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JUDICIAL
ACADEMY



REPUBLIC OF SERBIA

MINISTRY OF
JUSTICE

EUROPEAN UNION'S SUPPORT TO THE JUDICIAL ACADEMY

ANNEX 7

ACTION PLAN OF THE
JUDICIAL ACADEMY
AND ITS FINANCIAL ASPECT

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

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

NORMATIVE FRAMEWORK

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

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

The progress reports particularly single out:

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

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

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

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

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

REFORM CAPACITY OF THE JUDICIAL ACADEMY

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

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

major changes in order to be able to reach its maximum potential by qualitative transition from service delivery, which is first of all expressed through the number of trained persons, to the provision of quality judicial training.

Also, the Action Plan of the National Judiciary Reform Strategy for 2013-2018 specifies, as a priority, improvement of the continuous training of judges and prosecutors.² The Action Plan for Chapter 23 stipulates a whole series of activities that need to be implemented already in the course of 2016 so as to promote the Judicial Academy as the centre for the continuous and the initial training of judges and public prosecutors in compliance with the decisions of the Constitutional Court and the provisions of the Law on the Judicial Academy, through introduction of the annual training programme and provision of the required resources and putting in place of the system of control of the quality of the initial and the specialized training courses.³

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

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

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

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

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

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

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

INSTITUTIONAL AND BUDGET SITUATION

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

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

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

⁸ Article 2 of the Law on the Judicial Academy

FORTHCOMING STEPS

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

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

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

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

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

The assessment is that for the implementation of this Action Plan minimum **19,380,080 EUR** will be required. In this respect, when planning the budget of the Republic of Serbia, the above assessments should be taken into consideration so that the share in financing from the budget of the Republic of Serbia could increase in time in compliance with the EU recommendations as compared to donor funds. After the assessment of the expert team, additional funds required for the implementation are going to be allocated.

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

1. Continued capacity building of the institution of the Judicial Academy as an effective platform for training and research						
	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIITY IMPLEMENTATION STATUS
1.1	Drafting and adoption of the legal framework on the Judicial Academy, in line with the EU recommendations, aimed at the strengthening of independence of the judiciary and achieving its full functionality and the role of a single point of entry in the judiciary	Judicial Academy Ministry of Justice		Budget of the Republic of Serbia total 44,535€, 22,268€ in 2017 and 2018 Donor resources total 9,966€, 4,983€ in 2017 and 2018	The Judicial Academy has been enabled to operate in its full capacity.	
1.2	Capacity building and improvement of the organization and work of the Judicial Academy (Increased number of employees in compliance with the planned programme and organizational changes)	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	Continuou sly	Budget of the Republic of Serbia total 514,566€, 21,416€ in 2017 and 164,384€ from 2018 to 2020 Donor resources total 3,966€; 992€ from 2017 to 2020	Organization of the work of the Judicial Academy as well as its administrative capacity has been improved in compliance with the result of the Functional Analysis of the needs of the Judicial Academy.	
1.3	Provision of adequate infrastructure preconditions for the work of the Judicial	Judicial Academy	Continuou sly	3 million of Euros EU Project in 2017 and 2018	The Judicial Academy has been	

	Academy with strengthened capacity, through the reconstruction and equipping of an adequate building in compliance with the Decision of the Government of the Republic of Serbia, adopted at the session held on 9 April 2015	Ministry of Justice EU Judicial Efficiency Project			appropriately accommodated and equipped.	
1.4	Assessment of analytical capacities, as well as capacities for planning and oversight of the training Training of competent employees of the Judicial Academy	Judicial Academy	Last quarter of 2017	Donor resources total 55,600€; 40,800€ in 2017 and 14,800€ in 2018	The Judicial Academy has been enabled to operate in its full capacity.	
1.5	Assessment of analytical capacities, as well as capacities for planning and oversight of the training Training of the employees in the High Judicial Council (HJC) and the State Prosecutorial Council (SPC)	Judicial Academy HJC SPC	Last quarter of 2017	Donor resources total 19,600€; 9,800€ in 2017 and 2018	The Judicial Academy has been enabled to operate in its full capacity. The HJC has been enabled to operate in its full capacity. The SPC has been enabled to operate in its full capacity.	

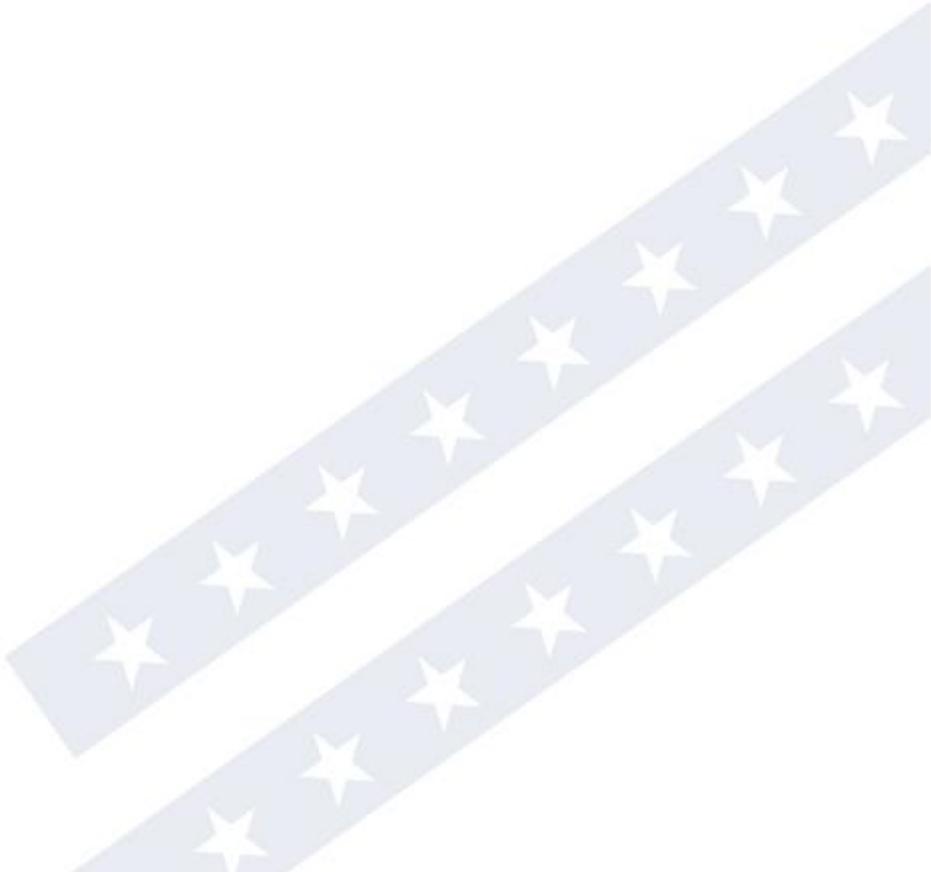
1.6	The long-term plan of capacity development in compliance with the Judiciary Human Resources Management Strategy of Serbia (assessment of fiscal requirements for HR development in compliance with the development plan of the Academy)	Judicial Academy	Second quarter of 2018	Donor resources total 37,200€ in 2018	The Judicial Academy has been enabled to operate in its full capacity.	
1.7	Introduction of an objective system for appraisal of performance of the employees in the Judicial Academy	Judicial Academy	End of 2018	Budget of RS total 12,115€; 11,395€ in 2018 and 360€ per year from 2019 to 2020 Donor resources total 28,268€; 26,588€ in 2018 and 840€ per year from 2019 to 2020	The system for monitoring and appraisal of performance results of employees are in place. Monitoring and appraisal of performance results of employees are carried out on a regular basis.	
1.8	Building of research capacities and forming of the desk for assistance in research	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project	End of 2019	Budget of RS total 56,395€; 8,397€ in 2019 and 47,997€ in 2020 Donor resources total 131,588€, 19,594€ in 2019 and 111,994€ in 2020	The Judicial Academy has been enabled to operate in its full capacity.	

		2. USAID Judicial Academy Support Project				
1.9	Establishing of the database of court decisions and jurisprudence concerning-za the European Convention on Human Rights (the Serbian version of the HUDOC), with examples of principles related to local legal norms and the forum of judges experts as a support to continuous learning in this area	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	End of 2018	Budget of RS total 216,000€; 72,000€ per year from 2018 to 2020 Donor resources total 216,000€; 72,000€ per year from 2018 to 2020	The Judicial Academy is becoming the base of knowledge and learning.	
1.10	Finalization of establishing the E-Academy Completed basic version of E - platform for planning, reporting on and management of examinations	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy	End of 2017	Budget of RS total 72,000€ in 2018 Donor resources total 72,000€ in 2018	The basic version of E - platform for planning, reporting on and management of examinations has become operational.	

		Support Project				
1.11	Establishing of the functional link between the software of the Judicial Academy, the High Judicial Council and the State Prosecutorial Council for the purpose of exchange of information and a common database on beneficiaries of training courses, mentors, lecturers, as well as for the purpose of having updated and precise records of training courses and better planning of overall and special requirements for training	Judicial Academy HJC SPC Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project 3. EU Judicial Efficiency Project	With the HJC, end of 2017 With the SPC, end of 2018	Budget of RS total 144,000€; 72,000€ per year in 2017 and 2018 Donor resources total 144,000€; 72,000€ per year in 2017 and 2018		Review and appraisal of performance of judicial office holders are done in compliance with measurable criteria and based on information on their participation in training courses. Better planning of training requirements based on real needs and precise reports.
1.12	Establishing of the Documentation Centre and the Research and Development Centre: <ul style="list-style-type: none"> • Platform for e-learning • Setting up of the e-library • Setting up of the desk for research 	The Judicial Academy in cooperation with the Supreme Court of	Middle of 2019	Budget of RS total 123,600€; 43,200€ per year from 2018 to 2020; Donor resources total 302,400€; 100,800€ per year from 2018 to 2020	The Documentation Centre has become functional.	

	<p>and the development centre</p> <ul style="list-style-type: none"> • Establishing of the programme for research scholarships • Establishing of the editorial board 	<p>Cassation and the Republic Public Prosecutor's Office</p> <p>Support: 1. European Union Support to the Judicial Academy Project</p> <p>2. USAID Judicial Academy Support Project</p>				
1.13	<p>Enhancing of the transparency of the work and access to information on the programmes and training courses of the Academy through:</p> <ul style="list-style-type: none"> • Comprehensive and precise information available on the Web site of the Academy • Data- and knowledge- bases available to judicial office holders and the general public • Information on training programmes, quarterly calendar and reports on the number of training courses 	<p>Judicial Academy</p> <p>Support: 1. European Union Support to the Judicial Academy Project</p> <p>2. USAID Judicial Academy Support</p>	End of 2018	<p>Budget of RS total 86,400€; 43,200€ per year from 2018 to 2019;</p> <p>Donor resources total 201,600€; 100,800€ per year from 2018 to 2019</p>	<p>The Judicial Academy has been enabled to operate in its full capacity.</p> <p>Enhanced reputation of the Judicial Academy due to a higher level of information available to the judiciary and the general public.</p>	

	available on the Web site of the Academy	Project				
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2. Provide sustainable and high-quality standards for the initial and continuous training dedicated to judicial office holders and other legal professionals

2.1 Initial and continuous training

	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
2.1.1	The number of beneficiaries of the initial training shall be determined taking into account the conclusions and recommendations contained in the Judiciary Human Resources Management Strategy (Activity 1.3.4.2.)	Judicial Academy HJC SPC	Continuously	<p>a) Budget of RS total Methodology Development 14,400€ in 2018 Donor resources total 33,600€, in 2018</p> <p>b) Initial training – planned and budgeted in 2.1.2 Budget of RS total 3,076,795€; 365,573€ in 2017, 453,466€ in 2018; 897,816€ in 2019 and 1,359,940€ in 2020 Donor resources total 3,549,318€, 757,003€ in 2017; 962,088€ in 2018, 898,609€ in 2019 and 931,618€ in 2020</p>	Number of beneficiaries of the initial training reflects the actual needs of the judicial network and it is in line with the conclusions and recommendations contained in the Judiciary Human Resources Management Strategy.	
2.1.2	Upgrading and improving of the Judicial Academy's training programme in compliance with the results of the Functional Analysis of the needs of the Judicial Academy, recommendations from the Reports and the Positions of the EU Commission and the Action Plans for Chapters 23 and 24	Judicial Academy Ministry of Justice HJC SPC	Continuously	<p>Budget of RS total 3,076,795€, 365,573€ in 2017; 453,466€ in 2018; 897,816€ in 2019 and 1,359,940€ in 2020</p> <p>Donor resources total 3,549,318€, 757,003€ in 2017; 962,088€ in 2018; 898,609€ in 2019 and 2020</p>	The Curriculum of the Judicial Academy has been significantly improved in compliance with the needs of the judiciary and the EU Standards.	

2.1.3.	<p>Planning and reporting on the programmes of the continuous training is established in the electronic form, in a standardized format.</p>	<p>Judicial Academy</p> <p>Support:</p> <p>1. European Union Support to the Judicial Academy Project</p> <p>2. USAID Judicial Academy Support Project</p>	<p>Middle of 2017</p>	<p>a) Planning and reporting – Budget of the Republic of Serbia total 43,795€ in 2017 Donor resources total 102,188€ in 2017</p> <p>b) Training – budgeted within the activity 2.1.2 Budget of RS total 3,076,795€, 365,573€ in 2017; 453,466€ in 2018; 897,816€ in 2019 and 1,359,940€ in 2020 Donor resources total 3,549,318€, 757,003€ in 2017; 962,088€ in 2018; 898,609€ in 2019; and 931,618€ in 2020</p>	<p>The Judicial Academy has been enabled to operate in its full capacity in accordance with the EU Standards.</p> <p>A standardized training curriculum is publically available, including a 3-month calendar.</p> <p>Reports on the training courses provided are available.</p>	
2.1.4	<p>Support to the establishing of a methodology (together with the HJC and the SPC) for a continuous process of the continuous training needs assessment, development of the curriculum and implementation of training activity</p>	<p>The Judicial Academy in cooperation with the HJC and the SPC</p> <p>Support:</p> <p>1. European Union Support to the Judicial Academy</p>	<p>End of 2017</p>	<p>Budget of the RS total 144,300€; 72,350€ per year in 2017 to 2018</p> <p>Donor resources total 144,700€; 72,350€ per year from 2017 to 2018</p>	<p>The Judicial Academy has been enabled to operate in its full capacity in accordance with the EU Standards.</p> <p>Reports on the training courses provided are available.</p>	

		Project 2. USAID Judicial Academy Support Project				
2.1.5	Forming of the Programme Council's working groups specialized in the European <i>acquis</i> , multi-professional training, new legal professions and basic skills	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	End of 2018	Budget of RS total 133,938€; 66,969€ in 2018 and 33,485€ per year from 2019 to 2020 Donor resources total 151,200€; 75,600€ in 2018 and 37,800€ per year from 2019 to 2020	New programmes have been established and are implemented on a regular basis.	
2.1.6	At regular intervals, consultations with court presidents and prosecutors at the level of appellate jurisdictions (Belgrade, Kragujevac, Novi Sad and Niš) in order to harmonize the training needs, development of programmes and the	Judicial Academy	Continuously	Budget of RS total 2,400€, 600€ per year from 2017 to 2020	The Judicial Academy has been enabled to operate in its full capacity.	

	provision of actual training.					
2.1.7	Establishing and introduction of new models of the continuous training (through networks of expert judges and prosecutors, specialized in different areas, e-learning, portals and fora)	Judicial Academy Support: 1. European Union Support to the Judicial Academy Project 2. USAID Judicial Academy Support Project	End of 2017	Budget of RS total 298,000€; 72,000€ per year in 2017, 2019 and 2020 and 82,000€ in 2018 Donor resources total 298,000€; 72,000€ per year in 2017, 2019 and 2020 and 82,000€ in 2018	The curriculum and training models of the Judicial Academy are accessible to a greater number of beneficiaries, the continuous training is provided in a sustainable manner.	
2.1.8	Establishing of structured cooperation mechanisms with the HJC and the SPC at the time of: <ul style="list-style-type: none"> Developing the contents of the compulsory training programme for office holders for the purpose of eliminating of deficiencies in the work of judges and public prosecutors established during the regular work evaluation process; Development of compulsory training programmes in compliance with amendments of laws. 	Judicial Academy HJC SPC	End of 2018	Budget of RS total 129,600€; 43,200€ per year from 2018 to 2020 Donor resources total 302,400€; 100,800€ per year from 2018 to 2020	Improved efficiency and work of the judiciary.	

2.1.9	Support to the joint working group with the HJC and the SPC dedicated to the development and presentation of a Competency Model for Judges through workshops, presentation of best practices and exchange of knowledge	Judicial Academy		Budget of RS total 141,805€; 4.500€ in 2017; 49,165€ in 2018 and 44,070€ per year from 2019 to 2020 Donor resources total 330,878€, 10,500€ in 2017; 114,718€ in 2018 and 102,830€ per year in 2019 and 2020	The Judicial Academy has been enabled to operate in its full capacity.	
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2.2 New legal professions

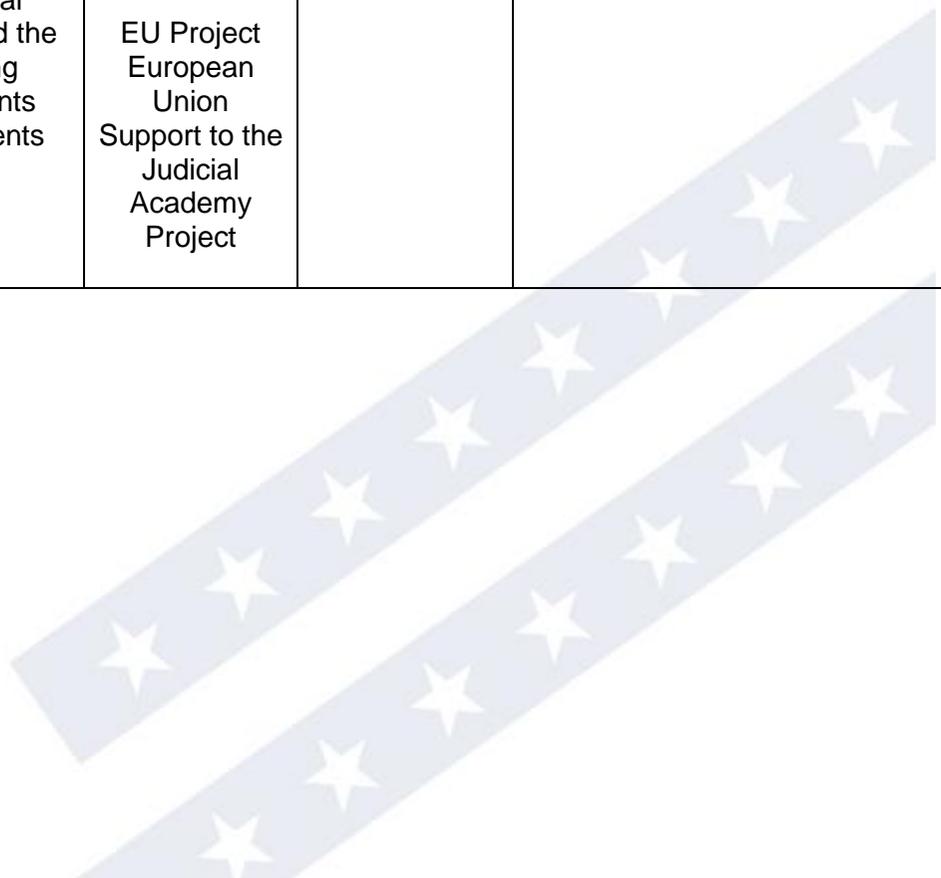
	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
2.2.1	Establishing of a continuous cooperation with the Chamber of Notaries and further development of the training programmes and provision of training courses for notaries	Judicial Academy Chamber of Notaries	Continuously	Budget of RS 289,983€, 72,992€ per year in 2017 and 2019 and 72,000€ per year in 2018 and 2020 Donor resources total 289,983€; 72.992€ per year in 2017 and 2019 and 72.000€ per year in 2018 and 2020	Training for notaries is organized on a regular basis.	

2.2.2	Adoption of a training programme for mediators for the peaceful settlement of disputes and implementation of such a programme	Ministry of Justice Council for mediation in peaceful settlement of disputes Judicial Academy	Continuously	Budget of RS total 289,983€, 72,992€ per year in 2017 and 2019 and 72,000€ per year in 2018 and 2020 Donor resources total 289,983€; 72,992€ per year in 2017 and 2019; 72,000€ per year in 2018 in 2020	Competent organizations have adopted specialized programmes for training of mediators for peaceful settlement of disputes. The basic and specialized training for mediators is organized on a regular basis.	
	Establishing of a continuous cooperation with the <i>Chamber of Bailiffs</i> and development of a training programme aimed at improving the efficiency of the system of bailiffs, as well as introducing of a corrective training, which might represent a sanction on those in whose work irregularities have been established.	Ministry of Justice <i>Chamber of Bailiffs</i> Judicial Academy	Continuously	Budget of RS total 289,983€, 72,992€ per year in 2017 and 2019 and 72,000€ per year in 2018 and 2020 Donor resources total 289,983€; 72,992€ per year in 2017 and 2019; 72,000€ per year in 2018 in 2020	Efficiency of the system of work of private bailiffs has been improved.	

2.3. Specialized training

	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
2.3.1	Seminars/workshops for judicial office holders, representatives of new legal	Judicial Academy	Continuously	Budget is included within Activity	Specialized training programmes have	

	<p>professions and civil servants resulting from the accession process commitments, the Action Plan for Chapter 23 and relevant laws, such as: training in integrity rules and work ethics, international criminal law, the Law on the Protection of Whistleblowers, training courses for and support to continuous professional development certification of judges, prosecutors, lawyers and police officers who are in contact with minors, cases of domestic violence against women, in partner relationships and in gender-based violence cases, international instruments and standards in the area of protection of national minorities against discrimination and the ECHR case-law and other training courses in line with the commitments resulting from the strategic documents and the laws.</p>	<p>Office of the War Crimes Prosecutor</p> <p>The Republic Public Prosecutor's Office</p> <p>Ministry of Justice</p> <p>Civil society organizations</p> <p>EU Project European Union Support to the Judicial Academy Project</p>	<p>To be subsequently defined</p>	<p>2.1.2: Budget of RS total 3,076,795€, 365,573€ in 2017; 453,466€ in 2018; 897,816€ in 2019 and 1,359,940€ in 2020</p> <p>Donor resources total 3,549,318€, 757,003€ in 2017; 962,088€ in 2018; 898,609€ in 2019 and 2020</p>	<p>been adopted. Specialized training is provided on a regular basis.</p>	
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3. Support to the system of election and professional advancement of judicial office holders in Serbia based on merits

	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
3.1	<p>Development of an oversight and monitoring system concerning the quality of the initial, continuous and specialized training, which implies bidirectional (multidirectional) evaluation system that would allow the assessment of the training results or of degree of advancement of knowledge of the participants, as well as the assessment of the quality of the programmes and trainers in cooperation with the Institute for Education Quality and Evaluation and with the Faculty of Philosophy – the Department of Pedagogy and Andragogy.</p> <p>The system assumes that initial training candidates are evaluated by mentors and, at the end of the training, they take the final exam and simulate a trial, which is evaluated by the examination board.</p> <p>The continuous training is evaluated through standard questionnaires, evaluating the following aspects: quality of lecturers and conditions of work.</p> <p>Further monitoring and evaluation enhancement shall be achieved through introduction of the e-learning system, enabling more precise and complex measurement of different aspects of the</p>	<p>Judicial Academy</p> <p>Group for education and assessment of mentors, lecturers and education programmes – the High Judicial Council – the State Prosecutorial Council</p>	End of 2019	<p>Budget of RS 105,894€; 18,389€ in 2018, 44,305€ in 2019 and 43,200€ in 2020</p> <p>Donor resources total 206,756€; 2,578€ in 2018; 103,378€ in 2019 and 100,800€ in 2020</p>	<p>A bidirectional (multidirectional) system for monitoring of the quality of the initial, continuous and specialized training allowing the assessment of the results of training or degree of advancement of knowledge of the participants, as well as the assessment of the quality of the programme and trainers has been developed and is being implemented.</p>	

	education process.					
3.2	Introduction of the systems, which allow ascertaining as to what extent the participants are satisfied with the training and establishing the quality of their self-assessment	Judicial Academy Group for education and assessment of mentors, lecturers and education programmes		Budget of RS total 20,698€; 17,285€ in 2017 and 1,842€ per year from 2018 to 2019 Donor resources total 3,683€; 1,842€ per year from 2018 to 2019	The satisfaction and self-assessment system for training participants has been established.	
3.3	Support to the working groups of the Programme Council for improvement of the current modules and development of new modules dealing with priority areas of the law	Judicial Academy European Union Support to the Judicial Academy Project	March of 2018	Budget of RS total 216,750€, 72,250€ per year from 2017 to 2019 Donor resources total 216,750€; 72,250€ per year from 2017 to 2019	The programmes of new modules in a standardized format have been developed and tested, and training of trainers has been provided.	
3.4	Development of a bidirectional (multidirectional) system of monitoring of the quality of the initial, continuous and specialized training; this system has been launched and tested	Judicial Academy		Budget of RS total 216,750€; 72.250€ per year from 2017 to 2019 Donor resources total 216,750€; 72,250€ per year from 2017 to 2019	The system of monitoring the quality of the initial, continuous and specialized training has been developed, launched and tested at the Judicial Academy	
3.5	Organizing a comprehensive review of the existing curriculum for the initial and continuous training, in addition to an analysis stipulating the differences	Judicial Academy European	March of 2018	Budget RS total 433,500€; 144,500€ per year from 2017 to 2019	The methodology for continuous/ad hoc conducting of needs assessment has	

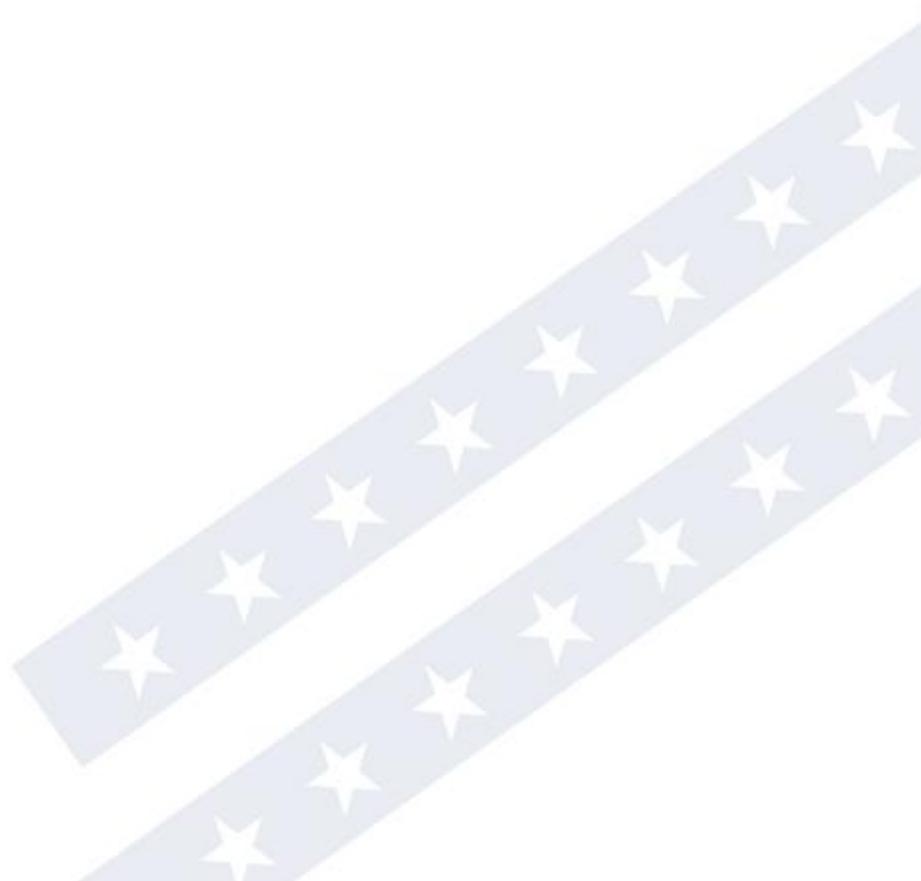
	between the actually achieved and the desired results (Gap Analysis), for the purpose of improving the curriculum in the areas defined as priority ones, such as: human and minority rights, the EU <i>acquis</i> , the litigation law, the fight against organized crime and corruption, new special manifestations of crime (cybercrime, trafficking of cultural goods, money laundering) etc.	Union Support to the Judicial Academy Project		Donor resources total 433,500€; 144,500€ per year from 2017 to 2019	been established for the purpose of improving the curriculum.	
3.6	Conducting of seminars and organizing of workshops, both within the initial and the continuous training, for the purpose of strengthening of professional competences of the relevant target groups (judges, prosecutors and police) with respect to the defined priority areas of law	Judicial Academy European Union Support to the Judicial Academy Project	Continuously	Budget is included within APCH23; Activity 2.3.1	The improved training programme is being implemented.	
3.7	Study visits and exchange programmes for the participants in cooperation with the EJTN and other related professional organizations	Judicial Academy HJC SPC Chamber of Notaries Chamber of Bailiffs	Continuously	Budget of RS total 60,000€; Donor resources total 60,000€ around 30,000€ per year	Capacity building for judicial office holders and for representatives of new legal professions.	
3.8	Adoption of clear criteria and standards for election of lecturers and regulation of the procedure for election of permanent lecturers from the ranks of judges and public prosecutors /deputy public	Judicial Academy HJC SPC	Second quarter of 2017	Budget of RS 18,526€ in 2017 Donor resources 1,242€ in 2017	Selection of lecturers of the Judicial Academy has been regulated in a transparent and	

	prosecutors				objective manner.	
3.9	Development of guidelines for mentor work evaluation and support to the Judicial Academy in implementing such guidelines in practice	Judicial Academy European Union Support to the Judicial Academy Project	Middle of 2017	Budget of RS total 146,483€, 73,242€ per year from 2017 to 2018 Donor resources total 146,483€; 73,242€ per year from 2017 to 2018	Guidelines for evaluation of the work of mentors have been developed and adopted.	
3.10	Upgraded and improved methodology for election of mentors and mentoring, especially in the area of transfer of knowledge to the training beneficiaries and evaluation of the beneficiaries	Judicial Academy European Union Support to the Judicial Academy Project	March of 2018	Budget of RS total 146,483€; 73,242€ per year from 2017 to 2018 Donor resources total 146,483€; 73,242€ per year from 2017 to 2018	A handbook has been developed and a new methodology and work processes have been adopted.	

JUDICIAL ACADEMY'S DATABASE

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

	Academy, including recommendations for its introduction	European Union Support to the Judicial Academy Project		Union Support to the Judicial Academy Project	system of the Judicial Academy has been developed, including the recommendations for its introduction.	
3.13	Implementation of the recommendations at the JA through software development, use of the existing ICT resources, identification of standards, etc.	Judicial Academy European Union Support to the Judicial Academy Project	March of 2018	Donor resources total 946,000€; 315,333€ per year from 2018 to 2020	Upgraded ICT system at the Judicial Academy.	



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

	ACTIVITY	COMPETENT ENTITY	DEADLINE	FINANCIAL RESOURCES	PERFORMANCE INDICATORS	ACTIVITY IMPLEMENTATION STATUS
4.1	<p>Development of the cooperation of the Judicial Academy with its counterparts within the European Judicial Training Network (EJTN) and ensuring of participation of judges and prosecutors in the EJTN's activities:</p> <ul style="list-style-type: none"> - By including the financial support to such activities in the annual IPA national programme; - As well as by preparing the adoption of the Memorandum of Understanding with the DG Justice for the purpose of participating in the Justice Programme (enabling the costs of participation in the EJTN's activities to be covered by the operating grant that the EJTN receives from the DG Justice) 	<p>-Ministry of Justice</p> <p>- Judicial Academy</p>	Continuously	<p>Budget of RS total 199,500€, 49,875€ per year from 2017 to 2020</p> <p>Donor resources total 465,500€, 116,375€ per year from 2017 to 2020</p>	<p>The Judicial Academy has been participating in the activities of the EJTN.</p> <p>Judges and prosecutors take part in training seminars and exchanges within the EJTN and its members.</p>	
4.2	<p>Improvement of the co-operation and contacts with the relevant legal institutions, as well as with institutions for judicial training in the region and in the EU Member States through organization of study visits for mentors and the Judicial Academy staff, in addition to exchange programmes</p>	<p>Judicial Academy</p> <p>Support:</p> <p>1. European Union Support to the Judicial Academy</p>	Continuously	<p>Budget of RS total 190,800€; 47,700€ per year from 2017 to 2020</p> <p>Donor resources total 445,200€, 111,300€ per year from 2017 to 2020</p>	<p>Operation of the Judicial Academy has been improved and direct co-operation with counterpart institutions and staff internship has been</p>	

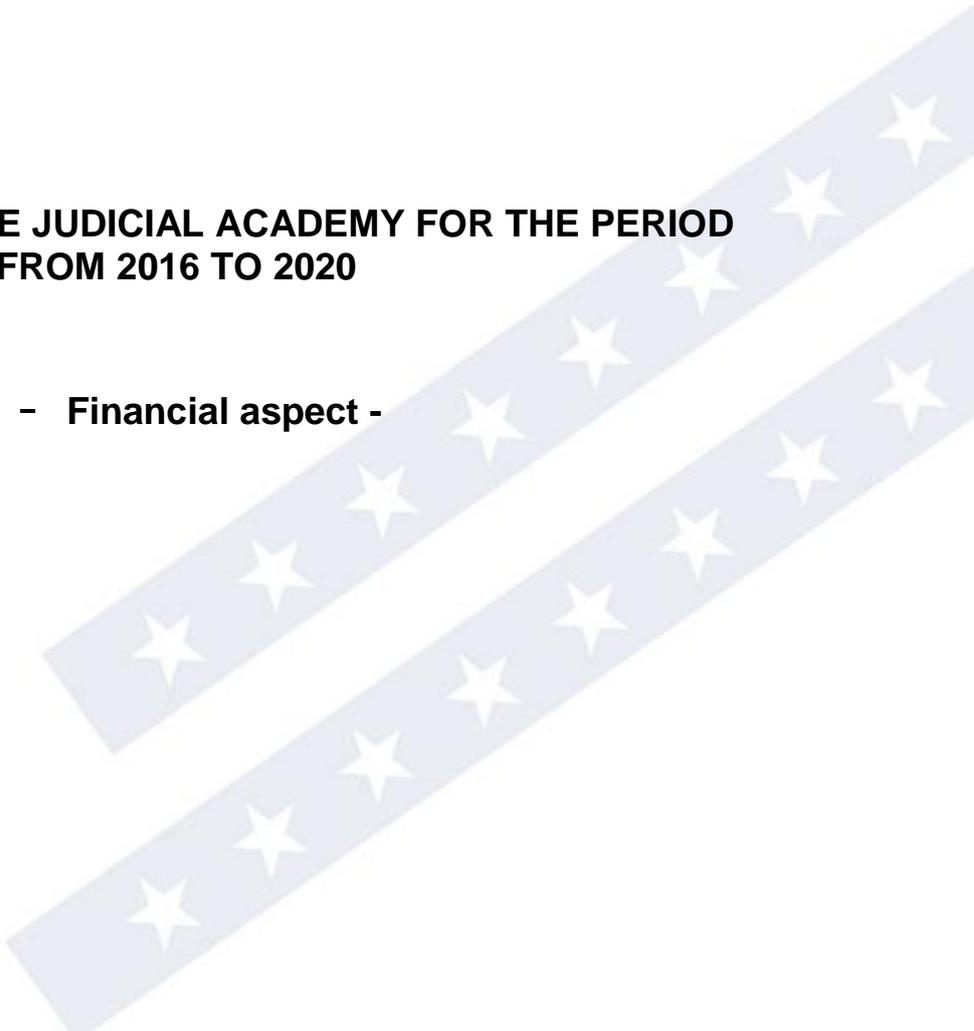
		Project 2. USAID Judicial Academy Support Project			established.	
4.3	Improvement of the mechanism and capacity building for planning and development of international projects and applying for international funds for the activities of the Academy:	Judicial Academy	End of 2018	Budget RS total 130,050€; 43,350€ per year from 2018 to 2020 Donor resources total 303,450€, 101,150€ per year from 2018 to 2020	The Judicial Academy has been enabled to work in its full capacity and is making use of available international funds for furthering its own activities.	
Joint judicial education						
4.4	The process of consultations and co-operation with the Faculties of Law in order to develop a joint strategy of legal education and the corresponding Action Plan and signing of a Memorandum of Co-operation for the purpose of a joint platform and promotion of both the Judicial Academy and the legal profession at Faculties of Law	Judicial Academy Faculties of Law		Budget of RS total 195,185€; 43,350€ per year in 2017, 2019, and 2020 and 65,135€ in 2018 Donor resources total 415,100€; 101,150€ per year in 2017, 2019 and 2020 and 111,650€ in 2018	An advisory/consultative body for stipulating annual programmes of co-operation, consisting of representatives of the JA and Faculties of Law has been established. Level of knowledge of future judicial office holders has been enhanced.	

4.5	Introduction and establishing of internship programmes at the Judicial Academy	Judicial Academy		Budget will be defined further	The Judicial Academy has been enabled to operate in its full capacity.	
4.6	Exchange of trainers /lecturers with Faculties of Law, etc.	Judicial Academy Faculties of Law		Budget of RS total 18,635€; 17,735€ in 2018 and 450€ per year from 2019 to 2020 Donor resources total 3,150€; 1,050€ per year from 2018 to 2020	The Judicial Academy has been enabled to operate in its full capacity.	
4.7	Joint working groups with Faculties of Law and other relevant educational institutions (the Faculty of Political Sciences, etc.) dedicated to the development of specialized multidisciplinary models of post-graduate studies and specialized courses	Judicial Academy		Budget of RS total 181,904€; 60,635€ per year from 2018 to 2020; Donor resources total 303,450€; 101,150€ per year from 2018 to 2020	The Judicial Academy has been enabled to operate in its full capacity.	
4.8	Establishing of co-operation with the Academy of Science and other scientific and educational institutions with the aim of furthering the quality of work and programmes of the Judicial Academy	Judicial Academy Academy of Science	Middle of 2017	Budget of RS total 17,785€; 17,285€ in 2017 and 500€ in 2018	A Joint consultative working group has been established with the aim of experience exchange and advancement of the JA work and programmes. The Judicial Academy has been enabled to operate in its full capacity.	

**REPUBLIC OF SERBIA
JUDICIAL ACADEMY**

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

- Financial aspect -



Belgrade, June 2017

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

- Financial aspect -

INTRODUCTION

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

The important role of the Judicial Academy is in particular reflected in the sections: Professionalism, Competence and Quality of Justice, both through the emphasizing of the importance of establishing of a clear and transparent system of election and career management of the representatives of the judiciary in compliance with the European standards, and through the stressing of the need for proper quality and continuous training aimed at the enhancement of the quality of justice.

Pursuant to the above, the Action Plan of the Judicial Academy for the Period from 2016 to 2020 (hereinafter: the Action Plan) stipulates that the institutional resources for the implementation of the Action Plan are: the Ministry of Justice, the High Judicial Council, the State Prosecutorial Council, the Supreme Court of Cassation, the Republic Public Prosecutor's Office, the Prosecutor's Office for War Crimes, courts and public prosecutor's offices, the Chamber of Public Enforcement Officers, the Chamber of Notaries Public, the faculties of law, the EU's Support to the Judicial Academy Project, the Group for Education and Evaluation of Mentors, Lecturers, and Educational Programmes, the Council for Mediation in Alternative Dispute Resolution, and the civil society organizations.

For the implementation of the Action Plan, it is necessary to provide the administrative and financial resources for carrying out of all the activities from the Action Plan, in compliance with the law and the assessment of financial effects that has been made.

Introduction of the financial aspect and establishing, or estimate of the required financial resources for carrying out of the planned activities from the Action Plan is quite a complex and expertise requiring procedure, which includes several different segments that are contained in a special methodology of estimating of the costs of activities.

1. METHODOLOGY OF ESTIMATING OF COSTS OF ACTIVITIES FROM THE ACTION PLAN

Outstanding importance was attached to the estimate of costs of the activities envisaged in this Action Plan, particularly because this Action Plan is compatible with certain activities that have been planned in the Action Plan for Chapter 23 - Judiciary and fundamental rights, or which are envisaged to be defined in more detail in a separate Action Plan, inter alia, defining the financial resources for the planned individual activities as well. This was one of the reasons why, in the estimation of financial resources, the same Standard Methodology of disclosure of unit costs for a broad estimate of financial resources was used, which was accepted in Brussels and according to which all the costs for the implementation of the Action Plan for Chapter 23 - Judiciary and fundamental rights, were budgeted.

The estimate of the costs of carrying out of the activities planned in this Action Plan is provided with considerable precision, particularly due to the application of the Standard Methodology produced for the requirements of Chapters 23 and 24, which was prepared in cooperation with international financial experts, and which was, due to the specific aspects of the contents of this Action Plan, supplemented in the parts that were necessary for the estimation and disclosure of unit costs, first of all of the professional training courses within individual activities from the Action Plan.

According to the above methodology, estimates of financial resources include three aspects: by institutions, administrative capacities, and by individual areas that are envisaged in the Action Plan, for all the nine individual parts of the Action Plan at that, specifically:

1.	Building of capacities of the institution of the Judicial Academy as an effective platform for training and research
2.	Provision of sustainable and high standards of quality of the initial and continuous training for judicial office holders and other professional lawyers
3.	Initial and continuous training
4.	New judicial professions
5.	Specialized training courses
6.	Support to the performance-based system of election and professional advancement of judicial office holders in Serbia
7.	Database of the Judicial Academy
8.	Improvement of cooperation with other institutions and networking
9.	Common legal education

The estimate also includes the designation of certain activities for which, at this moment, it was not possible to estimate the amount of financial resources, because their contents indicate that the estimate is dependent on the previous making of certain analyses, studies or assessments and, therefore, concerning such activities, the estimation has been postponed for the period after the above analyses are completed, and their results become the starting point for the budgeting of costs.

The estimate was made by types (of costs), adhering to the international classification of costs which is also applied by the Ministry of Finance of the Republic

of Serbia according to the GFS methodology and the valid budget system and the budgetary classification uniform system of accounts, which implies production and filling out of the prescribed PFE form, which contains the assessment of financial effects for every proponent of activities from the Action Plan, for the purpose of submittal to the Ministry of Finance.

The estimate was also made by the sources of financing, regardless whether the Budget of the Republic of Serbia, donor funds and/or other sources as well as unknown sources and amounts at this moment are in question, for the above mentioned reasons.

In the process of the budgeting, the above-mentioned common methodology of disclosing of unit costs for broad estimate of financial resources by activities from the Action Plan, first of all, enabled the common approach in the budgeting of different individual activities. The Methodology was created in the manner that enables possible subsequent updating and amendments of the Action Plan to result in quite precise disclosure of financial effects.

One of the essential factors in establishing the relationship between the activities, deadlines, and sources of financing, was also the schedule of planning and implementation of projects financed from donor and other sources.

Since the Action Plan covers the period of a few years, certain number of activities, as to the sources, require production of various investigations, studies, and analyses and, in line with it, possible options to apply for donor funds, which is specifically indicated in the Action Plan within each of such activities, whereby the activities are always in question the deadlines for the implementation of which are, starting from 2018, i.e. thereafter continuous, so that, by the end of 2017, all the elements for timely application for donor funds could be identified.

Pursuant to the above, the approach was applied whereby, wherever the deadlines are in 2018 and later, and it is necessary to apply for donor funds, it was registered that they are unknown at this moment, and that they will be known by the end of 2017, because the activities, related to the application for donor funds, will actually be carried out in the course of this year, so that, for 2018, within the deadlines that have been planned, it would be actually possible to definitely identify what donor funds are in question, from what sources, and for what uses and, therefore, in line with it, the implementation of the activities envisaged in the Action Plan would be actually adapted. Since carrying out of some of the activities has been planned for a few years, or continuously, or starting from 2018, etc., or that thereby, a precise definition of the activities the contents of which are dependent on the previous making of certain analyses or assessments, the budgeting had to be postponed for the period after the above assessments are completed, and their results are available as the starting point for making of further reform steps, hence the budgeting as well, which is indicated within such activities in the Action Plan.

Within the budgeting of all-inclusive amounts of the required financial resources, the Action Plan contains the estimates for two groups of activities, specifically: the activities for the harmonization of the legislation and the activities for the implementation and, therefore, the costs are related to: amendment or drafting of the normative framework, then costs of training courses, seminars, costs of the

strengthening of the institutional framework and building of administrative capacities, and/or investments, as well as analyses of requirements, etc.

For the above groups of activities, the budgeting of costs included: the costs of human resources, or civil servants, or/and other engaged persons, consultants, either individually or in working groups, for carrying out of the planned activities in the above groups. Within the costs of human resources, in the first place average amounts were disclosed, established by the above methodology for salaries and other personal income, as well as associated costs for other outlays - material and other fixed charges, office supplies, IT and other associated costs, or overhead costs, as well as remunerations to the lecturers, or experts who participate in the carrying out of the activities disclosed in the Action Plan.

In the calculation of the amount of financial resources, it is particularly necessary to underline that, previously, for every proponent of carrying out of activities, as well as for the Chapter 23, according to the same Standard Methodology, qualitative (descriptive) elements for the budgeting have been identified, which means, what resources are required for an activity to be carried out (human resources, material costs, education, investments or some other costs), and finally for fulfilment of obligations towards the Ministry of Finance for filling out of the prescribed PFE form, this approach has great advantages because it ensures direct interconnection between the Action Plan as a strategic long-term document and the budgetary planning in the Ministry of Finance, whereby the certainty of the provision of budgetary resources for its implementation is ensured. On the other hand, disclosure of financial aspects of the Action Plan is a very important basis for securing of the funds from donor or other EU sources, which are planned to supplement the overall financial framework for the implementation of the Action Plan, as well as for responding to possible questions of new potential donors related to the budgeting.

2. METHOD OF DISCLOSURE OF SOURCES OF FINANCING OF ACTIVITIES FROM THE ACTION PLAN

The Action Plan includes three sources of financing:

- a) Local sources of financing, primarily the Budget of the Republic of Serbia
- b) Donor funds (international sources), and
- c) Budgeted activities within the Action Plan for Chapter 23.

According to the above-mentioned standard methodology, irrespective of whether the local sources or donor funds are in question, the direct budgeting is disclosed in the total amount and as the allocation of that amount by years and, if an activity is budgeted within some other activity, such activity is specified with all the elements and amounts, but exclusively in brackets, which confirms indirect budgeting within the amount that is shown in brackets (referral to the activity within the budgeting of which the funds are contained), in order to avoid doubling in the budgeting for activities.

In case of the activities that are budgeted within international projects or grants, gross values of entire projects are shown and, within them, the amounts of estimated funds for carrying out of the planned activities from the Action Plan are disclosed, where it was possible to make such an estimate and, in other cases, the available elements are disclosed, regardless of whether an average price of services or some other unit costs are in question, whereby at this moment it was not possible to estimate the number of beneficiaries or the number of participants, which will be monitored in the forthcoming period.

3. STRUCTURE OF COSTS AND TIME SCHEDULE OF SOURCES OF FINANCING OF ACTIVITIES FROM THE ACTION PLAN

The summary overview of the estimated financial costs, by the activities planned within the Action Plan, is given in the following Tables 1, 2, and 3 (Attachment 1). The specified Tables show the structure of the estimated costs cumulatively, specifically:

Table 1. The total structure of summary data on estimated costs of activities by areas and sources of financing in EUR:

Denomination of the area in the AP	Total	Struct. in %	Budget of the Republic of Serbia	Struct. in %	Share of budgetary funds in activities in %	EU sources	Struct. in %	Share of the EU sources in activities in %
1. Continued building of capacities of the institution of the Judicial Academy as an effective platform for training and research	2.497.799	12,9%	1.275.611	6,6%	51,1%	1.222.188	6,3%	48,9%
2. Provision of sustainable and high standards of quality of the initial and continuous training for judicial office holders and other professional lawyers								
2.1 Initial and continuous training	8.897.317	45,9%	3.985.033	20,6%	44,8%	4.912.284	25,3%	55,2%
2.2 New judicial professions	1.159.932	6,0%	579.966	3,0%	50,0%	579.966	3,0%	50,0%
2.3. Specialized training courses (Budgeted within act. 2.1.)	0	0	0	0	0	0	0	0
Total 2	10.057.249	51,9%	4.564.999	23,6%	45,4%	5.492.250	28,3%	54,6%
3. Support to the performance-based system of election and professional advancement of judicial office holders in Serbia	2.797.001	14,4%	1.365.354	7,0%	48,8%	1.431.647	7,4%	51,2%
3.A Database of the Judicial Academy	946.000	4,9%	0	0,0%	0,0%	946.000	4,9%	100,0%

Total 3+3A	3.743.001	19,3%	1.365.354	7,0%	36,5%	2.377.647	12,3%	63,5%
4. Improvement of cooperation with other institutions and networking	1.684.625	8,7%	470.475	2,4%	27,9%	1.214.150	6,3%	72,1%
4.A Common legal education	1.397.407	7,2%	544.607	2,8%	39,0%	852.800	4,4%	61,0%
Total 4+4A	3.082.032	15,9%	1.015.082	5,2%	32,9%	2.066.950	10,7%	67,1%
TOTAL 1 to 4	19.380.080	100,0%	8.221.045	42,4%	42,4%	11.159.035	57,6%	57,6%

According to the data shown in Table 1, the total amount of the costs estimated for carrying out of the activities from the Action Plan, for the period from 2017 to 2020, is EUR 19,380,080, out of which EUR 11,159,035 or 57.6% from donor funds, and EUR 8,221,045 or 42.4% charged to the budget of the Republic of Serbia.

In the structure of the total costs, the outlays for training courses have the biggest share, amounting to EUR 10,057,249 (51.9%), then the outlays for the support to the performance-based system of election and professional advancement of judicial office holders in Serbia, including the database of the Judicial Academy for this system, the total of EUR 3,743,001 (19.3%), the expenditures for improvement of cooperation with other institutions and networking, and for the common legal education of EUR 3,082,032 (15.9%), and expenditures for continued building of capacities of the institution of the Judicial Academy as an effective platform for training and research amounting to EUR 2,497,799 or 12.9% of the total costs for the implementation of this Action Plan.

The following Tables show the time schedule by years, sources, and areas from the Action Plan:

Table 2. Structure of summary data on estimated costs of activities by areas and the time schedule by years in EUR:

Item No.	Areas from the AP	Total (in EUR)	Time schedule of funds by years (in EUR)				Structure in % (total)
			2017	2018	2019	2020	
1.	Continued building of capacities of the institution of the Judicial Academy as an effective platform for training and research	2,497,801	244,258	1,012,409	626,567	614,567	12.9%
2.	Initial and continuous training	8,897,317	1,572,659	2,223,106	2,303,210	2,798,342	45.9%
3.	New judicial professions	1,159,932	291,966	288,000	291,966	288,000	6.00%
4.	Specialized training courses	0	0	0	0	0	0.0%
5.	Support to the performance-based system of election and professional advancement of judicial office holders in Serbia	2,797,001	938,018	925,617	759,366	174,000	14.4%
6.	Database of the Judicial Academy	945,999	0	315,333	315,333	315,333	4.9%
7.	Improvement of operation with other institutions and networking	1,684,625	325,250	469,750	419,875	469,750	8.7%
8.	Common legal education	1,397,409	257,785	477,254	331,185	331,185	7.2%
	Total (1 to 8)	19,380,084	3,629,936	5,711,469	5,047,502	4,991,177	100.0%
	Structure of funds by years (in %)		18.7%	29.5%	26.0%	25.8%	100.0%

The presented data show that, out of the total amount for the entire period (EUR 19,380,084), it has been planned to allocate the total funds by years, according to a rather balanced schedule (except that, in 2018, it has been planned to carry out a more significant volume of activities and to proceed with further building of the capacities of the Judicial Academy), specifically:

- In 2017	18.7%	or EUR 3,629,936,
- In 2018	29.5%	or EUR 5,711,469,
- In 2019	26.0%	or EUR 5,047,502,
- In 2020	25.8%	or EUR 4,991,177

The data clearly indicate that, in 2018, most of the activities are expected to be carried out towards the building of the overall professional, infrastructure, and administrative capacities of the Judicial Academy, which would, in the following two years, maintain thus raised overall capacities with the preparations for the new period of further building of all the capacities and modernization of this institution, after 2020.

The biggest growth of expenditures has been planned for the basic function of this institution - training, where it has been planned, for 2018, to significantly intensify the overall programme of all the types of training courses, which should cover the judicial and public prosecutorial office holders, their respective staff associates, then other participants in the judicial and public prosecutorial administration, new judicial professions, including lecturers and

mentors and all the other participants who are covered by annual training programmes in line with the requirements and priorities of the common legal education and other forms of activities of the Judicial Academy. In 2019, the existing trend from 2018 would be retained with certain growth while, for 2020, significant growth has been planned again within the training courses, but of around 21% for that year with respect to the previous year. It has been planned to provide, in four years, the total of around 4400 days of training or on the average around 1090 days on annual basis.

The data shown in Table 3 (Attachment 1) indicate the overall structure of funds by sources, areas, and the schedule by years and, within it, also the percentage of the share of the budgetary funds and the funds from donor and other sources has been planned so that it has the trend by years, whereby the current significantly bigger share of donor funds (in 2017, 58.3%) as compared to the budgetary resources (41.7%), including in 2018 or, starting from 2019, starts reducing (in 2020, 53.1%), while the share of budgetary funds (46.9%) starts increasing:

Year	Amounts in EUR	RS Budget	EU sources	Total
2017	Amount	1,512,787	2,117,148	3,629,935
	%	41.7	58.3	100.0
2018	Amount	2,241,739	3,469,730	5,711,469
	%	39.2	60.8	100.0
2019	Amount	2,126,025	2,921,476	5,047,501
	%	42.1	57.9	100.0
2020	Amount	2,340,495	2,650,682	4,991,177
	%	46.9	53.1	100.0

Attachment 1.

In Belgrade, on 4 June 2017

Attachment 1.

Table 3. Structure of summary data on estimated costs of activities by areas, sources, and time schedule by years in EUR:

Item No.	Area from the AP	Total (in EUR)	Time schedule of funds by years (in EUR)												Structure in % (total)
			2017			2018			2019			2020			
			RS Budget	EU funds	Total	RS Budget	EU funds	Total	RS Budget	EU funds	Total	RS Budget	EU funds	Total	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1.	Continued building of capacities of the institution of the Judicial Academy as an effective platform for training and research	2,497,801	115,683	128,575	244,258	500,446	511,963	1,012,409	331,541	295,026	626,567	327,941	286,626	614,567	12.9%
2.	Initial and continuous training	8,897,316	558,618	1,014,041	1,572,659	781,950	1,441,156	2,223,106	1,091,170	1,212,039	2,303,209	1,553,294	1,245,048	2,798,342	45.9%
3.	New judicial professions	1,159,932	145,983	145,983	291,966	144,000	144,000	288,000	145,983	145,983	291,966	144,000	144,000	288,000	6.00%
4.	Specialized training courses	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
5.	Support to performance-based system of election and professional Advancement of judicial office holders in Serbia	2,797,002	486,294	451,725	938,019	470,714	454,903	925,617	350,146	409,220	759,366	58,200	115,800	174,000	14.4%
6.	Database of the Judicial Academy	945,999	0	0	0	0	315,333	315,333	0	315,333	315,333	0	315,333	315,333	4.9%
7.	Improvement of cooperation with other institutions and networking	1,684,625	97,575	227,675	325,250	140,925	328,825	469,750	91,050	328,825	419,875	140,925	328,825	469,750	8.7%
8.	Common legal education	1,397,409	108,635	149,150	257,785	203,704	273,550	477,254	116,135	215,050	331,185	116,135	215,050	331,185	7.2%
	Total (1 to 8)	19,380,084	1,512,788	2,117,149	3,629,937	2,241,739	3,469,730	5,711,469	2,126,025	2,921,476	5,047,501	2,340,495	2,650,682	4,991,177	100.0%
	Structure of funds by years (in %)		41.7%	58.3%	18.7%	39.2%	60.8%	29.5%	42.1%	57.9%	26.0%	46.9%	53.1%	25.8%	100.0%

EUROPEAN UNION'S SUPPORT TO THE JUDICIAL ACADEMY

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