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EUROPEAN UNION'S SUPPORT TO THE JUDICIAL ACADEMY

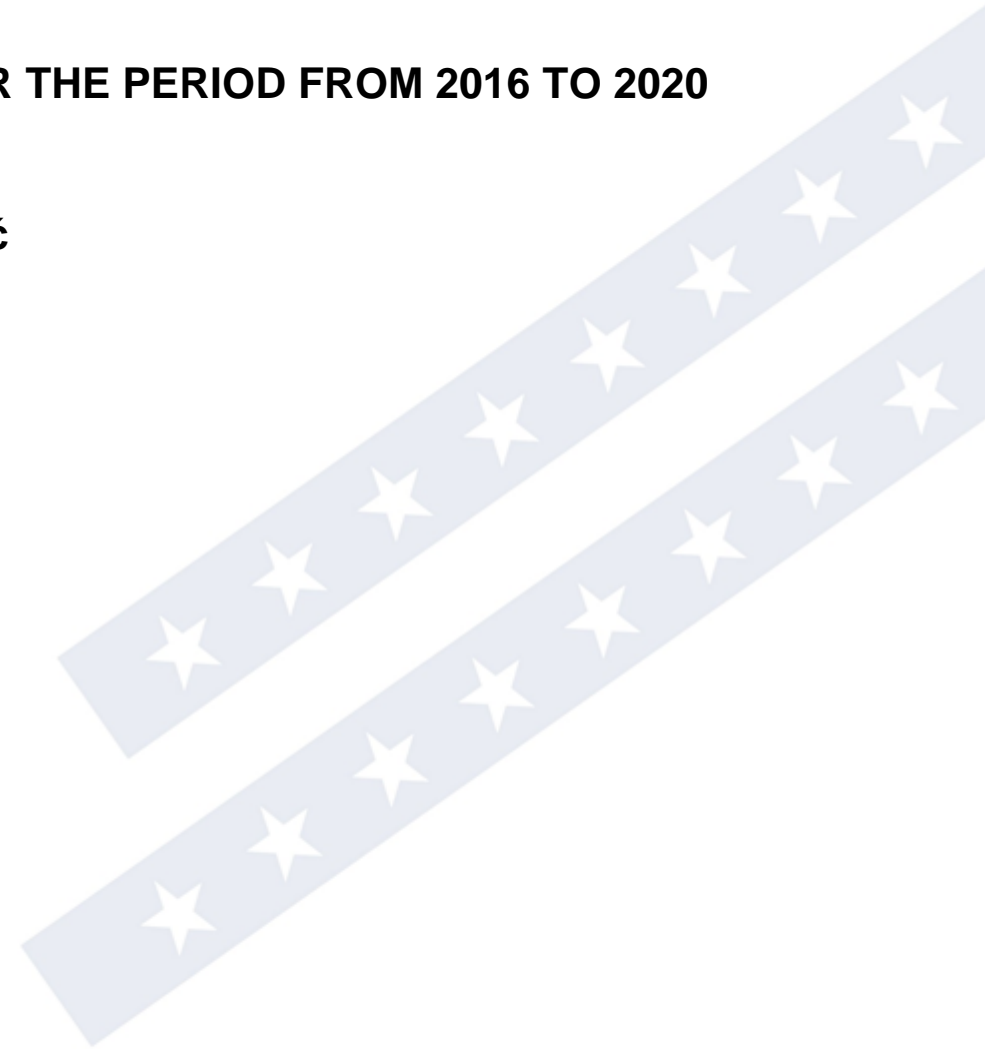
**ACTION PLAN OF THE JUDICIAL
ACADEMY FOR THE PERIOD FROM
2016 TO 2020**

Annex 8 to 2nd Interim Report



ACTION PLAN OF THE JUDICIAL ACADEMY FOR THE PERIOD FROM 2016 TO 2020

Dragana Lukić



NORMATIVE FRAMEWORK

The framework for the formulation of this Action Plan consists of the following documents: the Strategic Plan of the Judicial Academy for the Period of 2016 – 2020, the Action Plan of the Republic of Serbia for Chapter 23, the EU Commission Position on Chapter 23, as well as conclusions and recommendations from the Reports on Serbia's Progress towards the EU Accession for 2014, 2015, and 2016.

It is noticeable that, in the Reports on Serbia's Progress towards the EU Accession for the period from 2014 to 2016, year in year out, a considerably increasing attention is dedicated to the importance and the role of the Judicial Academy in the sections Professionalism and Competence and Quality of Justice both through stressing the importance of establishing of a clear and transparent system for recruitment and career management of the representatives of the judiciary in compliance with the European standards and through emphasizing the need for quality and continuous training for the purpose of enhancing of the quality of the judiciary.

The progress reports particularly single out:

- **The criterion of professionalism and competence** of judicial office holders in the context of the need to reform the existing system of recruitment, transfer and promotion in order to ensure a transparent and predictable judicial career system.
- The need to enhance the capacity of the Judicial Academy as the **point of entry to the judicial profession** in the context of development of a comprehensive **system of periodic assessment of performance** of judges and prosecutors for the purpose of establishing a systematic approach to career development, including the needs for training.

In the 2016 Report, already in the Political Criteria, the following is stated: „*The legal framework is not yet in line with the European standards thus leaving scope for political influence in the recruitment and appointment of judges and prosecutors. In addressing the shortcomings outlined below in the coming period, Serbia should in particular: amend the constitutional provisions related to the system for recruitment and career management in line with European standards related to the independence of the justice system.*”

It is noticeable that the Commission, more than in previous years, also insists **on the need for further improvement of the Judicial Academy** stating that *the Judicial Academy is the institution responsible for initial and continuous training of the judiciary. Further reform of the Academy is needed to improve its professional, financial and administrative capacity so it can **become a proper independent and compulsory point of entry to the judicial profession**. A quality review mechanism to evaluate the effectiveness of judicial training had yet to be established. Frequent changes in legislation and insufficient training make the legal environment*

challenging for the judiciary, which leads to inconsistency in court practice. There is a strong need for practical in-service training for all categories of staff responsible for the quality of justice.

In the section Chapter 23, the above positions are further elaborated in more detail and numerous criticisms are expressed concerning the independence in recruitment of public prosecutors, the lack of objective, merit-based criteria. Related to professionalism and competence, it was repeated that a thorough and comprehensive judicial education is needed: *“Serbia needs to amend the constitutional provisions on the system for recruitment and career management in line with European standards for the independence of the justice system. All these points would contribute to a more transparent and predictable judicial career system and a more consistent approach to judges’ and prosecutors’ career development.”*

On page 6; Professionalism/competence/efficiency *„The EU ... stressed the importance of strengthening the independence of the Judicial Academy. The EU invites Serbia to effectively implement a quality review mechanism to evaluate the training courses provided, to provide adequate infrastructure, staff and financial resources for the Academy. It urges Serbia to provide for a sustainable and long-term financial solution for the Academy, ensuring that its dependence from donors' support substantially decreases over time. The EU takes note of Serbia's intention to ensure that the assessment of training needs is part of the performance appraisal of judges and prosecutors.”*

REFORM CAPACITY OF THE JUDICIAL ACADEMY

The National Judiciary Reform Strategy¹ designates the Judicial Academy as **one of the key stakeholders in the reform process**, providing for certain number of new functions which that institution for the judicial training should take over. While the actual Strategy aims at creating conditions that should enable the Judicial Academy, in the long run, to be capable of sustainable provision of the initial and the continuous training, the Academy itself, for the time being, as a newly founded institution, does not have sufficient technical and organizational capacities that could provide for an adequate guarantee for the quality of its training, daily work processes and improvement of overall results of its operation. The Judicial Academy is still faced with the implementation of major changes in order to be able to reach its maximum potential by qualitative transition from service delivery, which is first of all expressed through the number of trained persons, to the provision of quality judicial training.

Also, the Action Plan of the National Judiciary Reform Strategy for 2013-2018 specifies, as a priority, improvement of the continuous training of judges and prosecutors.² The Action Plan for Chapter 23 stipulates a whole series of activities that need to be implemented

¹ National Judiciary Reform Strategy for the Period of 2013–2018, (*Official Gazette of the RS*, No. 9/10), available at: <http://www.mpravde.gov.rs/en/vest/3394/the-national-judicial-reform-strategy-for-the-period-2013-2018-.php>

² Strategic guideline 3.1.2 from the Action Plan for 2013-2018.

already in the course of 2016 so as to promote the Judicial Academy as the centre for the continuous and the initial training of judges and public prosecutors in compliance with the decisions of the Constitutional Court and the provisions of the Law on the Judicial Academy, through introduction of the annual training programme and provision of the required resources and putting in place of the system of control of the quality of the initial and the specialized training courses.³

The Judicial Academy will remain a key institution in assuring European standards that require the cumulative minimum effect of background, experience and training that should be at least comparable for all those taking up a judicial appointment for the first time. In line with the Consultative Council of European Judges recommendation, there should be objective criteria to ensure that the selection of judges is “based on merit, having regard to qualifications, integrity, ability and efficiency.”⁴ In compliance with the recommendation of the Consultative Council of European Judges, there should be objective criteria in place, which will ensure that election of judges is „based on merit, having regard to qualifications, integrity, ability and efficiency”.⁵ From this aspect, the European standards prescribe **compulsory point of entry to the judiciary**,⁶ which the Judicial Academy is ready to provide.⁷

³ <http://mpravde.gov.rs/files/Akcioni%20plan%20PG%2023%20Treci%20nacr-%20Konacna%20verzija1.pdf> the Action Plan, p. 64.

⁴ Opinion No. 1 (2001) of the CCJE on standards concerning the independence of the judiciary and the irremovability of judges, Conclusion No. 2

⁵ Opinion No. 1 (2001) of the CCCJ on standards concerning the independence of the judiciary and the irremovability of judges, Conclusion No. 2

⁶ In terms of this discussion compulsory point of entry is not construed as identical to one and only, exclusive point of entry. The first notion (compulsory point of entry) designates that all those who are for the first time entering in a judicial profession meet certain requirements, while one and only, exclusive point of entry is interpreted as the only process during which all such requirements can be met.

⁷ Opinion of the Directorate General Human Rights and Rule of Law (the Human Rights Directorate of the Council of Europe on the Law on the Judicial Academy of the Republic of Serbia and on the Draft Rulebook for Election of Candidates for Prosecutorial Office Holders), Council of Europe, Strasbourg, 2015, p. 60.

INSTITUTIONAL AND BUDGET SITUATION

The Judicial Academy was founded in 2010 with the objective to contribute to the professional, independent, impartial, and efficient performance of judicial and prosecutorial functions and professional and efficient carrying out of assignments of judicial and prosecutorial staff.⁸ The set objective is attained by provision of the professional initial and continuous training, both for judges and prosecutors, and for judicial and prosecutorial assistants and trainees and for the judicial and prosecutorial staff.

The Judicial Academy is the institution which aspires to excellence in the judicial education and research for the requirements of judicial office holders in Serbia and other legal professions. For the purpose of accomplishing the full institutional capacity, the Judicial Academy, by implementing this Action Plan, aims to achieve institutional and budgetary independence through:

- Full systematization of the functional, professional staff to be employed in the Judicial Academy in compliance with the recommendations established in the functional analysis of the judiciary and the assessment of the needs of the judiciary in Serbia. The precondition for full institutionalization is that the Ministry of Justice should allocate sufficient budgetary funds;
- Continuous and comprehensive analysis of the requirements for training of judicial office holders, judicial and prosecutorial assistants and trainees, as well as judicial and prosecutorial staff;
- Intensifying of the continuous training for judicial office holders, judicial and prosecutorial assistants and trainees, as well as for judicial and prosecutorial staff;
- Improvement of the standards of the initial training and evaluation;
- Development of training materials and methodologies, building upon the experiences of the European Judicial Training Network;
- Strengthening of financial independence, through reduced dependence on donor funds in the provision of the continuous training, long-term financial planning;
- Development of research and publishing capacities through thematic research, e-learning, publications, etc.;
- Enhanced visibility of its activities and direct communication with the public;
- Development of strategic partnerships with local and international partners.

⁸ Article 2 of the Law on the Judicial Academy

FORTHCOMING STEPS

The Judicial Academy, for the period of 2016–2020, has established the following main objectives:

- To proceed with the capacity building of the Judicial Academy as an effective institution for training and research
- To provide for sustainable and high standards of quality of the initial and the continuous training for judicial office holders and other professional lawyers
- To provide support to the system of appointment and professional advancement of judicial office holders in Serbia based on the produced results
- To aspire to intensified networking and external cooperation.

It is important to stress that the Judicial Academy will not (and cannot) implement this strategic plan on its own. The main institutional partners with which the Judicial Academy will continue to build cooperation, apart from courts and prosecutor's offices, are certainly the High Judicial Council, the State Prosecutorial Council, and the Ministry of Justice.

Majority of programmes of the continuous training, which are provided by the Judicial Academy, are financed from donor funds, which is a significant support both to the implementation of the Continuous Training Programme and strengthening of internal capacities of the actual Judicial Academy. At the same time, this means that the Training Programme is to a great extent being developed in compliance with the programme priorities of development partners, which aggravates achievement of the programme coherence.

Therefore, the Judicial Academy will assume the coordinator role in the building of the national and international partner network through the foundation and functioning of the Partner Forum as a flexible mechanism for improvement of the coordination. However, numerous tasks are still ahead of the Judicial Academy, which it should carry out, in cooperation with the High Judicial Council and the State Prosecutorial Council, and with the assistance from the state and international partners, and realize systemic improvements in all the areas of its work, as well as a significant capacity building.

The assessment is that for the implementation of this Action Plan minimum EUR will be required. In this respect, when planning the budget of the Republic of Serbia, the above assessments should be taken into consideration so that the share in financing from the budget of the Republic of Serbia could increase in time in compliance with the EU recommendations as compared to donor funds. After the assessment of the expert team, additional funds required for the implementation are going to be allocated.

ACTION PLAN OF THE JUDICIAL ACADEMY FOR THE PERIOD OF 2016–2020

1. Continued capacity building of the institution of the Judicial Academy as an effective platform for training and research						
	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
1.1	Drafting and adoption of the legal framework on the Judicial Academy, in line with the EU recommendations, aimed at the strengthening of independence of the judiciary and achieving its full functionality and the role of a single point of entry in the judiciary	Judicial Academy Ministry of Justice			The Judicial Academy has been enabled to operate in its full capacity.	
1.2	Capacity building and improvement of the organization and work of the Judicial Academy (Increased number of employees in compliance with the planned programme and organizational changes)	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	Continuously		Organization of the work of the Judicial Academy as well as its administrative capacity has been improved in compliance with the result of the Functional Analysis of the needs of the Judicial Academy.	

1.3	Provision of adequate infrastructure preconditions for the work of the Judicial Academy with strengthened capacity, through the reconstruction and equipping of an adequate building in compliance with the Decision of the Government of the Republic of Serbia, adopted at the session held on 9 April 2015	Judicial Academy Ministry of Justice EU Judicial Efficiency Project	Continuously		The Judicial Academy has been appropriately accommodated and equipped.	
1.4	Assessment of analytical capacities, as well as capacities for planning and oversight of the training Training of competent employees of the Judicial Academy	Judicial Academy	Last quarter of 2017		The Judicial Academy has been enabled to operate in its full capacity.	
1.5	Assessment of analytical capacities, as well as capacities for planning and oversight of the training Training of the employees in the High Judicial Council (HJC) and the State Prosecutorial Council (SPC)	Judicial Academy HJC SPC	Last quarter of 2017		The Judicial Academy has been enabled to operate in its full capacity. The HJC has been enabled to operate in its full capacity. The SPC has been enabled to operate in its full capacity.	

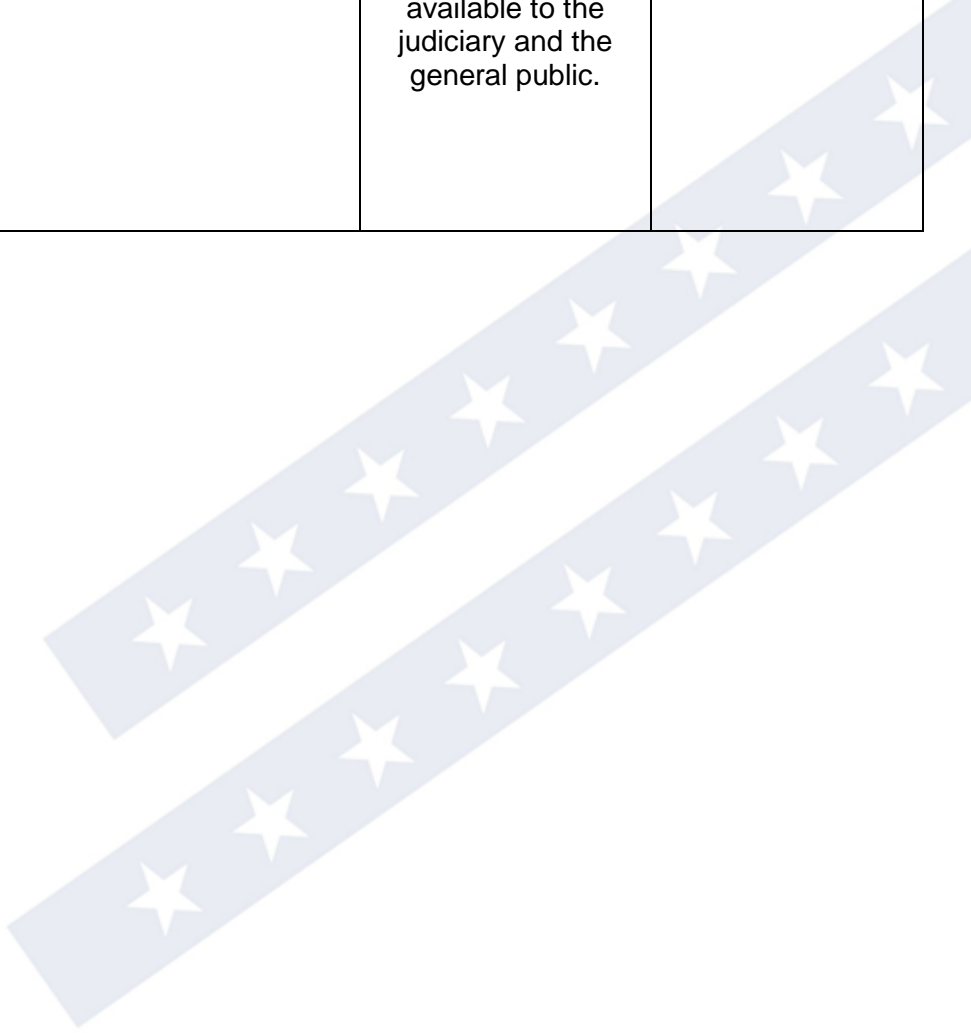
1.6	The long-term plan of capacity development in compliance with the Judiciary Human Resources Management Strategy of Serbia (assessment of fiscal requirements for HR development in compliance with the development plan of the Academy)	Judicial Academy	Second quarter of 2018		The Judicial Academy has been enabled to operate in its full capacity.	
1.7	Introduction of an objective system for appraisal of performance of the employees in the Judicial Academy	Judicial Academy	End of 2018		<p>The system for monitoring and appraisal of performance results of employees are in place.</p> <p>Monitoring and appraisal of performance results of employees are carried out on a regular basis.</p>	
1.8	Building of research capacities and forming of the desk for assistance in research	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project	End of 2019		The Judicial Academy has been enabled to operate in its full capacity.	

		2. USAID Judicial Academy Support Project				
1.9	Establishing of the database of court decisions and jurisprudence concerning-za the European Convention on Human Rights (the Serbian version of the HUDOC), with examples of principles related to local legal norms and the forum of judges experts as a support to continuous learning in this area	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	End of 2018		The Judicial Academy is becoming the base of knowledge and learning.	
1.10	Finalization of establishing the E-Academy Completed basic version of E - platform for planning, reporting on and management of examinations	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial	End of 2017		The basic version of E - platform for planning, reporting on and management of examinations has become operational.	

		Academy Support Project				
1.11	Establishing of the functional link between the software of the Judicial Academy, the High Judicial Council and the State Prosecutorial Council for the purpose of exchange of information and a common database on beneficiaries of training courses, mentors, lecturers, as well as for the purpose of having updated and precise records of training courses and better planning of overall and special requirements for training	Judicial Academy HJC SPC Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project 3. EU Judicial Efficiency Project	With the HJC, end of 2017 With the SPC, end of 2018			Review and appraisal of performance of judicial office holders are done in compliance with measurable criteria and based on information on their participation in training courses. Better planning of training requirements based on real needs and precise reports.
1.12	Establishing of the Documentation Centre and the Research and Development Centre:	The Judicial Academy	Middle of 2019		The Documentation Centre has become functional.	

	<ul style="list-style-type: none"> • Platform for e-learning • Setting up of the e-library • Setting up of the desk for research and the development centre • Establishing of the programme for research scholarships • Establishing of the editorial board 	<p>in cooperation with the Supreme Court of Cassation and the Republic Public Prosecutor's Office</p> <p>Support: 1. European Union Support to the Judicial Academy Project</p> <p>2. USAID Judicial Academy Support Project</p>				
1.13	<p>Enhancing of the transparency of the work and access to information on the programmes and training courses of the Academy through:</p> <ul style="list-style-type: none"> • Comprehensive and precise information available on the Web site of the Academy 	<p>Judicial Academy</p> <p>Support: 1. European Union Support to the Judicial Academy Project</p>	End of 2018		<p>The Judicial Academy has been enabled to operate in its full capacity.</p> <p>Enhanced reputation of the Judicial Academy due to a higher</p>	

	<ul style="list-style-type: none"> • Data- and knowledge- bases available to judicial office holders and the general public • Information on training programmes, quarterly calendar and reports on the number of training courses available on the Web site of the Academy 	<p>2. USAID Judicial Academy Support Project</p>			<p>level of information available to the judiciary and the general public.</p>	
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2. Provide sustainable and high-quality standards for the initial and continuous training dedicated to judicial office holders and other legal professionals

2.1 Initial and continuous training

	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
2.1.1	The number of beneficiaries of the initial training shall be determined taking into account the conclusions and recommendations contained in the Judiciary Human Resources Management Strategy (Activity 1.3.4.2.)	Judicial Academy HJC SPC	Continuously		Number of beneficiaries of the initial training reflects the actual needs of the judicial network and it is in line with the conclusions and recommendations contained in the Judiciary Human Resources Management Strategy.	
2.1.2	Upgrading and improving of the Judicial Academy's training programme in compliance with the results of the Functional Analysis of the needs of the Judicial Academy, recommendations from the Reports and the Positions of the EU Commission and the Action Plans for Chapters 23 and 24	Judicial Academy Ministry of Justice HJC SPC	Continuously		The Curriculum of the Judicial Academy has been significantly improved in compliance with the needs of the judiciary and the EU Standards.	

2.1.3.	<p>Planning and reporting on the programmes of the continuous training is established in the electronic form, in a standardized format.</p>	<p>Judicial Academy</p> <p>Support:</p> <ol style="list-style-type: none"> 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project 	Middle of 2017		<p>The Judicial Academy has been enabled to operate in its full capacity in accordance with the EU Standards.</p> <p>A standardized training curriculum is publically available, including a 3-month calendar.</p> <p>Reports on the training courses provided are available.</p>	
2.1.4	<p>Support to the establishing of a methodology (together with the HJC and the SPC) for a continuous process of the continuous training needs assessment, development of the curriculum and implementation of training activity</p>	<p>The Judicial Academy</p> <p>in cooperation with the HJC and the SPC</p> <p>Support:</p> <ol style="list-style-type: none"> 1. European Union Support to the Judicial Academy Project 	End of 2017		<p>The Judicial Academy has been enabled to operate in its full capacity in accordance with the EU Standards.</p> <p>Reports on the training courses provided are available.</p>	

		2. USAID Judicial Academy Support Project				
2.1.5	Forming of the Programme Council's working groups specialized in the European <i>acquis</i> , multi-professional training, new legal professions and basic skills	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	End of 2018		New programmes have been established and are implemented on a regular basis.	
2.1.6	At regular intervals, consultations with court presidents and prosecutors at the level of appellate jurisdictions (Belgrade, Kragujevac, Novi Sad and Niš) in order to harmonize the training needs,	Judicial Academy	Continuously		The Judicial Academy has been enabled to operate in its full capacity.	

	development of programmes and the provision of actual training.					
2.1.7	Establishing and introduction of new models of the continuous training (through networks of expert judges and prosecutors, specialized in different areas, e-learning, portals and fora)	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	End of 2017		The curriculum and training models of the Judicial Academy are accessible to a greater number of beneficiaries, the continuous training is provided in a sustainable manner.	
2.1.8	Establishing of structured cooperation mechanisms with the HJC and the SPC at the time of: • Developing the contents of the compulsory training programme for office holders for the purpose of eliminating of deficiencies in the work of judges and public prosecutors established during the regular work evaluation process;	Judicial Academy HJC SPC	End of 2018		Improved efficiency and work of the judiciary.	

	<ul style="list-style-type: none"> • Development of compulsory training programmes in compliance with amendments of laws. 					
2.1.9	Support to the joint working group with the HJC and the SPC dedicated to the development and presentation of a Competency Model for Judges through workshops, presentation of best practices and exchange of knowledge	Judicial Academy			The Judicial Academy has been enabled to operate in its full capacity.	
2.2 New legal professions						
	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
2.2.1	Establishing of a continuous cooperation with the Chamber of Notaries and further development of the training programmes and provision of training courses for notaries	Judicial Academy Chamber of Notaries	Continuously		Training for notaries is organized on a regular basis.	
2.2.2	Adoption of a training programme for mediators for the peaceful settlement of disputes and implementation of such a programme	Ministry of Justice Council for mediation in peaceful settlement of disputes Judicial Academy	Continuously		Competent organizations have adopted specialized programmes for training of mediators for peaceful settlement of disputes. The basic and specialized training for mediators	

					is organized on a regular basis.	
	Establishing of a continuous cooperation with the Chamber of Bailiffs and development of a training programme aimed at improving the efficiency of the system of bailiffs, as well as introducing of a corrective training, which might represent a sanction on those in whose work irregularities have been established.	Ministry of Justice Chamber of Bailiffs Judicial Academy	Continuously		Efficiency of the system of work of private bailiffs has been improved.	
2.3. Specialized training						
	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
2.3.1	Seminars/workshops for judicial office holders, representatives of new legal professions and civil servants resulting	Judicial Academy	Continuously	Budgetary funds IPA funds	Specialized training programmes have been adopted.	

	<p>from the accession process commitments, the Action Plan for Chapter 23 and relevant laws, such as: training in integrity rules and work ethics, international criminal law, the Law on the Protection of Whistleblowers, training courses for and support to continuous professional development certification of judges, prosecutors, lawyers and police officers who are in contact with minors, cases of domestic violence against women, in partner relationships and in gender-based violence cases, international instruments and standards in the area of protection of national minorities against discrimination and the ECHR case-law and other training courses in line with the commitments resulting from the strategic documents and the laws.</p>	<p>Office of the War Crimes Prosecutor</p> <p>The Republic Public Prosecutor's Office</p> <p>Ministry of Justice</p> <p>Civil society organizations</p>	<p>To be subsequently defined</p>		<p>Specialized training is provided on a regular basis.</p>	
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3. Support to the system of election and professional advancement of judicial office holders in Serbia based on merits						
	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
3.1	Development of an oversight and monitoring system concerning the quality of the initial, continuous and specialized training, which implies bidirectional	Judicial Academy	End of 2019		A bidirectional (multidirectional) system for monitoring of the quality of the	

	<p>(multidirectional) evaluation system that would allow the assessment of the training results or of degree of advancement of knowledge of the participants, as well as the assessment of the quality of the programmes and trainers in cooperation with the Institute for Education Quality and Evaluation and with the Faculty of Philosophy – the Department of Pedagogy and Andragogy.</p> <p>The system assumes that initial training candidates are evaluated by mentors and, at the end of the training, they take the final exam and simulate a trial, which is evaluated by the examination board.</p> <p>The continuous training is evaluated through standard questionnaires, evaluating the following aspects: quality of lecturers and conditions of work.</p> <p>Further monitoring and evaluation enhancement shall be achieved through introduction of the e-learning system, enabling more precise and complex measurement of different aspects of the education process.</p>	<p>Group for education and assessment of mentors, lecturers and education programmes – the High Judicial Council – the State Prosecutorial Council</p>			<p>initial, continuous and specialized training allowing the assessment of the results of training or degree of advancement of knowledge of the participants, as well as the assessment of the quality of the programme and trainers has been developed and is being implemented.</p>	
3.2	<p>Introduction of the systems, which allow ascertaining as to what extent the participants are satisfied with the training</p>	<p>Judicial Academy</p> <p>Group for education and</p>			<p>The satisfaction and self-assessment system for training</p>	

	and establishing the quality of their self-assessment	assessment of mentors, lecturers and education programmes			participants has been established.	
3.3	Support to the working groups of the Programme Council for improvement of the current modules and development of new modules dealing with priority areas of the law	Judicial Academy European Union Support to the Judicial Academy Project	March of 2018	To be defined subsequently	The programmes of new modules in a standardized format have been developed and tested, and training of trainers has been provided.	
3.4	Development of a bidirectional (multidirectional) system of monitoring of the quality of the initial, continuous and specialized training; this system has been launched and tested	Judicial Academy			The system of monitoring the quality of the initial, continuous and specialized training has been developed, launched and tested at the Judicial Academy	
3.5	Organizing a comprehensive review of the existing curriculum for the initial and continuous training, in addition to an analysis stipulating the differences between the actually achieved and the desired results (Gap Analysis), for the purpose of improving the curriculum in the areas defined as priority ones, such as: human and minority rights, the EU <i>acquis</i> , the litigation law, the fight against organized crime and corruption, new	Judicial Academy European Union Support to the Judicial Academy Project	March of 2018		The methodology for continuous/ad hoc conducting of needs assessment has been established for the purpose of improving the curriculum.	

	special manifestations of crime (cybercrime, trafficking of cultural goods, money laundering) etc.					
3.6	Conducting of seminars and organizing of workshops, both within the initial and the continuous training, for the purpose of strengthening of professional competences of the relevant target groups (judges, prosecutors and police) with respect to the defined priority areas of law	Judicial Academy European Union Support to the Judicial Academy Project	Continuously		The improved training programme is being implemented.	
3.7	Study visits and exchange programmes for the participants in cooperation with the EJTN and other related professional organizations	Judicial Academy HJC SPC Chamber of Notaries Chamber of Bailiffs	Continuously	Will be defined subsequently	Capacity building for judicial office holders and for representatives of new legal professions.	
3.8	Adoption of clear criteria and standards for election of lecturers and regulation of the procedure for election of permanent lecturers from the ranks of judges and public prosecutors /deputy public prosecutors	Judicial Academy HJC SPC	Second quarter of 2017		Selection of lecturers of the Judicial Academy has been regulated in a transparent and objective manner.	
3.9	Development of guidelines for mentor work evaluation and support to the Judicial Academy in implementing such guidelines in practice	Judicial Academy	Middle of 2017		Guidelines for evaluation of the work of mentors have	

		European Union Support to the Judicial Academy Project			been developed and adopted.	
3.10	Upgraded and improved methodology for election of mentors and mentoring, especially in the area of transfer of knowledge to the training beneficiaries and evaluation of the beneficiaries	Judicial Academy European Union Support to the Judicial Academy Project	March of 2018		A handbook has been developed and a new methodology and work processes have been adopted.	

JUDICIAL ACADEMY'S DATABASE

	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
3.11	Conducting an analysis of the current situation regarding the availability of the existing capacities and future IT system needs of the Judicial Academy	Judicial Academy European Union Support to the Judicial Academy Project	Third quarter of 2017		The analysis has been conducted and commented upon.	
3.12	Development of a conceptual model for an upgraded IT system of the Judicial Academy, including recommendations for its introduction	Judicial Academy European Union Support to the Judicial	March of 2018		The conceptual model of upgraded IT system of the Judicial Academy has been developed, including	

		Academy Project			the recommendations for its introduction.	
3.13	Implementation of the recommendations at the JA through software development, use of the existing ICT resources, identification of standards, etc.	Judicial Academy European Union Support to the Judicial Academy Project	March of 2018		Upgraded ICT system at the Judicial Academy.	

4. Promotion of co-operation with other institutions and networking

	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
4.1	<p>Development of the cooperation of the Judicial Academy with its counterparts within the European Judicial Training Network (EJTN) and ensuring of participation of judges and prosecutors in the EJTN's activities:</p> <ul style="list-style-type: none"> - By including the financial support to such activities in the annual IPA national programme; - As well as by preparing the adoption of the Memorandum of Understanding with the DG Justice for the purpose of participating in the Justice Programme (enabling the costs of participation in the EJTN's activities to be covered by the operating grant that the EJTN receives from the DG Justice) 	<p>-Ministry of Justice</p> <p>- Judicial Academy</p>	Continuously		<p>The Judicial Academy has been participating in the activities of the EJTN.</p> <p>Judges and prosecutors take part in training seminars and exchanges within the EJTN and its members.</p>	
4.2	<p>Improvement of the co-operation and contacts with the relevant legal institutions, as well as with institutions for judicial training in the region and in the EU Member States through organization of study visits for mentors and the Judicial Academy staff, in addition to exchange programmes</p>	<p>Judicial Academy</p> <p>Support:</p> <p>1. European Union Support to the Judicial</p>	Continuously		<p>Operation of the Judicial Academy has been improved and direct co-operation with counterpart institutions and staff</p>	

		Academy Project 2. USAID Judicial Academy Support Project			internship has been established.	
4.3	Improvement of the mechanism and capacity building for planning and development of international projects and applying for international funds for the activities of the Academy:	Judicial Academy	End of 2018		The Judicial Academy has been enabled to work in its full capacity and is making use of available international funds for furthering its own activities.	
Joint judicial education						
4.10	The process of consultations and co-operation with the Faculties of Law in order to develop a joint strategy of legal education and the corresponding Action Plan and signing of a Memorandum of Co-operation for the purpose of a joint platform and promotion of both the Judicial Academy and the legal profession at Faculties of Law	Judicial Academy Faculties of Law			An advisory/consultative body for stipulating annual programmes of co-operation, consisting of representatives of the JA and Faculties of Law has been established. Level of knowledge of future judicial	

					office holders has been enhanced.	
4.11	Introduction and establishing of internship programmes at the Judicial Academy	Judicial Academy			The Judicial Academy has been enabled to operate in its full capacity.	
4.13	Exchange of trainers /lecturers with Faculties of Law, etc.	Judicial Academy Faculties of Law			The Judicial Academy has been enabled to operate in its full capacity.	
4.14	Joint working groups with Faculties of Law and other relevant educational institutions (the Faculty of Political Sciences, etc.) dedicated to the development of specialized multidisciplinary models of post-graduate studies and specialized courses	Judicial Academy			The Judicial Academy has been enabled to operate in its full capacity.	
4.15	Establishing of co-operation with the Academy of Science and other scientific and educational institutions with the aim of furthering the quality of work and programmes of the Judicial Academy	Judicial Academy Academy of Science	Middle of 2017		A Joint consultative working group has been established with the aim of experience exchange and advancement of the JA work and programmes. The Judicial Academy has been	

					enabled to operate in its full capacity.	
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