan, the Academy of Justice will assign a responsible official and will establish a group for monitoring the achievement of the strategic objectives, as well as will draft periodical reports for the ongoing of the implementation of the strategic plan.

Based on the action plan attached to this, the Academy will draft detailed working plans for the implementation of the strategic plan.

## Chapter 8: Action Plan

The attached Action Plan is working tool for the implementation of the Strategic Plan. The Aciton priorities are selected as following, concerning the urgent and feasible future steps. The indicators help to focus concrete results

Strategic Objectives	Implementation Field	Activities	Indicators	Deadline
<b>I.</b> The Justice Academy enables judges, prosecutors and their administrative staff to effectively and professionally perform their duties through workplace-oriented and competency based trainings, aspiring to increase the respect for courts and public prosecution offices.	<b>1. Training</b>	1.1 Revise the current ITP program and introduce work-place oriented, case-based and competency based elements.	<ul style="list-style-type: none"> <li>Drafting of the program based on “Research based on Cases”</li> <li>Drafted modules based on “research based on cases</li> </ul>	2020
		1.2 Strengthen the linkage of theoretical and practical training phases with specific consideration of case management	<ul style="list-style-type: none"> <li>Drafting of mentoring plan</li> <li>Drafting the case management program</li> <li>Implementation of the training for mentors</li> </ul>	2021
		1.3 Develop an efficient system of evaluation of trainees in the ITP	<ul style="list-style-type: none"> <li>agreement between AJ and KJC, KPC</li> <li>evaluation of trainers</li> <li>evaluation of mentors</li> <li>external evaluation</li> </ul>	2020-2021
	<b>2. Continuous Training</b>	2.1 Revise the CTP with regard to actually relevant, practical training topics.	<ul style="list-style-type: none"> <li>Framework drafted program</li> <li>Implementation plan of the framework drafted program</li> <li>Update of topics and</li> </ul>	2019

			reduce of the implemented training number	
		2.2 Development and implementation of oriented courses in accordance with the competencies with new positions and new working places	<ul style="list-style-type: none"> <li>Actual program of the revised training</li> <li>Advanced and trained judges and prosecutors</li> </ul>	2021
		2.3 Development and implementation of mandatory training	<ul style="list-style-type: none"> <li>Organized mandatory training</li> </ul>	2019 - 2021
		2.4 Drafting of normative acts for implementation of continuous training	<ul style="list-style-type: none"> <li>Drafted normative acts</li> </ul>	2021
	<b>3. Training for Administrative Staff</b>	3.1 Comprehensive training program with a multiannual training plan for relevant job categories of this target group	<ul style="list-style-type: none"> <li>Developed modules</li> </ul>	2019
		2.4 Identification of beneficiary categories and participants	<ul style="list-style-type: none"> <li>Drafted lists of participants</li> </ul>	2019
	<b>4. Training for Free Legal Professions</b>	4.1 Development and implementation of the training curriculum for FLP	<ul style="list-style-type: none"> <li>Memorandum agreements with relevant institutions</li> </ul>	2019 - 2021
<b>5. Training and development of trainers (ToT)</b>	5.1 Review and update the selection criteria for trainers and enabling the access of new trainers, as well qualified for the trainers team	<ul style="list-style-type: none"> <li>Number of recruited trainers</li> </ul>	2019	

		5.2 Advancing new training methodologies for the beneficiaries of the Academy and drafting of manuals/handbooks for the trainers.	<ul style="list-style-type: none"> <li>• Organisation of ToT</li> <li>• Drafting of training program</li> <li>• Drafting of manual/handbook</li> </ul>	2019 - 2029 2021 2021
		5.3 Develop and implement a system for monitoring and evaluating the performance of trainers and mentors	<ul style="list-style-type: none"> <li>• Monitoring, evaluation and control system implemented</li> </ul>	2020
II. The Justice Academy facilitates the development of legal research and enables publications in the legal field for the needs of the judicial and prosecutorial system	6. Legal Research and Publications	6.1 Publication and collection of relevant legal and non-legal resources, primary and secondary in official languages, with specific EU Asquis link.	<ul style="list-style-type: none"> <li>• Increase number of new publications in Albanian language</li> </ul>	2021
		6.2 Further development of electronic library and database, improvement of analysis and statistics	<ul style="list-style-type: none"> <li>• Electronic database and analysis system and advanced statistics</li> </ul>	2020
		6.3 Further development of “case-based training materials”	<ul style="list-style-type: none"> <li>• Materials for “case-based training” developed</li> </ul>	2020
III. The Justice Academy adopts a “shared responsibility” approach towards its stakeholders for the institutional strengthening of courts and prosecution offices	7. Cooperation with relevant Stakeholders	7.1 Establishing a responsibility plan between the Academy and KJC, KPC and other relevant stakeholders in judicial training related to the implementation of the training cycle ( TNA, recruitment of trainers and selection of participants, evaluation of training).	<ul style="list-style-type: none"> <li>• Responsibility Plan, established and implemented between KJA, KJC, KPC and other relevant stakeholder in the judicial training in place</li> </ul>	2021

by offering streamlined training policies and coordinated and balanced training programs for beneficiaries for implementation of the training policies.		7.2 Drafting of the work plan of the coordination process between Academy, KJC, KPC and relevant stakeholders in judicial training, including the exchange of necessary data.	<ul style="list-style-type: none"> <li>Agreed with the tables set for workflow between the Academy, KJC and KPC</li> </ul>	2021
IV. The Justice Academy supports the implementation of modern information technology in the administrative and legal work of the judiciary by offering trainings in vitally important IT skills, with which electronic portals within the judiciary (e-justice) and of the Academy (e-learning) can be used effectively	8. Information and Communication Technology (ICT)	8.1 Update and use KJA's database for an efficient, IT-based training management	<ul style="list-style-type: none"> <li>number of training and evaluation reports proceeded with the database</li> </ul>	2020
		8.2 Allocation of data related to the process of coordination between Academy, KJC, KPC and other relevant stakeholders in judicial training using the Academy's database	<ul style="list-style-type: none"> <li>Number of reports exchanged between the Academy and relevant stakeholders, increased</li> </ul>	2021
		8.3 Further development and advancement of the distance learning platform	<ul style="list-style-type: none"> <li>number of new courses added</li> <li>update of the platform</li> <li>number of participants increased</li> </ul>	
V. The Justice Academy ensures the professional capacity building and human resources growth, technical infrastructure and sufficient funding for implementing its mission and vision.	9. Human Resources and Infrastructure	9.1 Review and update Academy's human resources planning	human resources plan established	2021
		9.2 Providing modern training environment for participants and for regular work	<ul style="list-style-type: none"> <li>Number of upgraded and replaced device</li> </ul>	2021
		9.3 Maintain the status, function and position of the Academy equally with other institutions of the judiciary	<ul style="list-style-type: none"> <li>Number of reclassified positions at the Academy</li> </ul>	



VI. The Justice Academy will work to improve International Cooperation	10. International Cooperation	10.1 Establish and conduct regular needs assessment processes together with relevant stakeholders of the judiciary about international cooperation.	<ul style="list-style-type: none"> <li>• number of KJA stakeholder meetings</li> <li>• assessment report with priorities elaborated</li> </ul>	2020
		10.2 Ensure cooperation planning and agreements for realization of projects, practices and exchange programs with EU organizations and international donors, as well as with cross-border cooperation networks.	<ul style="list-style-type: none"> <li>• elaborated cooperation plan</li> <li>• number of enhanced cooperation agreements</li> <li>• number of participants in exchange programs and regional events added</li> </ul>	2021
		10.3 Ensuring international cooperation and coordination with Academy's donors	<ul style="list-style-type: none"> <li>• Assigning a Contact Person / Co-ordination Officer</li> </ul>	2020
VII. The Justice Academy enjoys and values the Public Trust and increases Public Awareness	11. Public Relations	11.1 Develop an awareness campaign that represents the legal education and training with universities and other professional organizations.	<ul style="list-style-type: none"> <li>• Number of meetings and events with universities and professional organizations</li> </ul>	2021
		11.2 Design an Academy's visibility plan including reviewing and updating current documents such as newsletters and periodical publications	<ul style="list-style-type: none"> <li>• drafted visibility plan</li> <li>• number of newsletters and periodical publications</li> </ul>	2020

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