



REPUBLIKA E KOSOVËS
REPUBLIKA KOSOVO - REPUBLIC OF KOSOVO
KËSHILLI GJYQËSOR I KOSOVËS
SUDSKI SAVET KOSOVA - KOSOVO JUDICIAL COUNCIL

KOSOVO JUDICIARY STRATEGIC PLAN

2014-2019

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INTRODUCTION

The first Strategic Plan for the Kosovo Judiciary was approved by the recently-formed Kosovo Judicial Council on 16 April 2007, covering the period 2007-2012. At that time, key laws such as the Law on Courts, and implementing sub-legal acts had not been passed or adopted. The first Plan consisted of 8 Goals. Some of them, such as Goal 1 – *Establish a sound legal and administrative framework for court organization and operations*, have been realized with a new judicial system now over a year old. Some, such as Goal 5 – *Eliminate old case backlogs and ensure the timely resolution of all cases that come before the courts*, have yet to be achieved and appear again in this plan. The fact that not every goal was achieved is not unusual. But those goals that were realized happened without much reference to the Strategic Plan. In other words, the Strategic Plan was adopted and then largely ignored. It certainly was not used as a management tool. There were no routine reviews to determine progress toward each of the goals.

The Council intends that this Strategic Plan will not suffer the same fate. This Strategic Plan is intended to be an every-day management tool. It is expected to be a road-map to guide the Kosovo Judiciary from what it is today to what it aspires to be over the next five years. To that end, the Council actively solicited input from every sector of the judicial system. Furthermore, the Secretariat is committed to hiring a person to monitor progress towards each of the strategic objectives contained in the plan. Action plans for each objective were developed during the process of developing the Plan and will be elaborated on as time passes. Timelines were likewise established for each objective.

The Strategic Plan was presented to the Council and adopted in April 2014. It is to be effective from June 2014 to June 2019. It is intended to be a living document ; the work plans for each strategic objective, and indeed the strategic objectives themselves, will be adjusted as time goes on as necessary to implement the goals and pillars of the plan.

Although the legal obligation to adopt a strategic plan is contained in Article 34 of the Regulation on Organization and Activities of the Kosovo Judicial Council, and that article refers to a Strategic Plan of the Council, we have chosen to name this document the **Kosovo Judiciary Strategic Plan**. The reason for this inclusivity is that the Council does not exist in a vacuum. Its competencies and responsibilities are many, comprising 27 separate sub-sections under Article 4 of the Law on the Kosovo Judicial Council. Some of these sub-sections deal with the Council, some deal with the Secretariat and some deal with the courts themselves. A strategic plan must therefore deal with aspects of each of these entities. And if the plan is to be a road-map that is followed and implemented, each part of the judiciary -- the Council, the Secretariat and the courts, must take ownership of its unique responsibilities.

For that reason, the Committee that was appointed to develop this plan consisted of Council members, including the Chair, Secretariat members, including the Director, and representatives of the courts, including judges, legal professionals and court administration personnel, as well as civil society representatives and international advisors from EROL, EULEX and IPA Projects of EUOK.

The process started with a two-day assessment of current and foreseeable needs. After that, a series of meetings clarified and refined the needs that had been identified. A small working group from the committee was delegated to turn the needs into strategic objectives. The small working group developed a matrix that contained Pillars representing values and vision. Under each Pillar, strategic objectives were developed based on the needs identified earlier, and for each objective, a timeline was identified – short term, medium term and long term – individuals or group responsibilities for progress were identified and action items or milestones were set out. The matrix will be used to prepare more specific work plans for each strategic objective.

In summary, this Strategic Plan is the product of enthusiastic input from all sectors of the judicial system and represents a very necessary and useful tool for the strategic management of the Kosovo Judiciary. The Council is proud to adopt it.

MISSION, VISION AND VALUES

Mission: To develop and maintain an independent Kosovo Judicial System that provides impartial judicial services to all and is functional in all organizational and operational aspects.

Vision: A Kosovo Judicial System that is independent, accessible to all, fair, efficient in its operations, accountable for its performance, functional with the highest standards of honesty, integrity, competency, professionalism and transparency.

Values of the Judiciary: The fundamental obligation of the courts is to resolve disputes fairly, timely and in accordance with applicable law. In fulfilling its obligations and serving the people of Kosovo the judicial system will adhere to the following fundamental values:

- Judicial independence
- Fair and impartial decision making
- Competency, professionalism and civility
- Accessibility and equal treatment of all
- Honesty and integrity in all dealings
- Transparency and accountability to the public
- Efficiency and effectiveness

ASSUMPTIONS

- Adequate funding by GOK
- Kingdom of Norway full funding of CMIS development
- Sufficient skilled human resources
- Stable political and economic environment

GLOSSARY OF TERMS

CLE-Contract Law Enforcement /USAID Project

CMIS-Case management Information System

EROL-Effective Rule of Law/USAID Project

EU-European Union

EULEX-EU Rule of Law Mission in Kosovo

EUOK-EU office in Kosovo

GOK-Government of Kosovo

ICT-Information Communication Technology

IPA-Instrument of Pre-accession

KJC-Kosovo Judicial Council

KJCS-Kosovo Judicial Council Secretariat

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KJI-Kosovo Judicial Institute

KPC-Kosovo Prosecutorial Council

MOJ-Ministry of Justice

MOU-Memorandum of Understanding

MPA-Ministry of Public Administration

NBRS-National Backlog Reduction Strategy

STRATEGIC PILLARS

The five strategic Pillars that constitute this Plan represent in a broad way the aspirations of the Kosovo judicial community. Within each Pillar specific Goals to achieve the aspirations of the Pillars are identified. And each Goal has concrete Strategic Objectives designed to ensure that each Goal is achieved. Each Strategic Objective contains the outline of an action plan to accomplish it. The intention of the drafters of this document was to give sufficient detail within the Plan to allow outside monitoring of progress toward each Goal. The Plan also recognizes that a more detailed action plan, building on the outline contained in this document along with the matrix in Appendix 2, will be necessary to achieve each of the goals contained in this Plan.

PILLAR I

Building Trust and Confidence

Trust and confidence in the judicial system are essential to maintaining an orderly democratic society and judicial independence. The Kosovo Judiciary must be perceived as fair, impartial and independent in dispensing justice and resolving disputes. As a public institution, the judicial system should be accountable for its actions and decisions.

Goal 1.1

Strengthen institutional safeguards against outside interference.

Strategic Objective 1.1.1

The Judiciary must be financially independent.

The budget for the judiciary now is provided through the Ministry of Finance. To ensure that the judiciary receives an adequate budget from the Assembly, the KJC would like to see changes in the law to allow its proposed budget for the judiciary to be submitted directly to the Assembly. The KJC understands that it must submit any proposals to amend the law to the MOJ which is the entity that prepares draft laws or amendments in the judicial sector for submission to the Assembly. The KJC will work to prepare a concept paper to submit to the MOJ providing the reasoning for the need for a change in the law, and will also provide the reasons for a change in the law in its Annual Report to the Assembly. The KJC will use the same mechanisms to try to ensure that the Executive Branch may not issue administrative instructions which would have negative financial implications for the judiciary without the approval of the KJC.

Strategic Objective 1.1.2

KJC Council -- appointment process, composition and status need to be amended.

According to Article 108.6 of the Constitution of the Republic of Kosovo, the KJC is to have 13 members, 8 of whom are to be elected by the Assembly. The fact that 8 of the 13 members are appointed by the Assembly raises concerns that political agendas could interfere with the independent operation of the KJC. An additional source of concern is that the KJC has been operating for almost two years with two of the seats reserved to the Assembly have gone unfilled. This creates operational difficulties since there are fewer Council members to assume duties such as committee chairs and it is difficult to ensure that a quorum (nine members) is available for council members. Since the issues that come before the Council affect only the judiciary, the KJC would like to have the power to appoint more members to the Council from the ranks of judges and to have appropriate laws to assure gender and ethnic diversity. It proposes to study the issue of whether persons from outside the judiciary, such as from civil society, should be included. As with Strategic Objective 1.1.1, the KJC will follow a procedure to identify a proposal for changes in the law and constitution, make suggestions to the MOJ to amend the law and constitution and include in its annual report to the Assembly, the reasons why changes are necessary.

Strategic Objective 1.1.3

Mandate of judges needs to be made permanent.

Under the Constitution of the Republic of Kosovo, judges are recommended for appointment by the KJC to the President for an initial three year mandate. At the end of that mandate they are evaluated and if they have made sufficient progress in their judicial

responsibilities, they are recommended for permanent judicial mandates. This process of what amounts to an initial probationary period is not followed by some other EU member states and adds another layer of process for the KJC to go through. So far almost all new judges who have gone through the initial three year period are recommended for permanent mandate. With strengthened disciplinary processes, there would be adequate safeguards to weed out the occasional poor performer. The KJCS legal department will prepare a thoroughly researched concept paper demonstrating the need for a revision of the constitution and the law. The KJC will initiate efforts with the MOJ for the MOJ to propose changes in the law to the Assembly. The KJC will also make the case for the change in its Annual Reports to the Assembly.

Strategic Objective 1.1.4

Immunity of judges for decisions made in the course of doing their jobs needs to be protected.

Although the Constitution of the Republic of Kosovo and the Law on Courts guarantee the immunity of judges against prosecution or lawsuits for decisions made in the course of doing their jobs, members of the public continue to make complaints to prosecutors for unfavorable decisions and some prosecutors continue to bring cases against judges. The KJC has and will continue to monitor the situation and if prosecutors continue to bring cases, further directions will be sought from the KPC to remedy the situation.

Strategic Objective 1.1.5

Change of status of court and KJC personnel from civil servants to judicial employees needs to be made.

Now most court administrative and Secretariat staff are civil servants. This means that President Judges and Secretariat managers have limited control over the employees who report to them on matters such as discipline and pay. Furthermore, the fact that key personnel of the judiciary are governed by rules of the executive branch of government creates serious issues regarding the separation of powers among the three branches of government, creating a threat to the independence of the judiciary. The KJC would like the law to be changed so that court and Secretariat personnel are in a special category and not subject to civil service laws and regulations. This will lead to more efficient operation of the courts and the Secretariat. The KJC proposes to develop a concept paper identifying the need for independence from the civil service and will enter into discussions with the MOJ to develop amendments to the laws to accomplish this change. The KJC will also make cogent arguments for the proposed changes in its annual reports to the Assembly.

Strategic Objective 1.1.6

Procedures need to be developed to strengthen judiciary-media relations.

The media is the portal through which most Kosovo citizens learn about what goes on within the judicial system. It is therefore essential that the information the media receives about the cases being tried in the courts and the functioning of the KJC and the courts is accurate and timely. Similarly it is important that media understand the legal processes and know what information can be reported and which is not available because of privacy laws and to protect sensitive witnesses. Public information officers now have been hired in almost every court. With proper training they will be effective liaisons between the courts, the KJC and the citizens of Kosovo. Furthermore, a communications strategy for the judiciary has been

drafted which should come before the Council for adoption so that there are uniform rules in place throughout the judicial system governing the flow of information to the public and the media.

Strategic Objective 1.1.7

The KJC must coordinate its actions and activities with non-judicial entities such as the MOJ and the Chamber of Advocates that impact the judicial system.

Too often today, decisions are made and laws developed that impact the justice system without coordination with other institutions in the justice sector. This lack of institutional mechanisms to make sure that all of the decision makers are mindful of the positions of the others leads to waste of scarce resources and enactment of laws and regulations have not been adequately harmonized. The KJC will develop procedures and routine communication mechanisms to provide means for the various institutions within the justice system to communicate to avoid misunderstandings and harmonize their efforts.

Goal 1.2 Strengthening Evaluation and Disciplinary Mechanisms.

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Strategic Objective 1.2.1

The evaluation process for judges and judicial staff must be strengthened to make it more objective, impartial and fair with appropriate sanctions for judges who are underperforming.

The KJC has adopted a regulation for the evaluation of judges. It does not however provide for discipline for under-performing judges. Changes to this regulation and other sub-legal acts may be necessary to provide that reappointments, transfers and promotions be based on the evaluations. This information on judges will be included in a separate data base for all judges.

Strategic Objective 1.2.2

The disciplinary system for judges and others in the judicial system must be strengthened and decisions must be made public.

One of the biggest complaints against the judicial system is that judges who commit infractions of the law are not appropriately disciplined and the information on judicial discipline is not made public. The KJC will remedy this situation by increasing the quality and number of human resources in the Office of Disciplinary Counsel, and providing the office with an automated case management system. The KJC will direct a study of sanctions to evaluate whether it is being uniformly applied. A regulation will be adopted governing the operation of the Council's Disciplinary Committee. The members of the committee will receive training in legal analysis and decision writing. Appropriate rules will be established for the public access and reporting of disciplinary decisions.

PILLAR II

Enhancing the Administration of Justice

Fair and timely court processes, and accurate and complete information are essential to the just resolution of disputes. Complex and demanding workloads and the needs of a diverse community require that the Kosovo Courts efficiently and effectively coordinate the use of justice system resources.

Goal 2.1

Upgraded budgeting process.

Strategic Objective 2.1.1

Budgeting needs to be done based on performance indicators.

Budgeting currently is based on the last budget. The courts and the KJC now have reliable statistics identifying much data about old cases, current cases and newly filed cases. With this data the courts will be able to understand what their needs are to handle the caseload, and budget accordingly. Training will take place of court and KJCS budget personnel to provide basic skills and performance-based budgeting.

Goal 2.2

Better human resources management.

Strategic Objective 2.2.1

The KJC must be able to assess the number of judges it needs and allocate them in accordance with an objective planning process.

For the first time, the KJC has been able to announce judicial vacancies based on statistics from its data base. This process will become more sophisticated as the KJC develops a case weight analysis. Procedures need to be implemented to regularize the process. These procedures will also allow the KJC to distribute judges more efficiently.

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Goal 2.3

Adoption of appropriate sub legal acts and policies for an efficient judicial system.

Strategic Objective 2.3.1

Processes must be adopted by the KJC for drafting and approving regulations and other sub-legal acts.

Regulations now exist within the executive branch of the government to provide for a uniform procedure for adopting sub-legal acts. These regulations require, among other things, a period for publishing proposed acts and soliciting comments. Adoption of similar processes within the judicial sector will make for adoption of better-reasoned and uniform sub-legal acts.

Goal 2.4

Construction of management mechanisms for judicial accountability.

Strategic Objective 2.4.1

The backlog of cases in the judicial system must be eliminated and processes must be put in place to avoid future backlogs.

A serious backlog of cases has existed since the court system was organized for the new Republic of Kosovo. Efforts to resolve the backlog under the first backlog reduction strategy

were not satisfactory. The KJC has adopted a second National Backlog Reduction Strategy, which is incorporated here by reference. Key tools now exist in the form of a credible data base of cases which, with plans now being developed in each basic court, will provide a comprehensive process with local responsibilities and monitoring by the Secretariat to reduce the backlog. A specific focus of the plans in each court will be the reduction of execution cases through more efficient methods of dealing with them. Additional tools, such as the ability to move judges to where they are needed most, now exist.

Strategic Objective 2.4.2

Procedures and mechanisms must be developed and implemented to encourage individual accountability throughout the judicial system.

With the ability to now have statistical information readily available based on the case data base, it is possible to measure and compare information such as cases resolved in a given period. With templates for reporting so that the routine reports are capable of being compared will come an easier way to assure accountability and correct situations where personnel or judges do not appear to be achieving acceptable results.

Goal 2.5

Revisions in organizational structure of the Secretariat.

Strategic Objective 2.5.1

The KJCS must provide better support to the Council.

The Council should become a policy-making body, with most of the day-to-day work done by the Secretariat, and particularly a robust legal department. The department should be providing not only administrative assistance to all the Council committees but taking the initiative in doing the day-to-day work of the committees. For instance, the legal department should be developing a prioritized agenda for the Normative Committee of sub legal acts it needs to consider and preparing well-drafted first iteration documents for the committee's consideration. The legal department should be drawing on research from other countries and organizations.

Strategic Objective 2.5.2

The KJCS must have a department or unit for research and development of court administration best practices.

The Secretariat will not be able to give optimum support to the Council and its committees and to the courts without access to international best practices and comparative court administration models from other countries. For this task it will need human resources in the form of skilled legal researchers and analysts capable of internal and external research, and access to specific Internet data bases.

Strategic Objective 2.5.3

The level of coordination between and among the KJC, KJCS and the courts must be improved.

As the Secretariat defines and shapes itself to optimize support to the Council and the courts, it must find ways to coordinate and communicate more effectively with key personnel inside

the judicial system. Effective email and intranet systems will be key, with all personnel trained to use them. Coordinating activities through routine meetings and reports and protocols will help keep everyone up to date on key issues.

Goal 2.6

Transfer of administration responsibilities and personnel from the Secretariat to the courts.

Strategic Objective 2.6.1

The KJCS must devolve to the individual courts the most appropriate managerial and administrative competencies and revise its internal structure accordingly.

A key part of the transformation of the Secretariat into an effective support organization for the courts and the Council, will be the devolution of certain tasks and responsibilities from the Secretariat to individual basic courts. This will require careful study of all aspects of court administration to determine which areas are more appropriate for the courts to manage and which must be managed on a system-wide basis. Some of these responsibilities are self-evident such as the operation of ICT on a system wide basis. But some like budgeting and purchasing will have to be shared by both the courts and the Secretariat. The goal, however, will be to make each basic court as autonomous as possible, thereby putting responsibility for management together with the ability to make key decisions at the local level.

Strategic Objective 2.6.2

Court personnel must be trained and equipped to easily manage and implement the changes in responsibilities.

In order to devolve responsibilities to the basic courts, court personnel must be carefully and thoroughly trained in order to take on the responsibilities for management and operations of systems such as budgeting and finance. The KJC must see to it that this training is accomplished in order for the devolution to be successful.

PILLAR III

Broadening Access to Justice and Service to the Public

Justice must be available to all members of our diverse community. Physical, economic, language and other differences can serve as barriers to justice. Understandable information and appropriate services must be provided. Kosovo deserves courthouses that are open to all who seek redress.

Goal 3.1

The Judiciary will encourage minority communities to be part of the judicial system.

Strategic Objective 3.1.1

The judicial system will increase outreach activities to minority groups and will increase minority access to the courts.

Kosovo is a multi-lingual and multi-ethnic society, a fact that is acknowledged in the Constitution of the Republic of Kosovo. The KJC and the individual courts must be always mindful of this fact and continuously strive to assure that minority groups have total access to the courts. This will take the form of assuring that adequate skilled interpreters and translators are available in the courts, monitoring and reporting on minority participation in the court administration personnel, local round tables and court sponsored dialog with minority communities.

Strategic Objective 3.1.2

The Judiciary will work to fulfill its Constitutional obligation to appoint minority judges.

The judicial system has a Constitutional obligation to bring minority judges into the system. This will only be possible with a plan based on accurate statistical data for actively recruiting minority judges. Staff at the Secretarial level will also be necessary to monitor progress and implement plans. The KJC will establish a committee to deal with the issue of bringing more minority judges and administrative staff into the judicial system.

Goal 3.2

The Kosovo Judiciary will ensure that reliable and timely court records and data are accessible to the public.

Strategic Objective 3.2.1

Reports and records based on court data available to the KJCS must be reliable and accessible to the public.

Public confidence and professional internal decision making rely on accurate data about the judicial system. Refining the existing data base will keep data accurate. This process will require fully trained personnel at the court and Secretariat levels and routine monitoring and testing of the data. Accurate data is key to decision making, both at the court level and at the Secretariat level. The data will be made available to the public on the new Web Portal and by request to the appropriate entities within the system.

Strategic Objective 3.2.2

In fulfilling its responsibility to increase access to case decisions and other information, the judiciary will safeguard information that is protected under Kosovo privacy laws.

Kosovo ensures that private information and information about vulnerable groups is protected. As the judicial system becomes more transparent and publishes court decisions, it must assure that protected individual information is not disclosed. A protocol which will be adopted in a sub legal act will be developed to make sure the procedure of publishing information does not compromise private data. Brochures and other information will be prepared to advise the public and the media as to what can be acquired from the judicial system and what must remain by law protected. Aggressive monitoring of the publishing procedures will be required under the protocol.

Strategic Objective 3.2.3

The existing KJC website will be replaced with a Judicial Web Portal which will be updated continuously and will include important information from the KJC as well as individual court specific information.

Work is already underway on developing a Judicial Web Portal. This will replace the current KJC website and will contain information the KJC as well as from each court in the system. For example, individual court calendars will be on every court page. It will be a key to the success of this system that information on the Web Portal is timely, accurate, easy to access, and updated as frequently as is appropriate.

Strategic Objective 3.2.4

Judicial decisions will be published on the Web Portal in a timely manner and pursuant to all relevant laws.

Decisions of the Supreme Court and Court of Appeals, initially, and eventually decisions from all courts will be available on the Web Portal. Issues such as editing to protect private information and search capabilities will be addressed in the development of protocols and web design.

Goal 3.3

The Judiciary will promote public trust and confidence though public outreach.

Strategic Objective 3.3.1

The Judiciary must become more innovative in finding ways to interact positively with the public.

Public confidence in the judiciary will be enhanced by increased positive interaction between the courts and the public. Each basic court will be responsible for developing programs in their localities such as open court days, meetings with the President Judges, regular student

visits, possible social networking and other innovative approaches. The Public Information Offices will play a large role in implementing the programs. The judicial communications strategy which will be adopted by the Council, will also address these issues.

Strategic Objective 3.3.2

Monitoring of the courts, court proceedings and processes needs to be opened to more observers.

Several civil society organizations are tasked with monitoring court proceeding all over Kosovo. Too often, however, certain organizations are given access to the courts to the exclusion of other organizations. The KJC will adopt a sub legal act to provide procedures for granting monitoring privileges on a basis that is fair to all that are tasked with monitoring duties.

<p>Goal 3.4 Introduce measurable performance indicators for the courts.</p>

Strategic Objective 3.4.1

The KJC and the President Judges must use modern technology to develop objective measurable performance indicators to increase court efficiency and professional standards.

As the judicial system refines its data base and enhances its ability to analyze the data, it will be possible to develop realistic norms for handling cases. As the new court system matures, managers will be able to develop objective standards for measuring performance of administrative personnel. Through sub legal acts the KJC will institutionalize these norms and develop a regular assessment procedure designed to determine whether norms and standards are being met and to correct behavior in the event that they are not.

PILLAR IV

Promoting Competence, Professionalism and Civility

The effective administration of justice depends upon respect for the Courts as an institution, and the competence, professionalism and civility of those who work for or conduct business with the Judiciary. All personnel within the Judiciary and the Kosovo citizenry are entitled to respectful and professional conduct from all court participants. Judges and court personnel must be well trained and receive the support necessary to achieve excellence and meet the needs of the public.

Goal 4.1

Expanded education and training of judges and court staff.

Strategic Objective 4.1.1

The KJCS must develop a unified comprehensive evaluation and training program for court presidents, supervisory judges, administrative staff and KJCS staff to develop court administration and management skills.

Court administration must be viewed as a profession with many competencies. And so the training for administrative personnel must be comprehensive so that each person understands how his or her job relates to the whole. Training of court administrative personnel will begin using this new model, with modules for different skill requirements, like case management, but always taught so that the particular skill is related to all other skills in the court.

Strategic Objective 4.1.2

Participation of judges in personally targeted training must take place.

As the judicial system matures, training of judges must become more targeted toward individual judges so that each judge receives the additional training he or she needs. This will require a more careful evaluation process that will be incorporated into a sub legal act and will require the participation of each judge, his or her President Judge and be done in cooperation with the KJI or its successor to develop individual training programs for each judge.

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Strategic Objective 4.1.3

Judges must increase their legal reasoning and writing abilities to become better decision makers and better decision writers.

Over and over outside observers cite the lack of legal reasoning and writing skills as the most important deficiencies that need to be corrected among judges. Training modules for newly-appointed judges will target these skills and among sitting judges, with the assistance of President Judges and judicial evaluators from the KJC, those with need for corrective training will be identified and appropriate training will be provided.

Strategic Objective 4.1.4

Judges and administrative staff must have more training in information technology.

With the new initiatives for ICT, court personnel and judges will be evaluated for their skills in information technology and appropriate training modules will be provided to bring all court personnel up to the level necessary to manage the courts using information technology.

Strategic Objective 4.1.5

Non-judicial procedures to reduce the workload of the courts need to be encouraged.

To keep backlogs from occurring and to keep the courts efficient, non-judicial procedures will be encouraged. Court administrators and judges will receive training to understand such non-judicial methods of dispute resolution as mediation, and to know when to encourage or order parties in litigation to engage in mediation.

Strategic Objective 4.1.6

Clear career pathways need to exist within the judiciary.

The KJC has an obligation to the citizens of Kosovo to assure that only the most capable and qualified members of the judiciary fill the positions on the Supreme Court and the Court of Appeals. To this end a transparent and impartial process will be developed through sub-legal acts to assure that these positions are filled on the basis of merit and other legally-obligated criteria. A necessary and useful by-product of this process will be a clear pathway by which judges can understand what they must do to rise to higher levels of the judiciary. The KJC will provide instructions for the development of training modules for newer judges to learn the skills necessary to advance to higher levels of the judiciary.

PILLAR V

Improving Court Facilities and Technology

The effective administration of justice requires an appropriate physical and technological environment. Court personnel and the public deserve facilities that are safe, comfortable, secure and functional, and that meet the needs of those who use them.

Technology must support the achievement of the Kosovo Judiciary's mission.

Goal 5.1

New information and technology systems.

Strategic Objective 5.1.1

The use of technology must be expanded in the judiciary and used to enhance the relationship between courts and the KJCS.

To achieve efficiency, all the participants must be technology smart. Needs assessments will be done and appropriate training curricula developed and implemented. There will be internet, intranet and email capability throughout the judicial system. The ICT Strategic Plan of the KJC is incorporated by this reference.

Goal 5.2

Enhancement of court facilities.

Strategic Objective 5.2.1

New Basic Court facilities must be compliant with EU and international standards for working conditions, and promote efficient and effective case processing.

The KJC has determined that five new court buildings are necessary. Each must be designed in accordance with international best practices and EU standards. Experts will be engaged by the Secretariat to assess existing working conditions and environments to assure compliance with international standards.

More courtrooms with adequate public seating will be designed into the plans.

Goal 5.3

Increased security for judges, court personnel, public and court facilities.

Strategic Objective 5.3.1

Physical security of all judicial facilities and personnel, judges and their families needs to be increased.

Necessary for an independent judiciary is physical safety, both from man-made and natural causes. The KJC will adopt a sub legal act defining the role and responsibility of security officers in the courts, and conduct initial and ongoing training of security personnel and administrative personnel. MOUs will be entered into with appropriate police commands.

IMPLEMENTING AND MONITORING

THE STRATEGIC PLAN

The KJC will create and fill a position within the Secretariat with the competency to monitor progress towards strategic goals and will develop a protocol for reporting.

The KJC will use the matrix in Appendix 2 to develop more detailed work plans for achieving each strategic goal and objective based on an instruction that will be adopted by the Council.

APPENDIX 1

STRATEGIC PLANNING COMMITTEE

Enver Peci, Chair, Kosovo Judicial Council

Albert Avdieu, Director, Kosovo Judicial Council Secretariat (Small Working Group)

Salih Makaj, President Judge, Court of Appeals and Council Member

Gerrit-Marc Springer, EULEX Judge and Council Member

Bashkim Hysini, President Judge, Ferizaj Basic Court (Small Working Group)

Avdirrahman Gashi, Supervising Judge, Lipjan Branch Court, BC Pristina

Sherif Krasniqi, Professional Associate, Supreme Court

Isak Shala, Referant on Criminal Issues, Prishtine Basic Court

Muhamet Asanaj, Court Administrator, Basic Court, Peja

Arber Jashari, Public Information Officer, Court of Appeals (Small Working Gp)

Petrit Kryeziu, BIRN representative

Adem Gashi, Executive Director, Kosovo Institute for Justice (Small Working Gp)

Lumnije Krasniqi, Program Coordinator, Kosovo Judicial Institute

Astrit Dibra, Assistant Administrator, Skenderaj Branch Court, BC Mitrovica

Fatmir Rexhepi, ICT head, Kosovo Judicial Council Secretariat (Small Working Gp)

Besnik Ramosaj, Statistics head, Kosovo Judicial Council Secretariat (Small Wkg Gp)

APPENDIX 2 - ACTIVITIES, RESPONSIBILITIES AND INDICATORS

	<i>Strategic Objectives</i>	<i>Activities</i>	<i>Responsibilities</i>	<i>Indicators</i>
PILLAR I.				
BUILDING TRUST AND CONFIDENCE				
Goal 1.1 Strengthen institutional safeguards against outside interference.	Strategic Objective 1.1.1 The Judiciary must be financially independent.	1. Work to amend the Law on KJC and other necessary laws to enable budget to be submitted directly to Assembly (timeframe: short term); 2. Work to prohibit the Executive Branch from making budget cuts without prior consent of the Council through law or protocols (timeframe: short term); 3. Work to prohibit the Executive Branch from issuing administrative instructions with financial implications for the KJC without its approval through laws or protocol. Time frame: continuous.	1.2.3. KJC and KJCS Legal Department to take the initiative to develop concept paper and raise issue with MOJ. Publicize need for change in the law. Include compelling arguments for change in Annual Report to the Assembly. Cooperation of outside entities will be needed to effect change.	1. Concept Paper (including real needs assessment) completed; 2. Issue raised with MOJ; 3. Public informed through the media of need for change; 4. Compelling reasons for change included in Annual Report to the Assembly; 5. Law amended and appropriate regulations completed.
	Strategic Objective 1.1.2 KJC Council -- appointment process, composition and status need to be amended.	1. Work to amend the Constitution and the law to allow the KJC to appoint more members, including judges elected by their peers in courts to the KJC; 2. Proposed amendments to law and regulations to require all levels of the judiciary to be included in the KJC, and reflect ethnic, gender and geographical diversity; 3. Proposed amendments to law to include as a member of the	1.2.3.4. KJC and KJCS Legal Department to take the initiative in developing a concept paper and informing the public and raising issue with MOJ. Cooperation of outside entities will be needed to effect change.	1. Complete concept paper regarding inclusion of others on KJC; 2. Raise issue with MOJ; 3. Public informed through media of need for change; 4. Compelling arguments for change included in Annual Report to Assembly; 2. Amendment of the Constitution and Law to allow the Council to appoint more members, including judges elected by their peers in courts

		<p>KJC a representative of the Chamber of Advocates;</p> <p>4. Analysis (Research) for the inclusion of other institutions, academics, Civil Society on the KJC.</p> <p>Time frame: medium term.</p>		<p>to the Council;</p> <p>3. Regulations in place to assure diversity.</p>
	<p>Strategic Objective 1.1.3 Mandate of judges needs to be made permanent.</p>	<p>1. Prepare a concept paper demonstrating why the mandate of judges should be permanent. (timeframe: medium term);</p> <p>2. Work to amend the Constitution and the law to eliminate the probationary period.</p> <p>Time frame: medium and long term.</p>	<p>1.2. KJC and KJCS Legal Department to take the initiative to prepare concept paper, raise issue with MOJ, inform the public and provide compelling arguments for change in Annual Report to the Assembly.</p> <p>Cooperation of outside entities will be necessary to effect change.</p>	<p>1. Concept paper completed;</p> <p>2. Issue raised with MOJ;</p> <p>3. Public informed about the need for a change;</p> <p>4. Compelling arguments made in Annual Report to the Assembly to support need for change;</p> <p>5. Constitution and law amended.</p>
	<p>Strategic Objective 1.1.4 Immunity of judges for decisions made in the course of doing their jobs needs to be protected.</p>	<p>1. Training and education inside the judiciary and outside, particularly within the prosecutorial service to explain the law and procedure for lifting immunity (timeframe: short term);</p> <p>2. Prepare a sub-legal act that explains the procedure of the removal of immunity.</p> <p>Time frame: short term.</p>	<p>1.2. KJC and KJCS Legal Department with help of Civil Society and other outside institutions to work with prosecutorial service to insure that prosecutors understand the law.</p>	<p>1. KPC instruction in place governing the lifting of judicial immunity;</p> <p>2. Public education and prosecutorial service education training complete.</p>
	<p>Strategic Objective 1.1.5 Change of Status of court and KJC personnel from civil servants to judicial employees needs to be made.</p>	<p>1. Prepare concept paper on judicial administration and need for independence from civil service (timeframe: medium term);</p>	<p>1.2.3. KJC and KJCS Legal Department to initiate the process of preparing concept paper, meeting with MOJ to explain need for change, educating public for the need for change, preparing</p>	<p>1. Concept paper completed;</p> <p>2. Meetings held with MOJ;</p> <p>3. Public informed about the need for change;</p>

		<p>2. Meetings with MOJ held to discuss need for changes (timeframe: medium term);</p> <p>3. Work to change laws to provide for change in status of court and KJC employees;</p> <p>4. When law is changed, will need organization and training of HR department of KJCS and courts.</p> <p>Time frame: medium term.</p>	<p>compelling arguments for change in Annual Report to the Assembly;</p> <p>Cooperation of outside entities such s Ministry of Public Administration will be necessary to effect change.</p>	<p>4. Compelling argument for change included in Annual Report to the Assembly;</p> <p>5. Laws amended and implemented.</p>
	<p>Strategic Objective 1.1.6 Procedures need to be developed to strengthen judiciary-media relations.</p>	<p>1. Coordination with donors about judicial education for journalists (time frame: continuous).</p> <p>2. More effective public information on judicial disciplinary actions in place (timeframe: short term).</p> <p>3. More effective local cooperation between courts and local media to ensure openness and accurate reporting.</p> <p>4. Communication strategy needs to be adopted by the KJC.</p> <p>Time frame: continuous.</p>	<p>1.2.3. KJC and KJCS Office of Public Affairs and Information and court PIOs in cooperation with donors.</p>	<p>1. Guidelines and policies in place;</p> <p>2. Training of staff completed;</p> <p>3. Regular meetings of PIOs and local media.</p> <p>4. Communications strategy adopted by the KJC.</p>
	<p>Strategic Objective 1.1.7 The KJC must coordinate its actions and activities with non-judicial entities such as the MOJ and the Assembly and the Chamber of Advocates that impact the judicial system.</p>	<p>1. Develop schedule of semi-formal routine meetings with these other stakeholders to discuss and raise concerns of justice as well as to learn about new legal initiatives from other stakeholders;</p> <p>2. Develop internal procedures to</p>	<p>1. KJC to take initiative in developing schedule.</p> <p>2. KJCS Legal Department to monitor activities of others and recommend and draft proposed changes.</p>	<p>1. Meeting schedule in place;</p> <p>2. Number of meetings held periodically.</p>

		monitor outside activity and cooperatively initiate possible changes in the law. Time frame: short and medium term.		
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<p>Goal 1.2 Strengthening Evaluation and Disciplinary Mechanisms</p>	<p>Strategic Objective 1.2.1 The evaluation of judges and judicial staff must be strengthened to make it more objective, impartial and fair with appropriate sanctions for judges who are underperforming.</p>	<p>1. Revision of sub-legal acts that would enable the appointment, transfer, promotion and every move of judges made based on the evaluation of judges;</p> <p>2. The creation of a database of information on each individual judge;</p> <p>4. Training of all the stakeholders involved in the evaluation process.</p> <p>Timeframe: medium term.</p>	<p>1. KJC and Normative Committee;</p> <p>2. KJCS;</p> <p>3. KJCS.</p>	<p>1. Revision of Regulations;</p> <p>2. The database is functional;</p> <p>4. Number of trainings held.</p>
	<p>Strategic Objective 1.2.2 The disciplinary system for judges and others in the judicial system</p>	<p>1. Sub-legal act governing Disciplinary Committee adopted by Council with particular</p>	<p>1. KJC and Judicial Evaluation Office;</p>	<p>1. Number of cases disciplinary cases handled increases;</p>

	must be strengthened and decisions must be made public.	<p>attention to punishment for violations of the law;</p> <p>2. Study to evaluate the uniformity of punishment for disciplinary violations;</p> <p>3. Increase in number and quality of human resources for ODC and Disciplinary Committee;</p> <p>4. Provide automated case management system for ODC;</p> <p>5. Consider amendments of the Code of Ethics for judges, court administration staff, KJCS and KJC Council members;</p> <p>6. Create a mechanism to provide advice for judges in interpreting the Code of Ethics;</p> <p>7. Sub legal act adopted by the KJC as to what information on individual judge discipline will be made public.</p> <p>8. Training in legal analysis and decision writing for Disciplinary Committee members.</p> <p>Time frame: short and medium term.</p>	<p>2. KJCS Information Office and Legal Department (Responsible for keeping statistics, descriptions in the media, conducting disciplinary measures etc.;</p> <p>3. ODC and KPC will be necessary partners to change ODC according to the law. Coordinate actions with those entities.</p>	<p>2. Sub legal act in place;</p> <p>3. Trainings completed;</p> <p>4. Development and implementation of management systems in ODC;</p> <p>5. Database of ODC developed and continuously updated;</p> <p>6. Quality of Disciplinary Committee decisions evaluated;</p> <p>7. Staffing and training for ODC completed;</p> <p>8. Evaluation of results of study of uniformity of punishment for discipline violations completed and acted upon;</p> <p>9. Public provided with information about judicial discipline.</p>
PILLAR II ENHANCING THE ADMINISTRATION OF JUSTICE				
Goal 2.1 Upgraded budgeting processes.	Strategic Objective 2.1.1 Budgeting needs to be done based on performance	1. Train relevant staff on court performance measures;	1. 2. 3. KJCS in collaboration with the donor community such as World Bank and EROL;	1. Number of trainings and trained participants;

	indicators.	<p>2. Establish a working group for the assignment of these measures/ indicators;</p> <p>3. Training in budget planning based on performance indicators;</p> <p>4. Budget planning;</p> <p>Time frame: medium term; must be done by June 2015.</p>	4. KJCS.	<p>2. Identification of experienced trainers and the establishment of the working group;</p> <p>3. Number of training and trained participants on performance indicators;</p> <p>4. Planned budgets based on these indicators;</p>
Goal 2.2 Better human resources management.	Strategic Objective 2.2.1 The KJC must be able to assess the number of judges it needs and to allocate them in accordance with a planning process.	<p>1. Develop procedure and tools, including case weight analysis, for analyzing need for judges and in which courts and adopt appropriate sub legal acts;</p> <p>2. Periodic distribution of judges based on case load.</p> <p>Timeframe: short and medium term.</p>	<p>1. KJCS</p> <p>2. KJC</p>	<p>1. Tools and procedure in place and working;</p> <p>2. KJC makes decision on the number and distribution of judges based on new procedures;</p>
Goal 2.3 Adoption of appropriate sub-legal acts and policies for an efficient system.	Strategic Objective 2.3.1 Processes must be adopted by the KJC for drafting and approving regulations, and other sub-legal acts.	<p>1. KJC adopts sub legal act on drafting, providing financial and regulatory assessment before approval publication of sublegal acts;</p> <p>Time frame: short or medium term.</p>	1. KJC and KJCS	1. Sub legal act adopted by KJC and implemented.
Goal 2.4 Construction of management mechanisms for judicial accountability.	Strategic Objective 2.4.1 The backlog of cases in the judicial system must be eliminated and processes must be put in place to avoid future backlogs.	<p>1. National Backlog Reduction Strategy (NBRS) adopted by KJC is incorporated herein by this reference;</p> <p>2. Action plans to implement NBRS adopted and implemented by Basic Courts;</p>	<p>1. KJC, KJCS and courts;</p> <p>2. KJCS and courts;</p> <p>3. KJCS, courts and donors, including the CLE program;</p> <p>4. KJCS and donors;</p>	<p>1. Data collection on case inventory completed, cleaned and functional;</p> <p>2. Action plans of courts completed, approved by the KJC and implemented.</p> <p>3. KJC authorizes KJCS to monitor the implementation of these plans;</p>

		<p>3. Specific focus in each Basic Court on elimination of execution cases;</p> <p>4. Appropriate training developed and implemented;</p> <p>5. Data base of case inventory cleaned and functional.</p> <p>Time frame: short and medium term.</p>	5. KJCS and donors.	<p>4. Training completed;</p> <p>5. Backlog reduced, including execution cases.</p>
	<p>Strategic Objective 2.4.2 Procedures and mechanisms must be developed and implemented to encourage individual accountability throughout the judicial system.</p>	<p>1. KJCS designs templates for data collection and institutes reporting of information about caseload, the performance of judges, movement of judges, court administration, etc. in order to track and monitor accountability;</p> <p>2. KJC ensures that courts report as required by the Law on KJC;</p> <p>3. The same mechanism as under 2 shall apply mutatis mutandis to court administrators in relation to KJCS;</p> <p>Timeframe: short term.</p>	<p>1. KJC, Presidents of Courts in collaboration with donors;</p> <p>2. KJC;</p> <p>3. Court administrators, KJCS.</p>	<p>1. Design of reporting templates complete and their use implemented through appropriate training;</p> <p>2. Submission of 3-monthly reports from each court as required by law;</p> <p>3. Implement KJC meetings with respective court heads.</p>
<p>Goal 2.5 Revisions in organizational structure of the Secretariat.</p>	<p>Strategic Objective 2.5.1 The KJCS must provide better support to the Council.</p>	<p>1. Each Council Committee staffed with legal officers who take responsibility for the day-to-day work of the committee, including developing reports, draft sub legal acts, legislative analysis, and provide in person presentations to the Council.</p>	KJC and KJCS.	<p>Each committee fully staffed and staff trained and functioning.</p>

	<p>Strategic Objective 2.5.2 The KJCS must have a department or unit for research and development of court administration best practices.</p>	<p>1. KJC adopts sublegal act for department. 2. Recruitment of staff; 3. Training or capacity building. 4. Internet access to legal data bases. Time frame: short term.</p>	<p>1., 2. KJC, KJCS 3. KJCS and donors;</p>	<p>1. KJC adopts policy; 2. Recruited staff; 3. Number of trainings conducted and participants; 4. Updated action plan and periodic reporting of the activities of the unit. 5. Access to legal data bases.</p>
	<p>Strategic Objective 2.5.3 The level of coordination between and among the KJC, KJCS and the courts must be improved.</p>	<p>1. Increase human resource capacity in communication, planning, reporting, accountability through trainings; 2. Development of internal system - Intranet, and email to function (time frame: short term); 3. Develop and implement various practices to motivate staff to work, (judges' and administrative staff assessments with better results scopes); 4. Analyze accountability practices of different countries (study tours) to consider the possibility of implementing practices in Kosovo courts; 5. Other trainings or workshops to enhance responsibility and accountability at work. Time frame: medium term.</p>	<p>1. 2. 3. 4. 5. KJC, KJCS and courts, in cooperation with donors.</p>	<p>1. Number of trainings organized, and overall periodic evaluation of the results achieved; 2. Intranet and email functionalized; 3. Practices in place and operating; 4. Number of practices analyzed and applied in courts and study tours completed; 5. Number of trainings organized.</p>
<p>Goal 2.6 Transfer of</p>	<p>Strategic Objective 2.6.1 The KJCS must devolve to the</p>	<p>1. Studies to analyze which functions to devolve to the</p>	<p>1.-3. KJC and KJCS and donors.</p>	<p>1. Plans adopted;</p>

<p>administrative responsibilities from the Secretariat to the courts.</p>	<p>individual courts the most appropriate managerial and administrative competencies and revise its internal structure accordingly.</p>	<p>courts;</p> <p>2. Adoption of plans and time frames to devolve functions;</p> <p>3. Appropriate training of court and KJCS personnel to deal with changed responsibilities and oversight mechanisms in place at the KJCS.</p> <p>Time frame: medium to long term.</p>		<p>2. Trainings completed;</p> <p>3. Assessments of results and reports back to the KJCS and Council.</p>
	<p>Strategic Objective 2.6.2 Court personnel must be trained and equipped to easily manage the changes in responsibilities.</p>	<p>See Strategic Objective 2.6.1.</p>	<p>See Strategic Objective 2.6.1.</p>	<p>See Strategic Objective 2.6.1.</p>
<p>PILLAR III BROADENING ACCESS TO JUSTICE AND SERVICE TO THE PUBLIC.</p>				
<p>Goal 3.1 The judiciary will encourage minority communities to be part of the judicial system.</p>	<p>Strategic Goal 3.1.1 The judicial system will increase outreach activities to minority groups and increase minority access to the courts.</p>	<p>1. Adoption of KJC sub legal act for the plan for recruitment of judges from minority communities.</p> <p>2. Setting up the threshold for the number of judges and court and Secretariat staff from minority communities in compliance with legal requirements;</p> <p>3. Media messaging on as-needed basis for vacancies in judicial and secretarial staff in minority communities in minority languages. Judicial vacancy announcements in minority communities in minority languages.</p>	<p>KJCS office of minority affairs</p>	<p>Establish a baseline of numbers of minority judicial staff, KJCS staff and judges. On a routine basis, at least once a year, update the numbers to determine if numbers of minorities are increasing.</p>

		<p>4. Round tables in minority communities, using local NGO and Civil Society resources to discuss career opportunities in the judiciary with secondary school and university student audiences.</p> <p>5. Brochures in minority community centers explaining career opportunities in the judiciary.</p> <p>6. Development of a staff position in the KJCS responsible for these activities.</p> <p>Time frame: short term, medium term and long term.</p>		
	Strategic Objective 3.1.2 The Judiciary will work to fulfill its Constitutional obligation to appoint minority judges.	<p>1. See Strategic Objective 3.1.1.</p> <p>2. Appoint a committee of the KJC to address these issues.</p>	KJC and KJCS	<p>1. Number of reports generated and reported on routine basis to Council.</p> <p>2. Committee established.</p> <p>3. Number of Minority Judges appointed.</p>
Goal 3.2 The Kosovo Judiciary will ensure that reliable and timely court records and data are accessible to the public.	Strategic Objective 3.2.1 Reports and records based on court data available to the KJCS must be reliable and accessible to the public	<p>1. Ongoing training to statisticians and other appropriate management and administrative staff in courts and KJCS;</p> <p>2. Preparation of reports by the courts done timely and accurately;</p> <p>3. KJCS ensures quality of data collection through appropriate routine sampling;</p> <p>4. KJC adopts sub legal act giving guidance for public access to</p>	1.2.3.4. KJC KJCS, courts, in coordination with KJI and donors.	<p>1. Number of trainings organized;</p> <p>2. Timely preparation of routine reports;</p> <p>3. Samplings of data performed, not less than two for each court every year;</p> <p>4. KJC approves sub legal act.</p>

		court and KJC documents. Time frame: medium term;		
	Strategic Objective 3.2.2 In fulfilling its responsibility to increase access to case decisions and other information, the judiciary will safeguard information that is protected under Kosovo privacy laws.	<p>1. KJC adopts a sub legal act regarding the publication of judgments by ensuring that the rights and integrity of the parties are not violated [including judgments anonym];</p> <p>2. KJC adopts a sub legal act which catalogues documents that are owned or in the possession of the KJC and the courts that should be open to the public, according to the law on access to public documents;</p> <p>3. Information about what information must be made public and what must not be published is published in brochures and on the Web Portal.</p> <p>Time frame: short to medium term</p>	1. 2. KJC and KJCS and donors	<p>1. Sub legal act adopted by KJC and implemented;</p> <p>2. Sub legal act adopted by KJC and implemented;</p> <p>3. Brochures available and information posted on Web Portal regarding which information is public and which is protected from publication.</p>
	Strategic Objective 3.2.3 The existing KJC website will be replaced with a Judicial Web Portal which will be updated continuously and will include important information from the KJC as well as individual court specific information.	<p>1. The Web Portal is functional;</p> <p>2. The KJC adopts a sub legal act for guidelines for publication of decisions including determination of which decisions are not to be published and how to redact private information;</p> <p>3. Designation of persons responsible for preparing and publishing information and persons who will approve the</p>	<p>1. KJCS in collaboration with donors;</p> <p>2. KJC</p> <p>3. KJCS</p> <p>4. KJCS in collaboration with donors;</p>	<p>1. Website operational and populated with all the necessary information and available to the public;</p> <p>2. Sub legal act approved and implemented;</p> <p>3. Certain persons are designated and trained in the processes for publishing and editing and updating information;</p> <p>4. Courts have appropriate scanning apparatus and are trained in its use.</p>

		<p>publication of information;</p> <p>4. Scanning devices exist in each court to allow population of website with decisions;</p> <p>Time frame: short term</p>		
	<p>Strategic Objective 3.2.4 Judicial decisions will be published on the Web Portal in a timely manner and pursuant to all relevant laws.</p>	<p>1. Supreme Court and Court of Appeals decisions published after appropriate protocols are adopted as sub legal acts to cover how the decisions are edited, approved for publication, reviewed for removal of private information and archived cases and search methods implemented;</p> <p>Other decisions published after study to determine the best way to prepare them for publication to protect private information and staff trained in how to publish them.</p> <p>Time frame: short to medium term.</p>	<p>KJC, KJCS with donor support</p>	<p>Supreme Court and Court of Appeals decisions posted on Web Portal;</p> <p>Other decisions posted on Web Portal.</p>
<p>Goal 3.3 The Judiciary will promote public trust and confidence through public outreach.</p>	<p>Strategic Objective 3.3.1 The Judiciary must become more innovative in finding ways to interact positively with the public.</p>	<p>1. The organization of open days in court;</p> <p>2. Enabling student visits in Court;</p> <p>3. Developing a quiz for students which will provide access to information it has gathered through the game, and posted on the website of the KJC;</p> <p>4. KJCS explores the possibility of</p>	<p>1. 2. Court president and supervisory judges and chief administrators;</p> <p>3. KJCS;</p> <p>4. KJC and KJCS;</p>	<p>1. Number of days open to the court;</p> <p>2. The number of visits students at Court;</p> <p>3. Select a company that will develop animated quiz and posting on the website;</p> <p>4. Contacting social networks to verify the address and opening their eventual incorporation into KJC website.</p>

		opening a verified address on social networks; 5. KJC adopts Communication Strategy. Time frame: medium term		5. Communication strategy adopted.
	Strategic Objective 3.3.2 Monitoring of the courts, court proceedings and processes needs to be opened to more observers.	1. KJC through sub legal act articulates clear criteria for the selection of specialized organizations for monitoring of courts; Time frame: medium term	KJC and KJCS	1. KJC adopts sublegal act and it is implemented; 2. KJC/courts select monitoring organization(s);
Goal 3.4 Introduce measurable performance indicators for the courts.	Strategic Objective 3.4.1 The KJC and the President Judges must use modern technology to develop objective measurable performance indicators to increase court efficiency and professional standards.	1. Establish standards for timeliness in completing cases, and creation of standard distribution of cases; 2. Implementation of time standards in the electronic case management system; 3. Training for judges and administrative staff. Time frame: short to medium term.	1.-2. KJC, KJCS, courts and donors; 3. KJI and donors.	1. Standards in place; 2. Training modules and scheduled training underway.
PILLAR IV PROMOTING COMPETENCE, PROFESSIONALISM AND CIVILITY				
Goal 4.1 Expanded education and training of judges and court staff	Strategic Objective 4.1.1 The KJC must develop a unified comprehensive evaluation and training program for court president judges, supervisory judges, administrative staff and KJCS staff to develop court administration and	1. KJCS develops a strategy for improving judicial staff development and court administration, including standards and criteria; 2. KJC adopts policies for court administration and devolution of	KJC and KJCS in cooperation with international donors and other GOK offices such as MPA [in case the proposed amendment to remove judicial system employees from civil service is not yet adopted].	1. Policies in place; 2. Training materials completed; 3. Initial trainings complete and program for future and ongoing training in place.

	<p>management skills.</p>	<p>responsibilities to courts;</p> <p>3. Develop a comprehensive training plan with curricula, handbooks, guidelines and manuals;</p> <p>4. Initiate pilot projects in selected courts.</p> <p>Time frame: short and medium term</p>		
	<p>Strategic Objective 4.1.2 Participation of judges in personally targeted training must take place.</p>	<p>1. KJC adopts sub legal act setting policies and standards relating to the training of judges, lay judges and other judicial personnel;</p> <p>2. KJCS supervises the implementation of training of judges, lay judges through the KJI and other organizations, associations and training;</p> <p>3. KJC adopts sub legal act that provides KJCS and court administrators with policies relating to training of court staff.</p> <p>Time frame: short to medium term.</p>	<p>1.2.3. KJC and KJCS in cooperation with KJI and other training institutions and donors.</p>	<p>1. KJC adopts appropriate sub legal acts;</p> <p>2. Performance of judges and professional and administrative staff who have attended trainings is evaluated to determine effectiveness of training.</p>
	<p>Strategic Objective 4.1.3 Judges must increase their legal reasoning and writing abilities to become better decision makers and better decision writers.</p>	<p>1. President and supervisory judges will recommend to the KJC that specific judges in their courts receive appropriate training in legal reasoning and legal writing;</p> <p>2. KJC will require those judges to</p>	<p>1. Court presidents and KJC in coordination with the KJI;</p> <p>2. KJC;</p> <p>3.4. KJC and KJCS;</p> <p>5. KJC.</p>	<p>1. Number of training and trained participants;</p> <p>2.3. Number of judgments published;</p> <p>4. Sub legal acts adopted by KJC;</p> <p>5. Bulletins published by KJCS.</p>

		<p>undergo appropriate training through the KJI;</p> <p>3. KJCS will make all decisions of the Supreme Court and Court of Appeals available to all judges;</p> <p>4. KJC will adopt a sub legal act directing the KJCS to publish bulletins from time to time for judges on topics such as basic legal reasoning and legal writing, and compliance with obligations to protect privacy of individuals in publication of judgments;</p> <p>5. KJC will adopt a sub legal act regarding the selection of Basic Court decisions to be published.</p> <p>Time frame: short to medium term.</p>		
	Strategic Objective 4.1.4 Judges and administrative staff must have more training in information technology.	<p>1. KJCS and donors will identify staff in need of training;</p> <p>2. Training modules will be developed and implemented;</p> <p>3. Results will be evaluated and additional training provided, as appropriate.</p> <p>Time frame: short term.</p>	President and Supervisory judges; KJCS and donors.	<p>1. Personnel in need of training identified;</p> <p>2. Training completed;</p> <p>3. Personnel evaluated.</p>
	Strategic Objective 4.1.5 Non-judicial procedures to reduce the workload of the courts need to be encouraged.	1. Encourage judges and administrators through training to send appropriate cases to mediation;	1. 2. KJCS in collaboration with donors.	<p>1. 2. Number of trainings organized;</p> <p>1.2. Number of cases referred to mediation, and private enforcement.</p>

		<p>2. Training for judges and administrators and judicial staff executive for the new enforcement procedures including private enforcement.</p> <p>Time frame: short term.</p>		
	<p>Strategic Objective 4.1.6 Clear career pathways need to exist within the judiciary.</p>	<p>1. KJC to ensure that the highest judicial positions – those in the Appeals and Supreme Courts – are filled by the best qualified current judges appointed on merit and a transparent process through adoption of appropriate sub legal act;</p> <p>2. KJC adopt a sub legal act that will enable career development within the judiciary, including a pathway for judicial assistants to become judges, under the terms of which will be recognized by all.</p> <p>Time frame: medium term.</p>	<p>1.2. KJC and KJCS</p>	<p>1. Appointment of judges to senior positions from the ranks of current judges is transparent and based on defined qualifications based on merit;</p> <p>2. Approval of appropriate sub legal acts.</p>
PILLAR V IMPROVING COURT FACILITIES AND TECHNOLOGY				
<p>Goal 5.1 New information and technology systems.</p>	<p>Strategic Objective 5.1.1 The use of technology must be expanded in the judiciary and used to enhance the relationship between courts and the KJCS.</p>	<p>1. Functionality of the use of intranet and email exists;</p> <p>2. Automation of various managerial processes is completed;</p> <p>3. ICT Strategy approved by the KJC is incorporated herein by this reference;</p>	<p>KJC, KJCS and courts in coordination with the KJI.</p>	<p>1. Use of intranet and email is universal within the judicial system;</p> <p>2. KJCS awards contracts to companies to develop appropriate software for use in the KJCS and courts;</p> <p>3. Programs are completed and in use;</p> <p>4. Needs assessment completed and</p>

		<p>4. Needs assessment and testing staff to categorize the relevant level of knowledge;</p> <p>5. Compilation of curriculum including the use of internet, intranet, Outlook and Office;</p> <p>6. Appropriate training is completed.</p> <p>Time frame: short, medium and long term.</p>		<p>acted upon;</p> <p>5. Curriculum designed and approved by the KJC regarding to the needs assessment;</p> <p>7. Number of trainings;</p> <p>8. Appropriate training is completed.</p>
Goal 5.2 Enhancement of court facilities.	Strategic Objective 5.2.1 New Basic Court facilities must be compliant with EU and international standards for working conditions and promote efficient and effective case processing.	<p>1. KJCS engages experts to assess the conditions and working environment in court buildings;</p> <p>2. KJCS and other responsible offices of GOK revise and strengthen standards proposed for construction of courts in accordance with the requirements and standards of the EU;</p> <p>3. Construction of the five basic court buildings based on these standards.</p> <p>Time frame: long term.</p>	2.3. KJC, KJCS, GOK and donors.	<p>1. Final report of experts to assess the conditions and working environment;</p> <p>2. Adoption of standards for construction of new basic court buildings;</p> <p>3. Construction of five new basic court buildings.</p>
Goal 5.3 Increased security for judges, court personnel, public and court facilities. Strategic	Objective 5.3.1 Physical security of all judicial facilities and personnel, judges and their families needs to be increased.	<p>1. KJC adopts sub legal act defining the roles and responsibilities of security officers, and regulating access to the courts and the KJCS by level of risk;</p> <p>2. Initial and ongoing training of security personnel, judges and court administrative personnel;</p>	KJC and KJCS in collaboration with local police commanders.	<p>1. Sub legal act adopted;</p> <p>2. Security staff trained;</p> <p>3. MOUs in place with police;</p> <p>4. Monitoring system in place and operating;</p> <p>5. Regularly scheduled training and</p>

		<p>3. KJCS will implement and monitor ongoing adherence with security sub legal act;</p> <p>4. KJC will implement appropriate MOUs with local police;</p> <p>5. Ongoing, regular trainings and drills.</p> <p>Time frame: short to medium.</p>		<p>drills carried out.</p>
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