



REPUBLIC OF MACEDONIA

Academy for Training of Judges and Public
Prosecutors

2009 ANNUAL REPORT

**on the work of the
Academy for Training of Judges and Public
Prosecutors**



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In 2009, the Academy for Training of Judges and Public Prosecutors (The Academy) undertook all legal activities related to the initial training of judges and public prosecutors, continuing education programs for judges, public prosecutors and other target groups. It is noted with pleasure that the obligations stemming from the Programmes for initial training of two generation of candidates for judges and public prosecutors. The Framework Programme for continuing professional education of judges, public prosecutors and other target groups for 2009/2010 has been fully realized, as well as the annual and detailed calendar of planned activities for continuing professional education adopted for its realization. In the course of 2009, the Academy improved the quality of the training, worked intensively on strengthening its own capacities, expanded and strengthened the domestic and international cooperation and consistently implemented the recommendations of the European Commission presented in the Progress reports for the Republic of Macedonia and the evaluation reports of the CARDS 2004 project. Thus, the Academy is continuously contributing to strengthening the expertise, professionalism and independence of the judiciary as one of the priorities of the judicial reports in the Republic of Macedonia, and a key priority of its Partnership for Accession in the EU.

In the course of 2009, the priorities and goals set out in the National Programmes for the Adoption of the Acquis of the Government of the Republic of Macedonia, as well as the Work Programme of the Academy for 2009, prepared by the Director of the Academy and adopted by the Management Board of the Academy, were fully realized.

I. INSTITUTIONAL DEVELOPMENT

EMPLOYMENT

In accordance with the National Programme for the Adoption of the Acquis, the Academy for training of judges and public prosecutors developed its midterm priorities for institutional building, staff increase and administrative capacity building. To that end, five new employments were planned and realized in 2009.

The professional staff of the Academy has 20 employees – 18 permanently and 1 temporarily employed persons (outsourced), and 1 person employed through a project.

This year is marked by increased participation of the civil servants in trainings mainly organized by the Agency for Civil Servants. Thus, the employees attended training programs related to human resources: employment and selection, project management, public procurement and financial management training, as well as IT training. The total number of trainings attended by the employees of the Academy for training of judges and public prosecutors in 2009 is 15 (fifteen).

In addition, to the training, other legal obligations stemming from the Law on Civil Servants were also realized, related to evaluation of civil servants and the preparation of the Programme for equitable representation and the Programme for training civil servants.

BUDGET AND PUBLIC PROCUREMENT

The Academy began 2009 with an approved budget of 33.133.000, 00 denars, which is 1.8% less in comparison with 2008.

As part of the investment program and resources for the 2009 budget, in the course of 2009, the Academy executed a total of 27 procedures for awarding public procurement contracts, with a call for requests, two by way of announcements, 25 without announcements.

INFORMATION TECHNOLOGIES (IT)

In the course of the first half of 2009, hardware equipment was procured through public procurement procedures. This procurement has made possible the implementation of the software solution prepared for the needs of the Academy i.e. the SharePoint portal of the Academy. The portal maintains a complete data base of participants in the initial training and participants in the continuing education program. Also, the portal maintains the records of all the activities taking part in the Academy, both in terms of instruction carried out in the initial training, and the trainings carried out as part of the continuing education programs. This software solution also provides for an e-learning platform, which offers possibilities for distance learning.

The instalment of the Share Point portal was followed by a phase of adjustment and migration of all already existing data. More than 12,000 records from the period of 22.11.2006 to 1.7.2009 underwent the data migration procedure. By the end of the year, the portal was enriched with 4.000 new records.



US Ambassador Philip T. Reeker as a guest on the presentation of the SharePoint portal of the Academy

LIBRARY

In 2009, the Academy for Training Judges and Public Prosecutors enriched the library fund with new books and legal texts and commentaries, though its own resources and donations (GTZ, UNICEF). At the end of the year, the Academy also bought 30 new titles of domestic and foreign legal literature.

Being a member of MEB (Macedonian e-Libraries), the library of the Academy gained access to the EBSCO data base services, making it possible for its users to have free access and to search of the electronic versions of over 20,000 scientific and professional periodicals and journals, such as Harvard Law Review, New York Times, Wall Street Journal, National Geographic and many others.

The Academy felt there was a need for a professional publication that will present all activities of the Academy, as well as the views of renowned legal authorities; a publications where experts can share their experiences with the readers, where topics and articles from domestic and foreign authors, as well as cases from the domestic and international jurisprudence with be presented.

As a result, the Academy published the first edition its professional journal “IUSTITIA”, in cooperation with the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ). The journal will be published quarterly. The first edition was published with a circulation of c. 600. Due to the great interest, it was distributed to all courts, public prosecutor’s offices, relevant ministries, international and domestic institutions and diplomatic offices in the Republic of Macedonia.

In order to improve the work of the library, in March 2009 the Academy made it possible for its librarian to attend two beginner courses of COBISS 2, related to library operations and cataloguing according to the COBISS system. COBISS was installed in the library of the Academy, thus beginning of the trial phase and the operations of the real data base. This will allow the Library to provide access to its library funds to all members who a part of this platform.



Promotion of the Academy's first edition of professional journal "Justitia"

II. ACTIVITIES OF THE BODIES OF THE ACADEMY

WORK OF THE MANAGEMENT BOARD OF THE ACADEMY

In the course of 2009, the Management Board of the Academy held eleven sessions, at which it deliberated and decided on issues related to its scope of work.

In the course of 2009, at the proposal of the Director of the Academy, the Management Board adopted certain general acts, set out programmes, and adopted reports. They include:

- Report of the work of the Academy for training judges and public prosecutors for 2008
- Annual public procurement plan for 2009 for the Academy for training of judges and public prosecutors
- Work program of the Academy for training of judges and public prosecutors for 2009
- Program for initial training at the Academy for training of judges and public prosecutors
 - practical instruction
- Program for taking the entrance exams at the Academy for training of judges and public prosecutors for 2009

- Program for initial training at the Academy for training of judges and public prosecutors - theoretical instruction (at the Academy) for 2009/2010
- Rule Book on the course and manner of holding the practical instruction that is part of the initial training, the rights and obligations of candidates for judges and public prosecutors and their mentors.
- Rule Book on the launch, regiment and discipline, disciplinary measures and other rights and obligations of the candidates for initial training at the Academy- theoretical instruction (at the Academy).
- Rule Book on the organization and work of the library at the Academy for training of judges and public prosecutors of the Republic of Macedonia

WORK OF THE PROGRAM COUNCIL OF THE ACADEMY

In the course of 2009, the members of the Programme Council, the expert body of the Academy, held a three sessions on which it deliberated and defined proposals for initial training programs:

- Draft- program for the initial training- practical instruction,
- Draft program for taking the entrance exam at the Academy for training of judges and public prosecutors for 2009,
- Draft- program for the initial training at the Academy for training of judges and public prosecutors – theoretical instruction (at the Academy) for 2009/2010,

WORK AND ACTIVITIES OF THE DIRECTOR OF THE ACADEMY

In 2009, the Director of the Academy conducted all competencies provided for by the Law, Statue and general acts of the Academy, with the aim of ensuring the conditions for regular and lawful operations in its day to day activities.

As member of the Judicial Budget Council and the Council of Judicial Reforms, the Director took part in the work of these bodies during their sessions.

The Director of the Academy is also a member of the working group drafting the National program for adopting the Acquis of the EU and establishing the negotiations positions for the accession process in the EU; the group also submitted to the Minister of Justice proposals for revision of the National program for adoption of the Acquis for 2010.

As President of the working group drafting the new Law on the Academy for training of judges and public prosecutors, the Director participated in the drafting of the text, drawing attention to the strong points and weaknesses that came to light in the course of the three years implementation of the Law on the Academy of judges and public prosecutors, as well as the experience from the training programs to date, especially the initial training and the first cycle of selection of graduated candidates at the Academy. The recommendations from the Progress Report of the European Union for the Republic of Macedonia were taken into consideration, as well as the report of the evaluation mission of the European Commission for 2008, the two

reports of the evaluation mission of the 2004 CARDS project, and the proposal for changing the Law on the Academy of the 2004 CARDS program of November 2007, comparative practices of training institutions with longer standing traditions in the region and in broader, as well as most recent documents and practices regarding latest trends in training based on international standards adopted by the European Commission, and the training networks of the Council of Europe (the Lisbon network) and the European judicial training network (EJTN). The draft text is ready and awaiting further proceedings.

The Director was also President of the working group set up at the Ministry of Justice that prepared the Action plan for implementation of the new Law on Criminal Procedure.

Within the framework of International Organization on Migration (IOM) a working group was set up to prepare a training program on the topic of human trafficking and migrant trafficking. The Director of the Academy is a member, and took part in the activities of this group on a regular basis.

The Director is also a member of the working group set up within the Ministry of Foreign Affairs working on amending legislation related to hate crimes.

In 2009, as part of a USAID project, the Director took part in the work of the Working group drafting the Strategic Plan for the judiciary for 2010 - 2012.

The Director is a president of the editorial board of IUSTICIA, the first professional publication of the Academy. The Director also contributed with an article on the topic of quality of judicial decisions:” Is it possible to measure and evaluate the quality of justice?” Opinion 11 of the CCJE



The Director and other members of the Macedonian delegation of judiciary during a study visit in USA

In 2009, the Director of the Academy held numerous lectures and presentations to judges and public prosecutors on different topics

As member of the Working group of the Consultative Council of European Judges (CCJE) within the Council of Europe, she took active part on the 16th meeting of the working group that took place in Strasbourg, France in February 2009, and on the 10th plenary meeting of the CCJE in Brdo, Ljubljana, Slovenia in November, 2009, when she was re-elected as a member of the working group of the Council. During the plenary session, the invitation of the Minister of Justice, Mr. Mihajlo Manevski to have the Republic of Macedonia as a host of the working group of this Council in June 2010, as part of the chairing of the Council of Europe, was accepted with satisfaction. Also, on several training events, the Director has presented the adopted CCJE Opinions No 7, 9 and 12.

As representative of the Academy, which is a member of the Bureau of the Lisbon Network of the Council of Europe, she took part in the 8th meeting of the Bureau in March, 2009, in Bucharest, Romania.

The Director took active part in the activities of the EJTN, by realizing the Programs for exchange of judges, public prosecutors and educations, and by realizing the trainings listed in the Training Catalogue of EJTN. In June 2009, she took part on the 12th General Assembly of EJTN that has held in Prague, the Czech Republic.



EJTN's 12th General Assembly, Prague 3-4 June 2009

Regarding international cooperation with the schools for training of judges and public prosecutors in 2009, the Director of the Academy for training of judges and public prosecutors, maintained intensive cooperation with similar schools in Croatia, Albania, Serbia, Kosovo, Romania, France and other schools from the region and otherwise.

At the invitation of the Director of the Kosovo Judicial Institute, Mr. Lavdim Krasniqi, she attended the inauguration ceremony of the initial training for the second generation of candidates for judges and public prosecutors, and in December 2009 attended the graduation ceremony of the first generation of candidates that completed the training at the Kosovo Judicial Institute. A part of this cooperation, an EC project was initiated for cooperation among training institutions in Kosovo, Germany and Macedonia and their comparative experience.

For the purpose of strengthening the human resources and institutional capacities of the Academy, in July 2009, the Director of the Academy led the delegation from the Academy on a study visit to the European Law Academy and the Judicial Academy in Trier, the Court of Justice in Luxemburg, as well as the European Institute for Public Administration (EIPA) in Luxemburg. At this time, the bases for commencing official cooperation between the Academy for training of judges and public prosecutors and EIPA were agreed, as well as concrete measures for initiating cooperation with the other esteemed institutions that were visited.

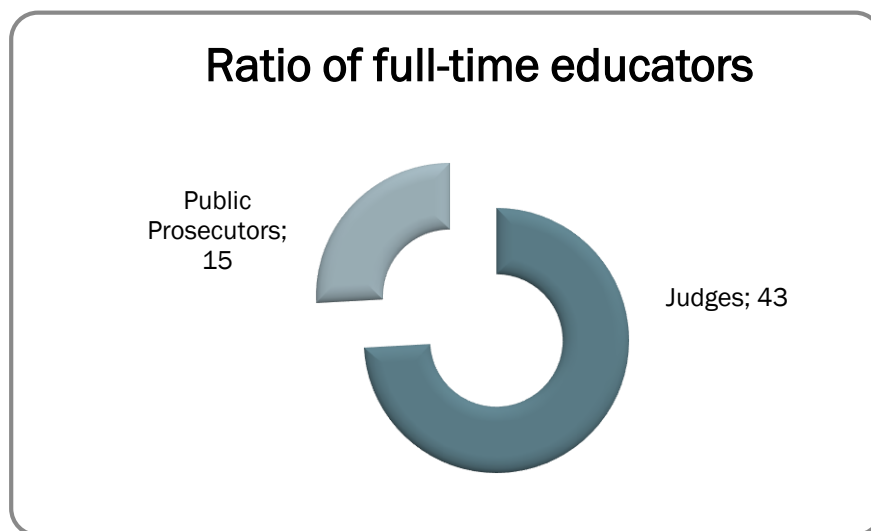
WORK AND ACTIVITIES OF THE PROFESSIONAL STAFF

In the course of 2009, the professional services of the Academy, albeit understaffed, fully realized the tasks of all work posts foreseen by the Systematization Rule Book. In doing so, they extended their full support and gave a significant contribution to the realization of all planned goals and activities of the bodies and organs of the Academy and contributed to its institutional strengthening. The professional services worked on carrying out all activities of the Academy, starting from its primary function, the implementation of all training programmes, technical and logistical support for the exam commissions, initial training candidates, the educators and mentors in following the planned schedule of classes in the initial training, and for each seminar in the continuing education programme, provided logistical support in organizing study visits, visit of delegations, protocol matters, employment, public procurement, budget execution, maintenance and upgrading of the IT equipment and other activities aimed at facilitating normal day-to-day functioning, and further development of the Academy. A particular accent was given to the training of the professional staff in the area of their work, with the aim of further strengthening and advancing their capacities, work skills and ethical, human and professional qualities.

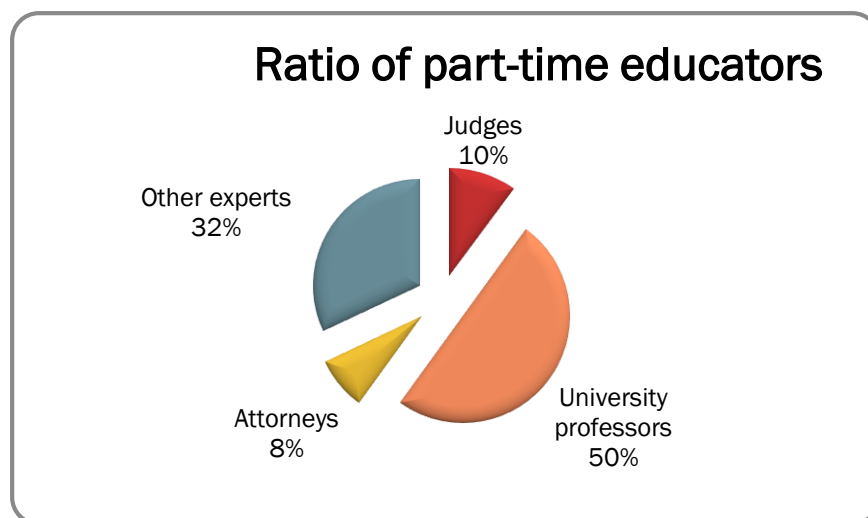
EDUCATORS IN THE ACADEMY

The education process at the Academy is directly conducted by a total of 108 educators: 58 permanent educators, 43 of whom are judges and 15 public prosecutors, and 50 temporary educators, 5 of whom are retired judges, 25 university professors, 4 are attorneys, and 16 other experts. In accordance with the Rule Book for educators and mentors at the Academy for training of judges and public prosecutors (Official Gazette no. 44/2007), ad hoc experts (domestic and foreign) were engaged for specialized topics and areas.

➤ Permanent Educators:



➤ Temporary Educators:



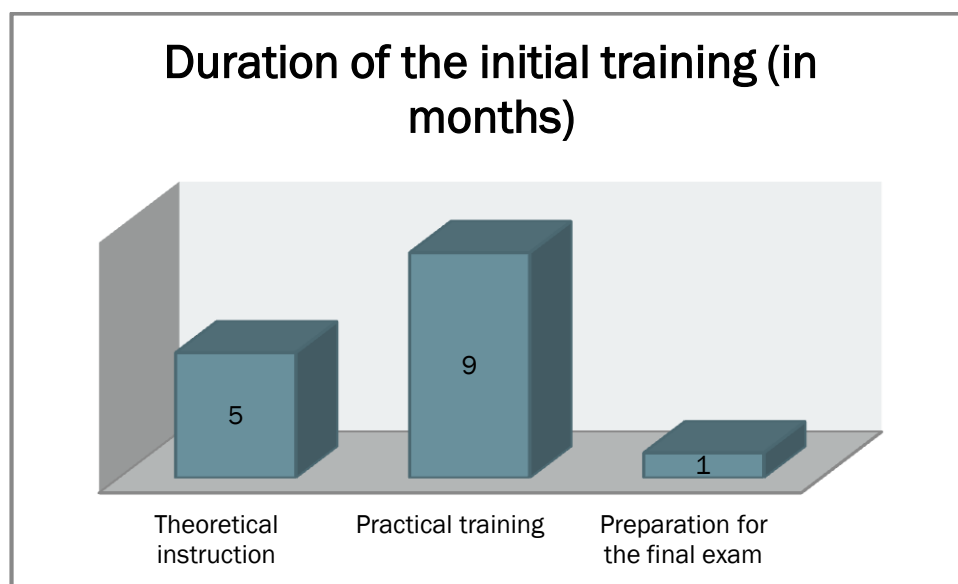
For the purpose of executing its planned activities, the Academy began a procedure for renewing and expanding the list of permanent educations that fulfil the conditions for educators foreseen by Law, the Statue and the Rule Book on Educations and mentors at the Academy.

III. INITIAL TRAINING

BASIC GOALS, STRATEGY

The basic goal of the Academy is through selection and the initial training of candidates for judges and public prosecutors to secure competent, independent and efficient performance of the function of judge and public prosecutor.

For the first time in the Republic of Macedonia, an objective system for election of judges and public prosecutors is being created, based on precise and measurable criteria that follow the achievements of the candidates through continuous assessment by the educators and the mentors, and a final exam.



FIRST GENERATION OF INITIAL TRAINING - 2007/2008

The graduation ceremony for the first generation of graduates was held on 4th February, 2009. It was attended by representatives from government, the judiciary and the diplomatic corps in the country. On that occasion, the Director of the Academy awarded diplomas to the first generation of candidates that completed the initial training. With their training complete, they acquired the status of candidates for judges and public prosecutors. In June 2009, the Judicial Council and the Council of Public Prosecutors started the selection process for judges and public prosecutors from among these candidates, and 13 candidates were selected for judges and 10 for public prosecutors.



Ceremony on awarding the certificates of the first generation of graduated candidates at the Academy

SECOND GENERATION OF INITIAL TRAINING – 2008/2009

From 1st January to 31st December 2009, the Academy held in parallel initial training for two generations of candidates for judges and public prosecutors (the second generation 2008/2009 and the third generation 2009/2010).

Theoretical Instruction

In the course of the theoretical instruction for the second class of participants in the initial training, all planned activities were realized: a total of **720 regular classes, 23 supplementary classes, and 5 visits to institutions. A total of 4 domestic and 12 international experts held presentations during the supplementary classes.**

In the course of the five month theoretical instruction, the educators regularly assessed the participants with points and sub-points issued on the basis of accomplishments on tests, home work, essays and class activities. After the end of the instruction period, a ranking list with participants' results was issued for the theoretical work.

The theoretical instruction of the initial training for the first generation of candidates for judges and public prosecutors ended on 19 February, 2009.

Practical Instruction – mentorship

The goal of the practical part of the instruction is to train candidates under the guidance of mentors, helping them to become professionally versed and capable to practically conduct the function of judge i.e. public prosecutor.

The practical instruction was executed in accordance with the Rule Book for Practical Instruction of the Initial Training, including rights and obligations of candidates for judges and public prosecutors and mentors (Official Gazette of the Republic of Macedonia, no.32/90), and in accordance with the Programme for Initial Training – practical instruction.

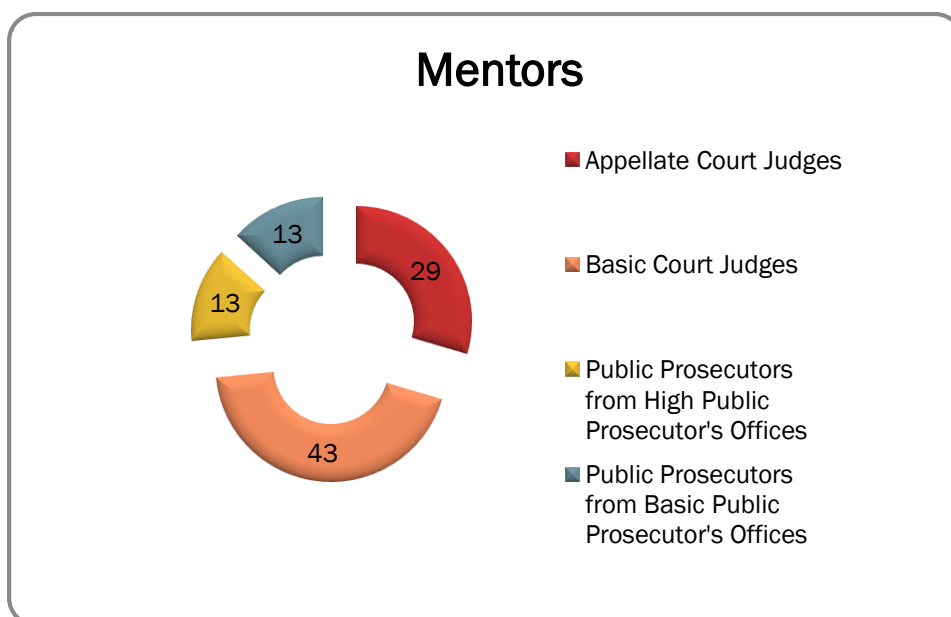
The practical part of the initial training for the second generation of participants in the initial training that began on 2 March, 2009 and ended with the final exam, lasted 10 months.

The concept of regional mentorship was adopted for the practical training, meaning that the instruction was conducted under the guidance of judges and public prosecutors from the Basic and Appellate Courts in Skopje, Shtip, Bitola and Gostivar, and the corresponding Basic and Higher Public Prosecutor's Offices. The aim of this concept is, through the interactive system of one mentor-one candidate, to contribute to an even spread development of the capacities and efficiency of the judiciary as a whole. Depending on their place of residence and regional affiliation, the candidates were assigned in the four appellate areas: each participant was assigned to mentorship team with a coordinator, responsible for the organization of the practical training of the candidate.

The aim of this concept is through the interactive system of mentorship, to contribute to a more comprehensive development of the capacities and efficiency of the judiciary as a whole. Depending on their place of residence, the candidates were allocated in the four appellate regions: in Skopje 13 candidates, 7 in Bitola, 5 in Shtip and 2 candidates in Gostivar.

A team of mentors was formed for each candidate, with a coordinator responsible for the organization of the practical training of the candidates.

A total of 98 mentors were engaged in the practical instruction from the appellate regions in Skopje, Bitola, Shtip and Gostivar: 29 judges from the Appellate Courts, 43 judges from the Basic Courts, 13 public prosecutors from the Higher Public Prosecutor's Offices and 13 public prosecutors from the Basic Public Prosecutor's Offices.



In accordance with the Programme for Initial Training, the mentorship process was conducted in the following manner:

- 10 weeks in a Basic Court, in all units dealing with criminal proceedings
- 10 weeks in a Basic Court, in all units dealing with civil proceedings
- 2 weeks in an Appellate Court, in a unit dealing with criminal proceedings
- 2 weeks in an Appellate Court, in a unit dealing with civil proceedings
- 10 weeks in a Basic Public Prosecutor's Office
- 2 weeks in a Higher Public Prosecutor's Office

The candidates also attend practical training in other institutions connected to the performance of judge's and public prosecutor's function, such as the Ministry of Interior of the Republic of Macedonia - Sector for Crime Scene Investigation Techniques, the Institute for Forensic Medicine and Criminality, correctional and penal facilities, the Centre for social works, the Cadastre, the Macedonian Stock Exchange and others.

The practical training was conducted by:

- Helping the mentor in activities related to his scope of work
- Preparing and reporting a case
- Researching case law and other sources of law
- Discussing and proposing decisions after the end of a trial
- Discussing and proposing decisions on criminal reports
- Writing procedural decisions
- Writing judgments and indictments
- Mock trials
- Preparing reports from visits to other bodies, institutions or establishments.

In the course of the practical training in all the regions of mentorship, according to a previously prepared schedule, a total of 76 mock trials were held - 38 civil and 38 criminal trials, using archived judicial and prosecution cases.

A total of 26 mock trials were held in the appellate region of Skopje – 13 civil and 13 criminal trials. In the appellate region of Bitola, 20 mock trials were held – 10 civil and 10 criminal. In the appellate region of Shtip 20 mock trials were held – 10 criminal and 10 civil, while in the appellate region of Gostivar there were 10 mock trails – 5 civil and 5 criminal.

After the end of the practical instruction, preparatory instruction for the final exam was held between 24th and 26th November during which the candidates held criminal and civil mock trials and also prepared indictments, and civil and criminal judgments. It was deemed as particularly important for levelling out the assessment criteria for the final exam, in view of the different practice of judges and public prosecutors in various appellate regions.

The candidates were continuously evaluated by their mentors by points and sub-points, entered into a mentor's book, following the criteria laid out in the Rule Book for practical training. Following the completion of the practical training, a ranking list was published, listing the achievements of each of the candidates in the practical training.

Training of Mentors

For the purpose of advancing and modernizing the mentorship work and practice, the Academy organized three seminars on the topic of “Training of Mentors”, separately for each appellate region.

Final Exam

The aim of the final exam at the Academy for training of judges and public prosecutors is to assess the overall theoretical and practical knowledge that the candidates have acquired and which is necessary for executing the function of a judge or public prosecutor. Consequently, it was planned in a very thought out and practical manner. The exam served as a final verification of the capacity of candidates to draft written judgements, decisions and indictments, their ability to perform the function of judge/public prosecutor in the course of a main hearing, and their views and attitudes towards the professional and ethical performance of the function of a judge/public prosecutor.

The final exam in the initial training began on 7th December, 2009. It was held before an Final exam Commission, constituted on the session of the Management Board held on 24th November, 2009.

The exam comprised of three parts. The written part of the exam is divided in two segments: drafting a civil or criminal judgment and drafting an indictment. During the second part of the final exam, the candidates held mock civil and criminal trials. The third part of the exam is an interview. After the assessment of all segments of the final exam, the Commission prepared and announced the final ranking list of the final exam. All candidates passed the final exam with solid results.

The Exam Commission prepared and announced the final ranking list of the total score of the candidates that underwent the initial training, by adding the points that candidates acquired during the theoretical instruction, the practical instruction and the final exam.

In accordance with the legal regulations, the final ranking list was submitted to the Judicial Council of the Republic of Macedonia, to the Council of Public Prosecutors of the Republic of Macedonia and to the Minister of Justice of the Republic of Macedonia. In accordance with Article 126, para. 2 of the Law on Courts (Official Gazette of the Republic of Macedonia no.58/2006 and 35/2008) and article 95, para 2 of the Law on the Public Prosecutor's Office ("Official gazette of the Republic of Macedonia" no. 150/2007), the candidates will be elected to fill 50% of the available public prosecutors' positions in the basic public prosecutor's offices and 50 % of the available positions as judges in the basic courts for the period until 2011 and after that period, all the posts for judges and prosecutors will be filled out of the candidates graduated from the Academy.

THIRD GENERATION PARTICIPANTS IN THE INITIAL TRAINING 2008/2009

The Decisions of the Judicial Council of the Republic of Macedonia, no. 07547/1 of 3rd March 2009 and the Decisions of the Public Prosecutor's Office of the Republic of Macedonia, no 87-9/2009 of 14th April, 2009, established 10 available posts for judges and 7 available posts for public prosecutors.

The structure of the third generation of students according to gender and ethnic affiliation is as follows:

- 13 women: 4 men
- 12 Macedonians: 4 Albanians:1 Bosniak

27 candidates on the enrolment exam passed the threshold of 70% of the maximum 100 points. After passing the qualification test and the entrance exam, 17 candidates with the best results were enrolled into the Initial Training Programme in the academic year 2009/2010.

For the purpose of preparing for the enrolment exam and implementing the principle of equitable and adequate representation, the Academy organized preparatory courses for the candidates that applied, that included simulation of the qualification test and entrance exam.

Based on the proposals, suggestions and evaluations of the candidates, the findings of the educators, bodies of the Academy and its professional services, the Program and Rule Book on Initial Training – theoretical instruction for 2008/2009, were revised with the aim of enhancing the practical aspects of the training, by strengthening the teams of educators with experienced practitioners and by introducing a strict obligation for the educator to maintain a 50:50 ratio during class – one half on theoretical and one half on practical issues, such as analyzing of case

studies, drafting of decisions and other procedural acts, as well as visits to institutions of the judicial system.

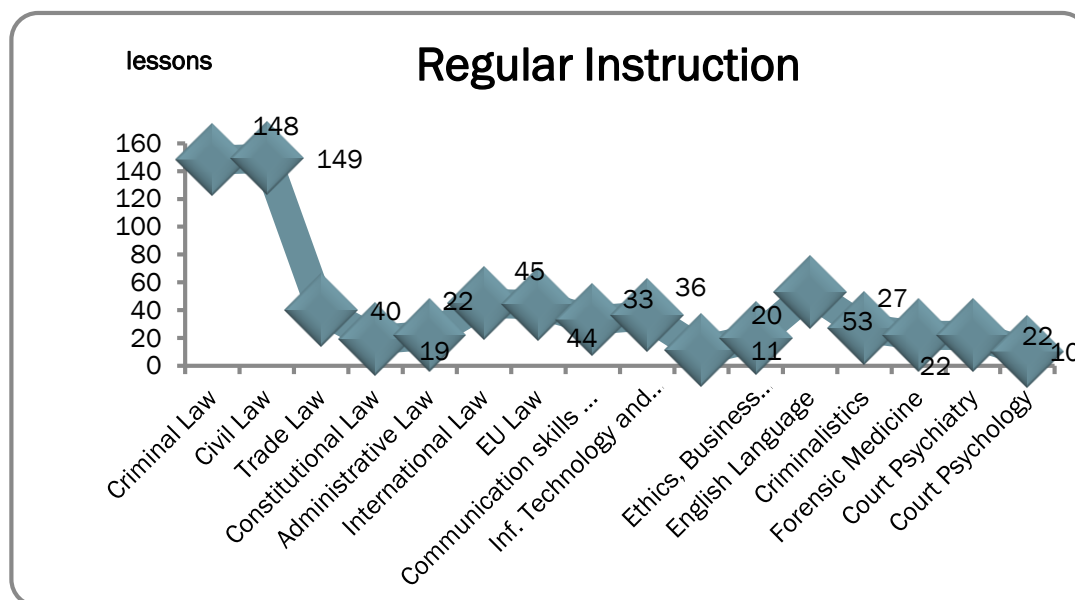
A substantial change is being foreseen regarding the evaluation of candidates for the theoretical instruction. Instead of periodic tests for each subject, the third generation will take a final comprehensive exam at the end of the theoretical instruction that will be divided in three parts for each group of subjects: legal subjects, general subjects, and specialized subjects.

REALIZATION OF THE INITIAL TRAINING FOR THE THIRD GENERATION OF STUDENTS

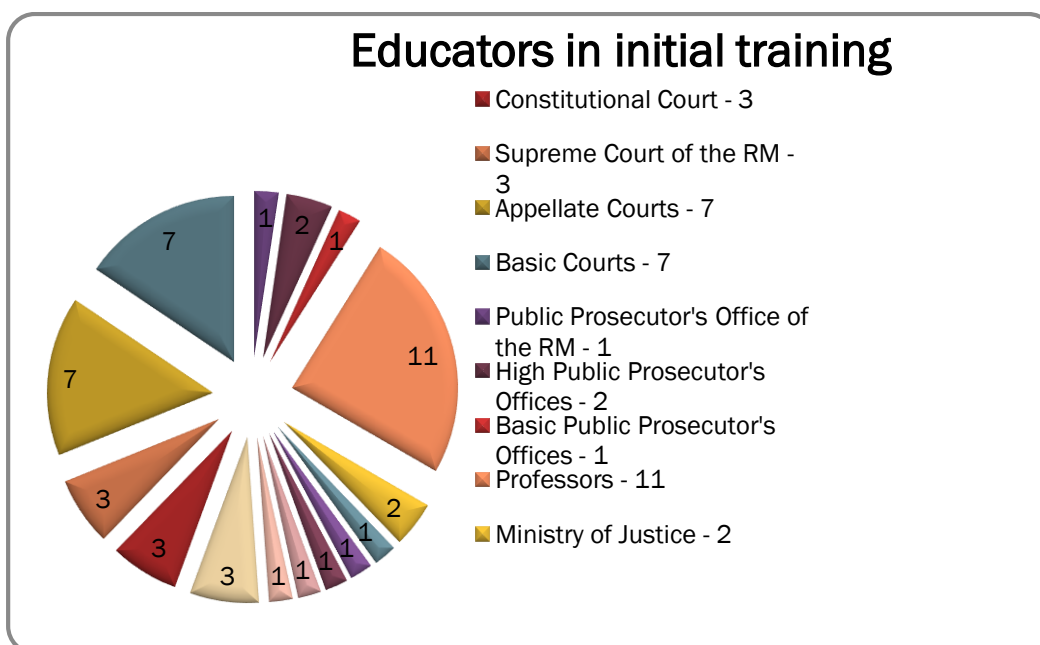
The third generation of students began the initial training at the Academy on 15th September 2009 and ended on 18th February 2010.

In accordance with the Programme for initial training at the Academy, theoretical aspects are covered with a total of 660 lesson hours of instruction, debate, discussions, analyses of case studies and other forms of training following a previously set schedule.

Within the framework of the theoretical instruction, **a total of 723 lesson hours were held, of which 701 regular and 22 supplemental lesson hours, as well as 8 visits to institutions.** Of the total of 701 classes that were held as part of the regular instruction process, the structure of hours per subject is as follows:

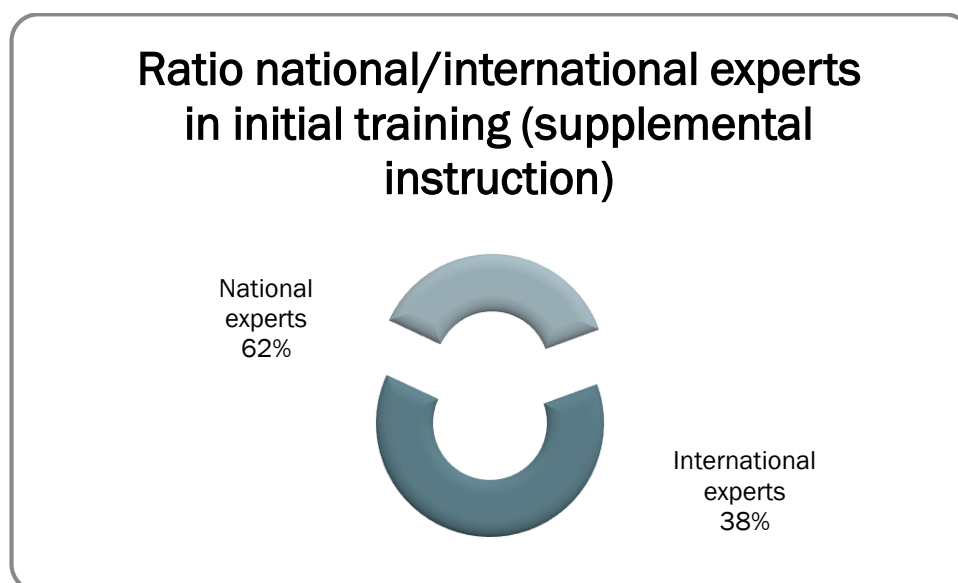


The structure of the 45 educators from the list of permanent educators at the Academy engaged for the theoretical instruction is as follows.



The training is held in accordance with the previously prepared and published detailed schedule of classes, which is public on the Academy's web site and notice board. Instructions take place every day from Monday to Friday. Regular classes are held from 8:30 to 15:05, and supplementary classes according to the requirements. Regular attendance, activities and assessment of the students is recorded daily in a Logbook, kept by each of the educators.

Supplemental instructions included lectures from 10 domestic and 6 foreign experts.



LEVEL OF REALIZATION OF THE INITIAL TRAINING

Instructions in the initial training for the second and third generation of students is being carried out 100% in accordance with the schedule of classes for theoretical and practical instruction. Additionally, there were supplemental classes which correspond to the needs of the participants attending instruction.

IV. CONTINUING PROFESSIONAL IN-SERVICE TRAINING

TARGET GROUPS

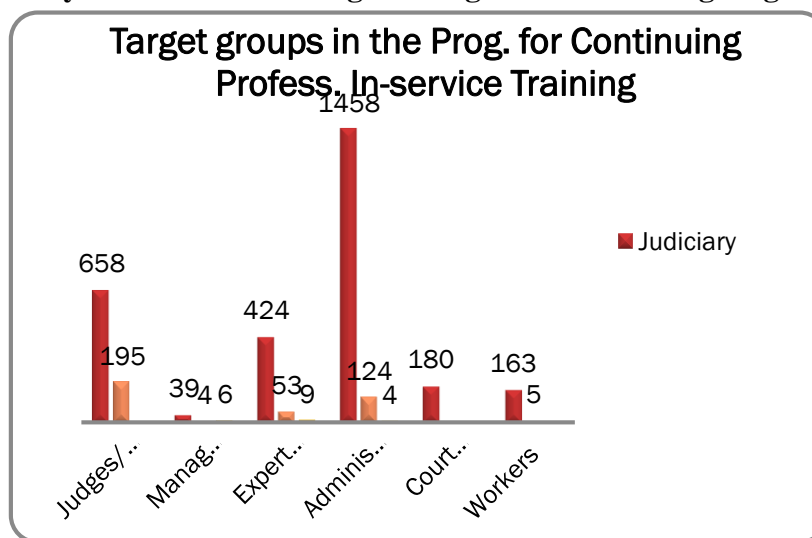
Pursuant to Articles 42 and 43 of the Law on the Academy for Training of Judges and Public Prosecutors (Official Gazette of the Republic of Macedonia No.13/2006), the Academy delivers continuing professional in-service training of judges and prosecutors and other target groups provided for in the Law.

The right to and obligation for the continuing professional in-service training of judges and prosecutors is met and delivered in the Academy in relation to their respective years of service, pursuant to Article 43 of the Law, namely as follows:

In accordance with the Law on the Academy, with the adoption and announcement of the Two-year Framework Training Programme, a structured, planned and detailed continuing training of judges and public prosecutors is being introduced, which is further realised by preparation and publishing of an annual activity work plan and quarterly activity work plans.

The objective of the Programme for Continuing Training is to maintain and improve not only the legal knowledge of judges and public prosecutors and their abilities for practical application of the laws, but also to develop their complementary skills necessary for the performance of the judicial-prosecutorial function and for improvement of their skills for application of international law and the law and practice of the EU, all of which, in its broadest sense, will contribute to strengthening the independence of the judiciary and the autonomy of the prosecution. The ultimate goal of the Programme is the creation of a modern, transparent and efficient judiciary and its preparation for integration into the European Area of Justice, as well as the preparation of judges and prosecutors for the process of life-long learning.

The Academy conducts continuing training for the following target groups:



PREPARATION OF THE PROGRAMME

Pursuant to article 122 of the Statue of the Academy, the Programme is prepared on the basis of previous training needs analysis of judges, public prosecutors and other beneficiaries of the services of the Academy, through consulting the opinions of institutions represented in the Management Board of the Academy, faculties of law, professional chambers and other relevant judicial institutions and organisations, as well as through the summarised evaluations of each training event and session by the participants and by the educators who directly deliver the training programmes, through the reports on the work of the courts and the Judicial Council of the Republic of Macedonia, and also on the basis of comparative experiences.

REALISATION

In the course of 2009, the Academy carried out, within the framework of the continuing in-service training activities, the following training programmes as adopted by the Management Board:

- Framework programme for misdemeanour commissions/ misdemeanour judges/ Administrative Court judges for 2008/2009;
- Framework programme for continuing professional in-service training in the area of administrative law aimed at judges from the Administrative Court of the Republic of Macedonia for 2008/2009;
- Annual and detailed quarterly training work plans for the year 2009.

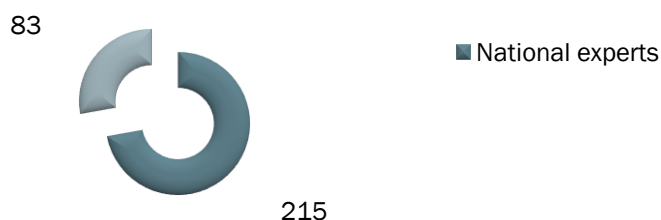
EDUCATORS

A number of domestic and foreign educators participated in the delivery of the training sessions for continuing professional in-service training in 2009; among the domestic experts, the majority

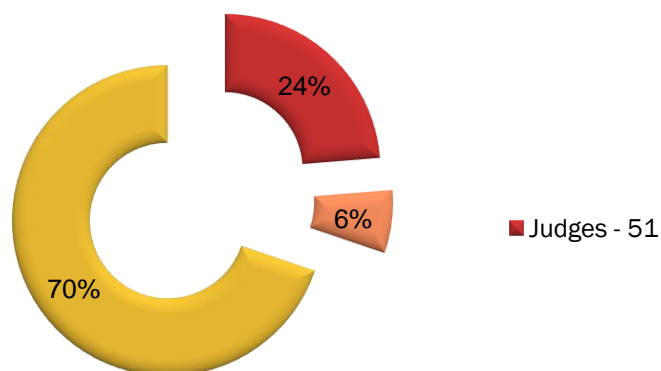
were judges and public prosecutors, as well as representatives of relevant state institutions, and also legal experts in the areas covered by the training.

A total of 298 educators, of whom 83 foreign experts and 215 domestic experts, contributed to the implementation of the training for continuing professional in-service training in 2009. Regarding the domestic experts, 14 were public prosecutors, 51 judges, and 150 were experts from other institutions relevant to the areas covered by the training.

Educators in Continuing Professional In-service Training - a total of 298



Ratio of national experts



TRAINING OF TRAINERS

With the aim of advancing the professional knowledge and skills of the domestic educators, a two - day workshop for training of trainers was organised by the Academy and the Council's of

Europe Office in Skopje, a three - day workshop for training of trainers was organised by the Academy and OSCE Spillover Mission to Skopje, as well as several workshops for the court personnel responsible for public relations organised by the Academy and USAID /JRIP.

CONTENT OF THE TRAINING

The general and the specialised programmes for the continuing professional in-service training were realised through the organisation of workshops, seminars, conferences and round tables with the application of contemporary techniques and teaching methods, such as power point presentations, case studies from the national and international practice and discussions, all on the following topics and content:

- General topics and practical experience in the application of legislative provisions:
 - innovations in the substantive and procedural legislation from the basic areas of the law (criminal, civil and trade);
- Specialised programmes with the following content:
 - organised crime, corruption, money laundering, homicide, abuse of official power, election irregularities, computer crime, terrorism
 - domestic violence,
 - juvenile justice,
 - sexual abuse of children,
 - misdemeanours,
 - personal data protection, access to public information,
 - property, mortgage, contracts, labour relations,
 - bankruptcy,
 - corporate management,
 - training for notaries and attorneys at law,
 - industrial property,
 - training for other complementary skills: legal research, time management and case management, ethics, communication skills, public and media relations,
 - study of specific articles from the European Convention on Human Rights with appropriate practices of national courts, as well as comparative practices of other states and of the European Court of Human Rights and of other international courts, with the aim of correct application of international standards for fair trial and trial within a reasonable time;
 - budget management, preparation of investment programmes;
- Modules on the general and specific areas of international law and the Law of the EU (cooperation in the criminal and civil law areas).

THE ADOPTED AND PUBLISHED FRAMEWORK PROGRAMME FOR CONTINUING PROFESSIONAL IN-SERVICE TRAINING OF JUDGES AND PUBLIC PROSECUTORS 2009-2010

In accordance with the adopted Programme for 2009-2010 and the Annual Work plan for 2009, training in the field of the above listed pertinent topics and areas of significance for the application of substantive and procedural law will continue, especially as regards the changes in the national and international legislation and practice.

Special emphasis will be placed on training on the amendments in the criminal legislation, primarily the new role of the public prosecutor in the course of the pre-criminal proceedings and of the ruling judge in the course of the proceedings, the training of judges on the criteria and procedure for evaluation of judges, training in the area of combating organised crime, trade law, especially bankruptcy and corporate management, new forms of crime, cyber crime, international cooperation in criminal and civil cases, etc.

As regards training in EU law, the TAIEX instrument provides training in EU law as well as study visits for judges and prosecutors to the courts in Strasbourg and Luxembourg, as well as for learning about comparative experiences in the countries with similar solutions as are present in the new criminal legislation. Training has been planned with EIPA – Luxemburg engaging experts on specific topics in the area of EU law as well as training for strengthening the capacities of the Academy, especially study visits and training of trainers in EU law.

DECENTRALISATION OF THE TRAINING

In the course of 2009, the Academy continued to deliver decentralised training activities in the appellate regions, which principle have been established in 2008, because of high number of participants within the target groups and with a purpose of reducing travel and accommodation costs, efficient utilisation of the working hours, and also of benefiting from holding training events in a court atmosphere. This practice has been keenly accepted by the judges and public prosecutors.

The aim of the concept of regional approach aims at equitable strengthening of the capacities of the judiciary and improvement of the knowledge and skills of the holders of judiciary functions in the Republic of Macedonia

RECORDS

In accordance with the Law on the Academy, the Academy issues to all judges, prosecutors and civil servants from the Ministry of Justice performing duties in the area of the judiciary, certificates on the number of lesson hours spent on continuing professional in-service training, and passes on the respective data to the Judicial Council of the Republic of Macedonia, the Public Prosecutors' Council and the Minister of Justice. At the same time, the Academy is also taking into account the hours spent on training activities organised in cooperation with other partners, if such training activities have been previously agreed between the respective parties.

TRAINING AND STUDY VISITS ABROAD ORGANISED IN COLLABORATION WITH OTHER NATIONAL AND INTERNATIONAL INSTITUTIONS, PROJECTS AND NON-GOVERNMENTAL ORGANISATIONS

In the course of 2009, the Academy for Training of Judges and Public Prosecutors of the Republic of Macedonia conducted in collaboration with other national and international institutions, projects and non-governmental organisations the following training events and study visits abroad:

- **Council of Europe** – training of trainers; round table on international documents pertaining to terrorism. A total of 3 training events were organised, with 79 participants. A study visit to the ECHR in Strasbourg was organised, with 14 participants, as well as 2 workshops in Strasbourg, France, on combating computer crime, with 1 judge and 1 prosecutor participating;
- **Council of Europe and the OPDAT Programme/Embassy of the USA** – a study visit was organised to the European Court of Human Rights, facilitating participation of 5 judges and 2 prosecutors.
- **Project for bilateral Macedonian–French cooperation in the area of the judiciary**, financed by the Government of the Republic of France, in the framework of which several cooperation components are realised (training for judges of all appellate regions, training for judges of the Administrative Court of the Republic of Macedonia and training of the Academy's mentors with experts from France).
- **Projects with the German Foundation for International Legal Cooperation (IRZ)** – training on the new role of the public prosecutor, criminal acts during elections, electoral law, techniques for writing verdicts, evaluation of the work of the judges, training for judges and advisers of the Administrative Court. A total of 7 training events were organised with 217 participants. 2 study visits were organised – to Halle-Leipzig and Bonn, Germany, with 11 judges taking part.
- **World Bank** – specialised training for misdemeanour commissions and judges of the Administrative Court in the area of misdemeanour offences, training for bankruptcy. In the framework of this cooperation, a total of 17 events took place with 345 participants.
- **UNICEF** – training in the area of juvenile justice. 5 workshops were organised for 106 participants. Within the framework of the cooperation, a study visit to Slovenia was organised, with 4 representatives from the judiciary taking part.
- **GTZ** – training in public procurement, consumer protection and trade law. A total of 150 participants attended 6 training events. A study visit for 1 judge was organised to Zenica, B&H on services by public notaries and their role in the transformation of South-eastern Europe, and further 6 representatives from the Academy participated in a study visit to ERA and the German Academy in Trier, Germany as well as to the Court of Justice and EIPA in Luxemburg.
- **USAID/CGCL** – training on trade companies, securities and bankruptcy proceedings; training in the area of trade law; a study visit to the USA. A total of 4 training events were organised for 94 participants.
- **USAID/JRIP** – training in public and media relations, training for court PRs, training for strengthening the capacities of the members of the Judicial Budgetary Council;

assistance in the preparation of the strategic budget plan for the judiciary of the Republic of Macedonia. A total of 5 events were attended by 54 participants.

➤ **USAID/State Commission for Prevention of Corruption** – training on conflict of interest was attended by 32 participants.

➤ **CIVIPOL** – workshops on the harmonisation of the forensic medical practice; a total of 4 workshops were organised for 182 participants.

➤ **OSCE Spillover Mission in Skopje (Rule of Law Department)** – training in electoral law, elective appeals, right to trial within a reasonable time for judges and advisers of Supreme Court of the Republic of Macedonia, novelties in the Law on Criminal Proceedings. Three seminars were organised with a total of 88 participants.

➤ **OSCE Spillover Mission in Skopje (Rule of Law Department) and the Ministry of Labour and Social Policy** – 4 training events were organised on the UN Convention on Elimination of All Forms of Discrimination against Women, which were attended by 117 participants.

➤ **Twinning Project “Fight against Organised Crime and Corruption Unit – Public Prosecutor’s Office”** – 3 training events were held on special investigative measures, organisation of the public prosecution, and on organised crime, with 88 participants.

➤ **Twinning Project “Strengthening the Capacities for Combating of Money Laundering – Phase II”** – 3 training events with 33 participants were organised on fighting financing of terrorism, money laundering and organisational models.

➤ **Programmes of the US Embassy in Republic of Macedonia: ICITAP and OPDAT** – the workshop for investigations relating to weapons for mass destruction was attended by 2 representatives of the judiciary.

➤ **UNHCR** – 2 workshops were held for 57 participants on refugee rights. In addition, a study visit was organised to Budapest, Hungary on the question of asylum and migration, with the participation of 3 judges.

➤ **TAIEX (European Commission)** – workshops on family law, legal assistance in the area of criminal law, the law of the EU and Article 6 of the ECHR. A total of 4 workshops were held for 125 participants. As part of this cooperation, several study visits were organised: one to Brussels, Belgium, on the subject “European Law and the Independence of the Judiciary”, at which 7 judges took part; a second one to Belgrade, Serbia, on judicial cooperation in civil matters, economic matters and matters in the area of family law, with participation of 10 judges; and one study visit for 5 judges to the European Court of Human Rights in Strasbourg.

➤ **RAI** – summer school on “International Standards and Collaboration in the Fight against Corruption”, which was attended by 22 participants.

➤ **OPDAT Programme/Embassy of the USA** – a workshop on fighting money laundering was attended by 4 prosecutors.

➤ **UNODC** – 20 participants attended the workshop on fighting terrorism.

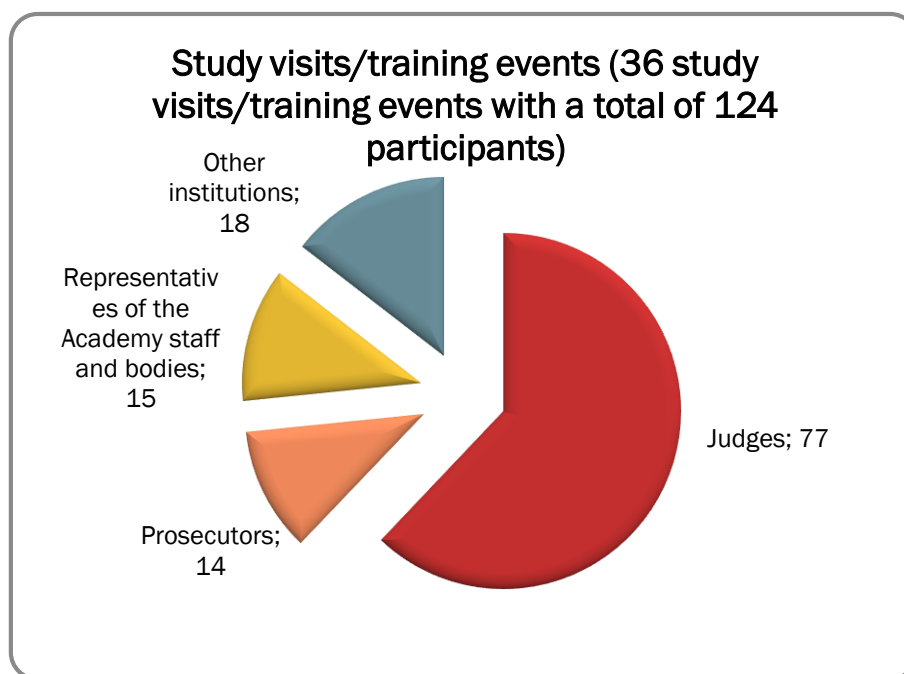
➤ **State Office of Industrial Property (DZIS)** – the 2 training events on protection of industrial property rights were attended by 10 participants.

➤ **Commission of Data Protection** – 24 participants took part in the training on the Law on Data Protection.

➤ **State Commission for Prevention of Corruption** – 3 workshops were organised on conflict of interests, with 52 participants taking part.

- **Macedonian Association for Criminal Law and Criminology** – organised 6 training events with 215 participants on confiscation, cross-examination, special investigative measures, penal legal responsibility of legal entities, mediation, judicial police and investigation centres.
- **Association of Public Prosecutors of the Republic of Macedonia** – the workshop on penal legal responsibility of legal entities was attended by 21 participants.
- **Macedonian Judges Association / Association of Public Prosecutors in the Republic of Macedonia** – 3 workshops on pre-trial holding on remand were attended by 92 participants.
- **Coalition for Fair Trial** – a total of 10 workshops were organised with the participation of 219 trainees on the following topics: special investigative measures, holding on remand, victim compensation, length of proceedings, asset confiscation, the role of the witness and electoral irregularities.
- **Commission for shares** – 40 participants attended the workshop on application of the Law on shares.
- **Macedonian Association of Young Lawyers** – the 2 workshops on non-discrimination were attended by 18 participants.
- **Ministry of Foreign Affairs** – 3 representatives of the judiciary took part in a workshop on hate crimes.
- **Chamber of Notaries of the Republic of Macedonia** – the workshop on the Law on Out-of-Court Procedure in Relation to Inheritance was attended by 36 participants; in addition, specialised training was organised for the public prosecutors from the Basic Public Prosecutor's Office on prosecution of perpetrators of criminal offences in the area of organised crime and corruption.
- **ERA** – as part of the collaboration with the German Academy, 5 study visits for 11 participants were organised to Trier, Germany on the directives of the European Commission on anti-discrimination and EU law on equal treatment of men and women.
- **USAID/JRIP** – 4 representatives of the Macedonian judiciary took part in a study visit to the USA.
- **National School for Magistrates, Bordeaux** – during the European week, a visit was organised to Bordeaux, France, for 3 representatives on the topic of victims in the European Judicial Area.
- **Institute for Information Sciences, Maribor** – a visit for 1 representative of the Academy was organised to Maribor, Slovenia on COBISS 2009 conference.
- **EPAS, Ministry for Youth and Sports of the Republic of Serbia and the Council of Europe** – 1 judge attended a conference in Belgrade on "Fight against racism and Violence through Diversity in Sport".
- **FORUM** – visit to Sarajevo, B&H on the topic of prohibition of abuse, torture, cruel and inhuman or degrading treatment and punishment, for 3 prosecutors.
- 2 visits were organised to **the Kosovo Judicial Institute** for 4 representatives.
- A visit for 2 judges was organised to Nicosia, Cyprus, to the **European Commission Programme for Training of National Judges in Competition Law**.
- 1 Academy representative attended the Meeting of the Bureau of the Lisbon Network.

➤ A visit to Tirana, Albania, was organised for 2 judges and 1 prosecutor on the implementation of alternative measures in criminal cases.



➤ **In 2009, the following projects were awarded to the Academy:**

- The project proposal on Jurisprudence, which had been submitted to the MATRA Programme of the Ministry of Foreign Affairs of the Kingdom of the Netherlands by the Centre for International Legal Assistance and the Academy for Training of Judges and Public Prosecutors of the Republic of Macedonia, was approved in 2009 and will be implemented in the period from 1st February 2010 to 31st January 2013.

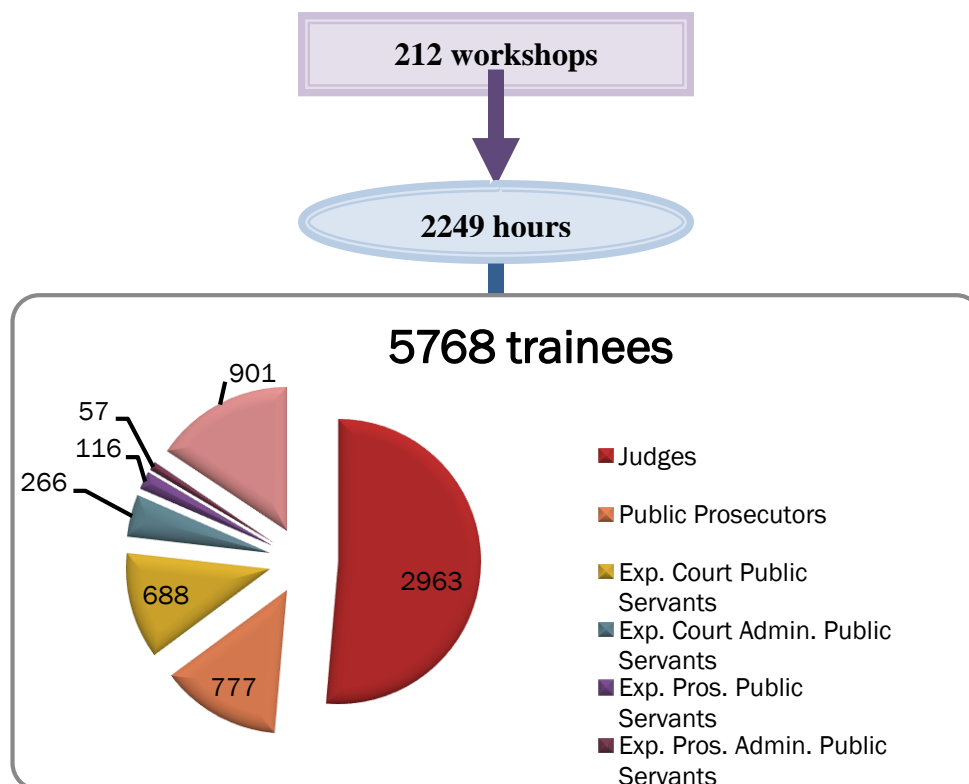
➤ **The request for using IPA funds for strengthening the capacities of the Academy was granted and a tendering procedure is currently underway; in the period 2010 – 2011, the following activities will be implemented:**

- Improving the training programming system
- Setting up of an e-learning system
- Development of a de-centralised training mechanism
- Strengthening the capacity of the Academy as regards its library facilities and its website

LEVEL OF DELIVERY OF TRAINING EVENTS

In the period between 1 January and 31 December 2009, a total 212 workshops with 2249 lesson hours were held in the organisation of the Academy or in cooperation with other organisations,

attended by a total of 5768 participants. Of them, 2965 were judges, 777 public prosecutors, 688 court expert associates, 266 court administrative staff, 116 expert associates in the public prosecutor's offices, 57 administrative staff in the public prosecutor's offices and 903 were external participants.



Such a high level of realisation of the planned training events was instrumental in the achievement of significant results towards the fulfilment of the minimum legal training for each judge and public prosecutor in the Republic of Macedonia (87.7% of them reached the required legal minimum).

The training events held in the course of 2009 depleted in full the Annual Training Work plan for the year 2009 and also the adopted Framework Programme for Continuing Professional In-service Training of Judges and Public Prosecutors 2009-2010.



Participants in the continuous training sessions

SPECIALISED PROGRAMMES

In the course of 2009, several specialised programmes were realised, namely: training for newly elected judges and newly appointed public prosecutors on topics of civil law, criminal law and general themes; training for accountants on the new method of calculating salaries; training for the judges of the Supreme Court of the Republic of Macedonia and the Administrative Court on trial within a reasonable time, as well as several training events on misdemeanour procedure in front of misdemeanour offence authorities.



Regional conference for Supreme Court judges

V. NATIONAL COOPERATION

On a national level, this year saw the continuance of the intensive and fruitful cooperation with the Ministry of Justice of the Republic of Macedonia, with other state authorities and also with the non-governmental sector, especially in the area of organisation of training events with the professional associations of judges and public prosecutors, the Association of Criminal Law and Criminology, the Coalition for Fair Trial, Association of young lawyers, Bar association, the Professional Chambers of the notaries, enforcement agents and mediators, with the faculties of law with whom exchange was realised of local and foreign experts, of books and publications, with the cooperation being especially strengthened in the area of attracting and recruiting graduate law students into the Academy and of preparation of candidates from the other communities, as well as with other state authorities and institutions through participation in their working groups, all of this leading to full implementation of the training obligations according to

the NPAA of the Government of the Republic of Macedonia. One novelty is the commencement of joint training events with notaries, enforcement agents and mediators as well as other target groups of significance for the expansion of the knowledge of the judges and public prosecutors.



Training event as a part of the cooperation between the Academy and the Chamber of notaries

VI. INTERNATIONAL COOPERATION

The Academy maintains an intensive international cooperation on a bilateral and multilateral level, through the organisation of study visits and exchange of judges, public prosecutors, Academy bodies, other judicial authorities, the Judicial Council of the Republic of Macedonia, the Supreme Court and the Administrative Court of the Republic of Macedonia.



The Director of the Academy and Supreme Court judges on a study visit to the ECHR, Strasbourg

COOPERATION WITH THE EJTN

The cooperation with the European Judicial Training Network (EJTN) is especially significant. Since the Academy gained the status of observer in this network, it has been actively involved in all its activities and programmes. The Academy offered its own training events, which were included in the EJTN Training Catalogue for 2009, with an invitation to participate being extended to judges and public prosecutors from European countries, as a result of which 10 judges and public prosecutors from several European countries attended the Academy workshops that were part of the Training Catalogue of the EJTN for the year 2009.

The permanent educator of the Academy in the area of IT is a permanent member of the working group of the EJTN for Informatics Technologies (IT), and at the plenary session in Prague he presented the web and communication plans, the cooperation with the other working groups and also organised a live presentation of Moodle, a virtual learning environment (VLE), as an effective solution for distance learning.

In addition, in the course of 2009, the Academy participated in the Exchange Programme, facilitating visits to several European countries for 5 participants of whom 2 were judges, 1 public prosecutor and 2 educators. As part of the Exchange Programme, the Academy hosted visits for 5 participants, namely for 1 civil judge from the Czech Republic, 1 criminal judge from Italy, 1 public prosecutor from Italy, 1 public prosecutor from Spain and 1 public prosecutor from Romania.



Mrs. Biljana Jaceva, judge at Basic court Veles, participant in the Exchange Programme 2009 in Finland

COOPERATION WITH THE LISBON NETWORK OF THE COUNCIL OF EUROPE

The Academy is also a member of the European Network for Exchange of Information between Persons and Entities Responsible for the Training of Judges and Public Prosecutors (the Lisbon Network), established and operating within the Council of Europe.

As a member of this network, the Academy takes active part in the HELP Programme, aimed at the integration of the European Convention on Human Rights and the jurisprudence of the European Court for Human Rights into the regular training programmes for judges and public prosecutors in all 46 Member Countries. Within this framework, it is especially significant that the Academy commenced the design of a Macedonian web page for distance learning in this area.

The Academy is represented by two participants in one of this network's working groups, who took active part in the development of a training curriculum for computer crime, which is being used for holding training events in cooperation with the Ministry of Interior of the Republic of Macedonia.

As one of the five members of the Bureau of the Lisbon Network, the Academy, represented by the Director, takes part in the meetings of this body.

In the organisation of the 'CEJ' Centre for Legal Sciences of Portugal and in close cooperation with the 'NIM' National Institute for Magistrates of Romania, as well as with support from EJTN, the Council of Europe and its Lisbon Network, the fourth annual traditional European Competition of Future Magistrates from the European Judicial Training Institutions -THEMIS 2009 was held from 19th to 24th October 2009 in Lisbon, Portugal. The Academy for Training of Judges and Public Prosecutors of the Republic of Macedonia took part in this international competition for a second time, sending a team of three candidates of the second generation, under the guidance of the educator Ms. Pavlina Jankulovska, PhD, public prosecutor at the Basic Public Prosecutor's Office in Bitola.



Macedonian team to the THEMIS 2009 European competition

Thanks to the thorough presentation, the excellent appearance and especially the manner in which the entire presentation was carried out, the expert jury composed of Lieke van Zanten-Renders, Chief Public Prosecutor of the Netherlands, Sonia Sousa de Moura, Judge and teacher at CEJ - Portugal and Yves-Pierre Le-Roux, Judge at the Court of Appeal of Bordeaux and former Teacher at the ENM - France, by a special decision, awarded the Macedonian team, amidst competition from all participating countries, a well deserved JURY AWARD for “outstanding quality of the essay presentation”.

OFFICIAL DELEGATION RECEPTIONS

➤ **Initial training candidates from the Kosovo Judicial Institute**

In March 2009, the Academy was host to the entire generation of initial training candidates from the Kosovo Judicial Institute, along with their educators and the Director Mr. Lavdim Krasniqi, which facilitated an exchange of experiences with the initial training candidates at the Academy; in addition, the delegation was received by representatives of the highest judicial institutions in the state.



Delegation from Kosovo Judicial Institute

➤ **Delegation of the Republic of Slovakia**

On 12th November 2009, a delegation of the R.of Slovakia lead by Ms. Viera Petrikova, Deputy Prime Minister and Minister of Justice of Slovakia and accompanied by Mr. Ernest Hirs Ballin, Minister of Justice of the Netherlands and Mr. Ales Zalar, Minister of Justice of Slovenia visited the Academy for Training of Judges and Public Prosecutors, during which they had working meeting with the Director of the Academy. In the course of the visit, the delegation was accompanied also by Mr. Mihajlo Manevski, Minister of Justice of the R.of Macedonia. At the meeting, the director of the Academy for Training of Judges and Public Prosecutors of the Republic of Macedonia presented the Academy, its work, goals and objectives, operation and

achievements, as crucial for successful implementation of judicial reforms as well as for approximation of the Macedonian legal system to the European.

During the meeting, the both parties discussed about the great significance for the entire judiciary as well as the contribution of such institutions as the Academy. Ms. Viera Petrikova had the opportunity to meet the third generation of candidates in initial training and to witness a regular working day at the Academy. The main focus of the meeting was on the intensification of international collaboration, with experiences and ideas being exchanged for strengthening the friendship and cooperation between the two countries.

➤ **Delegation of the Kingdom of the Netherlands**

On 23 November 2009, a delegation of the Kingdom of the Netherlands lead by the Minister of Justice of the Netherlands, Mr. Ernst Hirs Ballin, PhD, visited the Academy for Training of Judges and Public Prosecutors. In the course of the visit, the Minister of Justice of the Republic of Macedonia, Mr. Mihajlo Manevski, presented the current status of implementation of the legal solutions and related practice, whereas the Minister of Justice of the Netherlands held a lecture on mediation. He imparted the Dutch experience and stressed the significance of mediation as an alternative way of resolving not only civil disputes, but also criminal ones.



The visit of the delegation of the Kingdom of the Netherlands to the Academy

➤ **Delegation of the Republic of Slovenia**

On 9th December 2009, the Minister of Justice of Slovenia, Mr. Ales Zalar, as part of his visit to the Academy for Training of Judges and Public Prosecutors, held, similarly to the Minister of Justice of Slovenia a lecture on the topic of mediation. The lecture was attended, among others, by Mr. Mihajlo Manevski, Macedonian Minister of Justice, who also addressed the attendees, with a short address given also by the Director of the Academy. The Minister of Slovenia used

the opportunity to point out that mediation continues to prove itself a successful means for timely, speedy and efficient resolution of disputes. In his opinion, the citizens need to be better acquainted with the term mediation and with its function, so that it can be more easily accepted and implemented.

The general conclusion of all Ministers who visited the Academy is that Macedonia has indeed achieved much in the last years. The judicial institutions have improved their quality, which has led to an increase in public trust in them. According to the Ministers, Macedonia is right on track and is earning its place in the European family.

VII. EVALUATION OF SPECIFIC SEGMENTS OF THE WORK

INITIAL TRAINING

The candidates of both generations undergoing initial training evaluate all components related to the organization of the teaching by the Academy.

CONTINUING PROFESSIONAL IN-SERVICE TRAINING

Upon completion of each training event, the participants filled out evaluation questionnaires in which they evaluated several segments of the training, such as the organisation, preparedness and expertise of the educators, availability and usefulness of training materials, etc. These assessments and remarks were later taken as the basis for the planning of the contents of future training events in accordance with the stated needs, as well as for the improvement of the educational abilities and teaching skills of the educators

VIII. TRANSPARENCY

The Academy for Training of Judges and Prosecutors ensures regular public and transparent informing on its activities through its web site www.jpacademy.gov.mk, the notice board and through publishing of the acts regulating its operation in the “Official Gazette of the Republic of Macedonia”. The bulk of the information on the work of the Academy can be found on its web page, such as: the acts, the organisational composition, the training programmes, the work plans. The Academy also provides the media in the Republic of Macedonia with press releases on the more important events, publishes interviews, etc