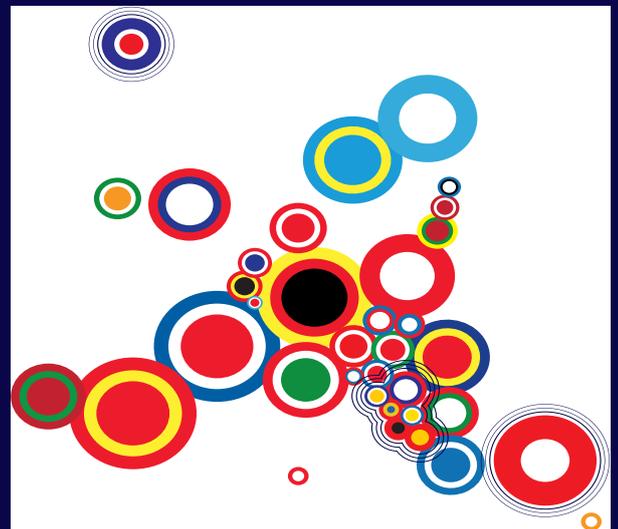




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

Kosovo*

**Support to Public Safety, free
legal professions and legal
education reform**



Action Summary

The action will aim at strengthening the legal education in the areas of public safety and legal professions, including free legal professions such as private law enforcement agents, mediators, notaries, bankruptcy administrators and advocates as well as judges and prosecutors.

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

Action Identification	
Programme Title	<i>2014 Annual Action Programme for Kosovo¹</i>
Action Title	Support to Public Safety Education, free legal professions and legal education reform
Action Reference	<i>IPA 2014 /032353 / Kosovo/ Support to Public Safety Education, free legal professions and legal education reform</i>
Sector Information	
IPA II Sectors	<i>Rule of law and fundamental rights</i>
DAC Sector	15131
Budget	
Total cost (VAT excluded)²	<i>EUR 3.8 million</i>
EU contribution	<i>EUR 3.8 million</i>
Management and Implementation	
Method of implementation	<i>Direct</i>
<i>Direct management:</i> EU Delegation in charge	<i>European Union Office in Kosovo</i>
Implementation responsibilities	European Union Office in Kosovo
Location	
Zone benefiting from the action	<i>Kosovo</i>
Specific implementation area(s)	<i>Kosovo</i>
Timeline	
Deadline for conclusion of the Financing Agreement	<i>31 December 2015</i>
Contracting deadline	<i>3 years following the date of conclusion of Financing Agreement</i>
End of operational implementation period	<i>6 years following the date of conclusion of Financing Agreement</i>

¹ This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

² The total action cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

Recent initiatives from the Kosovo government have shown the political will to push forward alignments to EU standards for the justice and law enforcement sector in promoting accountability and performance. Oversight mechanisms have been consolidated through the organisation of judges' performance evaluation by the Judicial Council or the design of codes of ethics by the Prosecutorial and Judicial Councils. Necessary institutional mechanism for continuous and sustainable education for both judiciary and law enforcement are in place and in need of further strengthening and capacity building. The introduction of a new court system accompanied with the entering into force of new criminal codes has strengthened the independence and efficiency of the justice sector.

COMPONENT I

The law No. 04/L-053 on Kosovo Academy for Public Safety (KAPS) entered into force in November 2011. According to the law the academy is an executive agency within the Ministry of Internal Affairs (MIA), providing training and higher education for all public safety institutions: Kosovo Police (KP), Kosovo Correctional Service (KCS), Kosovo Probation Service (KPS), Kosovo Customs (KC), Emergency Management Agency (EMA) and Kosovo Police Inspectorate of (KPI). Furthermore, the Law No. 04/L-076 on Kosovo Police mandates the General Directorate of Kosovo Police as the responsible entity for the training of KP officers. The Administrative instruction 07/2012 further defines the Division of Training within the KP as implementing body for all KP trainings. In addition and with the aim of regulating all training issues, the KP has adopted the KP Training Strategy 2014-2018 and its Action Plan. Kosovo Police Inspectorate applies similar approach to the KP, while Kosovo Customs implements the vocational (basic and advanced) training curricula within customs and KAPS structures and capacities, based on Administrative Instruction 82/2010 on Rules for Training and Staff Development. Vocational trainings for EMA, Correction and Probation service are conducted in KAPS.

Kosovo government has approved the necessary regulations deriving from the Law on KAPS, the organisational status and structure of the academy, including the role of the Institute of Research and Development within the academy, qualification requirements of teaching personnel and selection criteria for students fitted to higher education as well as the needed budget and human resources. Moreover, the academy has established the Development Strategy and Action Plan for the years 2014 – 2018. As foreseen in the strategy, KAPS established Bachelor level study programme in the field of public safety. A Curriculum for Bachelor in Public Safety was finalised and approved by the Academy Board which is designed to meet the EU requirements and Bologna Process standards. The KAPS Bachelor Program was accredited in July 2014.

Furthermore, the Academy, together with other Public Safety Agencies, prepared the minimum criteria of basic training for each of the stakeholders³. These minimum criteria were approved by the Board of KAPS, as responsible body for professional minimum standards⁴ in 2014. Based on the minimum criteria, the Academy together with all public safety agencies will develop harmonised vocational training curricula.

As previously mentioned, not all vocational trainings for different public safety agencies are conducted within and by KAPS, as foreseen by the Law on KAPS. Nevertheless, strategically it is of all stakeholders' interest that these trainings are harmonised, standardised and centralised within the Academy, subject to fulfilment of all the necessary pre-conditions. Different public safety related curricula need to be harmonised based on developed minimum standards criteria. A pool of certified

³ Police, Correctional Service, Probation Service, Customs, Emergency Management and Police Inspectorate

⁴ Regulation No. 06/2013 for the Board of KAPS

trainers needs to be established, representing all the public safety agencies that would enable the implementation of the vocational training.

The Bachelor Programme will start with its implementation as of October 2014. Up to 65 students are planned to be enrolled annually from different public safety agencies. Being the first time implemented programme of its kind, it will need a thorough assessment and gap analysis in the first years of implementation. This will enable its further improvements and strengthening.

Within the KAPS Development Strategy and Action Plan 2014 – 2018, the establishment of the Research and Development Institute is foreseen. KAPS has already allocated the necessary budget and human resources for the Institute. Together with the BA programme, this Institute is to be further developed and functionalised, involving both academic staff and students.

The Action is to further support the Board of KAPS as sustainable coordination mechanism for vocational training for the Public Safety Agencies. Harmonised vocational curricula will be developed for all public safety agencies. Furthermore, the action will aim at upgrading and advancing the KAPS Bachelor degree program, through assessment and gap analysis of the first BA programme academic years. Internship programme will be agreed with all public safety agencies and implemented as an integral part of the BA programme. Finally, through this action KAPS will be equipped with a fully functional Institute of Research and Development.

COMPONENT II

The Ministry of Justice has established a number of new institutes for mediators, notaries, the private enforcement system and bankruptcy administrators within a short period of time. In parallel, their managing bodies were established, namely the Mediation Committee, the Chambers of Notaries and the Association of Private Enforcement Agents with donor support.

The first notaries in Kosovo started operation in 2012 and by now there are 72 notaries who are operating in all municipalities. The Notary Service is a legal and public service that aims to protect the lawful interests of natural and legal persons in accordance with the constitution and other legislation. Recently, the Chamber of Notaries of Kosovo became member of the International Union of Notaries in Lima, Peru.

The Ministry of Justice is committed to maintaining mediation as one of its priorities and it will assist in its implementation as an alternative form of dispute resolution. The Mediation Commission, established by the Ministry of Justice under the Law on Mediation (no. 03/L-57), has worked with great dedication over the past two years in order to institutionalize mediation in Kosovo. Four mediation centres have been established already and further mediation centres are planned in order to cover all courts.

The private enforcement system is a new system established by the Law on Enforcement Procedure which entered into force in January 2013. The new regime commenced in January 2014 which was functioning in parallel until 1 July 2014 after which it became the exclusive means for enforcing all decisions except in family law, for placement of workers and civil servants back to work and other compensations. The effective enforcement of civil judgments is a crucial component of ensuring justice and a key aspect of public trust in courts as it is vital to economic growth, job creation and increased prosperity.

Bankruptcy Administrators have been newly introduced in Kosovo through the law no. 2003/4 on liquidation and reorganization of legal persons in bankruptcy. After passing the bankruptcy administrators' exam the Ministry of Justice can issue licenses to applicants which is a requirement for the execution of the tasks vested with the administrators. The tasks include to take possession of property of the debtor, make payments to creditors on account of approved claims and take further action related to safeguarding of the possession and to the enforcement process. An association or chamber has not yet been established which may take place according to the law on associations. Until now 8 out of 45 candidates have taken the exam and applied to be licensed by the Ministry of Justice.

These institutions have relieved the courts already to some extent; however there is still need for harmonisation of procedures and for promoting their responsibilities and activities. With the introduction of these new legal professions and the transfer of some competencies less new cases should be registered with courts which will contribute overall to the efficiency of the judiciary. Legal transactions will be able to be efficiently certified, authenticated and swiftly legalised as well as properly enforced. A more effective and efficient legal system will enhance guarantees for private property and hence, additional domestic and foreign investment will be attracted. All citizen of Kosovo will benefit from faster delivery of decisions and official documents needed for their legal transactions.

The free legal professions still need to be promoted both within the judiciary and towards the public. Challenges have been encountered in the communication with stakeholders who may not yet be aware of the changed responsibilities and therefore coordination needs to be strengthened. For example, the Cadastre Agency does not grant access to notaries and private enforcement agents for verification of the authenticity of property certificates and other documents. Likewise, due to the lack of awareness among citizens they often still refer to courts for services that can be rendered by notaries or enforcement agents. At the same time, the courts' awareness of the importance of the existence of free professions needs to be improved for an adequate referrals of cases to the free legal professions.

The privately oriented and run services require monitoring and oversight by the Ministry of Justice as to ensure their proper functioning, e.g. by carrying out random inspections and by providing the necessary support and guidance, including the adoption of the secondary legislation. The Ministry of Justice has established the Department for Free Professions with two divisions: the Division on Notary and Private Execution and Division on Jurisprudence, Mediation and Bankruptcy Administrators. Budget has been allocated for six staff and the recruitment process is under way. It is also the responsibility of the Ministry of Justice to ensure such professions are open to highly qualified and well trained and certified lawyers who are well equipped with the necessary skills and knowledge to practice those functions in line with EU standards and best practices. Also, there is a lack of programs for the continuous development of these professions.

Furthermore, the Ministry of Justice organizes and administers the Bar Examinations and it has increased efficiency in terms of procedures for entering the Bar Examination by adopting new legislation and through establishing the Department for free legal professions. A new manual for taking Bar Exam is being developed.

The Kosovo Bar Association (KBA) is an independent organization with public authorization in charge of regulating advocacy as an autonomous profession and independent service, established in accordance with the Law on Bar and other Legal Aid adopted in 1973 (Law No 04/L-193). According to the Law, lawyers who exercise their profession in Kosovo have to be members of the KBA. The KBA has a mandate to supervise the services provided by Kosovo lawyers and at the same time to enhance and improve their capacities through offering training and education programs. The KBA has currently approximately 560 lawyers and it is governed by an Executive Council composed of 11 members and supported by 9 administrative KBA staff. There is a need for support in order to make the Bar members and its support staff at least match the level of other actors in the justice and to reach international standards.

COMPONENT III

The further development of judges and prosecutors' competences is the supreme contributor to the efficiency and effectiveness of the judiciary. The many changes resulting from the judicial reform warrant a further specialisation of judges and prosecutors.

Since its establishment, the Kosovo Judicial Institute (KJI) has been offering continuous training to sitting judges and prosecutors with a focus on proper implementation of national and international laws. For newly appointed judges, state prosecutors and for those who are promoted or switch profiles, KJI provides trainings within the orientation programmes which need further development. The training programme includes modules for the development of professional, personal and inter-disciplinary competencies and KJI is undertaking efforts in identifying and preparing trainers. The KJI

Training of Trainers program takes place periodically but is not structured into one comprehensive program. It is the aim to create a permanent sustainable Train of Trainers program which could assess the needs of trainers and further develop their capacities.

Currently, judicial institutions are not offering the opportunity to law students to work there. Early inclusion of law students through internships in judicial institutions would have a positive effect on the quality of candidates. Setting up a permanent system for this purpose, such as a talent scout programme for law students could attract and bind excellent candidates. A concerted action on the part of all relevant stakeholders is therefore essential to ensure the implementation of such actions in the justice sector.

Finally, the Ministry of Justice is in the phase of promoting the establishment of an Academy of Justice as the leading and all-encompassing legal training institution. Hence, the current mandate of the KJI may be amended and extended. This action would have to take such change of circumstances into account. In any event, a sustainable legal education/training system needs to be supported.

RELEVANCE WITH THE IPA II INDICATIVE STRATEGY PAPER (OR MULTI-COUNTRY STRATEGY PAPER) AND OTHER KEY REFERENCES

The **Indicative Strategy Paper 2014-2020 (Strategy Paper)** for Kosovo foresees IPA to support Kosovo's efforts through the provision of capacity building and equipment for police, customs, tax administration, and other rule of law institutions. Furthermore, through advising and monitoring in key institutions, EU assistance will aim to further increase capacities of the individual institutions as well as inter-institutional cooperation. According to the Strategy Paper, an independent judiciary that works in accordance with true democratic and professional standards is not only vital for the strengthening of the rule of law with immediate benefits for the public, but is also crucial for international cooperation and economic development, including attracting foreign investments. EU financial assistance through IPA II is planned to support, among others, judicial education and training in all official Kosovo languages.

The Multi Country Strategy Paper emphasises the need of Western Balkan countries for inclusive, transparent and ambitious reforms in justice in order to ensure an independent, impartial, efficient, and accountable judiciary. In addition, this paper highlights the need for coordination of efforts to create a robust framework for prevention and combating corruption and organised crime, which remains a serious concern for the enlargement countries.

The Medium Term Expenditure Framework (MTEF) 2014-2016 is the main document which links government policies and priorities with the country's budget plan. One of the four main areas of MTEF and MTEF for the period 2014-2016, respectively 2015-2017, is good governance and strengthening the rule of law. Hence, this action is consistent with the principal planning documents of the Government of the Republic of Kosovo, namely MTEF and MTEF.

The National Strategy for European Integration of Kosovo confirms the success achieved in the field of rule of law, mainly in legal developments and the establishment of institutional mechanisms, including judicial and other reforms, while at the same time is highlighting the need for further strengthening of the rule of law as a whole. Therefore, according to this strategy, by 2020 Kosovo will have an effective rule of law system.

The EU enlargement strategy 2012-2013 clearly provides for the need to strengthen the rule of law and good governance, as the main areas in the EU enlargement process. For this reason, during the accession negotiations, rule of law and other chapters will be initiated in the very beginning of the process, and will be completed in the very end, to ensure that the reforms are sustainable and irreversible. This action takes into account all concerns and recommendations outlined in this strategy, including: i) challenges to the independence, efficiency, accountability and impartiality of the judiciary; ii) issues with the execution of judicial decisions; iii) high backlog of pending cases; iv) lack of coordination of reforms and insufficient inter-institutional cooperation.

The action is also linked to the **Strategic Development Plan 2012-2016 of the Ministry of Justice**, which lists as one of the five main objectives the improvement and more efficient management system including free legal profession reforms. Moreover, this action will directly contribute towards the achievement of Objective 2 of the **KAPS Development Strategy 2014-2018**: “Development of educational programs for all levels that are provided by KAPS”. In addition, the action addresses directly the needs for professional capacity building as foreseen in strategic documents of all public safety agencies. Finally, this Action with all three components is listed in **Assistance Strategy for the Rule of Law sector in Kosovo 2016-2019**.

SECTOR APPROACH ASSESSMENT

In order to further improve and better target the EU support under IPA II, based on the Conclusions of the Structured Dialogue for the Rule of Law (meeting was held on 16 January 2014), Kosovo has prepared a three year comprehensive Rule of Law Assistance Strategy and Action Plan 2016-2019. This strategy will allow the EU and other donors to provide strategically targeted assistance to Kosovo in the future and it should support and prepare Kosovo to gradually assume more rule of law – related responsibilities. Drafting of this strategy represents the first concrete step by the government of the Republic of Kosovo to sector inclusiveness of rule of law institutions. This strategic approach is fully in line with EU sector approach, which is required for all areas of the administration of an aspiring state. This strategy will precede the sector strategy on the rule of law in Kosovo, the drafting of which is expected to take place in the coming years.

Specifically the strategy mentions that “with regards to programs for increasing capacities of law enforcement agencies, which are mainly provided by the Kosovo Academy for Public Safety (KAPS) in Vushtrri/Vucitrn, it is important to note that progress has been made. Nevertheless, the academy is still missing necessary physical (advanced technical equipment) and professional capacities in order to provide specialised programmes in the field of prevention and fight against organized crime, money laundering, trafficking in human beings, terrorism, drug trafficking, and other aspects which affect not only Kosovo, but the wider region as well.” Further to this, the need for advanced trainings in the field of legal education is identified and therefore it foresees a series of actions including interventions in all legal education areas.

The Mapping of Sector Strategies Report for Kosovo refers to rather weak inter-institutional cooperation and the key role of the Ministry of Justice in this area. Although the report refers mainly to the strategic and policy related documents and action, an efficient coordination is in general a necessity in the overall Rule of Law area. As such it is of crucial importance in the field that this action targets. Furthermore, the same report refers to the key roles to be played by the Ministry of Justice and Ministry of Internal affairs mainly stating that the Ministry of Justice is in need of reinforcing its strategic development skills and that the Ministry of Internal Affairs should explore with the MoJ all potential synergies and complementarities regarding a common approach towards the JHA sector. This action will take further these recommendations in the legal and public safety education field.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

The Rule of Law sector has been consistently supported by numerous bilateral and multilateral donors, besides the EU. The dynamics of the donors and Kosovo institutions did not always coincide and as a consequence the effects of assistance did not achieve the desired results. As part of these commitments, reforms in the justice system, internal affairs and access to justice have commenced.

However, the results of the previous EU financed actions were very helpful for the Ministry of Justice, KJI, KJC, and KPC and on the RoL sector as a whole were providing significant assistance in the process of reaching EU standards. Results of these projects have been facilitating efforts regarding fulfilling the requirements for the EU membership and building readiness for operating and cooperating within the country institutions and EU member states.

It has also been recommended in the Thematic Evaluation of Rule of Law, Judicial Reform and Fight against Corruption and Organised Crime in the Western Balkans that due to the long-term nature of Rule of Law reforms the EU should focus on a few priorities providing sustained and consistent assistance in successive years and judicial education, practical advanced training for judges, prosecutors and enforcement investigators on issues related to fight against public corruption, organised crime and asset forfeiture and asset recovery were specifically mentioned.⁵ With the proposed actions successive phases will build on previous assistance (KAPS and KJI).

The KAPS' Development Strategy and the Action Plan for the years 2014-2018 is including the results of the EU twinning project and the European standards based on the best practices. According to the Strategy the Academy shall provide high quality services of education, research and development of the public safety agencies in Kosovo. The strategy is setting up the vision and the objectives that “by 2020, the Academy will be recognized by its stakeholders as national primary institution for all levels of education in public safety and security sectors. Its staff members will show high level of professionalism and will be entirely devoted to KAPS organizational values and the principle of the continuous improvement.”

Through the support of the recent EU twinning project the necessary legal framework, organisational status and structure of the Academy, including the role of the Institute for Research and Development is established. In addition, qualification requirements of teaching personnel and selection criteria of the students fitted to higher education were set up. Needed financial and human resources were allocated. Upon the successful accreditation process in July 2014, the Academy will be faced with the implementation period of all the above mentioned instruments and mechanisms. Although all basic procedural, legal and organisational tools were provided through the previous EU twinning project, the academy is facing a wide range of challenges in embarking the new road of the academic education in the public safety field.

The coordination related to vocational curricula with all public safety agencies and KAPS was identified as a key challenge during the implementation of the EU Twinning Project. Therefore, this action will focus on strengthening the Board of KAPS by applying a coordinated approach when developing and implementing the harmonised curricula on public safety. Cooperation with all public safety agencies will be done beyond project steering committee and different working groups, embedding a strong and sustainable coordination mechanism with all public safety agencies within KAPS.

Further to the above mentioned twinning project on Support the Academy of Public Safety Education the European Union Office in Kosovo has, over the course of the last years, implemented relevant actions in the framework of the CARDS programmes, IPA 2007 to 2013 and the Instrument for Stability (IfS) programmes. The proposed actions will build on the respective achievements, in particular with regard to the following projects: twinning project "European Union Standards for the Ministry of Justice", two continuous projects on Legal Education System Reform, the project on “Support to Civil Code and Property Rights” and the project “Support to KJC and KPC”.

Besides the classical technical assistance projects in Kosovo there are several other international missions active in the field, for example EULEX. The key donors with significant on-going or planned activities in the Rule of Law sector include the EU, US (USAID and ICITAP), OSCE and UNDP. Of specific importance is the USAID Contract Law Enforcement (CLE) Program which started on May 2013 and is projected to run until April 2016. The CLE program serves to improve the rule of law and create a better business environment for economic development and investment. A European flavour shall be added after the completion of this programme but the envisaged action shall build on the progress achieved. A strong coordination in the project design phase is necessary. The same will apply for activities aiming at strengthening the mediation system. USAID's EROL programme which aims at

⁵ http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2013_final_main_report_lot_3.pdf

the reduction of the court case back log shall also be consulted and taken into consideration at early stages of the project planning.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
<p>The overall objective is to strengthen the rule of law through improving the education of public safety agents and of legal professionals</p>	<p>The quality of basic and high-level education curricula of public safety in Kosovo increased</p> <p>The quality of the legal services provided to citizens improved</p>	<p>Regular MIA, KAPS, KP, Customs, EMA, KP inspectorate, Corrections and Probation services reports</p> <p>EC annual progress report</p> <p>Project progress reports</p> <p>Conclusions of SAPD meetings</p>	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Component I Provide high quality public safety and security education, research, and development in Kosovo.</p> <p>Component II To strengthen the judiciary by strengthening the free legal professions and the bar</p>	<p>Component I</p> <ul style="list-style-type: none"> - At least 50 students graduated, representing all public safety agencies, as first generation (2014/2015) of KAPS Bachelor Programme - At least 5,000 law enforcement officials attended vocational training in KAPS <p>Component II</p> <ul style="list-style-type: none"> - Level of access to justice through mediation and notary services - Level of confidence in judicial system through efficient enforcement system 	<p>Component I</p> <ul style="list-style-type: none"> - Regular MIA, KAPS, KP, Customs, EMA, KP inspectorate, Corrections and Probation services reports - EC annual progress report - Project progress reports - Performance and evaluation reports of the agencies <p>Component II</p> <ul style="list-style-type: none"> - EC Annual Progress Report - Analytical reports; - overall and sector 	<p>Component I</p> <ul style="list-style-type: none"> - KAPS BA programme accredited by KAA - Political support for harmonised and coordinated education in public safety in Kosovo - Necessary sustainable human and financial means allocated - Sufficient number of students interested to enrol and remain in the KAPS BA programme <p>Component II</p>

<p>Component III To strengthen the judiciary through strengthening the capacities of the Kosovo Judicial Institute</p>	<ul style="list-style-type: none"> - Level of quality of trainings provided by KBA - Functionality of the MoJ Department for free legal professions <p>Component III</p> <ul style="list-style-type: none"> - The level of the training capacity of KJI 	<ul style="list-style-type: none"> strategies; references to analytical reports in policy statements; - Reports on Implementation of Stabilisation and Association Agreement - Perception survey(s); - KJC and KPC analytical reports; - Media highlights; - Global Integrity Report (Scorecard); - World Bank Institute; - Annual report of KJC, KPC, KJI and KBA; - Performance reports of KJC/KPC; - Training evaluation reports <p>Component III</p> <ul style="list-style-type: none"> - Annual report of KJI; - KJI strategic plan; - Training evaluation reports. 	<ul style="list-style-type: none"> - Government of Kosovo continues to support reforms in the justice system in its entirety - Political will to strengthen the Rule of Law sector - Both EU and Kosovo remain firm on path of EU Integration - The process is not disrupted by external developments (regional conflict, inter-national financial crisis) - sufficient resources (both human and material resources) - Commitment by government at central and local level
<p>RESULTS</p>	<p>OBJECTIVELY VERIFIABLE INDICATORS (OVI)</p>	<p>SOURCES OF VERIFICATION</p>	<p>ASSUMPTIONS</p>
<p>Component I Result 1: Sustainable vocational training structure for all Public Safety Agencies ensured Result 2: KAPS Bachelor degree program further upgraded and advanced Result 3: KAPS institute of Research and Development fully functional for the benefit of all public safety agencies in Kosovo.</p>	<p>Component I</p> <ul style="list-style-type: none"> -Vocational training curricula harmonised for all public safety agencies -The Academy teaching methods meet quality assurance requirements set by Kosovo Accreditation Agency -Pool of trainers for vocational training programs on public safety established within KAPS -At least fifty students completed successfully BA by 2018 	<p>Component I</p> <ul style="list-style-type: none"> -Regular MIA, KAPS, KP, Customs, EMA, KP inspectorate, Corrections and Probation services reports -EC annual progress report -Project progress reports 	<p>Component I</p> <ul style="list-style-type: none"> -KAPS BA programme accredited by KAA -Political support for harmonised and coordinated education in public safety in Kosovo -Necessary sustainable human and financial means allocated -Sufficient number of

<p>Component II</p> <p>Result 1: Systems for free legal professions are strengthened</p> <ul style="list-style-type: none"> - Functional and strengthened chamber of notaries, law enforcement agent association, mediation centres and an association for bankruptcy administrators is established - Awareness about free legal professions and coordination among relevant stakeholders and the public is increased - Capacities of private enforcement agents, notaries, bankruptcy administrators and mediators are strengthened - 	<ul style="list-style-type: none"> -Internship program successfully implemented within BA program -At least two studies on public safety published by the Institute for Research and Development <p>Component II</p> <ul style="list-style-type: none"> - The registration of new court cases is reduced by at least 20% -Number of court cases enforced is increased by 40 % - Number of cases referred to and resolved through court mediation increased -Requests for notaries services increased by 40% in 2018 (in 2013 the number of cases is 206 543) -At least 45 bankruptcy administrators fully operational - Training curricula established and advanced and implemented for all relevant legal professionals and all support staff 	<p>Component II</p> <ul style="list-style-type: none"> -EC Annual Progress Report -SAPD conclusions -Annual Mediation Commission Report -KJC report on backlog reduction -Chamber of Notaries annual Report -MoJ reports, in particular of the Department for free legal professions - Mediation Committee reports - Project reports 	<p>students interested to enrol and remain in the KAPS BA programme</p> <p>Component II</p> <ul style="list-style-type: none"> -Government of Kosovo continues to support reforms in the justice system in its entirety -Political will to strengthen the Rule of Law sector -Effective communication and active participation of all stakeholders. -Continuous commitment and cooperation of all stakeholders -EU integration remains a government priority -Motivation of existing human resources.
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<p>Result 2: The Department for Free Professions is fully functional</p> <ul style="list-style-type: none"> - Training and licensing system for free legal professions is strengthened - Oversight mechanism is strengthened in accordance with EU standards 	<ul style="list-style-type: none"> -Number of licenced professionals increased -Training concept for professionals is developed -At least one evaluation for each of free legal profession completed by end of the project 	<ul style="list-style-type: none"> - EC Annual Progress Report - SAPD conclusions - KJC reports - Annual Mediation Commission Report - KJC report on backlog reduction - Chamber of Notaries annual Report - MoJ reports, in particular of the Department for free legal professions - Association of private enforcement agents annual report - MoJ reports - Project reports 	<ul style="list-style-type: none"> - Government of Kosovo continues to support reforms in the justice system in its entirety - Political will to strengthen the Rule of Law sector - Effective communication and active participation of all stakeholders. - Continuous commitment and cooperation of all stakeholders - EU integration remains a government priority - Department for Free Professions is sufficiently staffed and equipped - Staff retention
<p>Result 3: Capacity of the bar is strengthened</p>	<ul style="list-style-type: none"> - Training skills and methodologies of trainers enhanced through teaching up to date teaching techniques; - The number of trainings provided by KBA advocates increased by 30 % (in 2013 85 trainings were organised) - KBA strategic planning is improved 	<ul style="list-style-type: none"> - EC Annual Progress Report - SAPD conclusions - Project reports - MoJ reports - KBA strategy - KBA reports - Training evaluation reports 	<ul style="list-style-type: none"> -Secondary legislation for the functionality of the system of training in place;

<p>Component III</p> <p>Result 1: Advancing the training capacities offered by KJI</p> <ul style="list-style-type: none"> - Interdisciplinary and personal competencies in training programmes further developed - Orientation programs improved - Commercial, administrative and serious crimes curricula advanced - Improved training skills and methodologies of KJI <p>Result 2: Enhanced management of the KJI</p> <ul style="list-style-type: none"> - Enhanced Management and Planning by the KJI - Enhanced Information Management System of the KJI 	<p>Component III</p> <ul style="list-style-type: none"> - Training needs for development of interdisciplinary and personal competencies identified and relevant training modules are developed; - Specialized training curricula for the commercial department, administrative and serious crime departments advanced (curricula revised according to new legislation and number of trainings increased by 30 % against 2013) - Pool of trainers is improved in accordance with best international practices - KJI staff in position to plan and implement new programs and curricula in line with best international practices - Additional modules (for managing documents, donors etc.)/tools to the KJI's Database developed. 	<p>Component III</p> <ul style="list-style-type: none"> - EC Annual Progress Report; - SAPD conclusions; - Evaluation Performance Report for Judges and Prosecutors; - Court Monitoring Reports; - Perception Surveys; - KPC analytical reports; - KJC statistics; - Media highlights; - KJI reports; - Training evaluation reports; - Customer feedback. 	<ul style="list-style-type: none"> - Training Curricula to be in line with KJC and KPC identified needs and policies - KJC and KPC will to support training of judges and prosecutors - Training Curricula to be in line with KJC and KPC identified needs and policies - KJC and KPC will to support training of judges and prosecutors
<p>ACTIVITIES</p>	<p>MEANS</p>	<p>OVERALL COST</p>	<p>ASSUMPTIONS</p>
<p>Component I</p> <p>Activities to achieve Result 1: Sustainable vocational training structure for all Public Safety Agencies ensured</p> <ul style="list-style-type: none"> 1.1 Further support to the Board of KAPS as coordination mechanism for implementation of vocational trainings for all public safety agencies 1.2 Develop and harmonise vocational curricula for all 	<p>Component I Twinning contract</p> <p>Component II Service contract</p> <p>Component III Twinning contract</p>	<p>Component I 1.4 million Euro</p> <p>Component II 1.4 million Euro</p> <p>Component III 1.0 million Euro</p>	<p>Component I</p> <p>KAPS BA programme accredited by NQA</p> <p>Political support for harmonised and coordinated education in public safety in Kosovo</p>

<p>public safety agencies, based on minimum criteria as per NQA quality assurance requirements and approved minimum criteria</p> <p>1.3 Develop sustainable vocational training structures, representing all public safety agencies coordinated by KAPS</p> <p>1.4 Further strengthening of quality assurance system within KAPS for vocational trainings</p> <p>Activities to achieve Result 2: KAPS Bachelor degree program further upgraded and advanced</p> <p>2.1 Assessment, gap analysis, with recommendations for improvement conducted for first years of implementation of the KAPS BA programme</p> <p>2.2 Support KAPS in implementing recommendations as identified in 2.1</p> <p>2.3 Support the successful implementation of the BA internship programme as per mutual agreements between KAPS and individual public safety agencies</p> <p>2.4 Establish an e-learning platform within KAPS BA programme</p> <p>2.5 Conduct a feasibility study on possibilities to establish a MA in public safety and security sector</p> <p>2.6 Develop a student counselling system to ensure a student-centred approach</p> <p>Activities to achieve Result 3: KAPS institute of Research and Development fully functional for the benefit of all public safety agencies in Kosovo</p> <p>3.1 Strengthening the capacities of the Institute for research and development</p> <p>3.2 Strengthening co-operation with national and International research organizations.</p> <p>3.3 Conduct relevant studies in the field of public safety</p>			<p>Necessary sustainable human and financial means allocated</p> <p>Sufficient number of students interested to enrol and remain in the</p>
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that would be beneficial for all public safety agencies in Kosovo and their policy making process

Component II

Activities to achieve Result 1: Systems for free legal professions are strengthened

- Review of legal framework for Mediation, notaries, enforcement agents and bankruptcy administrators where necessary;
- Support institutional development for the free legal professions, e.g. by developing professional and ethical standards for its members and enforce these standards through the disciplinary process in line with international best practices
- Further develop the Mediation centres;
- Conduct a Training Need Analysis for the legal professions and revise mandatory training curricula for all free legal professions including for modules on commercial, and family law;
- Conduct training sessions for all free legal professions with a focus on the TOT approach;
- Develop talent scout program for law students
- Support outreach and awareness activities addressed to other connected legal professions (e.g. judges, attorneys, bankruptcy administrators and notaries), public utility companies and other public service providers and the private sector

Activities to achieve Result 2: The Department for Free Professions is fully functional

- Introduce and develop monitoring system to measure performance of the free legal professions;
- Introduce and develop a training concept for the free legal professions
- Further develop a licensing system in accordance with EU standards
- Design work flows for the Department
- Conduct trainings for all department staff

Activities to achieve Result 3: Capacity of the bar is strengthened

- Conduct a training need analysis
- Organization of training sessions for Lawyers, praktikants and other interested parties (i.e. candidates for the Bar exam) in accordance with international best practices on delivering MCLE for Lawyers' trainings
- Assist KBA in developing strategic planning
- Develop a sustainable TOT system
- Design a training system including handbook for trainers, selection criteria, performance evaluation criteria for evaluation the trainings and trainers

Component III

Activities to achieve Result 1: Advancing the training capacities offered by KJI

- Further develop training needs identification mechanisms
- Further enhance the professional capacities and training skills of the trainers in the identified fields and for administrative staff
- Develop comprehensive curricula in the identified fields and for administrative staff
- Further develop of orientation programs of KJI

Activities to achieve Result 2: Enhanced management of the KJI

- Assist KJI in developing strategic planning
- Further develop the professional capacities and skills of KJI's Management and staff
- Update and supplement the current KJI's Database with additional modules/tools
- Implement relevant trainings for KJI's staff

ADDITIONAL DESCRIPTION

COMPONENT I

This action includes three components with the aim to further develop and strengthen the capacities and capabilities of the academy and other public safety agencies in order to be able to provide qualitative education in public safety based on EU and international standards.

Currently, Kosovo Police, Customs and Kosovo Police Inspectorate are conducting their own professional trainings. Few of these trainings are held in KAPS. Corrections and Probation services and Emergency Services attend more intensively the professional trainings in KAPS. During 2014, the Board of KAPS approved the minimum standard criteria for the vocational/professional public safety trainings. The Action aims at further strengthening the role of the Board as sustainable coordination mechanism that will make KAPS as a hub for professional trainings for all public safety agencies. Having in mind that KAPS is equipped with all necessary physical resources and that the Law on KAPS foresees such a role for KAPS, the Action will support KAPS, its Board and all public safety agencies to implement harmonised and standardised professional trainings. Existing training human resources will be used from Kosovo Police, Customs and other Agencies. Their capacities will be further strengthened. In parallel, necessary procedural and structural mechanisms will be developed in order for these trainings to be harmonised, coordinated by KAPS and fulfil the needs of the beneficiaries – public safety and security officers.

The Academy is to start Bachelor level studies in October 2014. Establishing the Curriculum for Bachelor in Public Safety was one of the strategic objectives of the Academy. Further strengthening of the Bachelor programme will include activities related to developing of e-learning platform and student exchange programme. To create an e-learning platform, the Academy is to sign agreements regarding the access to similar kind of international platforms. Moreover, the BA programme within KAPS will have a student-focused approach and this element should be present horizontally in all KAPS educational activities. This will be a crosscutting element within this Action for all three results/components.

Until now, the Academy has signed co-operation agreements with the Police University College of Finland and the Estonian Academy of Security Sciences. The three academies of Kosovo, Estonia and Finland have decided through the agreements to support each other for mutual benefit expressing their willingness to contribute to the improving of cultural, educational, research and development relations. Additionally, the Academy is a silent member of the Central European Exchange Program for University Studies (CEEPUS), an observer member of the Association of European Police Colleges (AEPC) and in an agreement process with the European Police College (CEPOL). The Academy has signed the mutual co-operation agreement with the Public University of Pristina to develop common projects of scientific research and education, to functionalize higher education and organise common academic and scientific activities. This Action will aim at supporting KAPS in developing and signing similar agreements and memberships with different relevant international stakeholders in order to increase the credibility and the awareness of KAPS as strong, sustainable and professional Academy.

The Law on the Academy enabled the establishment of the Institute of Research and Development within the Academy. The Institute became functional in 2014 after the academic staff was recruited and the staff members responsible for R&D issues were appointed. The Institute needs further strengthening to be able to support the development of an academic and scientific work of KAPS. This Action will support the development of a long-term research programme, co-operation and researcher exchange program with relevant national and international institutions.

COMPONENT II

The Action will provide support to the relevant beneficiary institutions in reviewing the legal framework that concerns newly created free legal professions, in developing professional and ethical standards and also in increasing awareness of other related judiciary entities/institutions on the role and relevance of the free legal profession to the overall efficient functioning of the rule of law in Kosovo.

The results are aimed at strengthening the judiciary sector by improving the capacities of free legal profession through further development of court connected mediation, notary, private enforcement agent and bankruptcy administration systems as well as the bar association.

The relevant institutions are partly new, e.g. in the case of the association of bankruptcy administrators. While it is the aim to bring each of the bodies to a professional and functional level it is evident that they need tailored assistance to meet their needs.

The monitoring of the work of the free legal professions is the responsibility of the Department for Free Professions within the Ministry of Justice. The Action will support the Department and aim at introducing an efficient monitoring system, including training and licencing in accordance with EU standards.

The Ministry of Justice is sponsoring a law on establishing an Academy of Justice which is in the consultation phase. The current mandate of the KJI may be extended to include further legal professions, including those mentioned above. This action would have to take such change of circumstances into account. In any event, a sustainable legal education/training system will be supported.

COMPONENT III

The Action aims at strengthening Management and Human Resources of the KJI, by bringing staff capacities into line with institutional needs and its mandate. KJI as sustainable training institution needs its strategic planning to be in place and conducted efficiently. The Action will support KJI in developing relevant strategic policies and practises.

In addition the action will strive in further enhancing the capacities of KJI trainers, with specific focus on specialised trainings for judges and prosecutors. Based on the achievements and result of the previous actions supporting KJI, this action will build on lessons learned and further enhance and strengthen the training capacities of KJI.

The Ministry of Justice is sponsoring a law on establishing an Academy of Justice which is in the consultation phase. This action would have to take such change of circumstances into account.

The following are the **identified risks** related to this action and its three components:

1. Willingness of all public safety agencies to coordinate with KAPS on professional training issue: currently this coordination is not fully functional. It will be still a risk for this action. The action will from the beginning focus on this particular issue and work closely with all public safety agencies and KAPS on development of sustainable coordination mechanisms for implementation of the professional trainings.
2. Academic education as well as the research and development in public safety are new areas for KAPS and Kosovo in general. There is a need of strong political will to take these processes forward and the lack of this will might affect the achievement of project results. The action will maintain a close cooperation and contact with the KAPS board which is comprised by the highest level management of all public safety institutions, including ministries.
3. The design of the future Academy of Justice is slowing down the activities, preventing a coherent approach in legal education or hamper the functioning of the KJI or future Academy of Justice: the Action needs to monitor and possibly contribute to the transformation process.

Pre-conditions:

- KAPS BA programme accredited by KAA
- Planned number of students from all public safety agencies enrolled in BA programme.
- The Board of KAPS fully functioning as a decision making body for public safety professional trainings.

- KJC and KPC are strongly committed, involved and integrated in the design and implementation of the action.
- All free legal professions are committed and coordinate their activities.

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

The EU Office in Kosovo, as Contracting Authority is responsible for the management of the Action.

The Action requires close donor coordination arrangements with all donor agencies involved in this particular field. For this purpose the Ministry of European Integration provides necessary mechanisms and fora for donor coordination in Kosovo. This coordination will be closely supported by the Department for European Integration and Policy Coordination within the Ministry of Internal Affairs.

All major decisions related to the overall implementation of the projects will be decided and approved by the project steering committee. The project steering committee will be composed by all relevant stakeholders that are benefiting for the project and are relevant for this particular subject matter. Other line ministries and non-governmental actors will be invited to take part if and when discussions are related to their mandate.

COMPONENT I

The main institutional stakeholders benefiting from the Action are:

The Ministry of Internal Affairs (MIA) has a functional role in achieving the objectives set out in the project, based on the policies designed for all independent agencies such as: Kosovo Academy for Public Safety, Kosovo Police, Kosovo Police Inspectorate, and Emergency Management Agency. These agencies regularly hold meetings with the Minister of Internal Affairs and with the Cabinet of Minister, to discuss, coordinate and make any decisions for the agency developments.

The Kosovo Academy for Public Safety is responsible for the coordination of activities with the Public Safety Agencies in order to achieve strategic objectives of the project.

Other ministries and agencies which will participate in and benefit from the project are: Kosovo Police; Kosovo Police Inspectorate; Kosovo Correctional Service; Kosovo Customs; Kosovo Agency of Emergency Management; Ministry of Justice; Ministry of Education, Science and Technology; Ministry of European Integration; Kosovo Accreditation Agency.

COMPONENT II

The main institutional stakeholders benefiting from the Action are the Ministry of Justice and the (free) legal professionals' bodies and their members.

Considering that the project designed has different results with different beneficiaries, the Ministry of Justice as responsible institution for the justice sector shall ensure full coordination and coherence among the project beneficiaries and stakeholders to fully achieve the results.

Representatives of the private bodies should also be involved in the project management to ensure the achievement of the project's results, namely representatives from mediation experts, notaries, private enforcement agents, bankruptcy administrators and private advocates.

COMPONENT III

The main institutional stakeholders benefiting from the Action are the Kosovo Judicial Institute, the Kosovo Judicial Council and the Kosovo Prosecutorial Council and judges and prosecutors.

The Kosovo Judicial Institute will work closely with the Kosovo Judicial Council, Kosovo

Prosecutorial Council and the Ministry of Justice to consider and serve the needs of judges and prosecutors.

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

The Action and its components will be implemented through the Direct Management modality. The following are the types of financing foreseen for the implementation of this Action:

Two twinning contracts: one twinning contract for Component 1 for an indicative amount of EUR 1.4 million and the implementation period of 36 months and one twinning contract for Component 3 for an indicative amount of EUR 1.0 million and the implementation period of 30 months.

There will be one service contract through international restricted tender for an indicative amount of EUR 1.4 million and the implementation period of 36 months.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

The action foresees the regular monitoring from the main beneficiaries (MIA, MOJ, KAPS and KJI) and the EU Office in Kosovo through direct participation in an action steering committee which will supervise and guide the implementation of activities to be implemented by the implementing agency as described above. Furthermore, regular reporting will be provided by the implementing agency. The action further foresees monitoring from the Results Oriented Monitoring (ROM) mechanism from the EU.

The implementing authority will provide regular reporting on the implementation of the action, and on ensuring the beneficiary's needs and concerns are met and addressed. The implementing authority will ensure the flexibility of accommodating the needs within the framework of the action's mandate. The assessment will be used to provide suggestions for the future implementation of similar programming and draw out lessons learned from the current phase.

The action may be evaluated at the interim or ex-post stages under the supervision of the action Evaluation Unit. The action may be audited by the Court of Auditors – in line with the standard European Commission procedures.

The monitoring of the action will be based on the four clusters of indicators as set below:

- Resource Indicators (indicators which provide information on the financial and human resources allocated by the experts' team to reach the results as described in the logframe)
- Output Indicators (indicators which represent the product/output of the each implemented activity);
- Impact Indicators (indicators, which represent the consequences of each implemented activity such as backlog reduction or number of court case decisions enforced)

INDICATOR MEASUREMENT

Indicator	Description	Baseline (2013)	Last available (2013)year)	Milestone 2017	Target 2020	Source of information
Number of graduated students, representing all public safety agencies, as first generation (2014/2015) of KAPS Bachelor Program	KAPS Bachelor program will start with its first generation of students in October 2014	0	0	Planned 60 students to be enrolled in 2014	At least 80% of students graduated by 2018	Academic records and reports of KAPS
Number of law enforcement officials attended vocational training in KAPS;	The vocational training in KAPS is currently conducted both in KAPS but also in other public safety agencies. KAPS is to establish sustainable vocational education system in public safety field with certified pool of trainers and appropriate training programs and facilities	Annual average of 3500-5000 participants of basic trainings in KAPS	Annual average of 3500-5000 participants of basic trainings in KAPS	4,000 law enforcement officials attending vocational training provided in KAPS in 2017	5,000 law enforcement officials attending vocational training provided in KAPS in 2018	Official vocational training records in KAPS
Level of access to justice through mediation and notary services	As the notary and mediation services are relatively new services in Kosovo, citizens still refer to the courts in matters pertaining to notaries and mediators. The mediation and notary services shall be increased.		206,543 cases in 2013	30 % increase	50 % increase	- KJC statistics - Mediaton Commission statistics - Chamber of Notaries statistics
Level of confidence in judicial system through efficient enforcement system	The backlog of cases has been an issue for years in Kosovo. The efficiency of the courts is to be measured, among others, by number of executed cases in courts		100 000 unexecuted cases in 2013	30 % increase by 2017	50% increase in executed cases by 2018	- KJC statistics, - Enforcement Association - statistics.
Functionality of the MOJ Department for free legal professionals	The Department is newly established entity and not fully staffed and functional.	na	4 staff recruited in 2013	Full staff of at least 6 staff recruited executing their tasks	Full staff of at least 6 staff recruited executing their tasks	- Ministry of Justice reports, organigram - Action reports - Evaluation reports produced by the Department

Level of quality of trainings provided by KBA	KBA aims at improving their training provision that would meet the standards of trainings for judges and prosecutors		85 trainings provided in 2013	Number of trainings provided increased by 25 %	Number of trainings provided increased by 30 %	- Kosovo Chamber of Advocates statistics
Increase of training capacities offered by KJI	KJI staff needs to be able to plan curricula and incorporate new training needs and apply EU and international standards, including interdisciplinary and personal competences related trainings.		Interdisciplinary and personal competence comprise up to 5% of overall training curricula of KJI in 2013	20% increased	25% increased	KJI Annual Report KJC Annual Report KPC Annual Report

5. CROSS-CUTTING ISSUES

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

The scope of the activities in this action does not involve any elements that could threaten, hazard, or endanger the environment. During all stages of the activities production of printed materials will be kept to the strictest minimum.

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

The action has been designed in close cooperation with relevant international organizations with specific expertise in the field of the intervention. Such organizations will be also playing a critical role in providing technical inputs and guidance to ensure alignment with international standards and best practices. Civil society will be involved in the development of new policies as part of the National Authority and in terms of the implementation of such policies.

The involvement of identified layers of the civil society is essential to ensure an exhaustive transfer of legal knowledge to all potential target groups. Besides the direct beneficiaries identified above in the action document, the following cooperation should be sought:

- Universities as key organisation in the transfer of legal knowledge should be linked with activities where appropriate
- NGOs active in the justice sector (and in particular in legal aid scheme) should be involved to ensure cooperation with legal practitioners and support in getting the support of the population.

EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING

In the implementation of the project specific attention will be given to the need to reflecting gender balance and equal opportunities in the project. The action will ensure mainstreaming of gender and minority issues both within the target institutions and the operational activities. Trainers and experts, involved in the project could be equally represented of women and men but must have skills to ensure effective mainstreaming of gender equality based on the values and the Equal Opportunity Plan of the training institutions. The importance of this dimension is reflected in the Kosovo Civil Service Law, the Law on Gender Equality, and the Anti-Discrimination Law. This dimension is also reinforced in the European Partnership and the SAA Action Plan. The action will ensure mainstreaming of gender and minority issues both within the target institutions and the outputs (services provided by these institutions).

Effective gender mainstreaming will be taken into account at all stages and aspects during the implementation of the project. The action will ensure gender balance both amongst participants in working groups for development of new policies as well as amongst trainees benefitting from the various opportunities for attaining new skills. Furthermore, the specific needs of both women and men will be incorporated into the development of all training modules developed in order to ensure their accessibility to both target audiences.

MINORITIES AND VULNERABLE GROUPS

The action will actively encourage the participation of officials from minority communities to participate in the trainings and curricula to be implemented. Specific focus during the Action activities will be given to newly engaged law enforcement staff from Serb community and their training.

Beneficiaries' staff will have to be appropriately sensitized to the principles of fair treatment of minority communities in public sector employment policy and practice. The events organised under this project will ensure targeting all the minority communities in Kosovo, through provision of translation and producing print, visual and audio material in local languages. Specific focus during the

Action will be given to newly engaged legal practitioners from Serb community. In the implementation of actions there will be no direct or indirect discrimination against any person based on gender, age, marital status, language, mental or physical disability, sexual orientation, political affiliation or conviction, ethnic origin, nationality, religion, race, social origin or any other status. The activities implemented should have impact on all territory of Kosovo. The implementation of activities shall be planned to ensure outreach and engagement of minorities and vulnerable groups, in particular in-so-far as improved access to justice and enhanced use of ADR system are concerned. The activities should aim at improved participation of minorities and vulnerable groups both in service delivery throughout Kosovo as well as in consultation phases for potential new reforms.

6. SUSTAINABILITY

Rule of law institutions are aware that to fulfill the expectations of this action, close interagency cooperation is required between various stakeholders, to further strengthen the rule of law sector in Kosovo. Moreover, the management of rule of law institutions is expected to increase its commitment, to enhance the knowledge and understanding of their staff, to strengthen the internal communication and coordination, in order to ensure effective policy decisions in the rule of law.

The Ministry of Justice, Ministry of Internal Affairs and all justice and law enforcement sector institutions in Kosovo have developed and matured over time a clear ownership of processes and actions implemented through EU funded projects. The institutions have been supported through their various stages of development, both through EU funds as well as bilateral assistance, and full engagement in each step of implementation has proved the most effective sustainability strategy.

The proposed action will ensure sustainability by institutionalising reforms in policies and practices amongst KJI, KAPS and the relevant governmental institutions in order to create a sustainable education program for judiciary and law enforcement agencies. Firstly, all existing and new training modules and curricula will be developed in a participatory manner involving all implicated institutions to ensure full buy-in and commitment for all actors. Second, training modules will be kept within education institutions such as KJI and KAPS in order to be able to replicate trainings to new staff or in the case of staff turnover.

The current action, which will reinforce new mechanisms and institutions (such as Notaries) as well as established ones (such as the Bar Association), will need to focus on various levels of sustainability: administrative/procedural level; institutional level; inter-institutional level and justice system level.

Results in this sense will be achieved through tailored technical assistance for: development of SOPs at each institution level (including administrative and operational procedures); training and capacity building, with strong focus on Training of Trainers activities; strategic planning for definition of medium and long term reform strategy and formulation of time-bound action plan; improvement of impact monitoring mechanism for systematic review of implemented action plan.

7. COMMUNICATION AND VISIBILITY

For the successful management of the project, a detailed visibility plan will be presented by the implementing partner to the EU Office in Kosovo with the necessary activities and budget allocations. The visibility plan will include visibility activities/events such as media events, brochures, leaflets to present project results to a wider audience. A public kick-off with visibility and public information will be organised for each action.

Communication and visibility will be given high importance during the implementation of the Action. The implementation of the communication activities shall be the responsibility of the final beneficiary, and shall be funded from the amounts allocated to the Action.

The European Union Office in Kosovo has developed clear visibility guidelines and ensures that all projects which are implemented in Kosovo are fully in line with these guidelines. Project visibility is also clearly stipulated in all contractual documents whereby the contractors/implementers are obliged to adhere to all EU visibility requirements.

All necessary measures will be taken to publicise the fact that the Action has received funding from the EU in line with the guidelines developed by the EU Office in Kosovo, as well as the provisions outlined in the Communication and Visibility Manual for EU External actions.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions. Visibility actions should also promote transparency and accountability on the use of funds.

It is the responsibility of the beneficiary to keep the EU Office fully informed of the planning and implementation of the specific visibility and communication activities.

The beneficiary shall report on its visibility and communication actions in the report submitted to the IPA monitoring committee and the sectoral monitoring committees.