

IT Strategic Plan of the Kosovo Judicial Council 2024 – 2029

Implementation of CEPEJ Cyberjustice tools

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Current scenario

The judiciary of Kosovo is in the process of undergoing a digital transformation.

All developments and achievements in the last decade in the IT fields of the Judiciary of Kosovo have been derived and led from the IT Strategy for the period 2012-2017,¹ which defined the eight main pillars for the development and introduce IT in the judiciary. These eight pillars of the strategy covered the development of all needs in the IT field (legal framework, human resources, building hardware and software infrastructure, training and implementation methodologies, and security aspects), and ensured that the IT supports the Judiciary of Kosovo in increasing its efficiency, transparency, and accountability. The goals of this first, and so far only Strategy, have been substantially achieved, even if not in the originally planned timeframe (see Annex 3 for a summary review).

As a result of these efforts, noticeable changes have been achieved. The Kosovo judiciary, which was generally not using IT before the Strategy, is currently at the forefront in this field in the region.²

The Case Management Information System (CMIS) has been introduced to all courts (2018 – 2021) and it covers all types of court proceedings.³

The National Centre for Criminal Records (NCCR) has digitalised all data on criminal convictions and started issuing criminal records certificates to citizens in 2022. Since February 2023 certificates can also be retrieved remotely via the public administration portal e-Kosova.

However, the goal *“transformation of Kosovo courts into e-courts which will use a central database environment, adequate ICT infrastructure and be exchanging data and documents in e-form inside Kosovo judicial system, as well as with all other relevant ICT systems in Kosovo and abroad”* was not achieved completely.⁴ The CMIS for courts is connected to the CMIS for prosecution offices, allowing for the exchange of data and documents, but this exchange does currently not carry a legal value and has to be accompanied by a paper trail. Interoperability has been implemented with the official registers of citizens and with business register. Since 2020, KJC regulations mandate that all courts should be exclusively using CMIS for case management, and as result of this, KJC uses CMIS data and statistics for monitoring court performance and for the purpose of the performance evaluation of judges. Another KJC important decision was abandoning the manual registries in the registry offices, with the aim to avoid duplication of work in the courts. Most of the manual registers in the courts have been abandoned so far, but due to the resistance to change, in practice some manual registers have not been abandoned and a double registration system is still ongoing, which results in duplication of work.⁵

¹ The available links to this and all other quoted documents are included in Annex 1.

² As it can be inferred looking at the report *Mapping the State of Play of Digitalisation of Justice in the Western Balkans* issued by the Regional Cooperation Council in 2022.

³ The only exception is, in order to ensure maximum data security, the handling of prosecutorial requests for special investigative measures during criminal preliminary proceedings.

⁴ ICT Strategy for the period 2012 -2017, Annex 1.

⁵ Source: EUKOJUST “Recommendations for digital transformation of the justice sector, KJC excerpt”, and conversation with the Chair of the KJC Committee on Court Administration.

Several tools have been developed which leverage IT to foster access to justice. The level achieved in this area is noteworthy. Citizens and lawyers can monitor the status of their cases (Case Tracking Mechanism, CTM) and access judicial decisions via a central portal, where also dashboards on the performance of courts and individual judges are available. KJC will continue to improve and expand such tools, as Access to Justice remains one of the main tenets of the work of Kosovo courts.

The impact of CMIS on the efficiency of courts has not been measured yet,⁶ but since almost all courts have a clearance rate⁷ lower than 100%, they are accumulating backlog, and there is certainly room for improvement in this field.

Guiding strategic principle: move towards *digital-by-default* processes

The Kosovo judiciary aims at moving towards *digital-by-default* processes.

Digital-by-default refers – according to the CEPEJ ‘Guidelines on electronic court filing (e-filing) and digitalisation of courts’ – to *providing public services by digital means as the preferred option for people to use them, i.e., digital services that are so straightforward and convenient that all those who can use them will choose to do so whilst those who cannot or are not willing to are not excluded.*

This implies that courts, and all participants to the proceedings, will have to work with digitally filed documents, and as a consequence, with entirely digital case files, as the preferred option, but always ensuring that those unable or unwilling to use IT are not excluded.

⁶ See Recommendation 6 of the KOSEJ report *Information Technology in courts in 2020*.

⁷ The Clearance Rate is the ratio obtained by dividing the number of resolved cases by the number of incoming cases in a given period, expressed as a percentage. See for example the *European judicial systems CEPEJ Evaluation Report – Part 1*, page 125, for a visual representation. See also CEPEJ Glossary: <https://rm.coe.int/cepej-2019-5final-glossaire-en-version-10-decembre-as/1680993c4c>

Vision

At the end of the period covered by this document, KJC aims to:

Continue along the digital transformation of Kosovo judiciary, consolidating an environment centred around the CMIS, supporting *digital-by-default* processes which allow to increase efficiency and quality whilst fully implementing the rule of law and guaranteeing the substantial and procedural rights of all citizens and the transparency of the work of the judiciary.

Strategic Goals

To achieve the above vision, the focus of the KJC during the period 2024-2029 will be on three objectives: increasing efficiency by implementing digital-by-default processes supported by the CMIS; supporting transparent decision-making in the justice sector; and supporting the digitalization of internal KJC processes, as explained below.

Strategic objective 1. Increase efficiency implementing *digital-by-default* processes supported by CMIS

In order to achieve Objective 1 of the Strategic Plan, a series of activities must be carried out, which must be well planned and coordinated among themselves. The implementation of these activities will focus on four specific objectives presented below, which will enable to increase the efficiency of the judiciary:

- Establishment of electronic communication
- Work with electronic case file
- Increased automation of working tasks
- Improve handling of hearings

The paramount goal of the strategy is to enable Kosovo courts to process court cases *digital-by-default* (proceeding court cases only electronically), as it will allow, if well realised, to achieve relevant efficiency gains and to contribute to shorter the length of judicial proceedings. Achieving it necessitates careful planning and phased development for different types of cases. A good support in terms of business analysts and change management experts, not only software development, will be required. The enhancement of the CMIS and implementation should start with a pilot phase and be improved and expanded on the basis of the experience acquired. If necessary, an analysis of needs for redesigning the work processes should precede this process to ensure the increase of efficiency and enable case processing in the courts only electronically.

Furthermore, from the technological point of view, the CMIS should be updated to ensure that the system continues to support enhancements, new features and new online services. It should improve security aspects, and ensure compatibility with new developments in the field of IT.

The only way for a digitalisation process to be viable and to bring the desired advantages is to minimise duplication of work (both digital and paper). All processes should be carried out using the system, and this will also **substantially contribute to data quality**: data will be reliable because they were used during the process and validated by judges while undertaking their tasks.

The use of CMIS is not yet fully consolidated, duplication of work outside of the system still persists and not all features are known and/or used by the users. It is necessary to make sure that CMIS is properly used, but this cannot be solved simply by providing training and issuing administrative instructions. Using the CMIS has to be so convenient and helpful for the users that they will be genuinely willing to use it. Data should not be entered after a case is completed, only with the purpose of creating statistics. In order to guarantee data quality, and adequately support the work of judges, data should be saved in the system and immediately used to streamline the entire process and finally to facilitate the creation of documents. It may be necessary to review and simplify processes to make data entry more straightforward (avoiding too many clicks) and develop a new module for the creation of customised templates, tailored for the use by judges, which would allow to further simplify the work of judges and their assistants by using the data already entered in the system. This should be done along with the introduction of new processes in the context of *digital-by-default* approach in criminal and civil cases.

The NCCR database is now complete except for around a quarter of records which could not be verified as the convict's identity was not certain due to the lack of his/her unique ID number. Most of those records are very old and a large part of them are no longer relevant, as they should in any case be expunged in the rehabilitation process, as they meet the repayment conditions.

The rehabilitation process is now supported by IT, as rehabilitation scripts are being generated automatically and the procedure is conducted in accordance with the rules of the Criminal Code. The degree of automation will increase, as all data related to the execution of criminal sanctions, which are essential for rehabilitation, are now uploaded in the CMIS and will be retrieved from there.

New working processes and methods should be always supported by the CMIS, and whenever feasible be designed together. For example, the CMIS produces a report for each judge to support the introduction of a new norm for judges.

New systems should be conceived with integration and interoperability with other systems in mind, especially with the existing ones.

Establishing electronic communication, supporting the work with electronic files, increasing the automation of business tasks, and improving handling of hearings are the main objectives to be reached.

1.1. Establishment of electronic communication

Digital-by-default processes are closer to be achieved in criminal cases. The submission of paper files by prosecutors could be relinquished thanks to the already existing connection with the prosecutors' CMIS, once it is appropriately regulated. A digital signature (of the prosecutor) or digital seal (of the prosecution office, or of the CMIS) should guarantee to all participants that the documents have not been tampered with and have been submitted to the system on a certain date and time. This would release clerks from the task.

Enabling electronic communication also among Police and Prosecutor offices would enable to have their reports as digitally native documents instead of scanned versions.

Electronic communication with lawyers, both in criminal and in civil cases, would also require the use of digital signatures or digital seals⁸ to guarantee their authenticity.

As a first step, KJC has started to develop a web portal (accessible via e-Kosova) for electronic communication with lawyers and citizens in civil cases. The first phase consists in enabling the electronic filing of cases, which will trigger the automated opening of a case and its allocation to a judge. This will enable parties to initiate the civil case online in the court and enable the initiation of insolvency proceedings electronically (e-filing, e-bankruptcy, etc).

Electronic communication will entail not only submission to court and notification to participants but also the possibility to pay remotely without the need of sending proof of payment. A unique reference number will be assigned to the amount due by a party for one or more court cases, and upon import of payment information will be automatically reconciled, relieving court staff from this task (if not in special cases).

Courts will benefit from electronic filing as a good part of the responsibility for data accuracy would be shifted to parties (and prosecutor offices in criminal cases) who are first producing data, since data should be imported rather than be entered again (“once-only” principle, according to which each data should only be entered once into an IT system), relieving court clerks from this obligation. As mentioned in the CEPEJ e-filing guidelines, “[d]uring the e-filing process, metadata provided by external users should undergo embedded mechanisms that automatically verify the quality and completeness of the input data, to minimize [or even eliminate] validation performed by court staff”.⁹

Expected results

- Possibility of legally valid electronic submissions from parties to courts, per type of cases.
- Minimal or no validation of incoming data from court staff.
- Possibility of legally valid electronic notification from courts to parties, per type of cases.
- Possibility to pay court fees and other monetary obligations towards courts remotely for one or more cases, with automated reconciliation.
- Electronic exchange of data between CMIS and the system of the Correctional Service.
- To advance the CMIS to support the commissions or other bodies of the KJC and enable electronic exchange with other systems (Commission for compensation of damages for persons convicted or arrested without reason, Panel for conditional release, etc).

⁸ See EUKOJUST “Recommendations for digital transformation of the justice sector, KJC excerpt”, page 11 and section 8.2.2.

⁹ See paragraph 60.

- The webportal “gjqesori-rks.org” is the single point of communication of the judiciary through the Internet for KJC and courts. The services of E-Kosova can be used in all cases that are required.
- Internal connection of the KJC with the Cadaster and relevant institutions for which it is considered important for the exchange of data within the rule of law but also beyond.

1.2. Work with electronic case file

Electronic communication allows the creation of a natively electronic case file.

Access to the electronic file documents and data will be guaranteed to all entitled participants. Court staff – and judges in particular, will need adequate hardware (such as double screens)¹⁰ and software (e.g. annotation tools) to work with it.

The process of archival will also become purely digital, minimising the need for future physical archive space.

Natively digital documents will be usable also when printed. In particular, it will be possible to check their authenticity thanks to a unique code present on every document allowing users to check its original version on the judicial portal.

Expected results

- All participants to the proceedings have access to full electronic file.
- Optimised work on electronic case files.
- Archiving of electronic files.
- Possibility to verify the authenticity of printouts of electronically signed documents created in the justice system looking at the original version via Internet.

1.3. Increased automation of working tasks

CMIS functionalities will be improved so to streamline the modalities for data entering and re-use of data to partially automate users’ tasks. In particular, a new module providing ‘smart’ creation of documents from custom-created templates will be created, using any of the data stored in the system and possibly modify the text according to combinations of such values. Alerts about deadlines will be introduced in order to improve the case management possibilities. CMIS will collect and provide all the data required for the performance evaluation of the judges, without any need to maintain parallel data collection tools.

¹⁰ Experience has shown that one screen can be used to navigate the list of documents and one to look at them, or both can be used to look and compare two documents.

A new centralized system for translations will allow distributing translation tasks from one court charged with translation work to another court where translators will be free, balancing the workload of translators.

Expected results

- CMIS data entering modalities are streamlined for the users.
- Data are re-used to the largest possible extent to create templates for the semi-automated creation of documents.
- Judges are alerted when action is possible/necessary within a case.
- The CMIS covers all the processes related to the management of paper archives (movement of archived cases files and earmarking for destruction or transfer, with the automated production of the relevant lists).
- No spreadsheet, register or any other artefact not included in the CMIS is used by courts.
- A centralized system allows sharing the translation workload among different courts.
- The transmission of data from CMIS to NCCR is fully automated.
- The process of legal rehabilitation for the NCCR is automated to the largest possible extent.
- The CMIS contains data on audio-video recordings for court proceedings.

1.4. Improve handling of hearings

Remote hearings can be convenient for parties and their representatives as well as for witnesses, provided they are decided by the judge in compliance with the law. Every court in Kosovo will be put in condition to comply with the legal obligation to provide full recording of hearings in criminal cases. In addition, courts dealing with more serious criminal cases will have the possibility also to perform video-recording of the hearings.

The CEPEJ *Guidelines on videoconferencing in judicial proceedings*¹¹ and the checklist at the end of the document will be taken into due account. In particular, “arrangements should be given special consideration in order to ensure the integrity of remote hearings and avoid pressure or influence on the

¹¹ Document adopted by the CEPEJ at its 36th plenary meeting (16 and 17 June 2021), available at <https://rm.coe.int/cepej-2021-4-guidelines-videoconference-en/1680a2c2f4>

witnesses or experts”,¹² the access to evidence presented, the participation of interpreters and in criminal proceedings the direct contact between defendants and their lawyers.

The transcription work will be supported by professional tools deployed in each court for clerks.

The possibility to develop and introduce a new system for the automated transcription of Albanian language (from recordings or live) will be considered. Since this process is very complex and it entails considerable costs for its development and its implementation, the KJC will work together and in cooperation with other institutions such as the Government of Kosovo, the Kosovo Police, the Kosovo Prosecutorial Council and local research and innovation agencies in order to try to find a way for its implementation in courts. The possibility to team up with Albanian academic institutions will also be explored.

Expected results

- All courts and branches have the possibility to conduct video-hearings and/or hybrid hearings.
- All courts and branches have the possibility to record audio from the hearings.
- Recorded video and audio are automatically transcribed and are directly available from the CMIS along with the transcription (optional).

Strategic objective 2. Support transparent decision-making in the justice sector

The second objective of the Strategic Plan aims to help the decision-making and policy-making of the judicial system with accurate and detailed data provided by SMIL and other systems in use in the judiciary. Achieving this objective will be done through the implementation of two specific objectives:

- Improved statistical reporting
- On-line resources to support decision-making for judges

The decisions of the management of the judiciary (including KJC, Court presidents and Court administrators) on allocation of resources should be adequately supported by CMIS data on incoming cases, performance, etc.¹³

The reliability and completeness of CMIS data are not yet considered satisfactory by KJC and by court presidents.

Organizational measures also include strict orientation to use data from IT systems for all official purposes. Using the data from IT systems in monitoring court and judge performance is one of the most

¹² Guideline 15.

¹³ See section 8.3.1 of the EUKOjust “Recommendations for digital transformation of the justice sector, KJC excerpt”

effective ways to ensure data quality, because each individual and institution will be motivated to ensure that their work is registered properly in the system.

Technical measures might include imposing technical controls for data completeness and consistency, devising reports about cases with inconsistent or incomplete data, notifications to users when there might be a problem with data, etc.

In addition to the general revision of the data entering modality, specific analysis will be carried out so to ensure that data are consistent.

Expected results

- Passive and active data quality control tools are in place.
- No supporting tools out of CMIS (spreadsheets, registers) have to be maintained for managers in the judiciary to perform their work.

2.1. Improved statistical reporting

The Open Data Platform database will grow into a Data Warehouse equipped with Business Intelligence able to create advanced reports. Performance reports as well as statistical reports on the number of cases closed within a certain deadline will be made possible as well as the monitoring to identify bottlenecks in judicial proceedings in a specific court, measuring the time between milestones in a case.

Expected results

- Data warehouse with business intelligence is available and users are trained.
- Statistical reports on performance and disposition time are available.

2.2. On-line resources to support decision-making for judges

Improve access to Kosovo and ECtHR judicial decisions with adequate categorisation, highlighting of selected cases and possibly.

Expected results

- Legal professionals can easily find the judicial decisions of their interest.
- The process of anonymisation and categorisation of judicial decisions is streamlined.

Strategic objective 3. Support the digitalisation of internal KJC processes

Human Resources Management and Information Systems (HRMIS) will be developed both for judges and for court staff. Both these HRMIS will be connected to the CMIS in order to obtain realistic performance reports based on “Full Time Equivalent” figures (namely, based on the number of persons working the standard number of hours, as opposed to persons working part time, as per CEPEJ

definition).¹⁴ It will also simplify users' management and receive performance related data, etc. The Finance Management processes, both for courts and the KJC, will be also digitalised.

3.1. Human Resources Management for judges

The "E-File" Electronic File System for Judges will allow to store personal data module, manage the career, support performance evaluation, disciplinary and training of judges.

These new systems shall be linked to the CMIS in order to allow the production of meaningful court performance statistics based on the effective number of Full Time Equivalent (FTE) judges members rather than on the nominal figures.¹⁵

Expected results

- HRMIS for judges is in place
- HRMIS is interoperable with CMIS

3.2. Human Resources Management for court administrative staff

The "Human Resources" system for the administrative staff of the Judiciary of Kosovo will allow storing personal data of the staff. The system aim to have modules for; managing the career, support performance evaluation, holidays, disciplinary and training.

These new systems shall be linked to the CMIS in order to allow the production of meaningful court performance statistics based on the effective number of Full Time Equivalent (FTE) administrative staff members rather than on the nominal figures.¹⁶

Expected results

- HRMIS for administrative staff is in place.
- HRMIS for administrative staff is interoperable with CMIS.

3.3. Finance management system

KJC will increase efficiency and transparency in the field of finance, starting from budget planning, allocation of funds, their commitment, expenses, financial reporting, income and deposits as well as non-financial assets (assets capital and non-capital).

With this software system, KJC aims to create an advanced system which will digitize the work process that is currently being carried out through electronic spreadsheets and manual registers.

¹⁴ See KOSEJ report recommendation

¹⁵ See Recommendation 15 of the KOSEJ 2020 IT Report.

¹⁶ See Recommendation 15 of the KOSEJ 2020 IT Report.

The system will be interoperable with the Informative System of Financial Management in Kosovo (ISFMK) maintained by the Treasury and used by clerks for budgeting purposes, with the CMIS and with Civil Registry, Business Registry, and Address Registry.

Also, this system aims to create technical possibilities of connection with the e-Wealth system for asset management from the Ministry of Internal Affairs - MIA (if there is an agreement between the institutions for asset management).

Expected results

- A joint finance management system for KJC and courts is in place.
- The joint finance management system interoperable with ISFMK.
- The joint finance management system interoperable with CMIS.

Strategy monitoring and governance

This IT strategy reflects the organisation's (business) goals in order to involve IT and other stakeholders in achieving these goals. The KJC should define with greater details the steps needed for its implementation and the relative timing as well as any dependency among them.

Measuring the achievement of the strategic goals will hence be very straightforward by monitoring the progress of the targets with specific, measurable, achievable, relevant and time-bound indicators for the achievement of the strategy's results.

On the other hand, apart from the measurable goals, the IT strategy will also play an important role as an enabler of cooperation, technological advancement, and promoter of good practices.

Therefore, the IT strategy has been aligned with other strategic documents and corresponding goals in the justice sector.

The IT governance principles should be extended to also govern the strategic aspects of the IT, including the monitoring of implementation of the strategy.

Furthermore, the strategy will have a "sponsor" in the form of a committed high-level official with the authority to defend and enforce the strategic principles and the corresponding action plan. Such a "sponsor" should also be able to guarantee and oversee the alignment with the strategies covering other bodies in the justice sector (KPC, MoJ).

The Director of the IT Department will regularly report to the KJC on the strategy implementation and immediately bring to the attention of the KJC Chairperson any possible issue which may hinder or influence its implementation.

Key Success Factors

In the justice sector, the key success factors of IT initiatives can be commonly categorised into four key components:

1. Technical (IT) component: the choice of appropriate architecture, technology, development method, PCs, processing and storage servers capacities, network equipment, security equipment etc.
2. Organisational component: IT human resources, implementation plan, plan for change management in organization along with the introduction of a new information system, user training and support.
3. Legislative (regulatory) component: thorough analysis of the existing regulations ensures relevance, accuracy, compliance with regulations, while at the same time, the analysis can be also used to formulate proposals for adjustment and changes to legislation, rules and business processes, with an emphasis on optimisation while guaranteeing respect for and implementation of fundamental rights.
4. Business component: clearly defined business objectives with investment analysis, including investment protection, cost recovery and sustainability, continuous monitoring of achieving set objectives based on measurable indicators.

Equal attention, planning and coordination for each of these key components in planning, development and IT governance is essential for the success of IT initiatives in judicial environment. Additionally, with each of these four components, clearly defined and measurable objectives, along with a plan for monitoring effectiveness and achievement of objectives and service levels, must be defined and included. Only in this way we can assume that the strategy will be successfully implemented while giving the desired results.

The same component model can be applied also to any given IT project, with its success depending directly on how well the above-mentioned key components are coordinated.

1. Effective and collaborative IT governance

An effective IT governance system is a prerequisite for effective and efficient planning, provision and support of IT services. IT governance should be based on a formal set of principles, processes and corresponding organisational structure that all together lead to effective and controlled use of IT in order for it to create measurable results.

The key IT governance principles that KJC will address and implement are:

- *Proposal, evaluation, approval and discontinuation of IT initiatives:* a set of procedures and rules for deciding who is eligible to propose initiatives will be adopted by KJC, defining how the selection process of the proposed initiatives (i.e. investments) will be carried out, including the designation of the authority (e.g. a steering committee) which has the authority and responsibility to reach such decisions. Furthermore, the procedure should additionally provide means to prioritise the selected projects (investments), in order to be able to plan the activities well ahead. Usually, there is a large gap between demands for projects and the ability to implement those, so there must be a mechanism in place to allow for the projects to be lined up sequentially and implemented accordingly.
- *Visibility of planned and ongoing IT initiatives:* for each IT initiative, the visibility plan (public

awareness raising, reporting, sustainability component, maintaining media presence, entering competitions...) will be adopted and followed.

- *Identification and inclusion of relevant stakeholders:* Following CEPEJ guidelines, stakeholders and future users will be closely involved in all phases of IT related decisions, from planning to execution. Furthermore, as the CEPEJ Toolkit¹⁷ recommends, all stakeholders and beneficiaries of IT services in the judiciary shall be identified and given a formal opportunity to be heard by the IT governance authority. With such broad representation, the IT initiative will be inclusive, better aligned, self-promoted and relevant throughout the judiciary.
- *Ownership and responsibility:* each IT initiative (project), shall have an “owner” (usually the owner of the business process), responsible for adequate implementation and support of the initiative.
- *Project management:* IT governance methodology adopted by KJC will include information and guidelines on the project methodology chosen to be used in IT projects.

In addition, KJC will cooperate with institutions from different branches of power within the justice sector to reach common goals and support the establishment of a joint coordination body to facilitate the harmonization of initiatives of different stakeholders. The work of such joint coordination body can include also the coordination of programs and projects, establishment of interoperability standards, harmonization of initiatives for changes of legislation, project execution, exchange of experiences, coordination of education initiatives, coordination and joint creation of programs for donors, and monitoring of the joint strategy execution.¹⁸

2. Rules for the prioritization of new IT initiatives

When donors’ assistance is offered, it may often seem a good idea to accept it: always better to have more than less. However, in the domain of software systems development this may have serious drawbacks. Any system needs engagement of professionals to guide its development, designing, to test it, to decide on its characteristics and features. Without this, contractors will not be able to deliver useful tools, and the launch of a tool which does not satisfy the needs of the users and/or lack adequate quality would be more of a drawback for the digitalisation process, and ultimately for KJC itself who promoted such tool, than a step forward. Furthermore, every new system requires maintenance and enhancements, and it requires in principle dedicated hardware. All of these have financial implications that are very challenging for the KJC capacities.

It hence becomes necessary to assess if there are sufficient human resources available to accompany the realisation of a given proposed project, and since resources are always finite and there are many other concurrent tasks, it becomes necessary to have a methodology in place to assess which projects would deserve an investment of judges’ and clerks’ time for their development, and how to rank them by priority when there are more.

¹⁷ <https://www.coe.int/en/web/cepej/toolkits> see pages 25-26.

¹⁸ See EUKOJUST “Recommendations for digital transformation of the justice sector, KJC excerpt”, section 8.4.1.

In order to avoid bottlenecks (either financial, human or technical), the IT initiatives (projects) will be selected for implementation based on their priority.

IT governance will therefore include a set of procedures and rules for deciding who is eligible to propose initiatives, defining how the selection process of the proposed initiatives (including donations) will be carried out. KJC will form a designated body (e.g. a steering committee) with the authority and responsibility to assess the goals and modalities of proposed initiatives/projects, also considering their alignment with the strategy, and submit to KJC the recommendation for their prioritisation or not according to its internal procedures.

The procedures will provide means to prioritise the selected projects (and corresponding investments) in order to be able to plan the activities well ahead. Usually, there is a large gap between demands for projects and the ability to implement them, so there must be a mechanism in place to allow for the projects to be lined up sequentially and implemented accordingly.

Following the CEPEJ Toolkit and Guidelines on prioritising projects and investments, the appropriate model for evaluating a project will be chosen or developed.¹⁹

It is reasonable for the projects in the public sector not to be measured only by the potential of creating economic value (Return on investment, Cost/Benefit), but also take into account the impact on the public, the alignment with a higher-level strategy and other intangible values of the project, including risks and benefits analysis.

Projects, which have already started and those which are aligned with the present strategic document, should be always granted higher priority as opposed to those which are not.

All of these components will be considered in the evaluation procedures, using predefined rules and metrics, thus avoiding arbitrary decisions. The use of IT itself should therefore never become a priority, the priorities should not be technology driven, but rather be based on comprehensive analyses, focusing on the real needs and goals.²⁰

3. Involvement of users

One of the predominant reasons for slow uptake of information systems or its improper use is lack of knowledge and awareness (about the system or its features).

For internal users of the system, as well as for other stakeholders, a key indicator for raising awareness is building alliance with users and forming communities (around the IT system, vision, strategy, or a certain project). That way, the members of a community are not only well aware of the capabilities and functions of a certain system, but also develop a sense of belonging to the project. The KJC experience with the involvement of end users in the implementation of the CMIS project is a very good experience, and it should serve as a good example that KJC should promote and expand in future projects.

The following steps will be considered in order to build communities around projects:

¹⁹ CEPEJ Toolkit for the implementation of the Guidelines on Cyberjustice, p. 26

²⁰ CEPEJ GUIDELINES ON HOW TO DRIVE CHANGE TOWARDS CYBERJUSTICE, guideline §80 p. 59

- *Close and Early involvement of users and stakeholders*²¹ in the system development and testing, allowing them to be a part of design and development. The Users' working group which had led the development of CMIS will be revitalized
- Increasing *visibility* and (regular) *communication with users*:²²
 - publishing and disseminating news, updates, status reports (online, using e-mail)
 - regularly posting short 'how-to's and hints about the (hidden) features of the system
 - informing users and other stakeholders in case of extraordinary events (achievements, rewards) and provide feedback on any received change request or proposal (when its implementation can be expected or if there were reasons to reject it).

4. Legislation and regulations enabling the digital transformation of Kosovo justice

In order to support transformation of Kosovo justice to *digital-by-default*, the legislation and regulation changes should follow along, providing legal grounds for the use of new technologies and changes in business processes, in parallel with the classical ones.

Introduction of digital certificates and signatures, establishing legal validity of digital documents, regulating electronic communication of the courts, are some examples of such changes.

Additionally, with the introduction of IT supported business (court) processes, it often becomes apparent, that just digitalisation of the classic procedure won't bring benefits without adapting the (regulated) court procedure. Therefore, analyses of the legal framework have to be made by every digitalisation project in order to unleash full potential of the new (digital) processes.

5. Contribution of change management experts and business analysts to foster digital transformation

The judiciary is, by definition, a rigid system, reluctant to introducing change, including digital transformation.

Therefore, every digitalisation project will carefully plan the introduction of new systems and processes. Additionally, thorough analysis of existing processes and workflows in order to maximise the benefits of the introduced (digital) processes will be carried out in the planning phase.

Analyses of good practices of others can be very helpful in this process, combined with external experts, who can provide new perspectives and experiences, further enhancing the relevance of the analyses.

Otherwise, there's a risk is that the digitalisation, without changing the processes, will not achieve desired results and goals.

6. Strong IT Department

A successful and efficient implementation of IT systems and support cannot succeed without dedicated and motivated IT staff, both at the KJC and at individual courts. There are substantial difficulties in KJC's efforts to secure the permanence and appropriate filling of jobs following the continuous increase in the number and scope of tasks it performs.

Inadequate staffing can result in serious threat to all of the KJC's activities in the field of IT, and hence

²¹Toolkit, V. Closely involve future users in the development of the tools throughout the life of the project, p. 8

²² Guidelines, § 112, § 116

to all court's activities. Overburdening the existing staff often results in lower efficiency and quality of their work, lower personal satisfaction and, as a final consequence, leaving the organisation. KJC is well aware that if measures are not taken in short time, not only there will be a risk of negative consequences for the implementation of new initiatives, but also it may create serious challenges and have a negative impact on the accomplished achievements with the CMIS in courts. KJC will take into consideration the experiences of other local and international organizations and institutions as well as the recommendations of experts in this field. Therefore, the following guidelines will be considered and possibly adopted in order to address the staff situation in the long term:

- Rewarding of employees: every effort should be made to provide sustainable budget provisions for the *appropriate* and *sustainable rewarding* of all IT employees with a goal to retain current employees but also increase the interest in employment seekers in this field.
- *Continuous training* of employees: regular (annual) planning of personalised, continuous training of each IT employee should be implemented in order for them to perform their tasks better and faster, while maintaining and expanding their expert knowledge and capability.²³ Employees should also be encouraged and supported to acquire expert certification in their field of IT expertise.
- *Acquisition and sharing of knowledge, good practices and experience* between employees (and possibly broader) should be formally encouraged in form of supplying expert literature, attending (and possibly actively participating at) conferences, etc.
- *Tasking and empowering*: the employees should have appropriate authorisation and the competences to make decisions enabling them to perform their work better. By making decisions, the employees also accept responsibility for them and develop a sense of ownership of their work.

7. Technical infrastructure and equipment

Securing and providing adequate technical infrastructure and equipment is crucial to support working of applications at all levels from server to user level, enabling to achieve the intended results from using IT.

In the ideal case, the users of the system shouldn't notice any technical aspects of the system but should be able to focus on their work.

Therefore, infrastructure and equipment should always meet the requirements of the applications in terms of capacity, scalability, reliability.

At the infrastructure level this includes reliable and powerful server equipment, optimal networking bandwidth, high data capacity and adequate user desktop computers.

Given its importance, the procurement and replacement of the equipment will be planned well ahead. Therefore, regular budget funding will be secured, avoiding the dependence on occasional funding by donations.

Additionally, a mandatory timeframe of regular operation and replacement will be set for every type of

²³ See *ICT Training Needs Assessment for IT staff (KJC & KPC)* prepared by EUKOJUST in 2021.

equipment (including user equipment), so the equipment will be replaced after certain period of operation, thus avoiding replacement only after failures, which is usually extremely costly due to downtime, possible data loss and corresponding IT expert fees.

As a rule of thumb, the equipment should be replaced after the warranty period has expired (usually 3-5 years).²⁴

KJC will continue working together with other public institutions of Kosovo, such as the Agency for Information Society, the Kosovo Prosecutorial Council, the Kosovo Police and other public institutions which in the future may become relevant for cooperation in the field of the IT. Such cooperation will aim at using joint ICT infrastructure, such as the government network, resources of the disaster recovery center, the Email service, the e-Kosova portal, software licenses, and other important systems that KJC and courts may use for their operation. Due to the high cost of investments in IT, this cooperation is very important for the KJC and it will be extended in all possible fields in infrastructure and service providing, fully complying with the constitutional requirements of independence of the judiciary and guaranteeing that judicial data will remain exclusively under KJC control.

8. Maintained and increased security of IT systems and protection of personal data

With introduction of cyber-justice, the judiciary is gradually transforming its operation from physical to digital world. Consequently, more and more case files and information exist only in digital form. Therefore, introducing and maintaining information security policy with regular audits, also covering data protection (including personal data) and service availability will be of paramount importance.

The security issues in e-justice can be roughly classified as follows:

- *Preventing unauthorised access*: the system should under any circumstances allow access to information only to authorised users. Therefore, an appropriate authentication and authorisation infrastructure (eg. PKI) will be established, with a system capable of establishing authenticity of a user beyond any doubt (eg. digital certificate) and consequently authorising the user for access based on appropriate security policy and following personal data protection regulations. All activities regarding the user's access to IT resources will be audited, with a system for early intrusion detection and warning in place. Data and documents classification will determine authorization levels and access for each document or case file, based on its content and meta-data or as determined by its creator.
- *Ensuring data integrity and loss prevention*: in an environment, relying on information and documents in electronic form, the loss or tampering with data could have unforeseeable effects, not only for the court procedure, but also for the entire judiciary. Therefore, the policies and technical measures which prevent unauthorised or unintended alteration (including deletion) of data have to be established and strictly enforced. Data integrity will be secured using long-term preservation techniques, usually involving the use of electronic signatures and electronic seals, with appropriate validation mechanisms in place. Loss of data should be prevented using disaster prevention and recovery policies, usually involving regular backups (off- and on-line), combined with one or more backup IT centres (sites) with data replication, as well as restricting

²⁴ As noted in the EUKOJUST ICT infrastructure assessment: Available infrastructure, needs for intervention and improvement in Kosovo courts and prosecution offices, produced in 2021, this is not the case and investments in IT equipment are still lagging behind.

the possibilities to copy content from non-secure sources.

- *Service availability*: one of the most common security attacks is aimed at rendering a system or service unavailable. In judiciary, any loss of (electronic) service can have grave consequences. Therefore, security measures with high-availability policies preventing downtime will be put in place and enforced at all times. This will involve systems for prevention of denial-of-service (DoS) attacks, combined with high-availability architecture (e.g. duplication of sites/services, clustering, load balancing, etc.). Penetration tests will be carried out regularly in order to identify and address possible vulnerabilities.

9. Uninterrupted IT support and continuous training for users and systems

Adequate and readily available user support is one of the cornerstones of a successful operation of every implemented IT system. Therefore, a professional (dedicated) service desk will be established, providing two-fold targeted support for every IT system:

1. Providing and managing services of the IT Department for the end users – KJC approves and implements the Service Level Agreement (SLA) based on the best practices of the Information Technology Infrastructure Library (ITIL) ISO 20000 standard.
2. substantial support – provided by the practitioners, members of the community, who actually work daily with the system (they can at the same time work as trainers at the trainings)
3. technical support – provided by IT professionals

Despite the different professional requirements for technical and substantive service personnel, IT support will be organised centrally, sharing common help-desk software and knowledge base.

For technical issues involving local IT infrastructure (e.g. desktops, printers), local help will be organised.

User training planning and organisation will be planned and coordinated within the deployment phase of every project, with the aim that the users will receive training within a week from deployment.

In either case the implementor (contractor) will have to provide quality and adequate technical and user documentation for each of the functional modules as for using the functional modules together as a final system at the earliest stage possible. The same should be provided also in a form, suitable for e-learning content modules. The user training and e-learning curriculum will be drafted by the contractor in cooperation with the project group, ensuring (substantive) relevance of training content.

Substantive support personnel for custom made IT systems is usually not available, therefore they have to be trained beforehand. The “train the trainers” concept will provide those:

1. “training the trainers” is the concept, in which users, selected from the target environment, are receiving advanced training in order to later pass on the knowledge to peer users. It will be recommended that these trainers are selected from the population of end users, and that they remain on their position afterwards to maintain their first-hand experience with the application. This way, the trainers keep constantly in touch with both the system and other users, and

continuously accumulate and upgrade their knowledge. The selection criteria for such trainers should include computer proficiency, familiarity with the legal aspects of court procedure(s), and good people skills. This step should be performed well ahead of production date(s), preferably during the piloting phase, if there is one.

2. user training will then be regularly organised, where the trainers, educated during the first step, could assist or perform the training.

For regular and quality work with the IT systems, it is of utmost importance, that the users receive regular training and that they are constantly assured that nobody will be left behind.

Along with that, a test system will also be established, providing the same user interface and functionality as the production system, enabling the use of the system without restrictions and consequences. This way, the users are given the opportunity to test and to familiarise themselves with the new system, not having to wait for next training event or tinker with the production system.

10. Adequate funding of IT operations and projects

Allocation of sufficient resources to IT operations or projects is the key requirement for reaching their goals,²⁵ therefore their use will be carefully planned and secured well in advance.

However, considering current heterogeneous nature of funding IT operations and projects at the KJC, relying heavily on grants and donations, long-term planning is not always possible.

Different funding sources can potentially pose a threat if they exercise their influence on decision making regarding the system architecture and infrastructure, or project priorities. Such situation can potentially lead to fundamentally different information systems, unable to share either information or infrastructure, essentially become silo (or island) solutions.

Therefore, to enable long-term cost planning, one of the important aspects when choosing the appropriate technology, should be economic. The decisions for (or against) a certain technology should be based on relevant cost/benefit analyses.

Additionally, investment protection will also be taken into account. Past investments in technology should not be neglected, especially in the case where the existing technology could be re-used in the future project(s). Incurring additional costs by choosing new technology over existing without a clear business case, will be avoided.

Furthermore, the long-term operating and maintenance costs for every possible scenario will be calculated and evaluated. In this evaluation, special focus will be on cost recovery and the sustainability.

Proprietary technology with high licensing and maintenance costs will be avoided if the long-term funding is not secured, and (if possible) substituted with reasonable priced compatible technology.

²⁵ Toolkit: IV. Allocate appropriate resources commensurate to the project's goals, p. 7

Technology based on open standards will be considered whenever possible. Open standards enable competition between vendors and prevent vendor lock-ins. They also enforce compatibility across different open standard-based technologies. Open standards also enable open-source implementations of technologies, which can be used in design (proofing of concepts), testing, but sometimes also in production, provided that the operating support is available and affordable.

Acknowledgments for contribution

The IT strategy is based on the analyses, information, and recommendations included in several documents, and in particular in the document “Recommendations for the Strategy and Plan for the Digital Transformation of the Rule of Law Sector - Excerpt for the Kosovo Judicial Council” prepared by the European Union Kosovo Justice Sector Programme (EUKOJUST) in January 2023, which has already identified the main strategic lines, and the report “Information Technology in courts in 2020” issued by KOSEJ project in February 2022, which besides a snapshot of the status of IT development in the judiciary includes also 22 recommendations. A full list of the documents consulted is in Annex 2.

The desk analysis has been complemented by meetings with the KJC Chairperson, the Head of the KJC Committee on Court Administration and the Director of the IT Department of the KJC Secretariat, whom we warmly thank for their contributions and insight. Meetings on specific topics with external stakeholders, such as representatives of the American Bureau of International Narcotics and Law Enforcement Affairs (INL) and of the Justice Activity of the United States Agency for International Development (USAID) on their support to Kosovo courts, have also been very useful.

The draft has been shared and validated in a workshop with the KJC Working Group on the IT strategy, held in Pristina on June 27, 2023. The final draft includes the feedback received during the workshop held on 28 September 2023 and the comments subsequently received by email from the WG participants.

Annex 1 – Working group for preparing the IT strategy for the Judiciary of Kosovo

1. Albert Zogaj, Chairman of the Kosovo Judicial Council;
2. Fahret Vellija, Chair of the Commission for Court Administration;
3. Afrim Shala, Judge at the Court of Appeals;
4. Albina Shabani Rama, President of the Basic Court of Pristina;
5. Mustaf Tahiri, President of the Basic Court of Ferizaj;
6. Nikolle Komani, President of the Basic Court of Gjakova;
7. Burim Ademi, Judge at the Court of Appeals;
8. Arsim Hamzaj, Judge at the Court of Appeals;
9. Agron Maxhuni, Supervising Judge, Basic Court of Mitrovica, Branch Court of Vushtrri;
10. Sejdi Sadiku, Administrator at the Basic Court of Ferizaj;
11. Hektor Vula, Head of the Case Management Office, Basic Court of Gjakova;
12. Marko Jaksic, Deputy Administrator, Basic Court of Mitrovica;
13. Shkelzen Maliqi, Director of the Secretariat of the Kosovo Judicial Council;
14. Besnik Ramosaj, Director of the Department for Statistics in the Secretariat of the Kosovo Judicial Council;
15. Hydajet Hyseni, Director of the Inspection Unit in the Secretariat of the Kosovo Judicial Council;
16. Flora Balidemaj, Senior judicial inspector, Inspection Unit in the Secretariat of the Kosovo Judicial Council;
17. Tevide Limani, Senior judicial inspector, Inspection Unit in the Secretariat of the Kosovo Judicial Council;
18. Blerim Batatina, Director of the NCCR Department in the Secretariat of the Kosovo Judicial Council;
19. Fatmir Rexhepi, Director IT Department Secretariat of the Kosovo Judicial Council;
20. Ardian Berisha, Head of the application division in the Secretariat of the Kosovo Judicial Council;
21. Burim Nikqi, Senior administrator for IT network, IT Office in the Secretariat of the Kosovo Judicial Council;
22. Gëzim Kurshumliu, Senior systems administrator, IT Office in the Secretariat of the Kosovo Judicial Council;
23. Enver Beha, IT security officer, IT Office in the Secretariat of the Kosovo Judicial Council;
24. Bislim Gashi, Deputy Director of Unit for Management of Human Resources;
25. Astrit Hoti, Director of Legal Department, Secretariat of the Kosovo Judicial Council;
26. Muhamet Kurtishaj, Director of Logistics Department, Secretariat of the Kosovo Judicial Council ;
27. Vehbi Behluli, Director of Finances Department, Secretariat of the Kosovo Judicial Council;
28. Avni Mehmeti, KJC member;
29. Arjeta Sadiku, KJC member;
30. Stephanie Lefeuvre, KoSEJ II Project Manager;
31. Arben Isufi, Eukojust Project, Judicial Infrastructure Expert;
31. Simone Ginzburg, CEPEJ expert;
32. Bojan Muršec, CEPEJ expert.

Annex 2 – List of documents consulted

CEPEJ tools and documents

1. CEPEJ Guidelines on how to drive change towards Cyberjustice, [https://edoc.coe.int/en/module/ec_addformat/download?cle=21e8cadba9839cd22bc29597866632e3&k=1415c0998dd4a79ef445613692de3065]; in Albanian language <https://rm.coe.int/dokumenti-cyberjustice-guidelines-sq/1680abdb9d>]
2. CEPEJ Toolkit for the implementation of the Guidelines on Cyberjustice, [<https://rm.coe.int/cepej-toolkit-cyberjustice-en-cepej-2019-7/168094ef3e>]; in Albanian language <https://rm.coe.int/dokumenti-cyberjustice-guidelines-sq/1680abdb9d>]
3. CEPEJ Handbook on Court Dashboards, [<https://rm.coe.int/cepej-2021-8-handbook-on-court-dashboards-en/1680a2c2f6>]
4. CEPEJ Guidelines on electronic court filing (e-filing) and digitalisation of courts, [<https://rm.coe.int/cepej-2021-15-en-e-filing-guidelines-digitalisation-courts/1680a4cf87>]; in Albanian language <https://rm.coe.int/cepej-2021-15-e-filing-guidelines-digitalisation-courts-sq/1680abdb9c>]
5. CEPEJ European Ethical Charter on the use of artificial intelligence (AI) in judicial systems and their environment, [<https://rm.coe.int/ethical-charter-en-for-publication-4-december-2018/16808f699c>]
6. CEPEJ Feasibility Study: Possible introduction of a mechanism for certifying artificial intelligence tools and services in the sphere of justice and the judiciary, [<https://rm.coe.int/feasability-study-en-cepej-2020-15/1680a0adf4>]
7. CEPEJ European judicial systems – Evaluation report - 2022 Evaluation cycle (2020 data) [<https://www.coe.int/en/web/cepej/special-file-report-european-judicial-systems-cepej-evaluation-report-2022-evaluation-cycle-2020-data->]
8. CEPEJ Guidelines on videoconferencing in judicial proceedings, [<https://rm.coe.int/cepej-2021-4-guidelines-videoconference-en/1680a2c2f4>]; in Albanian language <https://rm.coe.int/dokumenti-cyberjustice-guidelines-sq/1680abdb9d>]
9. CEPEJ Glossary: <https://rm.coe.int/cepej-2019-5final-glossaire-en-version-10-decembre-as/1680993c4c>

National strategies

10. Development strategy for IT-supported court business processes, Supreme Court of the Republic of Slovenia, [https://www.sodisce.si/mma_bin.php?static_id=20170512093629]
11. Malta - Digital Justice Strategy (2022 – 2027), Government of Malta, Ministry for Justice and Governance [https://digitaljustice.gov.mt/wp-content/uploads/2023/05/DJS_2022_2027_ENG.pdf]
12. IT strategy (2012 – 2017), Kosovo Judicial Council [https://www.gjyqesori-rks.org/wp-content/uploads/reports/Kosovo-ICT-strategy_389023.pdf]

Reports and recommendations

13. Mapping the State of Play of Digitalisation of Justice in the Western Balkans, Regional Cooperation Council, 2022 [<https://www.rcc.int/pubs/135/mapping-the-state-of-play-of-digitalisation-of-justice-in-the-western-balkans>]
14. Audit Report of Information Technology: Case Management Information System of Kosovo Judicial Council and Kosovo Prosecutorial Council, National Audit Office, 2021
15. Information Technology in Courts in 2020 - An introductory report on the availability of IT tools and instructions on collecting data, based on the methodology of the European Commission for the Efficiency of Justice (CEPEJ) for the evaluation of judicial systems, European Union and Council of Europe Horizontal Facility II programme – KOSEJ II action, 2022, [<https://rm.coe.int/kosovo-it-report-en-2/1680abd67a>]; in Albanian language <https://rm.coe.int/kosovo-it-report-sq-2/1680abd67b>]
16. ICT infrastructure assessment: Available infrastructure, needs for intervention and improvement in Kosovo courts and prosecution offices, EUKOJUST, 2021
17. ICT Systems in Justice Sector Assessment Report, draft, EUKOJUST, 2021
18. ICT Training Needs Assessment for IT staff (KJC & KPC), EUKOJUST, 2021
19. Recommendations for the Strategy and Plan for the Digital Transformation of the Rule of Law Sector - Excerpt for the Kosovo Judicial Council, EUKOJUST, 2023

Annex 3 – Review of the implementation of the KJC ICT strategy 2012 – 2017

Specific objective(s):	Indicator(s) of success:	Achieved	Remarks	Comments
Transformation of Kosovo courts into e-courts which will use a central database environment, adequate ICT infrastructure and be exchanging data and documents in e-form inside Kosovo judicial system, as well as with all other relevant ICT systems in Kosovo and abroad;	1. Central database environment established	Yes		The objective has been achieved, even if not in the planned time frame, according to the indicators. However, the exchange of data is limited to subjects' registers and the exchange of documents is limited to prosecution offices and has no legal value
	2. CMIS 2013 functional and implemented in all courts	Yes		
	3. Ensured reliability of hardware infrastructure and components at 99% level	Yes*	Problems with internet speed have been reported	
	4. Existent real time exchange of data with other registries	Yes	So far interoperability with business and citizens registers	
b. Proactive court management based on real-time data and reports;	1. KJC reviews comprehensive reports on court performances on a monthly basis, performs analysis and makes appropriate decisions or issue instructions	Yes*	Reports on court performances are available and they are reviewed but they are not considered sufficiently reliable to take decisions (data quality issue).	The objective has been partially achieved. Data quality is not sufficient to ensure full reliability of the available reports. The compilation of data not available from CMIS is and will be necessary.
	2. Court presidents review court and employee performances on a weekly basis, performs analysis and makes appropriate decisions or issue instructions	No*	Several CMIS reports are available but are not still the main basis of performance review. The recent introduction of a new norm for judges with case weights makes necessary new manual data compilations.	
c. Availability of on-line services for citizens through creation of a judicial web portal.	1. Web portal which includes web pages for each court up-to-date and available 24/7	Yes		The objective has been achieved and its scope even expanded with the Cases tracking mechanism, Online Data Platform and users' surveys.
	2. Number of unique web page "hits"	Yes/No?		
	3. Surveys on quality and availability of data and services to the public	Yes		

Specific objective(s):	Indicator(s) of success:	Achieved	Remarks	Comments
d. Creation of KJC in-house human resources which will possess knowledge and skills necessary for execution of this ICT strategy, as well as providing court staff with adequate training and hardware equipment for everyday and uninterrupted usage of KJC's applications, e-mail and internet;	1. KJC's human resources able to develop software applications, maintain computer systems and provide support which fit needs of the end users	No		Objective only partially achieved. The IT department has been able to cope with all the workload, but it is under stress and hardly can manage new projects. Heavy reliance on donors' funded staff and outsourcing is needed to ensure key basic functions. Training capacities are not sufficient.
	2. Hardware infrastructure installed and maintained to ensure uninterrupted operations of courts and court employees	Yes*	Problems with internet speed have been reported	
	3. Access level to e-mail, internet, judicial applications, access to web portal and documentation centre, ensured at 99% level	Yes*	There is no documentation center but a portal with judicial decisions that has however limited search functionalities.	
	4. Basic and advanced ICT training provided to all end users in field and in a prolonged time period, which results in regular and clean data entries	No	No regular trainings. No clean data entries.	
e. Extensive cooperation with other judicial systems on application of ICT in judiciary on both regional and international level;	1. Number of international/regional ICT related events in which KJC contributed	Yes/No?		Solid relationships have been established with regional and international judiciaries-
	2. Number of regional/bilateral ICT related agreements which KJC reached	Yes/No?		
f. Significant effort to secure financing for execution of the ICT strategy through both Kosovo government and donor financing	1. Increased KJC's budget for ICT investments	No	The Kosovo budget contribution is steady and would not be able to support basic operations alone.	Sufficient financing has been achieved thanks to donors' contributions, but there is not yet sustainable budget policy nor strategic approach to new projects.
	2. International donors assisting in financing the ICT Strategy through "expansion" phases	No	Donor assistance was not guided by this nor another Strategy.	
	3. Ensured stable financing of KJC's ICT operations in the "maintenance" phase	Yes*	Until now this has been achieved, but there is no stable mechanism in place yet.	