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The work and performance plan for 2025

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List of acronyms

AELK – Association of Electronic Libraries of Kosovo

KJA – Kosovo Justice Academy

CPA – Central Procurement Agency

EU – European Union

FMCS – Federal Mediation and Conciliation Service

ENM – Ecole Nationale de la Magistrature

EJTN – European Judicial Training Network

ERA - Academy of European Law

EULEX - European Union Rule of Law Mission

GIZ - Deutsche Gesellschaft fuer Internationale Zusammenarbeit

ECtHR – European Court of Human Rights

INL - Bureau of International Narcotics and Law Enforcement Affairs

ECHR – European Convention on Human Rights

KJC – Kosovo Judicial Council

KPC – Kosovo Prosecutorial Council

OSCE – Organization for Security and Cooperation in Europe

OPDAT - Office of Overseas Prosecutorial Development

RPP – Research and Publications Program

ITP – Initial Training Program

CTP – Continuous Training Program

KFMIS – Kosovo Financial Management Information System

IT – Information Technology

USAID - The United States Agency for International Development

UNDP – United Nation Development Program

UNODC - United Nation Office on Drugs and Crime

Introduction

The KJA Work and Performance Plan for 2025 has been prepared for the implementation of training programs and other activities that serve the beneficiaries of the KJA according to the Law No. 05/L-113 on the Organization and Functioning of the State Administration and Independent Agencies and Regulation No. 12/2023 on the performance management system for agencies within the state administration.

The plan presents the objectives and concrete actions in the implementation of training programs and other activities defined by law which are in line with new developments, based on the capacities and resources in the relevant units of this institution, as well as the experience and best practices for their implementation.

The KJA Work and Performance Plan for 2025 is focused on activities that are in function of implementing initial and continuous training programs as well as other activities defined by law. The main objective of this plan is to train new judges and prosecutors in the relevant functions and the professional development of sitting judges and prosecutors, including other legal professionals in areas that have been identified as deficiencies during the training needs assessment. This document defines the responsible units, the actions that will be taken to implement them, including the time period, as well as the indicators that will enable the measurement and monitoring of the achievement of results.

In fulfillment of the Work and Performance Plan, the KJA has prepared an action plan for implementation of all planned activities which is incorporated in this document.

I. FULFILMENT OF THE WORK AND PERFORMANCE PLAN FOR 2024 AND CHALLENGES DURING ITS IMPLEMENTATION

The work and performance plan for 2024 is entirely completed in this year for all the programs. Initial Training during 2024 was attended by three generations of newly appointed judges (X, XI, XII) and one generation of newly appointed prosecutors (X). This proves dedication of the Justice Academy to meet the needs of the judicial and prosecutorial council, respectively the KJC and KPC requests to prepare new judges and prosecutors with the developments and subsequent recruitment processes for these positions in both councils, and taking the measures to draft the programs as well as their implementation for the three groups of judges and a group of prosecutors.

Therefore, the implementation of practical training in the respective courts of appointment for the 28 newly appointed judges of the X generation has continued. Parallel to the group of judges, theoretical and practical training was also provided simultaneously for the 22 newly appointed prosecutors of the X generation with 2 (two) days of theoretical training from the modules of this program at the Justice Academy and another 3 (three) days of practical training in the respective prosecution offices of appointment. Both groups (judges and prosecutors) have completed the initial training on May 15, 2024 and for both of these profiles the final test has been conducted and reports with final assessments have been prepared for the KJC and the KPC.

In February 2024, initial training began for 15 newly appointed judges who, for the KJA constitute the XI generation. This group of judges completed theoretical training in July and from this period have continued practical training in the respective courts of appointment as well as in other non-judicial institutions.

In addition to the practical training of the aforementioned judges, the initial training for the XII generation, respectively for 32 newly appointed judges, has also started implementation in September 2024. Similar to the previous generations, the judges, at the request of the KJC, have attended intensive theoretical training sessions 5 days a week at the KJA for 4 consecutive months and will continue throughout 2025.

Within the framework of continuous training, 103¹ training activities have been carried out so far for judges, prosecutors, professional associates, judicial and prosecutorial administrative staff, as well as for other legal professionals, while another 31 training activities will be carried out by the end of the year.

Trainings in the criminal field with an emphasis on fighting organized crime and corruption, trainings on human rights, domestic violence, justice for children,

¹ The number of 103 includes the period until the end of September 2024.

civil, commercial, administrative justice, trainings in the field of mediation and other trainings have been carried out as planned, benefiting judges, prosecutors and other legal professionals.

As planned, we have planned trainings in the criminal area with emphasis in combating the organized crime and corruption, trainings on human rights, domestic violence, justice for children, civil law, commercial, administrative, trainings in the mediation area and other trainings with beneficiaries from the group of judges, prosecutors and other legal professionals.

Professional associates and legal officers of courts and prosecution offices, in addition to participating in joint trainings with judges and prosecutors, have also benefited from trainings exclusively designed for their functions from the basic training modules. Similarly, other legal professionals and especially mediators, state attorneys and free legal aid officers.

As per the request of Kosovo Judicial Council, the Academy has carried out the training for 15 lay judges appointed during the 2023, who were not able to be part of the training of the first group that was held by the Academy right after their appointment. According to KJC decision the training is held in compliance with the curriculum recommended by this institution, with the purpose to prepare and train them on their duties and responsibilities according to the applicable legislation in family matters and the contested procedure.

Within the scope of training needs assessment for judges and prosecutors the process has been carried out as planned. All the stakeholders of the judicial and prosecutorial system were involved, exhausting this way all the sources of information including recommendations deriving from the national strategic documents. As a conclusion, this process has been finalized with a report that reflects the training needs assessment for the 2025, the process flow, methodology and results and findings from this process. In the area of publications, periodic publications, training modules were printed and published, while the publication of Selected Decisions and the Summary of the Court Practice of the Supreme Court is under the process.

Even though the budget is insufficient, the KJA financial sector has processed all payments and obligations of this year in due time, and the supply with goods and services was carried out according to the annual procurement plan.

Activities undertaken in the last part of 2023 by the KJA for implementing the public administration reform, respectively application of the Law no. 08/L-197 on Public Officials, and the Regulation No. 05/2023 on Internal Organization and Systematization of Working Places, have concluded successfully in the first quarter of 2024. The Human Resources Management Unit (HRMU) in compliance with provisions of the Law no. 08/L-197 on Public Officials, the Regulation No. 14/2020 for transfer of Civil Service Employees, and Regulation

No. 05/2023 on Internal Organization and Systematization of Working Places in the KJA, has completed successfully the restructuring process of each civil service employee in the Justice Academy. In this context and in harmony with the LPO and the Law on Public Sector Wages, all the appointment acts were issued to the civil service employees, and during this year 14 recruitment procedures were carried out, with 9 of them concluding successful, and 5 have resulted without a winning candidate.

For completion of the aforementioned activities, the challenge was to coordinate the trainers since the ITP had parallel two generations undergoing training at the same time in two profiles, including also the continuous training for its beneficiaries as foreseen by law. Besides these difficulties, organization of additional trainings as a results of the donor project's requests had its challenges to ensure the participation, among challenges was also the application of the criteria according to the Trainer's Handbook. Notwithstanding all of this, and thanks to the commitment and the support by its partners, the KJA managed to achieve completion of the work and performance plan for the 2024.

With regard to administration and general services, the insufficient budget continued to represent a challenges, as well as the lack of capital investments, application of the new legislation and procedures in the ISHRM (SIMBNJ) for public officials, respectively ensuring budget for the 4 new positions foreseen by the Regulation No. 05/2023 on Internal Organization and Systematization of Working Places in the KJA.

1. Vision and mission

The Justice Academy is a state institution of education and training, adapted to the general dynamics of development, a key factor for an impartial, independent and professional judiciary that must enjoy the public trust.

The Justice Academy provides quality training for judges, prosecutors and judicial and prosecutorial administrative staff, as well as other professionals in the judiciary, drafts analysis, develops research and publishing activities, in accordance with the applicable legal framework and international standards.

2. Importance of the Work and Performance Plan for the 2025

The drafting of the Work and Performance Plan is a legal requirement of Article 3 and 4 of Law No. 05/L-113 on the Organization and Functioning of the State Administration and Independent Agencies as well as Regulation No. 3/2020 on the performance of agencies. Therefore, based on the legislation in force, the Justice Academy has drafted the Work and Performance Plan for 2025.

The importance of this plan lies in the fact that it guides the work of the Justice Academy, namely the departments and divisions operating within it, for a year,

by defining the processes to be developed and the further steps to be taken until the results are achieved. It is also an essential instrument through which the cadre within the institution who should be engaged in the relevant activities are determined.

For the full implementation of this plan, the KJA will be engaged in work management, coordination of activities between programs, coordination of other services it provides according to the law, coordination and cooperation with the KJC, the KPC, the Court Presidents and the Chief Prosecutors, coordination and cooperation with trainers, and development and support partners of the KJA so that its beneficiaries according to the law can build their professional and interdisciplinary capacities and perform better in their work.

3. Legal basis and functions of the Academy

Based on Law No. 05/L -095 on the Justice Academy, as well as supplementing Law No. 08/L-063, Chapter IV on amending and supplementing Law No. 05/L-095 on the Justice Academy, the Academy is established as an independent public institution whose main function is to increase the professional capacities of judges, prosecutors, judicial and prosecutorial administrative staff, as well as other free professions through the implementation of training and the development of publishing activities and other legal materials.

The accountability line according to *Law No. 08/L-063 on amending and supplementing the laws related to the rationalization and establishment of accountability lines of independent agencies* is with its Steering Council. In addition to the basic legislation, the following secondary legislation was also revised during 2023:

- Regulation No. 01/2023 - on Supplementing and Amending Regulation No. 02/2019 on Trainers and Mentors of the Justice Academy;
- Regulation No. 02/2023 - on Supplementing and Amending Regulation No. 02/2017 on the Work of the Steering Council of the Justice Academy;
- Regulation No. 03/2023 - on Supplementing and Amending Regulation No. 04/2017 on the Work of the Program Council of the Justice Academy;
- Regulation No. 04/2023 - On the Admission and Appointment of the Executive Director of the Justice Academy;
- Regulation No. 5/2023 On the Internal Organization and Systematization of Working Places in the Justice Academy.

The draft law on the KJA is in the process of being amended and supplemented. As such, despite the legislative agenda, it has not yet been submitted to the parliament for review and approval. The Work and Performance Plan has been

drafted on the current legal basis and for any eventual changes resulting from the entry into force of the new law that also has an effect on the Work and Performance Plan, it will be reviewed and updated accordingly.

4. Bodies of the Justice Academy

4.1 Steering Council

The Steering Council, as the highest body of the Justice Academy for 2025, will focus on reviewing and approving the following issues:

- The Annual Work and Performance Report for 2024
- List of temporary trainers
- List of mentors
- Guideline for research and publications of the KJA
- Draft budget of the KJA
- Establishment of committees that arise as needed for the better functioning of the KJA;
- Requirements of the KJC and the KPC for the commencement of the initial training for judges and prosecutors who are in the recruitment process;
- Initial Program for newly appointed judges
- Continuous training program for 2026
- Work and Performance Plan for 2026 as well as other issues that arise according to developments during 2025.

4.2 Program Council

The Program Council as a professional body will be committed to ensuring quality for the training programs and trainings offered and the following activities:

- Reviewing the list of trainers and mentors and providing feedback on the list of potential trainers to the Steering Council;
- Ensuring the quality of training programs in ITP and CTP through orientation of training methods and techniques;
- Monitoring the implementation of the programs and their success, as well as
- Drafting the training program for 2026.

4.3 Executive Director of the Justice Academy

Executive Director will be committed on the following priorities:

- Representing the Academy in local and international institutions;
- Managing, general administration and lawfulness of the work of the Academy;
- Ensuring the implementation of the decisions of the Steering Council
- Proposing the annual draft budget of the Academy;
- Proposing the Work and Performance Plan as well as the Training Program of the Academy for 2026
- Proposing the list of trainers for approval to the Steering Council and appointing trainers from the list for implementation of the program;
- Managing the financial resources and property of the Academy and other activities according to the mandate.

II. GENERAL OBJECTIVES OF THE WORK AND PERFORMANCE PLAN FOR 2025

1. Professional preparation of newly appointed judges and prosecutors
2. Continuous advancement of professional and interdisciplinary knowledge of judges, prosecutors, judicial and prosecutorial administrative staff and other legal professionals;
3. Development of training programs, improvement of the quality of training, research and publishing activities;
4. Advancement and extension of cooperation with local partners, donors and international training institutions;
5. Improvement of professional administrative capacities, quality of administrative services and financial expenditures of the budget.

1. PROFESSIONAL PREPARATION OF NEWLY APPOINTED JUDGES AND PROSECUTORS

The professional preparation of new judges and prosecutors will continue throughout 2025 as both councils (KJC and KPC) have recruited new groups of judges and prosecutors who, according to the law, have a legal obligation to undergo initial training. Based on the training program and calendar for the 15 judges of the 11th generation, the implementation of practical training in the respective courts of appointment will continue until March 2025. During this period, the judges will assist in judicial activities supervised by their judge mentor, who will inform the Justice Academy on weekly basis about the progress and developments during the practical training. At the end of the practical training, the judges will undergo a final test.

In addition to this generation, the KJA will continue the implementation of the initial training for the 12th generation of judges, namely 32 newly appointed judges. For this generation, the initial theoretical training began in September 2024 and will continue throughout 2025, namely until February with modules in civil matters. These sessions will conclude the theoretical training part to then continue with the practical training in the respective courts of appointment.

The initial training also includes the 11th generation of prosecutors, namely 24 prosecutors, after the recruitment process by the KPC has been completed and they are now in the phase of being decreed.

In addition to this generation of prosecutors, 21 new judges are expected as they are currently in the recruitment procedures by the KJC. For this generation, a program will be designed in accordance with the requirements of the KJC and the judicial system in general, and the program will be implemented in accordance with the applicable legislation.

Therefore, the Initial Training Program for the 2025, will focus on the following specific objectives:

- 1.1 Implementation of practical training for 15 newly appointed judges of the 11th generation in the courts under the supervision of a mentor judge;
- 1.2 Implementation of initial training including theoretical and practical training for 32 newly appointed judges of the 11th generation;
- 1.3 Implementation of initial training for 24 prosecutors of the 11th generation
- 1.4 Implementation of initial training including theoretical and practical training for 21 newly appointed judges of the 13th generation;
- 1.5 Implementation of initial training for 30 newly appointed judges of the 14th generation, and for 30 newly appointed prosecutors of the 12th generation, and
- 1.6 Implementation of mandatory training for judges and prosecutors with insufficient performance.

1.1 Implementation of practical training for 15 newly appointed judges of the 11th generation

The initial training for the 15 newly appointed judges of the 11th generation, which began in February 2024, will continue for the first three months of 2025. During this period, the final sessions of practical training will be held in the courts under the supervision of mentors. The mentors will keep the Justice Academy informed on weekly basis about the developments and results of the practical training.

Based on the structure and calendar of this program, after completion of the

practical training in accordance with the applicable legislation, a final test will be conducted, the results of which will conclude the initial program for this generation. The panel will be engaged for the design and evaluation of the final exam, while the responsible staff of this program will be engaged in the summary of the assessments of the duties and other assignments of the judges during the initial training, who will prepare the final report for the judges of this generation which is sent to the KJC, respectively to the Performance Evaluation Committee.

1.2 Implementation of initial training for 31 newly appointed judges of the 12th generation

The Initial Training for 32 newly appointed judges of the 12th generation commenced in September 6th 2024 will continue being carried out until October 2025. Currently we have 31 judges since one of them from the Serbian community will continue with the following generation because of the maternity leave. During this period, we will continue trainings from the civil module until February and then the practical training in respective courts of appointments until October 2025.

The judge's mentors will implement the mentoring of judges during the practical training and will inform the Justice Academy in weekly basis about the results of the practical training. Within the scope of practical training, the newly appointed judges will attend also trainings in non-judicial institutions.

According to the structure of this program, after the completion of the theoretical and practical training sessions, a final exam will be held, with the results of which the initial program for this generation of judges will be concluded. Similar to previous generations, the Panel for the design and evaluation of the final exam will be engaged in the design and evaluation of the exam, and the responsible staff of this program will be engaged in the summary of the assessments of the tasks and other assignments of the judges during the initial training and in the preparation of the final report for each of them for the KJC, respectively for the Performance Evaluation Committee.

1.3 Implementation of initial training for 24 newly appointed prosecutors, generation XI

The Justice Academy, in accordance with its mandate, has followed the developments in the prosecutorial system regarding the recruitment of new prosecutors, which was carried out through an open and public competition in the second half of 2024. It is expected that prosecutors who have successfully passed this process will be decreed from this process, since all recruitment phases have been completed. The competition was for 28 vacant positions, 4 of them from the non-majority community. This group of new prosecutors for the Justice Academy constitutes the 11th generation in initial training, therefore all

measures have been taken to fulfill its mandate by law through inter-institutional coordination and joint work with the KPC and the Program Council of the KJA, both in the drafting of the training program and in the implementation of the initial training for this generation.

The modules dedicated to newly appointed prosecutors have been updated with legal issues relevant to newly appointed prosecutors and are as follows:

- The national and international legal order
- Criminal Code of the Republic of Kosovo
- Criminal Procedure Code
- Personal and inter-disciplinary skills
- Legislation and additional skills

The training is expected to begin immediately after the decree and will continue with the implementation of theoretical and practical training in parallel for a period of 12 months. The trainers who will be engaged in the implementation of the initial training will be selected from the list of KJA trainers.

1.4 Implementation of initial training for 21 newly appointed judges of the 13th generation

The Kosovo Judicial Council has conducted two recruitment processes during 2024, initially with the group of 32 judges who are already in the initial program, and at the end of the year for a new group of 21 new judges. The Justice Academy is following the recruitment process of new judges and in line with these developments will engage together with the KJC and its Program Council in drafting/updating the initial program in accordance with the new legislative changes. The program for this generation will contain training from all branches of law and positive domestic laws, including the *Acquis Communautaire*, the ECHR and other international acts, as well as interdisciplinary competence.

The modules that are part of the program for newly appointed judges will be updated with legal issues relevant to novice judges and are as follows:

- The national and international legal order
- Criminal Code of the Republic of Kosovo
- Criminal Procedure Code
- The Civil, Administrative and Commercial Laws
- Personal and interdisciplinary skills
- Legislation and additional skills

The training will begin immediately after the decree, initially with the above-mentioned modules at the Justice Academy for six months. The training modules are a combination of theoretical training followed by practical cases and simulations and then with practical training in the courts for a period of six

months, resulting in 12 months in total.

1.5 Implementation of initial training for 30 newly appointed judges of the XIV generation and 30 newly appointed prosecutors of the XII generation

In addition to planning for the above-mentioned generations, the Justice Academy has also foreseen in its work plan the initial training for other generations, namely the 12th generation of prosecutors and the 14th generation of judges, since according to developments in the KJC and the KPC, new recruitments are also foreseen.

1.6 Implementation of mandatory training according to Performance Evaluation

The Justice Academy will be ready to engage in the implementation of mandatory training for judges and prosecutors with insufficient performance depending on the requests of the KJC and the KPC. In this regard, if there are such requests, it will engage with both councils to draft training programs in the modules that will be determined by both councils and will engage trainers with experience in implementing training in accordance with the criteria set for these types of training.

2. CONTINUOUS ADVANCEMENT OF THE PROFESSIONAL AND INTERDISCIPLINARY KNOWLEDGE OF JUDGES, PROSECUTORS, JUDICIAL AND PROSECUTION ADMINISTRATIVE STAFF, AND OTHER LEGAL PROFESSIONALS

Increasing and advancing the professional and interdisciplinary capacities of judges, prosecutors and other legal professionals is essential for having an efficient and fair judicial system. After each assessment of training needs, the need for improvement in the fair implementation of the legislation in force for a variety of work competencies of judges, prosecutors and other legal professionals relevant to judicial processes results. In addition, it is a continuous requirement of both local and international reports, organizations that monitor the rule of law in Kosovo and especially the Strategy for the Rule of Law 2021-2026 and a series of other strategic documents at the national level that make the KJA responsible or supportive of the KJC and the KPC.

Referring to the continuous training program, a total of 133 activities with a duration of 169 training days are included. Of these, 83 training activities with a duration of 118 training days for judges and prosecutors that include criminal matters, especially for combating organized crime and corruption, sequestration and confiscation, other forms of abuse of official duty, domestic violence, the aspect of human rights, for administrative matters, especially for administrative conflict since the new law is expected to enter into force in January 2025, civil

matters, especially for judicial procedures in contentious and non-contentious matters, in child justice, in commercial justice and other issues that are challenging to judicial practice. The Program Council as a professional body has drafted the training program by determining the beneficiaries, duration and methodology for each of them, which is expected to be approved by the Steering Council together with this plan.

While the provision of training for professional associates will continue, as last year, including newly recruited staff, which are 35 training activities with 35 training days. Also 15 training activities with 16 training days for other support staff of courts and prosecutors, both new and experienced, which will be designed according to the work tasks, experience and specific competencies that each of them has in the judicial and prosecutorial system. Special attention will also be paid to other legal professionals, especially mediators, bailiffs, victims' advocates, free legal aid officers and not only who will be involved in joint activities with judges and prosecutors. Also two trainings for the management of courts and prosecutors.

Therefore, continuous training for 2025 will focus on the following specific objectives:

- 2.1 Implementation of trainings that are a result of the requirements of the strategic documents;
- 2.2 Implementation of trainings according to the priorities of the KJC and the KPC as well as according to the training needs of judges and prosecutors.
- 2.3 Implementation of roundtables for the unification of judicial practice
- 2.4 Implementation of joint trainings with free professions
- 2.5 Implementation of trainings for the management of courts and prosecution offices
- 2.6 Implementation of trainings for professional associates, legal officers as well as for judicial and prosecutorial administrative staff
- 2.7 Implementation of trainings through distance learning platforms according to the requirements.

2.1 Implementation of trainings that are a result of requirements from strategic documents

Rule of Law Strategy 2021-2026, respectively the Action Plan for 2024-2026 defines a significant number of activities and trainings that should be included in the KJA Work and Performance Plan. They are mandatory for the KJA training program and as such will be a priority for the KJA and will continue according to the progress and plan defined for each of them. According to the strategy, there are **33 measures/activities** that are outlined below:

- Providing specialized management and leadership training for court presidents, chief prosecutors, supervising judges and candidates for leadership positions;
- Assessing the impact of trainings on the judicial and prosecutorial system conducted in the last 3-5 years.
- Training judges and support staff in specialized commercial areas.
- Providing specialized training for judges in areas identified as deficiencies during performance evaluation.
- Conducting an analysis on the need for specialization of judges and prosecutors by the KJC and the KPC in cooperation with the KJA
- Reviewing the initial and continuous training program for professional associates and legal officers;
- Expanding the KJA Electronic Platform to include more online training modules;
- Providing training for all members of the Recruitment Commission for Judges and Prosecutors;
- Training for the KJC Verification Unit with the aim of building capacities in verification.
- Specialized training for prosecutors and judges, as well as investigators in the War Crimes Investigation Unit, regarding the investigation and adjudication of war crimes;
- Development of a new training program for judges and prosecutors on juvenile justice to adapt to the latest legal changes;
- Organization of training for judges regarding the handling of cases from the civil field (divorce, alimony, children without parental care and adoption);
- Training on extended powers of confiscation;
- Training for judges and mediators regarding the unification of practices for accepting mediation agreements and training in the civil, family and property fields;
- Drafting of the curriculum and providing basic and specialized training for judges and professional associates of the Commercial Court;
- Training for officials of the FLAA regarding the filing of lawsuits in accordance with provisions of the LCP and the future Civil Procedure Code;
- Preparation of the training curriculum for the new Law on Administrative Conflicts and organization of trainings for judges, FLAA officials, state attorneys;
- Trainings on bankruptcy procedures.

For these measures, the implementation period is until 2026, therefore the Justice Academy will engage in the implementation of training activities for which it is a responsible institution, while in those measures for which it is a supporting institution of the KJC, the KPC or other justice institutions, it expects from these institutions, since it also depends on the readiness of the relevant institutions.

Some of the activities under this strategy in which the KJA is a supporting institution with an emphasis on training dedicated to committees, bodies whose activity is performance evaluation, verification and other issues that are part of the work of the KJC and the KPC remain to be obtained through external expertise, as the KJA has no experience in this regard.

The Program for the Protection and Promotion of Human Rights - also seeks to increase the professionalism and competence of judges and prosecutors on international human rights standards with a focus on freedom of expression, hate speech, freedom of the media and whistleblowing of journalists in accordance with the standards of the Council of Europe. According to this program, there are **6 measures/activities** as outlined below:

- Training on criminal procedure involving perpetrators with mental disorders;
- Training on cases of gender-based violence, domestic violence and sexual harassment with a victim-centered approach;
- Training on non-discrimination;
- Training on the practice and jurisprudence of the European Court of Human Rights;
- Training on Freedom of expression, hate speech, freedom of the media and whistleblowing of journalists in accordance with the standards of the Council of Europe;
- Training on division of joint property after divorce, alimony, financial support of the spouse.

A significant part of these activities will be realized through donor support, especially through Council of Europe projects.

The Strategy for Protection from Domestic Violence and Violence against Women 2022-2026 - also requires increased professionalism in handling cases of domestic violence and, in addition, in cases involving perpetrators with mental disorders. Therefore, the KJA Work and Performance Plan will prioritize the implementation of training in this area. Based on the requirements arising from this strategic document, 7 training sessions should be implemented for domestic violence (criminal and civil aspects) as well as 2 training sessions for

cases involving perpetrators with mental disorders. Thanks to the cooperation with the Council of Europe, through the “Approximation of Legislation with the Istanbul Convention” Project, the training curriculum has been revised including the training modules.

2.2. Implementation of training according to the priorities of the KJC and the KPC as well as the training needs of judges and prosecutors

The Justice Academy will continue its commitment to fulfilling the requirements and priorities of the KJC and the KPC. First of all, in implementing mandatory trainings that are a result of legal obligations and sub-legal acts of the KJC and the KPC if there are requests from both institutions. In implementing trainings for judges and prosecutors according to the proposals in the 2025 training program, as well as in implementing trainings for judicial administrative staff which is an exclusive request from the KJC. Based on the request of the KJC, training activities for judges will be carried out in the required methodology through discussion roundtables as the most appropriate form for addressing practical challenges and problems in the judiciary.

The trainings will be designed to target competent judges and prosecutors and will be carried out through the case study methodology and other judicial training methods.

2.3 Conducting trainings through roundtables to address practical problems and issues from judicial practice

Roundtables for the unification of judicial practice continue to be in demand even in 2025 as one of the most appropriate formats to raise and advance the knowledge of judges and prosecutors in certain fields and topics. Therefore, within the framework of this plan, roundtables (criminal, civil, administrative) are included, which are 6 in total, and a host other activities that will be handled in this format through which practical problems will be addressed by panelists from among judges and prosecutors at the Appellate and Supreme Court levels. The outcome of these roundtables will be the conclusions for the unification of practice or eventually, depending on the dynamics, the drafting of manuals, guidelines or other forms that will continue to be published and accessible to law enforcement authorities.

2.4 Implementation of joint training with the liberal professions

As a result of cooperation agreements with chambers of free legal professions and requirements from strategic documents, the Justice Academy will engage in the development and implementation of joint training curricula. In particular, with victim advocates, mediators licensed by the Ministry of Justice, state

attorneys, bailiffs, free legal aid officers and other legal professionals whose work is related to the work of courts and prosecution offices.

2.5 Implementation of training for the management of courts and prosecution offices

Increasing managerial capacities for leadership positions in courts and prosecution offices is an ongoing need that has been identified in the training needs assessment process and is also a requirement of the Strategy for the Rule of Law and other integration mechanisms. In view of this, the KJA will engage in the implementation of this training by providing the courts and prosecution office management the skills, especially in planning, organizing and conducting work in courts and prosecution offices for the better functioning of the respective institutions. The implementation of this training will remain a priority in order to create a sustainable program including building training capacities in this area for the year 2025.

2.6 Implementation of training for professional associates, legal officers, as well as for judicial and prosecutorial administrative staff

The Justice Academy will continue to implement trainings according to the basic training modules for professional associates and legal officers who have not attended these trainings. The essential focus will be on the inclusion of all professional associates and legal officers of the courts and prosecution offices and other trainings according to the requirements and needs addressed to KJA.

As required by the Rule of Law Strategy, professional associates and legal officers of the Commercial Court will also benefit from trainings dedicated to judges of the Commercial Court.

Judicial and prosecutorial administrative staff will also have the opportunity to attend modules designed according to their job duties. Based on the Training Program for 2025, the Justice Academy will focus on implementing trainings according to modules that include professional and interdisciplinary aspects.

2.7 Implementing training via the remote platform

Distance learning courses continue to be available for all those who are unable to physically attend the KJA trainings. Since 2023, in cooperation with the Secretariat of the HELP Platform of the Council of Europe, 22 training courses have been developed and adapted, mainly in the field of human rights in the field of violence against women and domestic violence, women's access to justice, as well as legal reasoning and writing. These training courses will be activated if there are requests for training from its beneficiaries according to the law.

3. DEVELOPMENT OF TRAINING PROGRAMS, IMPROVING THE QUALITY OF TRAINING, RESEARCH AND PUBLISHING ACTIVITIES

The improvement and advancing of the training quality depends on the quality of training programs, the preparation and experience of trainers, and the application of advanced methodologies in provision of training. Also, analysis and research are an integral part and an essential instrument for the development of training programs adequate to the training needs and the improvement of the quality of programs. In addition, the creation and development of new publications in the legal field with an emphasis on summaries of judicial practice, manuals, guidelines and other forms that facilitate the practical work of judges and prosecutors as the main beneficiary according to the Law on the Justice Academy. In this regard, the Research, Publications and Training Program for 2025 will be oriented towards these specific objectives:

- 3.1 Development and implementation of the training needs assessment process for 2026;
- 3.2 Improving the quality of training, monitoring and analysis of trainer performance data for 2025;
- 3.3 Research and summarizing conclusions for the unification of judicial practice and their publication;
- 3.4 Development of new publications and provision of legal resources for KJA beneficiaries, and
- 3.5 Implementation of Euro-integration measures and policies and regular reporting to relevant mechanisms.
- 3.6 Implementation of monitoring of the KJA Integrity.

3.1 Development and implementation of the training needs assessment process for judges and prosecutors

An important component of the work of the Research, Publications and Training Division is the assessment of training needs. It will continue throughout the year through the collection and analysis of data from the mechanisms of the KJA in order for the next training program to address the problems of judicial practice. All resources within this unit will be engaged in analysis and research, in the collection of sources and information and in accordance with the strategies and priorities of the judiciary will be offered in joint meetings and workshops with the main heads of courts and prosecution offices and to the KJA Program Council for further development.

3.2 Improving the quality of training, monitoring and analysis of trainer performance data for 2025;

The development and advancement of training methodology will continue to be a priority for 2025. In particular, by ensuring the implementation of the training methodology as summarized in the recently drafted Trainer's Manual for Advanced Training Methodology, which requires learning techniques to enhance and also a greater commitment of the trainer before and after the training. In addition to the criteria set out in the manual, trainers in accordance with the requirements of the initial training will be obliged to implement the training through the analysis and study of cases and in some modules also through the simulation of court cases. Such methodology is now an integral part of the Initial Training Program, where a significant number of training sessions through practical case simulation have been added. In the framework of continuous training, trainings and round tables for the unification of judicial practice will be carried out by experienced and certified trainers according to the KJA program for trainers.

The training program for new trainers will also continue according to the advanced methodology in the Handbook, who are on the list of trainers selected during 2024. The number of sessions and the duration of the ToT will be determined depending on the content of the respective trainings.

The monitoring of the performance of trainers aims to increase the quality of training provision, and as such, in accordance with the legislation and policies of the KJA, the trainers engaged during each year will be subject to performance evaluation by the Program Council and the Steering Council. Therefore, in accordance with the requirements of the law and the by-laws of the KJA, the Trainers' Handbook, this process will be monitored through the collection and processing of data through evaluation surveys, where trainer files and relevant reports will be created for review of the trainers' performance by the Program Council and the Steering Council.

3.3 Research and summary of conclusions for the unification of judicial practice

In the framework of continuous trainings, roundtables for judges and prosecutors will result in conclusions for the unification of judicial practice and, for the Justice Academy as well. In order to realize the summaries, coordination will be required with the CTP, trainers and panelists of the relevant activities, who in joint discussions during the roundtables and other activities come up with joint conclusions that will serve as a guide for the unified judicial practice. The RPP program will take care of the publication of the three and ensuring access for beneficiaries.

3.4 Advancing publication activity and providing legal resources to KJA beneficiaries

The engagement and cooperation with the Supreme Court and the KJC will continue in the development of summaries of judicial practice, which are now traditional for the annual *Days of Judiciary* program. In this context, the provision of practical support to the authors of the summary in determining the legal issues that will be included in the summary and other important aspects in this field in terms of preparation for publication.

An ongoing activity will be the development, preparation and publication of training modules as defined in the training programs in accordance with the standards and criteria set out in the trainer's manual.

The newsletter will be published on a periodic basis through the collection and editing of reports from the activities carried out.

The KJA electronic library with its resources will continue to be at the service of its beneficiaries and, if necessary, assistance for their access according to their requirements. KJA will continue its membership in AELK and with this, the annual payment, a symbolic amount to ensure access to various international databases that this consortium offers to developing countries.

3.5 Implementation of Euro integration measures and policies as well as regular reporting to relevant mechanisms

The Justice Academy will continue to implement integration measures and policies in 2025. In this regard, the Justice Academy will engage in the implementation of recommendations from international organizations that monitor the justice system. Special attention will be paid to the analysis of the findings and recommendations from the EC report on Kosovo, with emphasis on increasing the capacities of judges and prosecutors in fighting organized crime and corruption, money laundering and other forms of corruption. It will also continue to monitor and report data according to indicators on a regular basis and consequently in fulfilling the European agenda.

Also, the data analysis and summary from the training needs assessment have been included and reflected in the Continuous Training Program for 2025. All recommendations arising from the strategic documents have been incorporated, and in particular priority has been given to the obligations arising from the Rule of Law Strategy, the Strategy for Protection from Domestic Violence, the National Program for the Protection of Human Rights, recommendations from the European Reform Agenda (ERA) mechanisms, NPISAA. Reports on their implementation will be prepared for all these mechanisms on a periodic basis and according to the requirements of the relevant mechanisms.

3.6 Drafting and implementation of monitoring the KJA Integrity Plan for 2025

Based on Article 25 of Law No. 08/L-017 on the Agency for the Prevention of Corruption, the Integrity Plan for the year 2024-2026 of the Agency for the Prevention of Corruption has been drafted in accordance with the requirements of the Methodology and guidelines issued and approved by the Agency for the Prevention of Corruption. This Plan, in consultation with the units within the Agency, will be reviewed for the year 2025 and will be updated with possible new measures according to developments and will be reported to the Agency for the Prevention of Corruption on a regular basis.

4. ADVANCEMENT AND EXTENDING COOPERATION WITH LOCAL PARTNERS, DONORS AND INTERNATIONAL TRAINING INSTITUTIONS

In terms of advancing and extending inter-institutional cooperation, and with international training institutions, the Justice Academy will focus on these specific objectives:

- 4.1 Maximum cooperation and coordination with the KJC, the KPC, as well as the Courts and Prosecutors' Offices of Kosovo;
- 4.2 Cooperation with other institutions of the justice system and expansion of cooperation and coordination with international partners, donors and relevant international training institutions;

4.1 Cooperation and coordination with the KJC and the KPC as well as with the Courts and Prosecution Offices of Kosovo

In order to better implement the training programs, the Justice Academy will cooperate very closely with the KJC and the KPC, especially for the remaining activities that arise as a result of the Rule of Law Strategy and for additional trainings if there will be any as a result of their performance evaluation. Coordination will continue with the court presidents and chief prosecutors for trainings according to the application, as well as with administrators for the implementation of basic trainings for professional associates, legal officers and joint trainings with judges and prosecutors. This cooperation will also focus on the development of training curricula according to the needs and requirements of these institutions and on the exchange of information and other issues of common interest.

4.2 Cooperation and coordination with other justice system institutions, and extension of cooperation and coordination with international partners, donors and other relevant judicial training institutions

KJA will continue cooperation with the Ministry of Justice through its representation in working groups in the area of legislation and rule of law policies, in preparing input for implementation of the strategies and other activities that are of common interest. Particular attention will be on other justice system institutions with which the KJA has reached memorandum of understanding for which they will be invited to be part of the training program, depending on the issues that are of interest and under their scope of work.

The Justice Academy will continue its commitment to joint international projects also during 2025. In view of this, it will be part of various regional and broader initiatives, especially in specific areas whose main mission is the development of best practices for building a professional judiciary. The Academy will enable trainers and especially its beneficiaries to participate in various trainings, forums, conferences and workshops in judicial training institutions at the regional level as well as in other organizations that focus on advancing judicial training and the rule of law.

During 2025, based on the current collaborations, KJA plans to carry out a significant part of the trainings in support and cooperation with various international partners and projects. Support and cooperation will continue with the following organizations and institutions: OPDAT, USAID/ Commercial Justice, INL, FMCS, EC/ Council of Europe Projects, OSCE, EULEX, EU/ EU Projects, ENM, AIR Centre, EJTN, ERA, UNDP, GIZ, UNODC, HUMANITARIAN LAW CENTER KOSOVO, etc., as well as cooperation with civil society organizations.

Priorities will also include enabling the participation of judges and prosecutors in EJTN and ERA training programs, as well as in exchange programs at regional training institutions.

5. INCREASING PROFESSIONAL ADMINISTRATIVE CAPACITIES, THE QUALITY OF ADMINISTRATIVE SERVICES AND FINANCIAL BUDGET EXPENDITURES

The process of reorganization and systematization of working places has created the opportunity for the KJA to focus largely on building professional capacities in performing tasks and functions as defined in the legislation for public officials. The new internal organizational structure is divided into two departments and 8 divisions, which with competencies will ensure the efficient implementation of the work and performance plan. The priority of the new organizational structure of KJA will be the fulfillment of tasks with competence,

professionalism and effectiveness. The effective functioning of work processes and the improvement of the quality of services will depend on the interaction and supervision of other departments and organizational units. Therefore, the following objectives have been identified in the work and performance plan:

- 5.1 Transparency and public relations
- 5.2 Advancing professional administrative capacities and implementation of the regulation on internal organization
- 5.3 Increasing the quality of administrative and logistical IT services
- 5.4 Efficient management and implementation of financial resources
- 5.5 Increasing the quality of supplies of goods and services and effective management of contracts

5.1 Transparency and public relations ransparenca dhe marrëdhënia me publikun

The Justice Academy will engage in transparency and public relations through the publication of all its activities, periodic documents such as Work and Performance Plans, Annual Reports and especially the decisions of the Board of Directors as its steering council.

The involvement of civil society in the training needs assessment process and its perspective on the training programs of the Academy will continue. Providing data on the activities of the Academy to all interest groups and updating its website and social media platforms with new developments both on the work of its governing bodies and training activities through public notices, announcements and other forms.

5.2 Advancing professional administrative capacities and implementation of the regulation on internal organization

The implementation and completion of the process of requirements arising from the public administration reform, namely the implementation of Law No. 08/L-197 on Public Officials, as well as Regulation No. 05/2023 on Internal Organization and Systematization of Jobs, have enabled the KJA to establish new departments and divisions with different competencies and accountability lines than what was previously the case, aiming to increase efficiency and professionalism in the relevant positions. With the approval of Regulation No. 05/2023 on Internal Organization and Systematization of Jobs by the Steering Council at the end of 2023, 36 positions are foreseen, despite the fact that only 32 are allowed and foreseen by the budget law, while 4 positions are expected to be included in the 2025 budget law. From the 36 personnel positions as foreseen by the Regulation on Internal Organization and Systematization, 1 position is at the senior management level, 2 positions at the middle management level, 8 positions at the lower management level and 25 at the

professional level. Filling vacant positions and continuous training of staff in accordance with the systematization and competencies aims to increase professional capacity in the exercise of duties as defined in the legislation for public officials. In this context, in accordance with the provisions of Law No. 08/L-197 on Public Officials, Regulation No. 14/2020 on the Transfer of Civil Servants, as well as Regulation no. 05/2023 on the Internal Organization and Systematization of Working Places in the KJA, the KJA personnel unit during this year has conducted a total of 14 recruitment procedures, of which 9 procedures have been successfully completed and 5 procedures have resulted in no winning candidate. Therefore, in continuation of this process, the recruitment planning for the 5 vacant positions in the KJA for 2025 has been drafted, as well as for the 4 additional positions that are expected to be allowed by the law on budget allocations.

Professional capacity building will focus on staff training, focusing on public administration legislation, contract management and professional competence.

5.3 Improving the quality of administrative and logistical IT services

General services according to legal competence will support the implementation of all planned activities in the field of training, research and publishing activities and other activities that are under the KJA scope. The attention and priority of IT will be supporting the implementation of training programs, respectively the implementation of training through the distance learning platform.

Priority will be the management and administration of documents, maintenance of rooms with the necessary IT equipment for the implementation of training, maintenance of hardware and software systems, management and maintenance of KJA inventory and infrastructure, transport services, supplies for KJA needs and other services that fall within the framework of the Department for Legal and General Services.

The Information Technology Division will also focus on digital work processes for training programs through the training activities management system, enabling online tests and applications for online training, exchanging and linking data with the KJC and the KPC, and other processes that facilitate the activities of the KJA.

5.4 Improving the quality of supplies of goods and services and effective contract management

Considering the insufficient budget, a significant part of the budget is planned to be spent on goods and services. All supplies of goods and services are carried out by EO's who were selected through procurement procedures at the CPA.

Therefore, based on the legal framework for procurement, procurement activities and the conclusion of contracts for the Justice Academy are under the authority of the CPA as it has less than 50 staff. However, the Academy engages in preparations regarding the specifications for contracts and contract management plans, sends members of the commissions for the evaluation of offers upon the request of the CPA, appoints a contract manager and manages contracts by preparing management plans and their implementation in accordance with the applicable legislation.

During 2025, the Academy will continue to implement 20 contracts for supplies and services that it still has in use, which includes supply of diesel for vehicles, heating and generators, supply of various office materials, supply of beverages for the cafeteria, supply of ready-made food and beverages for participants in training at the Academy, supplies of inventory, landline and mobile telephone services, photocopying and printing services, vehicle servicing services, facility cleaning services and physical security services of the facility. It also plans to develop 9 procurement activities for supplies and services for current services and supplies that end in 2025.

5.5 Efficient management and implementation of financial resources

The budget of the Republic of Kosovo is the main financial source of the Justice Academy. An additional part of this budget are various donations and support from international partners who assist the Justice Academy in its activities and in fulfilling its mandate defined by law.

The Budget and Finance Division will be engaged in the preparation of budget requests by estimating the cost according to training programs, the number of trainers engaged in the implementation of both initial and continuous training, the number of beneficiaries and other activities according to the KJA law.

For 2025, the budget circular foresees a total budget of **EUR 842,137.00**, despite the fact that the budget request of the KJA was **EUR 1,262,173.00**. The realization of the training activities planned within the framework of the ITP and CTP with the approved budget will be very difficult without the help of partners and their donations.

The Justice Academy, in accordance with its legal mandate, is obliged to fulfill the requirements of the KJC and the KPC, Courts, Prosecutor's Offices, as well as other training activities arising from strategies and other priorities related to the Euro-integration process of Kosovo. The preparation and advancement of the professional training of new judges and prosecutors with the relevant functions and competences remains a high priority. Both councils have developed new recruitment processes for new judges and prosecutors who are expected to attend initial training that is mandatory by law, therefore budgetary funds should be directed to this program that will consume the largest amount of the budget, namely EUR 339,503.00 from goods and services alone. Within the framework of continuous training, there are a number of activities that are

mandatory according to strategic documents for the judiciary and other integration mechanisms that require, in addition to judges and prosecutors, an increase in the professional capacities of professional associates and other support staff in courts and prosecutors, including the liberal professions. These requirements and other activities under the training programs will increase the costs of goods and services such as simultaneous translation and translation of training modules and other documents, cleaning services, heating and other supplies. A large part of the continuous training is planned to be carried out through cooperation and support of international projects and organizations.

During 2025, it is planned that the budget will be executed at the maximum percentage. The development of the KJA activity in the rented facility remains challenging despite the fact that the Justice Academy already has a separate building but which is not yet operational due to construction delays, which is the responsibility of the Ministry of Internal Affairs. As a result, about 8% of the budget is spent on rent payments, which undermines the full fulfillment of the objectives set out in this Plan.

Budget planning will be preceded by meetings and assessments within the organizational units that play an important role in this process. Budget planning and execution will be done by respecting the legal regulations in force, which ensure the implementation of the Academy's plan and program.

6. Action plan for the implementation of the KJA's Work and Performance Plan

The Action Plan below presents the general objectives which are in line with the real needs as presented in the Work and Performance Plan. The objectives are realistic and achievable, and a large part of the activities will be implemented in collaboration as confirmed by the supporting partners. The support and cooperation with the stakeholders will focus on the necessary expertise, as well as financial and logistical support.

6.1 Action plan for the implementation of the KJA Work and Performance Plan – 2025

General Objective	Sub-objective	Responsible unit	Timeline	Budget	Funding source	Indicator/ result
1. Professional preparation of newly appointed judges and prosecutors	Implementation of practical training for 15 newly appointed judges of the 11th generation in the courts under the supervision of the mentor judge	Initial Training Division	January - March	332,787 .00	CBK	Final report prepared for the 15 newly appointed judges of the XI generation trained in the modules according to the 2024-2025 Training Program.
	Implementation of initial training including theoretical and practical training for the 32 newly appointed judges of the 12th generation;	Initial Training Division	January - October		Final report prepared for the 32 newly appointed judges of the 12th generation trained in the modules according to the 2024-2025 Training Program.	
	Implementation of initial training for 24 newly appointed prosecutors of the 11th generation	Initial Training Division	January-December		24 newly appointed prosecutors of the 11th generation trained for other institutions of the justice system and outside the judiciary.	
	Development and implementation of initial training for 21 newly appointed judges of the 13th generation	Initial Training Division	January-December		21 Newly appointed judges trained in the relevant modules according to the training program for the XIII generation.	
	Development and implementation of initial training for 30 newly appointed judges of the XIV generation and for 30 newly appointed prosecutors of the XII generation	Initial Training Division	September-December		30 newly appointed judges and 30 prosecutors trained in the relevant modules according to the training program for the XIV and XII generation.	
	Development of mandatory training based on performance evaluation	Initial Training Division	January-December		Judges and prosecutors trained in modules according to performance indicators ²	
	Criminal Law Training	Continuous Training Division	January-December		119.000	23 trainings, with the participation of about 575 participants. From them, 300 are from the ranks of judges, 190 from the ranks of prosecutors and 85 from the ranks

² Implementation of mandatory training depends on the requirements of the KJC and the KPC.

General Objective	Sub-objective	Responsible unit	Timeline	Budget	Funding source	Indicator/ result
2. Continuous advancement of professional and interdisciplinary knowledge of judges, prosecutors, judicial and prosecutorial administrative staff, and other legal professionals						of professional associates.
	Civil Law Trainings	Continuous Training Division	January-December			9 trainings with the participation of about 210 judges and about 60 professional associates.
	Trainings from the area of Justice for Children	Continuous Training Division	January-December			5 trainings with around 125 participants. From them, 55 are judges, 35 are prosecutors, and 35 are professional associates, probation officers, and police officers.
	Trainings on protection from domestic violence	Continuous Training Division	January-December			4 trainings with around 100 participants. From them, 50 are judges, 25 are prosecutors, and 25 are professional associates, victim advocates, and other legal officials.
	Commercial trainings	Continuous Training Division	January-December			12 trainings with around 130 participants. From them, 90 are judges and 40 are professional associates.
	Trainings in constitutional, administrative and misdemeanor justice	Continuous Trainign Division	January-December			9 trainings with 120 participants. From them, 90 are judges and 30 are professional associates.
	ECHR Trainings	Continuous Trainign Division	January-December			5 trainings with approximately 115 participants. From them, 60 are judges, 30 are prosecutors, and 25 are professional associates and state attorneys.
	EU Law Trainings	Continuous Trainign Division	January-December			2 trainings with around 50 participants. From them, 30 are judges, 15 are prosecutors and 5 are professional associates.
	Interdisciplinary competence training	Continuous Trainign Division	January-December			5 trainings with around 125 participants. From them 50 are judges, 40 are prosecutors and 35 are professional associates.

General Objective	Sub-objective	Responsible unit	Timeline	Budget	Funding source	Indicator/ result
	Mediation trainings	Continuous Trainign Division	January-December			6 trainings with around 150 participants. From them, 60 are judges, 30 are prosecutors, 40 are mediators, and 20 are court officials who deal with mediation.
	Trainings for the management of courts and prosecution offices	Continuous Trainign Division	January-December			2 trainings with around 40 participants. Of them, 20 from the courts and 20 from the prosecutor's offices.
	Implementation of mandatory training according to the KJC and KPC regulation	Continuous Trainign Division	January-December			Judges and Prosecutors trained for mandatory training ³
	Implementation of training for professional associates and legal officers of courts and prosecution offices	Continuous Trainign Division	January-December			35 trainings with around 1000 participants from among the professional associates and legal officers of the courts and prosecution offices
	Training for judicial and prosecutorial administrative staff	Continuous Trainign Division	January-December			25 trainings with around 700 participants from among administrators, clerks, legal secretaries, case management officers of courts and prosecution offices.
	Providing and implementing training according to the requirements of free legal profession institutions	Continuous Trainign Division	January-December			Private bailiffs, victim advocates, officials of the FLAS as well as officials of NGOs that provide free legal aid trained in joint trainings with judges and prosecutors as well as 5 trainings conducted specifically for the free legal professions.

³ The number of trained judges and prosecutors depends on the requirements of the KJC and the KPC.

General Objective	Sub-objective	Responsible unit	Timeline	Budget	Funding source	Indicator/ result
	Implementing training through distance learning platforms according to requirements.	Continuous Trainign Division and IT Division	January-December			Upon request, judges and prosecutors trained in online courses
3. Development of training programs, improving the quality of training, research and publication activities	Development and implementation of the training needs assessment process for 2026;	Trainers & Initial Training Division, Continuous Training Division, and the Research Publications and Trainers Division	January-December			Training needs analysis and assessment report drafted
	Improving the quality of training, monitoring and analysis of trainer performance data for 2025;	Research, Publications and Trainer's Division	January-December	17.800		Trainer's performance evaluation report for 2025 drafted
	Research and summary of conclusions for the unification of judicial practice and their publication;	Continuous Training Division and the Research, Publications and Trainers Division	January-November			Summary of conclusions on the unification of judicial practice and their publication
	Developing new publications and providing legal resources for KJA beneficiaries	Research, Publications and Trainers Division	January-November			Production and publication of periodic newsletters, modules and summaries of Supreme Court case law

General Objective	Sub-objective	Responsible unit	Timeline	Budget	Funding source	Indicator/ result
	Implementation of Euro integration measures and policies as well as regular reporting to relevant mechanisms	Research, Publications and Trainers Division	January-December			Periodic reports drafted and available for the Rule of Law Strategy; Strategy for Protection from Domestic Violence; National Program for the Protection of Human Rights; NPISAA & European Agenda; European Commission Report on Kosovo and other integration mechanisms.
	Implementation of the KJA Integrity Plan	Research, Publications and Trainers Division	June-December			The six-month and annual report sent to the Agency for Prevention of Corruption
General objective	Sub-objective	Responsible unit	Timeline	Budget	Funding source	Indicator/ result
4. Advancing and extending cooperation with local partners, donors and international training institutions	Coordination and maximal coordination with KJC, KPC and the Courts and Prosecution Offices	Training Program Department and the Department for Legal and General Services	January-December			Joint workshops Training curricula developed together with relevant institutions and entities and approved
	Cooperation and coordination with other justice system institutions and expansion of cooperation and coordination with international partners, donors and relevant international training institutions	Training Program Department and the Department for Legal and General Services	Janar -Dhjetor			Regular participation and contribution of the KJA in various groups and formations for the better functioning of the justice system Judges and prosecutors trained in judicial training institutions in the region
	Transparency and public relations	Division for Legal Services and Institutional Cooperation				Providing access to stakeholders About 21 posts on LinkedIn, 84 on Facebook as well as announcements and reports on the web according to planned activities both in the

General Objective	Sub-objective	Responsible unit	Timeline	Budget	Funding source	Indicator/ result
5. Increasing professional administrative capacities, the quality of administrative services and financial budget expenditures						Training Program and in other activities in function of the work process in KJA
	Advancement of professional administrative capacities and implementation of the regulation on internal organization	Training Program Department, Legal and General Services Department, the Human Resources Unit	January-December			Recruitment plan and staff training plan drafted and implemented
	Improving the quality of administrative and logistical IT services	Information Technology Division	January-December			IT Equipment and Maintenance Needs Assessment Report List of functional equipment and automated systems for managing training activities
	Efficient management and implementation of financial resources	Training Program Department, Legal and General Services Department, and Budget and Finance Division	January-December			Budget needs assessment and Budget request based on the number of planned training activities drafted and approved by the Board Budget execution report
	Improving the quality of supplies of goods and services and effective contract management	Training Program Department, Legal and General Services Department, and Procurement Officer	January-December			Goods and services needs assessment report Annual procurement plan drafted and implementation report

Budget according to the request of the Justice Academy for the year 2025 and according to budget circular 2025/1 of the Ministry of Finance, Labor and Transfers;

Category	2024	2025	Difference 2024-2025	Budget request 2025	Difference Request-Budget 2025
Wages and salaries	276,797	290,637	13,840	356,797	(66,160)
Goods and services	519,948	535,000	15,052	811,746	(276,746)
Utilities	16,500	16,500	-	20,700	(4,200)
Capital Investments	50,000	-	(50,000)	72,930	(72,930)
Total budget	863,245	842,137	(21,108)	1,262,173	(420,036)

6. Challenges and risks

Accomplishment of this plan contains challenges and risks that are listed below:

- Lack of sufficient budget according to the defined plans for implementation of all activities in the training programs, as well as limited opportunities for long-term development⁴;
- Insufficient space and conditions to fulfill all activities from training programs ⁵,
- Supplementation and amendment of the Law on the Justice Academy in accordance with international standards and good practices;
- Insufficient staff for the implementation of research and investigation activities;
- Recruitment process for vacant positions according to the new legislation in force;
- Maintenance and updating of IT systems, advancement of hardware and software
- Implementation of mandatory individual trainings by performance evaluation;
- Implementation of the trainer's manual and the functionality of the training monitoring system and their effect on work;

7. Conclusion

The Work and Performance Plan for 2025 has been prepared in accordance with the real capacities of the Justice Academy in fulfilling the general objectives. The implementation of the work and performance plan is largely implemented by the staff of the Justice Academy, respectively by the new internal organizational structure in accordance with the new regulation on the Internal Organization and Systematization of the working places of the Justice Academy. The general objectives have been identified and summarized based on new developments, the requirements of the KJC, the KPC, courts, prosecution offices, judges, prosecutors, support staff, needs and priorities arising from strategic documents and the Euro-integration process, for the need to increase and advance the professionalism of the

⁴ Limited budget plus rent expenses

⁵ The Justice Academy continues its activities in the rented facility due to the failure to complete the facility according to the contract deadlines and make it functional.

justice system in Kosovo. The plan contains in detail the training activities and other activities determined by law, including the units responsible for their implementation. The staff of the Academy will be engaged in the fulfillment of this plan, taking into account the actions and deadlines set for each of the foreseen activities.