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KOSOVO

EFFECTIVE RULE OF LAW

PROGRAM

Year 2 Annual Progress Report

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APPENDIX B: SUMMARY OF YEAR 2 TRAINING AND CAPACITY BUILDING EVENTS

Yr 2 Q4 Training and Capacity Building Events							
Program/Event	Date	Total	Male	Female	Alb	Serb	Min/ Others
Training on electronic case registries - Basic Courts and branches	Jan-Feb 2013	36	29	7	35	1	0
Introduction of Model Court Standards Court Refurbishment Process	28/01/2013	20	18	2	20	0	0
Legal Reasoning and Writing Roundtable for Judges of the Court of Appeals	11-12/02/2013	13	8	5	12	1	0
Draft Media Guidelines Workshop	22/02/2013	10	6	4	10	0	0
Court Management Roundtable for President Judges of the Basic Courts and Court of Appeals	25/02/2013	7	6	1	7	0	0
Court Management Skills for Supervisory Judges and Court Administrators of the Basic Courts and Court of Appeals	26/02/2013	40	31	9	39	1	0
Legal Reasoning & Writing Roundtable for Judges of the Supreme Court	26/03/2013	14	9	5	13	1	0
Training on Electronic Time Stamp	13/03/2013	32	23	9	31	1	0
Training of Court Statistic Officers, IT Officers and Case Management Office Heads	29/03/2013	48	36	12	47	0	1
Training on database entry	Feb-Mar 2013	96	56	40	85	9	2
Quarter 4 Total		316	222	94	299	14	3
Life of Project Total¹		1,327	853	474	1,237	25	65

Yr 2 Q3 Training and Capacity Building Events							
Program/Event	Date	Total	Male	Female	Alb	Serb	Min/ Others
Crisis Communications Workshop for KJC and Court Staff	18-22/10/2012	23	20	3	23	0	0
Workshop with Journalists in Prizren	22-23/10/2012	11	10	1	10	0	1
Workshop with Journalists in Caglavica	24-25/10/2012	6	3	3	0	5	1

¹ Life Project Total represent unique number of individuals trained with EROL Program.

Workshop with Journalists in Gjilan	27-28/10/2012	10	7	3	10	0	0
Workshop on the process of reviewing legislation	27-28/10/2012	13	10	3	13	0	0
Workshop with Journalists in Peja	29-30/10/2012	12	7	5	12	0	0
Workshop with Journalists in Prishtina	31/10-1/11/2012	15	6	9	15	0	0
Media and the Criminal Justice Workshop	31/10/2012	39	24	15	36	0	3
Continuous mediation trainings for licensed mediators	12-15/11/2012	14	7	7	14	0	0
Crisis Communications Workshop for KJC and Court Staff	15-16/11/2012	5	1	4	5	0	0
Continuous mediation trainings for licensed mediators	26-29/11/2012	9	6	3	9	0	0
Transition Planning Workshop # 4 – Case registry training for chief clerks of Basic Courts , Court of Appeals and Supreme Court	04/12/2012	11	7	4	11	0	0
KPC Annual Conference	8/12/2012	129	92	37	128	0	1
KPC Strategic Planning Workshop	10/12/2012	13	10	3	13	0	0
Training on new case registry – Pristina Basic Court Commercial Department	10/12/2012	7	5	2	7	0	0
Training on new case registry – Gjilan Basic Court and the branches of Viti, Kamenica	11/12/2012	29	21	8	29	0	0
Training on new case registry – Court of Appeals	12/12/2012	10	5	5	10	0	0
Training on new case registry – Supreme Court	12/12/2012	4	1	3	3	0	1
Training on new case registry – Ferizaj Basic Court and the branches of Kacanik, Shterpcë	13/12/2012	17	11	6	15	2	0
Training on new case registry – Gjakova and the branches of Rahovec , Malishevë	13/12/2012	29	19	10	29	0	0
Training on new case registry – Prizren Basic Court and the branches of Suhareka , Dragash	18/12/2012	25	10	15	22	0	3
Training on new case registry – Peja Basic Court and the branches of Istog , Deçan	18/12/2012	31	24	7	30	0	1
Training on new case registry – Mitrovica Basic Court and the branches of Skënderaj , Vushtri	18/12/2012	30	17	13	29	0	1
Training on new case registry – Pristina Basic Court and the branches of Glllogovc, Lipjan, and Podujeva	26/12/2012	25	16	9	25	0	0
Quarter 3 Total		517	339	178	498	7	12

Yr 2 Q2 Training and Capacity Building Events

Program/Event	Date	Total	Male	Female	Alb	Serb	Min/ Others
Legal Drafting Training	19-20/07/2012	16	11	5	16	0	0
Best Practices for Better Media Relations (part 1)	20, 24/07/2012	21	17	4	21	0	0

Best Practices for Better Media Relations (part 2)	23/07/2012	13	9	4	13	0	0
Best Practices for Better Media Relations Working Sessions (part 1)	26, 30/07/2012	9	7	2	9	0	0
Best Practices for Better Media Relations Working Sessions (part 2)	27/07/2012	6	3	3	6	0	0
Court Improvement Team workshop	05-06/09/2012	32	22	10	32	0	0
Kosovo Prosecutorial Council Strategic Planning Workshop	20-21/09/2012	17	14	3	16	0	1
Quarter 2 Total		114	83	31	113	0	1

Yr 2 Q1 Training and Capacity Building Events							
Program/Event	Date	Total	Male	Female	Alb	Serb	Min/ Others
Change Management Leadership Training for Presiding Judges and Court Administrators	12/4/2012	33	29	4	32	0	1
Change Management Leadership Training for Presiding Judges and Court Administrators	17/04/2012	61	49	12	61	0	0
Kosovo Judicial Institute Website workshop	18/04/2012	9	4	5	8	0	1
Change Management Leadership Training for Presiding Judges and Court Administrators	19/04/2012	39	30	9	38	0	1
Change Management Leadership Training for Presiding Judges and Court Administrators	20/04/2012	50	22	28	49	0	1
Kosovo Judicial Institute Legal English Training - Train of Trainers (TOT)	20/04- 1/06/2012	10	4	6	10	0	0
Change Management Leadership Training for Presiding Judges and Court Administrators	23/04/2012	91	56	35	87	0	4
Change Management Leadership Training for Presiding Judges and Court Administrators	24/04/2012	94	53	41	91	3	0
Advanced PR Skills and Crisis Communications Training	24-26/04/2012	19	8	11	19	0	0
Change Management Leadership Training for Presiding Judges and Court Administrators	26/04/2012	82	43	39	78	3	1
Change Management Leadership Training for Presiding Judges and Court Administrators	27/04/2012	85	56	29	83	0	2
Kosovo Prosecutorial Council Website Workshop	27/04/2012	4	3	1	4	0	0
Workshop for judges on International Legal Cooperation in Civil Matters.	15-16/05/2012	15	14	1	15	0	0
Workshop for judges on International Legal Cooperation in Civil Matters.	17-18/05/2012	11	10	1	11	0	0
Kosovo Prosecutorial Council Code Drafting Workshop	24-26/05/2012	9	8	1	8	0	1
Kosovo Judicial Council Transition Planning Workshop	1/06/2012	130	99	31	126	1	3
Kosovo Prosecutorial Council Train of Trainers (ToT)	4-5/06/2012	11	8	3	11	0	0
KPC Code of Ethics Manual/Commentary Workshop	7-9/06/2012	7	6	1	6	0	1
International Conference on Direct Applicability of Universally Accepted Human Rights in Kosovo	29-30/06/2012	95	65	30	71	2	22

During the second year of the EROL Program implementation, 1,879 participants have participated on 60 Capacity Building events organized by all four components of the Program. The total number of unique individuals trained during the second year of the Program is 1,109 individuals, with Male = 704, Female = 405, with Alb = 1,039, Serb = 22, and Others = 48.

During the months of **Jan – Feb 2013**, EROL staff conducted a series of training on data entry and search on electronic case registries for all clerks for more efficient and well organized work. Total number of clerks trained is 36 individuals, Male = 29, Female = 7, with Alb=35 and Serb=1.

On **Jan 28, 2013**, Model Court team organized training on the Introduction of Model Court Standards and Court Refurbishment Process for the new seven courts that joined the EROL Model Court Program during this year. This training was attended by 20 individuals, with Male = 18 and Female = 2, all of Albanian nationality.

On **Feb 11-12, 2013**, EROL staff jointly with Mr. Fejzullah Hasani, President of the Supreme Court, delivered training with the objective to strengthen the capacity of legal writing skills for judges as the highest priority by international donors, judges, the Kosovo Judicial Council, and other stakeholders. Over time the adaptation of the legal reasoning and writing methodology by all courts is expected to influence prosecutors, the Chamber of Advocates, and other lawyers, which would presumably result in more efficient, effective, and expeditious provision of justice services in Kosovo. This event was attended by 13 individuals, with Male = 8 and Female = 5 with 12 participants of Albanian nationality and 1 Serbian minority community participant.

On **Feb 22, 2013**, Visar Morina and Michael Lechner conducted a workshop with the purpose to discuss the media guidelines developed for the Office of the President in order to give effect to democratic principles of transparency and public participation in the justice system of Kosovo and to ensure judicial and prosecutorial independence, impartiality and integrity and the fair administration of justice in the Republic of Kosovo. This capacity building event was attended by 10 Office of the President staff with Male = 6 and Female = 4 all of the Albanian nationality.

On **Feb 25, 2013**, EROL team delivered training program for Court Presidents in the Basic Courts and the Court of Appeals. The topics included, among other, strategic planning, leadership, utilization of executive teams and committees, communication skills for managers, disciplinary considerations, case management, case backlog and delay reduction, and utilization of technology tools for case flow and performance management. Total number of participant for this event was 7 individuals, Male = 6 and Female = 1 all of the Albanian nationality.

On **Feb 26, 2013**, EROL team delivered training for Supervisory Judges and Court Administrators Court Presidents in the Basic Courts and the Court of Appeals. The topics included, among other, strategic planning, leadership, utilization of executive teams and committees, communication skills for managers, disciplinary considerations, case management, case backlog and delay reduction, and utilization of technology tools for case flow and performance management. Total number of participants for this event was 40 individuals, Male = 31 and Female = 9, with Alb = 39 and Serb = 1 individual.

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Kosovo Judicial Institute Legal English Training – Train of Trainers (ToT)

Apr 24 - Jun 1, 2012

The purpose of this workshop was the preparation of future trainers and drafting of modules for Legal English Language and Research for three levels: i. Pre-Intermediate English Language Module; ii. Intermediate English Language module; and iii. English Language Research and Analysis module.

“Interactive training techniques that I have learned at the training and the experience in drafting the module certainly gave me confidence and prepared me to serve as trainer of English language in the future” – Valon Jupa, Legal English Trainer, Kosovo Judicial Institute

On Mar 26, 2013, Mr. Fejzullah Hasani and Mr. Michael Cunnif delivered training with the objective to strengthen the capacity of legal writing skills for judges as the highest priority by international donors, judges, the Kosovo Judicial Council, and other stakeholders. Over time the adaptation of the legal reasoning and writing methodology by all courts is expected to influence prosecutors, the Chamber of Advocates, and other lawyers, which would presumably result in more efficient, effective, and expeditious provision of justice services in Kosovo. Total number of participants for this event was 14 individuals, Male = 9 and Female = 5 and Alb = 13 and Serb=1.

On **Mar 12-13, 2013**, EROL Model Court team conducted training on a practical demonstration of the electronic time stamps provided by USAID/EROL Program. Participants received training how to use electronic time stamps through practical demonstration as well as equip them with the skills on how to handle and solve issues that might appear while using these stamps. Total number of participants for this training was 32, Male = 23 and Female = 9, with Alb = 31 and 1 Serbian minority community participant.

On **Mar 28, 2013**, EROL team delivered training on a practical demonstration of the database that has been developed by EROL. Participants received hands-on training on the required data collection methodology, data collection tools, how and why to use the new electronic court registries and the database, case tracking, and how to generate statistical reports on daily, weekly or monthly basis. Total number of participants for this event was 48 individuals with Male = 36 and Female = 12 all of the Albanian nationality.

During the months of **Feb – Mar, 2013**, EROL team conducted training for the court staff on data base entry. The objective of this training was to equip participant with the skills and knowledge on data base entry which will contribute toward improvement on the court efficiency and transparency performance. Total number of staff benefited from this training is 96, with Male = 56, Female = 40, with Alb = 85, Serb = 9 and Others = 3.

Simple Case Study

Legal Drafting Training for the Office of the President
July 19 - 20, 2012

This training was very substantial with appropriate topics that addressed our day to day challenges. The training was well developed and included adult teaching techniques with working groups, group discussions and question and answer sessions.

“Among the challenges we face on our day to day work is exactly the one that we discussed at the workshop - drafting of different legal acts. Who should do the drafting (of legislation)? What are the steps? Who should do the review? Who can amend or make corrections to it? Who does the quality control?, etc.” - Amir Haradinaj, Head of Unit liaison with the judiciary and independent agencies, Presidents Office

On **Oct 18-22, 2012** EROL successfully conducted the two-day training on the Crisis Communications for KJC and Court Staff in Prishtina. The purpose of this event was to support the KJC and the courts to develop crisis communications guidelines; introduce KJC senior management, staff and court staff to crisis communication management and skills to support the introduction of Public Information Offices and Officers respectively and court information coordinators; increase media relation skills. Finalize the crisis communications guidelines. The total number of participant was 23 all Albanian nationality with Male = 20 and Female = 3.

During the month of **October², 2012** EROL staff conducted series workshops with Journalists in Prizren, Caglavica, Gjilan, Peja and Prishtina. The purpose of these workshops was to improve reporting

skills on court and other justice-related issues, thereby increasing the public’s knowledge of Justice-system reforms. During these workshops EROL staff trained 54 participants with Albanian = 47; Serbian = 5 and Minority/Others = 2 and Male = 33 and Female = 42.

On **Oct 27-28, 2012** EROL team organized a two day workshop on the process of reviewing legislation. This training aimed strengthening the capacities of the legal staff of the Office of the President and the Assembly of Kosovo in conducting the review of legislation prior to its promulgation

² For further details on the series of Workshops with Journalists, please, refer to the table on the EROL Program Yr 2 Q3 Capacity Building Events.

by the President and how to draft professional presidential statements when referring a law back to parliament for reconsideration. The total number of participants was 13 of Albanian nationality with Male = 10 and Female = 3.

On **Oct 31, 2012** EROL team organized a workshop session on “Media and the Criminal Justice Workshop” with the objective to inform participants with changes of court / prosecution system; Changes of the system and media guidelines; and facilitate discussion between justice system and the media. Total number of participants for this event was 39 individuals. Albanians = 36, and Others = 3, with Male = 24 and Female = 15.

On **Nov 15-16, 2012** the team organized workshop on “Crisis Communication for KJC and Court Staff” with the objective to train the future trainers in the area of public information for judicial and prosecutorial systems. This event was attended by 5 participants of Albanian nationality, Male = 1 and Female = 4;

On **Dec 8, 2012** EROL teamIn collaboration with USDOJ, USAID/EROL supported the first ever annual conference for the Kosovo prosecution system. The nine members of the Kosovo Prosecutorial Council, 106 prosecutors and 14 administrators attended the event. EROL distributed Codes of Ethics (developed in YR2 Q2) and Senior Legal Advisor Mike Cuniff provided a summary and appealed for the prosecutors and administrators to adhere to the recently adopted Codes of Ethics and strengthen one pillar of Kosovo's justice system by upholding constitutional values and respecting and protecting human rights and freedoms of the citizens. This event was attended by total of 129 participants with Albanian = 128, Gorani = 1 nationality, and Male =92 and Female = 37.

On **Dec 10, 2012** EROL staff building upon its initial strategic planning seminar in Q3, facilitated the final drafting session for the KPC's Strategic Plan. Approximately 15 members (excluding international advisors) representing the Council, support staff and department heads of the state prosecution service provided detailed comments and suggested track changes to the draft plan. EROL will present the Council with the final draft strategic plan for consideration and adoption by the end of the year. This event was participated by 13 participants of Albanian nationality, Male = 10 and Female = 3.

During the month of **Nov 2012**, respectively between 12-15 and 26-29 November EROL staff conducted two trainings on Continuous Mediation training for licensed mediators. This time training objectives where to establish and build the skills and knowledge which will provide mediators an introduction to advanced mediation. This training provided 20 hour advanced mediation training and the training was not intended to limit or restrict additional learning objectives that trainers find appropriate. Upon completion of the course the participant will demonstrate the ability to conduct a complete mock mediation, skills to be used while parties are in the deadlock, role of the mediator while facing parties with or without attorney. This training was participated by 23 participants in total, all of Albanian nationality with Male = 13 and Female = 10.

During the month of **November** and **December, 2012** EROL staff organized series of trainings with Supreme Court, Court of Appeals, Basic Courts and their respective branches. The purpose of these training was to train court staff (clerks) on the guidelines on new case registries and usage of the new case registries. These trainings were attended by 360 individuals in total with Alb = 351, Serb = 2 and Other = 7, with Male = 238 and Female = 122.

On **July 19-20, 2012** EROL successfully conducted the two-day training on the process of legal drafting in Peja. The participants from the President's Office, the KJC, the KPC and the MoJ (mainly legal officers involved in drafting legal acts and professional responses) were introduced to the general principles and techniques of drafting legislation on the basis of the applicable legislation and the European standards on the review and drafting of primary and secondary legislation. The training was conducted in an interactive manner whereby a great part of the training involved

Simple Case Study

Workshop on Improving Analytical Skills and Preparing Strategic Policy Analyses
Sep 12-14, 2011

Training has had positive impact on the work of the participant. It has increased the competencies, with a great emphasize on the area of strategy development. With the increased competencies, the Department for European Integration and Policy Coordination staff will be able to draft initial project ideas that could be further included into the European Union Instrument for Pre-Accession Assistance (IPA) Program.

“Group exercises have increased the knowledge among us participants especially on Policy Analysis and alternative thinking as well as using the protocol as a guide for analysis” - Arben Kqira, Senior Legal Adviser, Division for Policy and Legislation/Department of Legal Affairs/Ministry of Justice

drafting exercises as a method of advancing further the participants' practical skills in the preparation and review of legal acts. The total number of participant was 16 all Albanian nationality with Male = 11 and Female = 5.

On **July 20-24, 2012** EROL conducted the “Best PR Practices for Better Media Relations” workshop for senior KJC management. The workshop focus included the role of a modern public information office in a modern judicial system and core communication competencies, as well as crisis communication management. During this training EROL Program trained 21 participants of Albanian nationality with Male = 17 and Female = 4.

Simple Case Study

Workshop for Legal Advisers and Researches Sep 29-30, 2011 and Mar 21-22, 2012

The Constitutional Court is newly established body and there is a need for further support in order to provide stability. The topics addressed with both trainings have addressed an important issue that the Constitutional Court Legal Advisors and Researchers deal on their day to day work.

Provided training had carefully chosen topic and have been able to tackle important issues such as the “Rule 36 on Admissibility Criteria” and “Legal Time-Limit”. Various materials provided during the training have been found very valuable for the current and future Legal Advisors and Researchers. Provided materials are very thorough and informative and they will speed up the introduction period for every new Legal Advisor and Researcher.

“When I first arrived at the Constitutional Court as a Legal Advisor, as with every new job, it was difficult to understand what are the procedures, what is exactly the work we need to do, what are methods used...and now with the new manual, it will be much easier for every new person who arrives at the Constitutional Court...the introduction period now could be shortened to a week” – Muhamet Brahim, Legal Advisor, Constitutional Court

On **July 23, 2012** EROL team organized the workshop with KJC spokespeople, court information coordinators and court staff. The objective of this training was structured on the discussions and practical exercises focused on designing and delivering persuasive media messages; how to identify and avoid media traps, while using techniques to reiterate positive message, and how to act in front of cameras. The total number of participants was 13 of Albanian nationality with Male = 9 and Female = 4.

On **July 26, 2012** EROL team organized a working session with the KPC, attended by the Chief State Prosecutor, Chief District Prosecutors, Director of the SCO Secretariat, Spokesperson and Protocol Officer. The purpose of the session was to prepare the ground for the KPC to create the concept for public and media relations; draft protocols and procedures to guide both internal and external communication, and the role and function of PR offices. Total number of participants for this event was 9 of the Albanian nationality with Male = 7 and Female = 2.

On **July 27, 2012** the team held the working session with Chief Municipal Prosecutors. The objective of this training was to train Chief Municipal Prosecutors on public and media relations. The total number of participants for this event was 6 of Albanian nationality with Male = 3 and Female = 3.

On **Sep 5, 2012** EROL staff supported a drafting workshop for the development of a Strategic Plan for Inter-institutional Cooperation on Corruption and Organized Crime Matters involving the Kosovo Prosecutorial Council, ECLO, EULEX, USDOJ, the State Prosecutor’s Office, the Office of Special Prosecutions, the Kosovo Anti-Corruption Agency, and law enforcement counterparts. This effort was a response to a donor study of the potential for improvement of multijurisdictional prosecution and investigation programs through strategic considerations. This event was attended by total of 32 participants of Albanian nationality.

On **Sep 20-21, 2012** EROL team collaborated with the KPC to coordinate the USAID/EROL-sponsored two-day strategic planning workshop held September 20-21. The workshop was attended by Council members and key members of the KPC's internal strategic plan working group. The workshop was designed to be highly participatory, with much time dedicated to moderated discussions that will provoke the KPC to think and plan strategically, and learn the benefits for doing so. EROL, EULEX and ECLO made presentations at the workshop. EROL created a Framework for the KPC's Strategic Plan, including a detailed breakdown of strategic objectives, milestones and activities. The workshop indoctrinated the Council toward an appropriate strategic planning mindset so that its deliberations will be meaningful. The documents were organized in a way to guide the drafting process and deliberations. This event was participated by 17 participants, Male = 14 and Female = 3 with one member of Bosnian nationality and others Albanian nationality.

Gender breakdown of EROL Capacity Building Events for Yr 2 represents satisfied representation between male and female participants. EROL staff across all four components has managed to engage 704 of male and 405 of female participants (Please, see

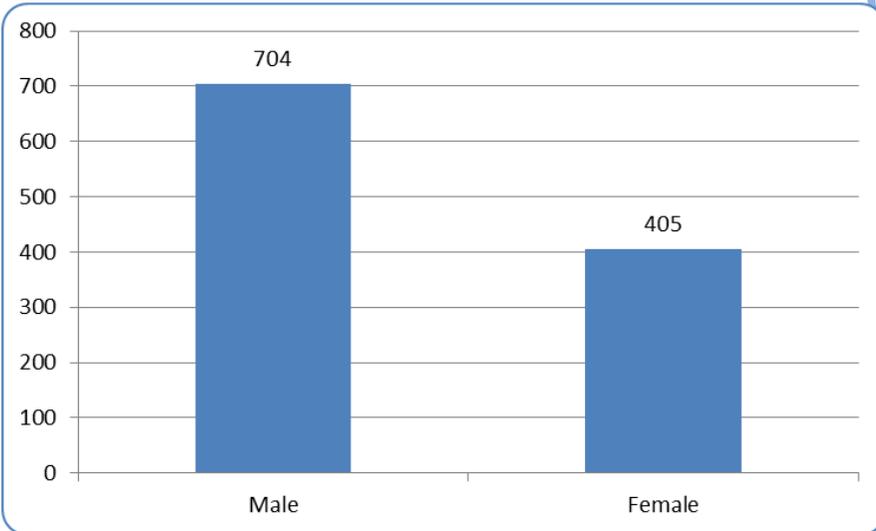


Figure 1 - Gender breakdown of EROL Capacity Building Events for Yr 2

Simple Case Study

Workshop with Journalists

Oct 24-25, 2012

EROL Program training with us journalists has helped us to improve reporting skills on court and other justice-related issues. It has also provided us with the knowledge on justice-system reforms. After this training we have a broader perspective on topics that I work on. The professional experience of the lecturer was very beneficial for us. A more thorough approach in coverage of topics, because the training showed to us “literally” that even a mere notice on investment may be a hint of a fraud of the century

Every day I use the “tools” of this training and the lecturer. Working on a story on visa liberalization for Kosovo, besides the EU Special representative in Kosovo and the Minister of Interior Affairs, there was an official of Gracanica Municipality who is directly in charge of reintegration of persons returning from EU countries, and with this I show how any of the topics is reflected on the “common” person – Aleksandra Jovanovic, Journalist, Radio Television of Kosovo (RTK)

Figure 1. Ethnicity breakdown of EROL Capacity Building Events for Yr 2) on capacity building events provided during the second quarter of the second year of Program Implementation.

EROL Program team, during their capacity building event planning are paying attention on the gender breakdown of the training with a specific focus on female representation. This is demonstrated on the high percentage participation of the females on our trainings with Female = 36.52% and Male = 63.48%.

Illustrative details are represented on **Figure 2.** Gender breakdown of EROL Capacity Building Events for Yr 2.

Capacity Building Events organized by all four components of EROL Program we had a total number of 1,109 unique individuals. Ethnicity representation on these events is provided under the **Figure 3**.

Ethnicity breakdown of EROL Capacity Building Events for Yr2 with Albanian = 1,039, Serbian = 22 and Minority Community/Others = 48 individuals participated.

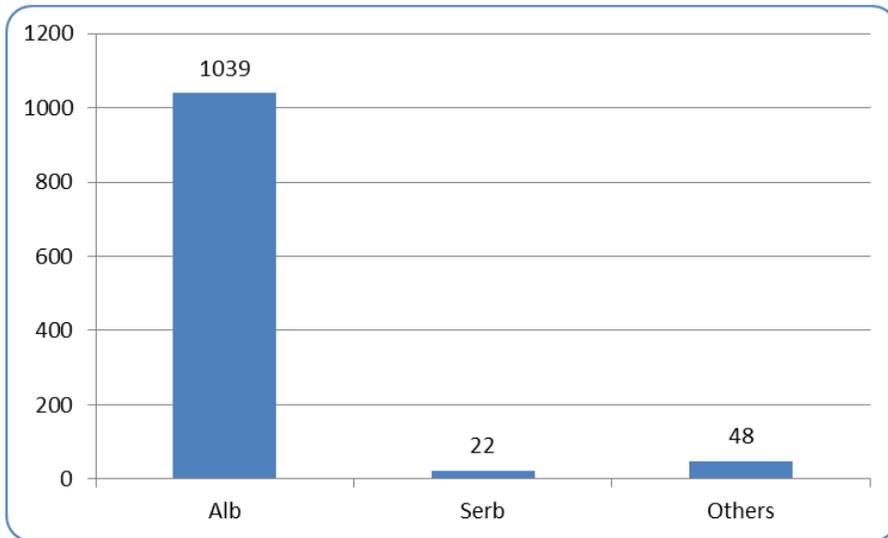


Figure 3 - Ethnicity breakdown of EROL Capacity Building Events for Yr 2

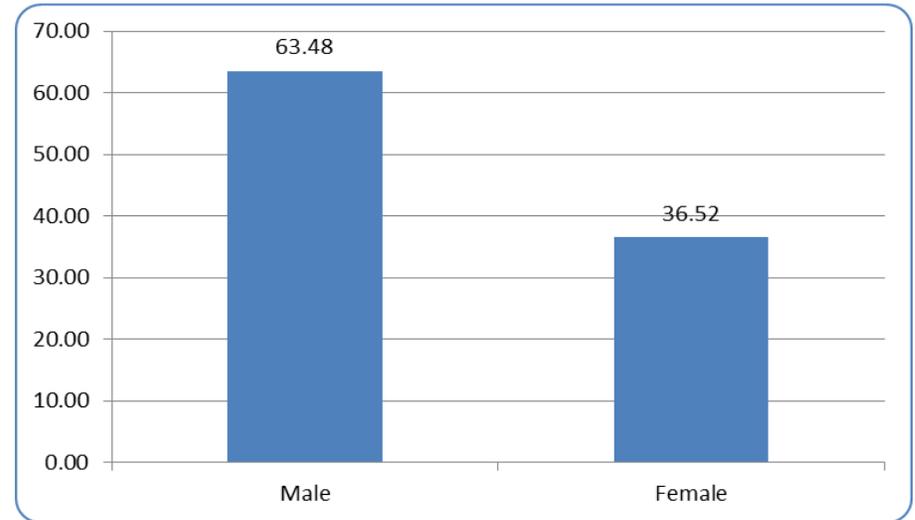


Figure 2 - Gender breakdown of EROL Capacity Building Events for Yr 2 in percentage

Among participants that participated on EROL Program capacity building events there were 105 Prosecutors, 150 Judges, 680 Court Staff, 19 Executive Branch Sector Personnel, 69 Media Relations Officers, 23 Mediators and Others 63. (Please, see **Figure 4.**)

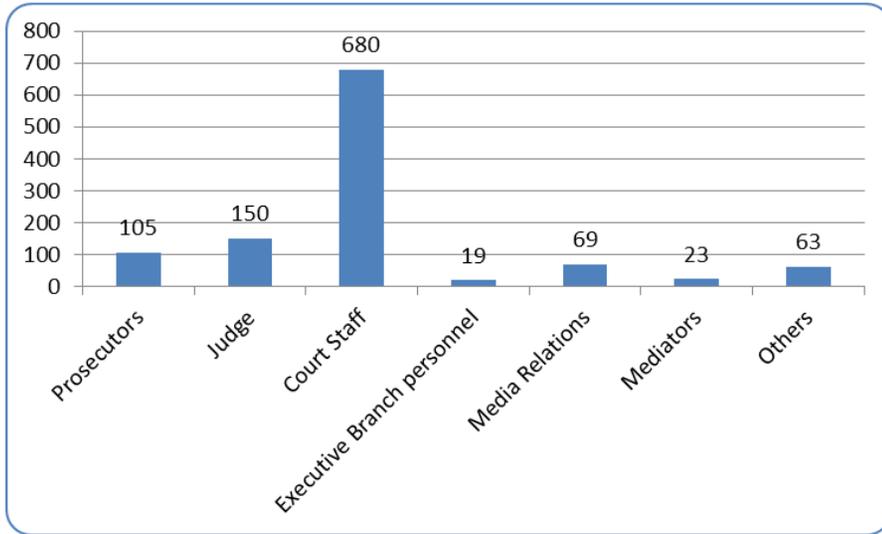


Figure 4 - EROL Capacity Building Events Yr 2 Participant divided by role: Prosecutors, Judges, Court Staff, Executive Branch Personnel, Media Relations, Mediators and Others

During the workplan planning phase and training plans, EROL component teams put special emphasis on equal inclusion of Prosecutors, Judges, Court Staff, Executive Branch personnel, Media Relations, Mediators. This wider representation of roles on EROL training is represented in percentage on the illustration below. Please, see **Figure 5.**

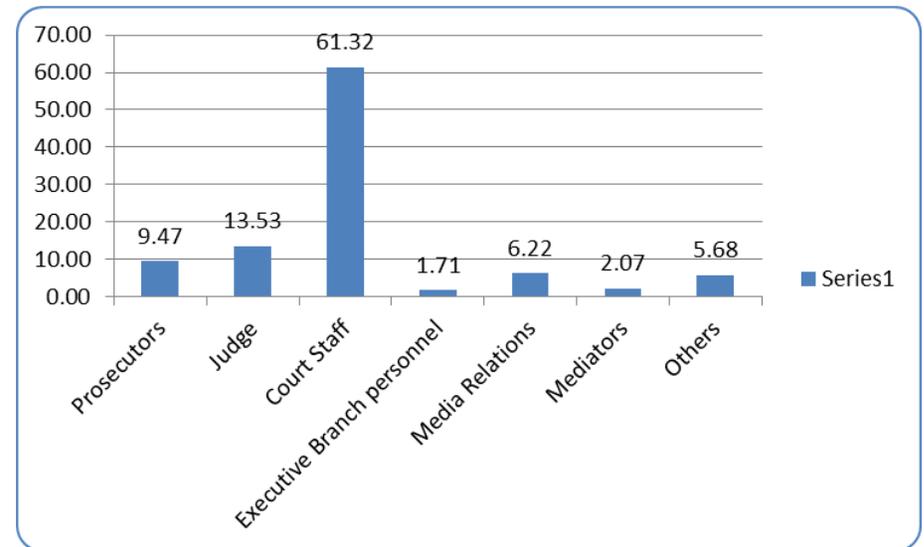


Figure 5. – EROL Capacity Building Events Yr 2 Participant divided by role (in percentage): Prosecutors, Judges, Court Staff, Executive Branch Personnel, Media Relations, Mediators and Others

Evaluations³ have been carried out during the courses. Here we present an overview of the evaluation results for EROL Program capacity building events for Year 2. Issues considered were: 1. General aspects of the workshop; 2. Materials presented; 3. Duration; 4. Organization of events; 5. Lessons learned; and 6. Organizational aspects of events. Regarding the general aspects of the workshop, most of participants qualified it as very successful (40.37%), moderately successful (13.49%), successful (13.95%) and not very successful and unsuccessful (1.45 and 0.37%). Materials presented during the workshop were evaluated very successful (41.13%), moderately successful (22.53%), somewhat successful (5.44%) and not useful/not at all useful (0.62% and

³ Please, note that during the EROL Program capacity building events we have had cases where participants didn't fill the evaluation forms or they didn't submit them!

0.38%). Duration of the workshop has been qualified with about right (45.37%), too short (14.21%) and with too long (9.43%). General opinion on the organization of the workshops presented following results: very good (43.91%), good (16.48%), satisfactory (7.32%) and poor/very poor (1.43% and 0.03%). Lessons learned have been evaluated with very useful (42.15%), moderately successful (18.88%), somewhat successful (7.22%) and not useful/not at all useful (0.64% and 0.17%). General organizational aspects have been qualified with very good (40.05%), good (18.55%), satisfactory (6.11%), and poor/extremely poor (1.68% and 1.01%). For illustrative details, please, see **Figure 6** – EROL Capacity Building Evaluations for Yr 2.

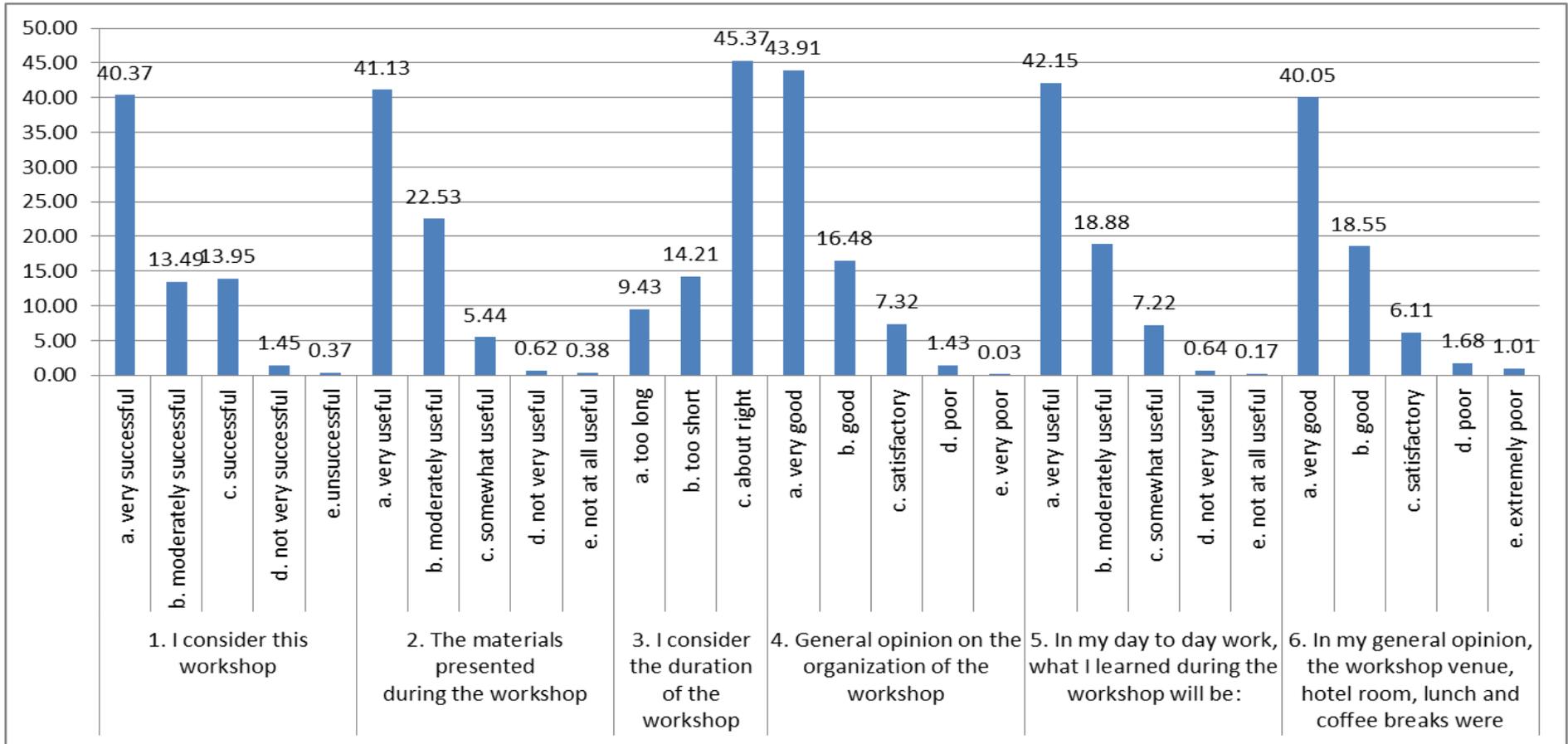


Figure 6 - EROL Capacity Building Evaluations for Yr 2

APPENDIX C: MONITORING AND EVALUATION

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
						Q1	Q2	Q3	Q4	
IR2: IMPROVED DELIVERY OF JUSTICE										
1	% of citizens and court users satisfied with the justice system Unit: %. Disaggregated by sex, region, rural/urban, and minority groups.	Public opinion poll to determine whether reform has an impact on satisfaction with and knowledge of the justice system Country-wide opinion change takes time, and factors outside the program's manageable interest can arise, overwhelming program effects	TBD with first data collection	TBD after study	-Court User Survey; -Citizen Satisfaction Survey.	Draft RFP for Court User Survey developed	Draft RFP for Court User Survey developed	Draft RFP for Court User Survey finalized.	Local survey company selected.	To increase accuracy of results, the Program has proposed to separate the surveys into two separate activities. <i>Checchi has selected a Kosovo local company to conduct baseline and end-line surveys⁴.</i> RFP for Citizen Satisfaction Survey will follow the Court User Survey.
2.1.	Increased capacity of justice sector professionals									
2	# of justice sector personnel that received USG training Unit: #; disaggregated by sex and role	Standard F output indicator. Shows coverage when compared to the universe. Disaggregation by gender and minorities will measure against related targets. Also disaggregated by role (judges, prosecutors, court staff, etc.) Targets TBD in consultation with USAID/Kosovo as training plans are finalized.		M=177 F=64 O=6 T=247	M=TBD F=TBD O=TBD T=TBD	M=567 F=288 O=38 T=855	M=83 F=31 O=1 T=114	M=339 F=178 O=12 T=517	M=222 F=94 M/O=17 T=316	During the second year of the EROL Program implementation, 1,879 of participants have participated on 60 Capacity Building events organized by all four components of the Program with Male = 1,211 and Female = 591 The total number of unique individuals trained during the two years of the Program is 1,258, with Male = 810, Female = 448, and nationality breakdown Alb = 1,169, Serb = 24, and Others = 65;

⁴ The Objective of the survey will be to measure perceptions of Kosovo court users in order to assess the relationship between the courts and court users and to identify potential improvements to court access and service delivery which might not be apparent from a strictly institutional analysis.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments	
					Q1	Q2	Q3	Q4		
3	% of judges (J), prosecutors (P) and court staff (S) participating in CLE Unit: %; disaggregated by sex and status	Mission Custom outcome indicator. Shows extent to which continuing legal education has been institutionalized in the justice system. Also shows coverage (denominator is universe of individuals).		N/A	J=15% P=20% S=10%	J=60.5 3% P=18.10% S=0.71%	J=48.8 7% P=25.71% S=1.23%	J=88.35 % P=43.81% S=0.26%	J=73.6 8% P=26.98% S=3.25%	Target for Yr2 for the CLE Program is: J=15%; P=20%; S=10%; Below, please find the progress on the CLEP ⁵ during the Yr 2 of the EROL Program.
4	# of legal courses or curricula developed with USG assistance Unit: #	Output indicator. Legal courses or curricula improve skills and capacity of justice sector personnel or the general public regarding the legal system in Kosovo. Development could include significant modification of existing courses or new courses.		5	3	5	0	1	4	Target for Yr 2 of the EROL Program was 3 legal courses or curricula. This target has been met and exceeded with 10 ⁶ developed courses, curricula and modules.

⁵ Please, note that below provided figures/percentage represent training participant attendance and not unique individuals. During the Yr 3 of the Program, EROL will develop a database for the KJI. This will enable KJI to keep their statistics as required as well as provide EROL with accurate data on the progress of the CLE Program and unique individuals trained. During the period Jan 1 – Mar 31, 2013, CLE Program has been attended by Judges = 196 (73.68%), Prosecutors = 34 (26.98%), Court Staff = 50 (3.25%); Male= 197; Female=83; During the period Oct 1 – Dec 31 2012, CLE Program has been attended by Judges=235 (88.35%), Prosecutors=46 (43.81%) and Court Staff=4 (0.26%); Male=195; Female=90; During the period Jul 1 – Sep 30 2012, CLE Program has been attended by Judges=130 (48.87%), Prosecutors=27 (25.71%) and Court Staff=19 (1.23%); Male=123; Female=53; During the period Jan 1 – Jun 30 2012, CLE Program has been attended by Judges=161 (60.53%), Prosecutors=19 (18.10%) and Court Staff=11 (0.71%); Male=144; Female=47;

⁶ EROL team developed in total 10 courses, curricula and modules and exceeded the set target of 3 courses or curricula for the second year of the Program.

In Q4 EROL team developed following courses:

- Legal Writing and Reasoning for Judges (Training Module)
- Kosovo Judicial Institute: Court Management Responsible Leadership Roundtable Series (Training Module)
- Judicial Roundtables Series-Judicial Ethics: The pledge of professionalism (Training Module)
- Case Management: Promoting access to efficient, effective, and transparent justice services (Training Module)

In Q3, as required by the new LoC Implementation Plan, the MCP team developed training curriculum for use of the new court registers and guides for the court docket clerks. EROL is working with the KJI in the development of eight professionalization courses for judges, prosecutors, and court staff, and four (court management, legal reasoning and writing, case management, and judicial ethics) were completed in the fourth quarter. The Model Courts Program developed and delivered training for Court Support Staff. The remaining three courses (communications, information technology, and mock trials) will be developed in Y3 Q1.

In Q1 EROL staff developed five courses for KJI: International Legal Cooperation in Civil Matters Curriculum for judges.

- Legal English Program : i) TOT Module; ii) Legal Research Module; iii) Intermediate Module; iv) Lower Intermediate Module;

In addition, MCP assisted KJI on developing the court management curriculum and jointly with the KJI component trained President Judges, Supervisory Judges, Court Administrators and Assistant Administrators, on court management with a focus on strategic planning.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
5	# of executive branch sector personnel trained with USG assistance Unit: # disaggregated by sex and role		9	6	2	8	20	10	Target for Yr 2 is 6 staff member of the Office of the President. Target has been met. In addition, other ⁷ executive branch staff members have been trained throughout of the year.
6	# of USG-supported trainers receiving pedagogical training (ToT) for their role in KJI and other judicial trainings, and replicate skills learned Unit: #; disaggregated by sex		0	10	21	0	5	3	Target for Yr2 is 10 Train of Trainers (ToT). Target achieved and exceeded. In Total 29 Train of Trainers ⁸ have been trained with EROL Program during the second year. Unit #: 16 Male and 13 Female

⁷ Ten (10) participants from the OP, the KJC and the KPC attended the workshop on the media relations guidelines, held on 22 February 2013 in Prishtina. Eight (8) legal officers from the Office of the President and four (4) legal officers from the Assembly of Kosovo attended the workshop on the process of review of legislation held in Prishtina from 27-28 October, 2012. Eight (8) legal officers from the Office of the President attended the workshop on Best Media Practices in the Justice Sector on 24 October 2012. Eight (8) legal officers from the Office of the President attended the workshop on the Legal Drafting process held in Peja from 14-16 July 2012.

⁸ “Legal English Program (ToT) and Course Development Workshop” provided local support to the LELi for the development of a cadre of judges, prosecutors, professional legal staff, capable of conducting research and reviewing English-language documents at a professional level of proficiency, and the establishment of a sustainable professional training course in English for Legal Research and Analysis for those audiences at the Kosovo Judicial Institute. As a result, we have in total 10 new Trainers with Male = 4 and Female = 6 all of Albanian nationality; “Training of Trainers Codes of Conduct” provided Training for future Trainers on ethical issues, especially referring to the draft Codes of Conduct for Prosecutors and KPC members. Participants readily took part in lectures and discussions and through group exercises demonstrated their skills in substance matter and in teaching. In total we have 11 new trainers with Male = 8 and Female = 3 all of Albanian nationality; “Crisis Communication Workshop for KJC & Court Staff” with the objective to train the future trainers in the area of public information for judicial and prosecutorial systems. This training was completed by 5 participants in total with Male = 1 and Female = 4 all of Albanian nationality; EROL is working with the KJI on the development of eight professionalization courses for judges, prosecutors, and court support staff. In Q4 EROL assisted in the training of trainers for four courses: 1. Court Management; 2. Legal Reasoning and Writing; 3. Judicial Ethics; and 4. Case Management. Modules completed for these four courses. Training delivered in a ToT environment for “Court Management” (2 Trainers, both male and Albanian Nationality) and “Legal Reasoning and Writing” (1 Trainer, male of Albanian Nationality)

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
7	Simple case studies of persons trained by EROL or EROL-trained instructors (e.g., judge, prosecutor, PR staff, KJI instructor)		0	5	0	2	2	1	Target for Yr 2 is Five "Simple Case Studies". Target has been met. Five ⁹ (5) simple case studies have been completed.
8	KJI Scorecard rating of EROL's progress with KJI goals		16	30(44)	11	13	15	20	Target for Yr 2 is adjusted from 12 to 30. Cumulative total for Yr 1 and Yr 2 = 44 points. During the second year most of the activities under KJI Scorecard foreseen for Yr 2 are completed. However, there are still activities that are to be attained during the Yr3 and Yr4 of the Program that are on the "Ongoing=1" status as the support will continue throughout the Program. Please, see respective scorecard for the details of activities. Current score is 20 out of cumulative 44.
2.2.	Increased independence and accountability of the judicial system								

⁹ The objective of these simple case studies was to examine training outcomes in the workplace. Simple Case Studies have been carried for all four component of the Program. General feedback on the outcome of the training conducted by EROL teams is very positive. Participants from the following courses have been selected:

- Kosovo Judicial Institute Legal English Training – Train of Trainers (ToT), Apr 24 - Jun 1, 2012
- Legal Drafting Training for the Office of the President, July 19 - 20, 2012
- Workshop on Improving Analytical Skills and Preparing Strategic Policy Analyses, Sep 12-14, 2011
- Workshop for Legal Advisers and Researches, Sep 29-30, 2011 and Mar 21-22, 2012
- Workshop with Journalists, Oct 24-25, 2012

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
9	Number of laws, regulations and procedures related to judicial independence supported with USG assistance Unit: #	Standard F output indicator. Refers to laws, regulations and procedures that are official and have been passed or amended in accordance with the country's legal requirements. Laws, regulations and procedures lay out the legal basis for building judicial independence and provide one significant indicator of government commitment. Some laws may also cover transparency.	4	3	0	9	11	5	Target for Yr 2 was 3 laws, regulations and procedures. Target has been met and exceeded with the total of input on 25 regulations, procedures or laws. Please, see footnote for reference ¹⁰

¹⁰ EROL staff provided technical assistance to the KJC working group for LoC implementation plan by actively assisting with development of :

1. KJC Code of Ethics adopted by KJC on 8 October 2012;
 2. Amendments to the Law on Courts. Adopted by Kosovo Assembly on 20 December 2012 and published in Official Gazette on 28 December 2012; (please, see link for reference: [http://gazetazyrtare.rks-gov.net/Documents/Liqji.N.P%20e%20Liqjit%20per%20Gjykatat%20\(shqip\).pdf](http://gazetazyrtare.rks-gov.net/Documents/Liqji.N.P%20e%20Liqjit%20per%20Gjykatat%20(shqip).pdf))
 3. Regulation on Organizational Matters and Activities of the Courts adopted by the KJC on 2 November 2012;
 4. Instruction on Assignment of Pending Cases adopted by the KJC on 26 November 2012;
 5. Regulation on the Organization and Activity of the KJC adopted by the KJC on 2 November 2012;
 6. Amended Regulation on the Organization and Activity of the KJC adopted by the KJC on 26 December 2012;
 7. Administrative Instruction on Compensation of Members of the KJC and Other Officials in Committees and Working Groups adopted by the KJC on 2 November 2012;
 8. Regulation on Recruitment Procedure for Apprentices in Courts adopted by the KJC on 2 November 2012;
 9. Administrative Instruction on Compensation Procedure to Persons Wrongfully Convicted or Arrested adopted by the KJC on 2 November 2012;
 10. Amended Administrative Instruction on Compensation Procedure to Persons Wrongfully Convicted or Arrested adopted by the KJC on 26 December 2012;
- Organizational Chart of New Court Structure;

EROL staff participated on the Working Groups within KPC on drafting:

- Regulation on the Appointment of Prosecutors' Process (July 4, 2012)
- Regulation on the Assignment and Transfer of the Support Staff (August 10, 2012)

EROL staff participated on the Working Groups within KJC on drafting of following adopted documents:

- Regulation on "Reassignment and Transfer of Judges to the Basic Courts and Branches of the Basic Courts"
- Instruction on "Appointment of President Judges and Supervising Judges"
- Decision on "Reassignment of Judges to Serious Crimes Department of the Basic Courts"
- Decision on "Reassignment of Judges to the Commercial Department of the Basic Courts"
- Decision on "Reassignment of Judges to the General Department of the Basic Courts"
- Decision on "Reassignment of Judges to the Administrative Department of the Basic Courts"
- Decision on "Reassignment of Judges to the Juvenile Department of the Basic Courts"
- Amendments to the Regulations on Organization and Internal Activity of the Courts;
- Administrative Instruction for the Selection of the Chair of the KJC

All of the above documents are published under KJC (<http://www.kgjk-ks.org/?cid=1,205>) and KPC (<http://www.psh-ks.net/?page=1,27>) websites.

EROL prepared an analysis of setting of judicial salaries under the LoC

KPC's Annual 2013 work plan

KPC's web strategy plan

Administrative Instruction on selection & compensation of experts in criminal cases by prosecution

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
10	Number of regulations and procedures that improve judicial transparency adopted with USG assistance Unit: #		10	3	0	3	10	7	Target for Yr 2 was 3 regulation and procedures. Target has been met and exceeded with the total of input on 20 regulations and procedures. Please, see footnote for reference ¹¹

¹¹ EROL staff provided technical assistance to the KJC on following Instructions and Regulations:

1. KJC Code of Ethics adopted by KJC on 8 October 2012;
2. Amendments to the Law on Courts. Adopted by Kosovo Assembly on 20 December 2012. Should be published in Official Gazette on 28 December 2012;
3. Regulation on Organizational Matters and Activities of the Courts adopted by the KJC on 2 November 2012;
4. Instruction on Assignment of Pending Cases adopted by the KJC on 26 November 2012;
5. Regulation on the Organization and Activity of the KJC adopted by the KJC on 2 November 2012;
6. Amended Regulation on the Organization and Activity of the KJC adopted by the KJC on 26 December 2012;
7. Administrative Instruction on Compensation of Members of the KJC and Other Officials in Committees and Working Groups adopted by the KJC on 2 November 2012;
8. Regulation on Recruitment Procedure for Apprentices in Courts adopted by the KJC on 2 November 2012;
9. Administrative Instruction on Compensation Procedure to Persons Wrongfully Convicted or Arrested adopted by the KJC on 2 November 2012;
10. Amended Administrative Instruction on Compensation Procedure to Persons Wrongfully Convicted or Arrested adopted by the KJC on 26 December 2012;

EROL staff participated on the Working Groups within KPC on drafting:

1. The Code of Ethics and Professional Conduct for members of the KPC (July 31, 2012)
2. The Code of Ethics and Professional Conduct for Prosecutors (July 31, 2012)
3. The Code of Ethics and Professional Conduct for Prosecutorial Support Staff (July 31, 2012)

EROL staff participated on the Working Groups within KJC on drafting:

1. The Regulation on KJC,
2. The Regulation on Appointment, Compensation, Disciplining and Removal of lay judges,
3. The Regulation on Appointment, Discipline and Dismissal of Court presidents,
4. AI on Reimbursement of KJC members and other officials involved in committees and WG,
5. AI on Reimbursement and Manner of Engagement of the Committee and General Criteria for Compensation of Damage to Wrongfully Convicted or Arrested Persons.

EROL staff supported KPC efforts to amend various regulations, including:

1. Appointment of Prosecutors and
2. Transfer of Prosecutors to new Court of Appeals.

In addition, the support is being offered to KPC on

Procedure to harmonize criminal report forms used in combatting organized crime and corruption

Amendment to Regulation on the Performance of the KPC

Continued drafting of KPC Strategic Plan (see #18 below)

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
						Q1	Q2	Q3	Q4	
11	Number of government media relations staff trained with USG assistance Unit:# Disaggregated by sex and office	Standard F output indicator. Staff must be employed by government, and media relations must be at least one of their substantive responsibilities. A free, effective and informed press depends on government support for freedom of the press, and on responsible, responsive and professional government officials working with the press.		10	10	19	26	28	1	Target for Yr2 is 10 Media Relations staff. Target met and exceeded. During the second year of the Program, 74 participants ¹² attended EROL Team training program. Unit: Male = 41; Female = 25 Institutions: KJI, KJC, KJCS, KPC, MoJ, OP, Journalists;
12	Constitutional Court scorecard rating of EROL's progress with CC's goals	Benchmark outcome indicator. Progress on tab "CC" toward approved and consensed activities, in consultation with USAID and stakeholders. Total score possible: 56 over four years; cumulative in (#)		19	24(34)	20	20	22	22	Target for Yr 2 is adjusted from 14 to 24. Cumulative total for Yr 1 and Yr 2 = 34 points. During the second year most of the activities under CC Scorecard foreseen for Yr 2 are completed. Only two activities are still on the "Ongoing=1" status and are expected to be completed during the next year of the Program implementation. Current score is 22 out of cumulative 34. Please, see respective scorecard for the details of activities.
13	Improved performance on scale considering key factors of an acceptable disciplinary system Unit: Scale of 0-3	Outcome indicator. Based on key factors of an acceptable disciplinary system (including ensuring timeliness of disciplinary hearings, the presence of a system for processing complaints and adherence to that system, and a review of sanctions executed against sanctions imposed), a score of 0-3 will be		0	1	1	1	1	1	Target for Yr 2 was 1 on the score from 0-3. Target has been met. In preparation for efforts to improve resources available to judges and the effectiveness of disciplinary

¹² During the second year of the Program 74 participants attended Media Relations training. During these training we have 66 unique individuals who are trained and work on the Public Relation matter on their respective institutions. Following are Media Relations capacity building events organized during Yr2: "Media and the Criminal Justice", "Advanced PR skills and Crisis Communications", "Workshop with Journalists", "Crisis Communications Workshop for KJC and Court Staff", "Best Practices for Better Media Relations (part 1 & 2)", "Best Practices for Better Media Relation Working Sessions (part 1 & 2); (for details on these workshops, please, refer to the narrative section on EROL Capacity Building Events"

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments	
					Q1	Q2	Q3	Q4		
	assigned.								processes, a study tour to the US was conducted on the topic of ethics, conduct and discipline. Additionally, preparations were undertaken for an STTA to work with the KJC on the development of a Code of Conduct and Ethics ¹³ .	
2.3.	More effective operations of the justice system									
14	# of USG-assisted courts w/ improved case management Unit: # Listed by site and type of court, as applicable	Standard F outcome indicator and defined by Model Court norms. KJC to provide operational definition of floor measurement for "improved case management."		0	8	0	0	0	31	8 MCP courts are scheduled for Yr 2. Target for Y2 was to assist 8 courts on improving case management. This target was exceeded; EROL MCP provided assistance for improving case management in 31 Kosovo courts. Through electronic register and data base development EROL, in close coordination with KJC Sec and Courts, insured smooth and transparent management of cases as per requirements of the new LoC.
15	Ratio of all dispositions to new case filings in courts assisted by USG in the area of case management Unit: Ratio	Standard F outcome indicator applied to the Model Courts. Shows whether backlogs are increasing. Speed and efficiency of the courts serve as proxies for effectiveness of the justice system and of justice sector actors as a whole.		N/A	3-5% Improved	Indicate or to be reported Annually	Indicate or to be reported Annually	Indicate or to be reported Annually	Data to be reported in due time	As a result of the demands required for implementation of the new Law in Courts and new Criminal Code and Procedural Code, which required transfer and merging of cases from the jurisdictions under the old court structure to the new, the, KJC Sec was unable to collect reliable and accurate data for reporting for this indicator. Beginning January

¹³ To be more efficient, EROL and ECLO/HD agreed in 2012 that HD would take the lead in developing regulations for the Disciplinary Council while EROL would take the lead in developing the Code of Ethics and Conduct for Judges. EROL prepared a research memorandum at the request of the KJC regarding the rationale behind the practice of publishing disciplinary final decisions.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
									2013, as part of the EROL MCP activities on improvement of case management for Kosovo Courts, EROL is assisting KJC Secretariat Statistic Department with the collection of more reliable and accurate data that will also include collection of data for reporting on this indicator.
16	% of cases heard and resolved within 24 months Unit: %	Mission Custom indicator. Similar to standard indicator above, although this one has a 2-year span before being counted.	N/A	3-5% Improved	Indicator to be reported Annually	Indicator to be reported Annually	Indicator to be reported Annually	Data to be reported in due time	As a result of the demands required for implementation of the new Law in Courts and new Criminal Code and Procedural Code, which required transfer and merging of cases from the jurisdictions under the old court structure to the new, the, KJC Sec was unable to collect reliable and accurate data for reporting for this indicator. Beginning January 2013, as part of the EROL MCP activities on improvement of case management for Kosovo Courts, EROL is assisting KJC Secretariat Statistic Department with the collection of more reliable and accurate data that will also include collection of data for reporting on this indicator.
17	More efficient and professional Model Courts	Benchmark outcome indicator. Progress on scorecard toward measures to improve Model Courts in consultation with USAID and stakeholders. Each Model Court is subject to 9 standards and score range of 0-3 for each.	9	189 (351)	43	43	43	187 ¹⁴	During Y2, the EROL MCP was focused on assisting the KJC and Courts with the transition to the new court structure. Consequently the MCP activities were expanded in all Kosovo

¹⁴ APPENIX C Indicator 17; More efficient and professional Model Courts (Progress on scorecard toward measures to improve Model Courts in consultation with USAID and stakeholders. Each Model Court is subject to 9 standards and score range of 0-3 for each).

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
	Total score possible: 540 over four years; cumulative in (#)								<p>courts (not only target courts formerly known as MCP phase I courts). During Q4 Y2 EROL added 8 courts to the original 8 in the MCP.</p> <p>During Y2 Q2 and Q3, the KJC and Secretariat were engaged in development of new policies that are expected to generate positive improvements in the new court system. Implementation of these new policies, such as the Regulation on Internal Operations of the Court, presented huge challenges for court management, court staff and the EROL MCP. The EROL MCP provided assistance and guidance for all levels of court management throughout Y2. The EROL MCP facilitated a significant number of trainings for all levels of court staff from President Judges, Court Administrators, Supervisory Judges, Assistant Administrators and court support staff. Trainings were focused on change management, court management, case management (using automated tools for case data processing) communications etc.</p>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
18	Number of strategic plans for justice sector reform adopted with USG assistance	Standard F output indicator. EROL will work with several bodies to develop strategic plans for justice sector reform, matching priorities with tasks, establishing timelines and benchmarks, and including broad consultation among key stakeholders. Sub-plans for departments or divisions developed as deemed useful and necessary by stakeholders.	2	TBD	0	0	0	0	<p>KJC Strategic Plan: Due to the significant investment of time and resources involved in the transition to a new judicial system as of 1 January 2013, no work on the strategic plan was possible in Q4. This work is scheduled to begin in Y3Q1 in collaboration with ECLO/HD</p> <p>KPC Strategic Plan: EROL supported KPC with further development of Strategic Plan to cover 2013-2016 anticipated to be finalized and approved during YR 3 of Program.</p>
19	Mean case disposition time in courts assisted by USG in the area of case management Unit: Mean # months	Standard F outcome indicator. Median case disposition time is measured from filing to the date parties are notified of case resolution by the court. Courts as defined by specific jurisdiction. Tracking the mean case disposition time permits a better understanding of the overall disposition rate of the courts.	N/A	5% decrease	Indicated or to be reported Annually	Indicated or to be reported Annually	Indicated or to be reported Annually	Data to be reported in due time	As a result of the demands required for implementation of the new Law in Courts and new Criminal Code and Procedural Code, which required transfer and merging of cases from the jurisdictions under the old court structure to the new, the KJC Sec was unable to collect reliable and accurate data for reporting for this indicator. Beginning January 2013, as part of the EROL MCP activities on improvement of case management for Kosovo Courts, EROL is assisting KJC Secretariat Statistic Department with the collection of more reliable and accurate data that will also include collection of data for reporting on this indicator.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
20	Improved administrative performance as defined from prosecutors' perspectives Unit: % improved	Outcome indicator. Model Court and KPC activities should improve administrative performance. Measured through questionnaires given to sample of prosecutors.	N/A	TBD with Survey	No Activity to report for this quarter	No Activity to report for this quarter	10.75 %	4.76%	In total, EROL KPC team conducted survey with 16 KPC members. Survey conducted with sample questionnaires distributed among 10 KPC members out of 93 in total for Q3 and additional 10 (we only received 6 questionnaires by the time the report is due) out of 126 KPC members during the Q4. On both surveys EROL Program received back questionnaires with positive feedback ¹⁵ on the improved administrative performance of KPC activities through EROL Program support.
21	Kosovo Judicial Council scorecard rating of EROL's progress with KJC goals	Benchmark outcome indicator. Progress on KJC scorecard toward approved and consensed activities in consultation with USAID and stakeholders. Total score possible: 84 over four years; cumulative in (#)	24	34(50)	16	16	20	23	Target for Yr 2 is adjusted from 20 to 34. Cumulative total for Yr 1 and Yr 2 = 50 points. During the second year most of the activities under KJC Scorecard are under the "Ongoing = 1" status. The ongoing support for the addressed activities under the Yr 2 will continue throughout the next year. Current score is 23 out of cumulative 50. Please, see respective scorecard for the details of

¹⁵ KPC staff members highlighted support that the EROL team has provided. They emphasized the huge contribution to KPC starting from the support in drafting the Council's regulations and by-laws, such as the Strategic Plan 2013-2015; In drafting the Codes of Ethics for the prosecutorial system, conducting trainings for trainers for these codes and has also given efforts to raise awareness of the minority groups to be become a part of the prosecutorial system. EROL has given an incredible contribution regarding the public relations while raising awareness of the Prosecutorial System staff. To this regard, EROL conducted trainings and workshops where the issue of PR was discussed with participants. Moreover, EROL has given significant contribution in drafting the Rules for Internal Communications

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
						Q1	Q2	Q3	Q4	
										activities.
22	Kosovo Prosecutorial Council scorecard rating of EROL's progress with KPC goals	<p>Benchmark outcome indicator. Progress on KPC scorecard toward approved and consensed activities in consultation with USAID and stakeholders.</p> <p>Total score possible: 44 over four years; cumulative in (#)</p>		7	28(36)	11	14	14	14	<p>Target for Yr 2 is adjusted from 12 to 28. Cumulative total for Yr 1 and Yr 2 = 36 points.</p> <p>During the second year most of the activities under KPC Scorecard are under the "Ongoing = 1" status. The ongoing support for the addressed activities under the Yr 2 will continue throughout the next year. Current score is 14 out of cumulative 36. Please, see respective scorecard for the details of activities.</p>
23	Ministry of Justice scorecard rating of EROL's progress with MOJ goals	<p>Benchmark outcome indicator. Progress on MOJ scorecard toward approved and consensed activities in consultation with USAID and stakeholders.</p> <p>Total score possible: 80 over four years; cumulative in (#)</p>		15	28(44)	8	12	17	17	<p>Target for Yr 2 is adjusted from 26 to 28. Cumulative total for Yr 1 and Yr 2 = 44 points.</p> <p>During the second year most of the activities under MoJ Scorecard are under the "Ongoing = 1" status. The ongoing support for the addressed activities under the Yr 2 will continue throughout the next year. Current score is 17 out of cumulative 44. Please, see respective scorecard for the details of activities.</p>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
	MECHANISMS FOR CITIZENS TO REPRESENT THEIR INTERESTS AND HOLD THE GOVERNMENT ACCOUNTABLE								
27	# of page visits per month on the MOJ interactive website for pending legislation Unit: # per month	Outcome indicator. The MOJ website invites citizen input on legislation. As citizen confidence increases, public participation and visits to website should increase. Difficult to determine whether increased knowledge of site or confidence is contributing to data. Website registration might request information on both.	N/A	250	1,752 clicks	4,999 clicks	2,625 clicks	0 ¹⁶	Target for Year 2 of the EROL Program implementation has been exceeded. The total number of clicks for the second year is 9,376 clicks.
28	Number of USG-assisted Civil Society Organizations that engage in advocacy and watchdog functions. Unit: #	Standard F outcome indicator. CSOs must be actively engaged in these functions, and be able to demonstrate that they are so engaged	0	4	0	0	2	2	Under USAID Forward, Two (2) grants have been awarded to local partners, Balkan Investigative Reporting Network – BIRN to implement a one year nationwide public awareness campaign to educate citizens about the roles and responsibilities of actors within the justice system and Advocacy Training and Resource Center – ATRC to provide fifteen (15) sub-grants to CSOs around the country to better understand the courts. Both local partners will work to broaden the circle of people who both support strengthened rule of law through improved performance of the courts and understand how the court system works well enough to navigate the court system effectively and advocate for reform -Developed USAID Forward RFA (July 2, '12)

¹⁶ Ministry of Justice was unable to provide data for the period of Jan-Mar 2013 due to technical issues. Data to be provided in due time.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Target	Program Year 2 Actual To date				Comments
					Q1	Q2	Q3	Q4	
									-Lunched USAID Forward RFA (July 4, '12)
29	# of functioning Public Reception and Orientation Platforms (PROPs) in model courts Unit: #	The PROPs increase transparency and access to information while ensuring that court users are oriented in new systems. To be counted, a PROP must meet TBD standards as tested by auditors posing as court users.	0	7(13)	0	0	0	0	No Activity to report for this indicator. As PROPs are related to the Model Courts we expect to have first functional PROPs during the next quarter.
3.1.	Increased Professionalism of Citizen Groups and Journalists to Monitor Government Activity and Influence Policy								
30	# of USG-assisted campaigns to enhance public understanding; NGO support/media coverage of judicial independence and accountability Unit: #	Standard F output indicator. Tracks inputs that strengthen those mechanisms focused on public understanding, NGO support and media coverage of judicial independence and accountability. Campaigns designed to support GOK initiatives. Definitions must be shared/vetted with all NGOs involved. Targets TBD as grant TORs are accorded with USAID.	N/A	TBD	0	0	0	Nine ¹⁷ (9) community meetings	EROL staff conducted a series of minority community outreach meetings reaching out 112 individuals in total with Alb = 28, Serb = 68, Roma = 15, Gorani = 1 Male = 79; Female = 33

¹⁷ **Name of the activity:** Minority community outreach meetings. **Activity:** Distribution of brochures dedicated to the minority community youth who are either existing, graduate or potential law students. **Objective of the activity:** I) Distribution of the set of brochures developed by EROL in cooperation with KJC entitled: “Choose your profession”, “What is BAR exam?” and “Evaluation and Recognition of Diplomas”. Discussion on equal access to justice, minority employment/inclusion in Kosovo judicial institutions; and II) To provide to all participants more information on the new structure of courts and prosecution offices by giving to the audience a presentation of a combination of “This is Your Court” media campaign.

Plan of action: February – June 2013 / Organizing community meetings in 22 municipalities in Kosovo.

Numbers of meeting organized so far: 9 meetings (In Gračanica/Graçanicë, Fushë Kosovë/Kosovo Polje, Obiliq/Obilić, Lipjan/Lipljane, Novobërdë/Novo Brdo, Ranillug/Ranilug (village Domorvce), and Partesh/Partesh (village Pasjane)

APPENDIX D: PMP SCORECARDS

KOSOVO JUDICIAL COUNCIL SCORECARD

Kosovo Judicial Council Scorecard	Year 2					Description
	Target/Actual (per Quarter)	Target	Q 1	Q 2	Q 3	
Support drafting of implementation plan LoC	Completed					Yr 1 Target Completed.
Rapid assessment to identify focus of efforts (Action Plan)	Completed					Yr 1 Target Completed.
TA to KJC committees	Completed					Yr 1 Target Completed.
TA to KJC for building strategic alliances	2	1	1	1	1	EROL continued to assist KJC to build strategic alliance with Federal Judicial Center, Administrative Office of U.S. Courts, State Court Judges and Administrators in Minnesota during a U.S. judicial ethics study tour with a Kosovo Delegation of KJC, ODC, and Court representatives. EROL is supporting the KJC Secretariat through a comprehensive review of its organizational structure that will strengthen the infrastructure and ability of the KJCS to support administrative functions of the courts throughout Kosovo. EROL is providing significant oversight of the Implementation of the new Law on Courts through technical assistance and development of a methodology and strategic plan for ensuring successful implementation on January 1, 2013. Additionally, implementation-planning workshops were conducted for KJC, KJCS and national court administrators in order to strengthen internal strategic alliances between the Secretariat and subordinate court components/court leadership. National change management seminars were conducted for court administrators and presiding judges. The Regional Court Liaison Program is in the final stages of selecting the eight personnel who will be assigned to the Basic Courts. The KJC working group on court registries worked through the quarter and will enter the design phase during the next reporting quarter.
Support KJC in inter-Ministerial legislation working groups	2	1	1	1	1	EROL continued to work with the Work Group on Amendments to the Law on Courts, Law on the KJC, Law on the State Prosecutor, Law on Special Prosecutors, and Law on the KPC. EROL supported a workshop to make additional amendments as well as assist with the review, editing, and compilation of comments and proposals in collaboration with its counterparts. EROL supported working group on new Minor Offenses Law
Support development of follow-on Strategic Plan	2	1	1	1	1	EROL continued to support the KJC's effort with developing a strategic plan. With EROL assistance, KJC established a working group that will draft the
Support HR functions of KJC						
Define and standardize staff job descriptions	2	0	0	1	1	EROL worked with KJC to establish a human resources work group that has proposed organizational structures for each court.
Staff recruitment/selection standards in place	2	0	0	1	1	
Staff promotion standards in place	2	0	0	1	1	
Staff discipline/dismissal standards in place	2	0	0	1	1	
Internship programs functioning successfully	2	1	1	1	1	EROL hired two interns who provided significant support to the KJC's efforts with respect to the Implementation Plan.
Judicial selection procedures improved	Completed					Yr 1 Target Completed. In Q4 EROL provided substantial support in collaboration with European advisors in a working group revising the regulations on judicial selection

Judicial evaluation procedures improved	Completed					Yr 1 Target Completed. In Q4 EROL supported a working group evaluating the template used to evaluate new judges
Judicial promotion procedures improved	2	1	1	1	2	EROL provided substantial support to the KJC Steering Committee's effort to develop criteria for the selection/reassignment of Basic Court judges. The KJC Steering Committee approved 1) instructions for the appointment of president and supervising judges, and 2) regulations on reassignment of judges. EROL prepared a legal analysis of judicial salary setting under the new LoC
Judicial disciplinary procedures improved	2	1	1	1	1	EROL continued to work with the KJC on the development of a Code of Ethics for the KJC. The KJC Committee on Normative Issues and the Disciplinary Committee drafted a regulation on the performance of the Disciplinary Committee. Code of Ethics adopted by KJC on 8 October 2012
KJC database for judicial personnel in use	2	1	1	1	1	Database assessment is ongoing and EROL will be working with the contractors during Quarter 4.
Track legislation reviewed by legal office	2	1	1	1	1	EROL continued to act in an advisory capacity to the Work Group on Amendments to the Law on Courts, Law on the KJC, Law on the State Prosecutor, Law on Special Prosecutors, and Law on the KPC, and reviewed, edited, and compiled comments and proposals in collaboration with its counterparts.
Track implementation of procedures for effective court admin						
Case flow, reception, assignment, management	2	1	1	1	1	EROL has reinvigorated the model court program (MCP) improvement teams at 8 model courts scheduled for MCP initiatives this year. The procurement process for design and court refurbishment of the model courts is fully underway with 8 design tasks orders in progress, and 5 court refurbishment IQC contracts submitted to USAID for approval. Procedures for ensuring smooth transition to the new court structure under the LoC is well underway with working groups established and working on HR, court admin, public outreach, and logistics requirements.
Case files and records standards and procedures	2	1	1	1	1	
Attention to court users	2	1	1	1	1	Web portal assessments (web strategy and web development plans) have been submitted to the KJC for review.
Transparency and information access	2	1	1	1	1	
Increased and more effective use of automation						

Assess IT needs, CMIS' contributions/gaps, and failure to use	2	1	1	1	1	EROL, working with the KJC sub working groups, has developed a electronic case inventory system to account for all pending cases in the country so that complete and precise transfers of cases can be accomplished as scheduled.
Provide recommendations for system operation	2	1	1	1	1	Web portal assessment under review.
Minority outreach efforts						
Draft minority access assessment	2	1	1	1	1	Draft report on Minority access submitted to USAID.
Draft outreach campaign	2	1	1	1	2	EROL drafted brochures to encourage minority community citizens to enter programs for professional positions in the judicial system – approved by KJC and USAID
Draft requirements for translator program	2	0	0	0	1	EROL participated in a working group to develop a new law to certify court interpreters and translators.
TOTAL:	34	16	16	20	23	

KOSOVO PROSECUTORIAL COUNCIL SCORECARD

Kosovo Prosecutorial Council Scorecard	Year 2					Description
	Target/Actual (per Quarter)	Target	Q1	Q2	Q3	
Facilitate development of strategic plan	2	1	1	1	1	EROL facilitated drafting of KPC Strategic Plan with Council and working group members. Final draft plan is being revised and will be submitted to Council for consideration and adoption.
Facilitate development of annual plans	2	1	1	1	1	Yr 1 Target Completed. Activity is ongoing for KPC 2013 annual plan and will be repeated in Yr 3 and Yr 4. EROL facilitated annual planning activities, including macro action plan development, sharing of template in connection with the creation of KPC's Strategic Plan.
Facilitate development of implementation plan and committees	2	1	1	1	1	The Implementation Plan has been completed, based on a simplified version of the draft developed by USAID/EROL. EROL facilitated the establishment of committees/commissions/working groups, which are included in amended regulation on the organization and activity of the KPC.

Instruction manual (SOP) with regulations, policies, procedures	2	1	1	1	1	EROL drafted various guidelines and plans in the spheres of PR communications and website design for the KPC. EROL also assisted in drafting/amending the Five Justice Sector Laws, several pieces of secondary legislation, and the KPC's Strategic Plan.
Support implementation of SOP across KPC	2	0	1	1	1	Activity to be attained in Yr 3 and Yr 4. EROL participated in working groups that assisted KPC draft/amend regulations concerning discipline and prosecutor performance & evaluation, and an administrative instruction on setting annual performance norms, and amendments to amended regulation on the organization and activity of the KPC.
Develop job descriptions/TORs for KPC Secretariat staff	2	1	1	1	1	Job descriptions are being developed and revised as part of the strategic planning process, and in collaboration with ECLO.
Train KPC in needs-based budgeting and justification	2	0	1	1	1	EROL and the KPC examined budget issues and identify specific needs through the strategic planning process. More concrete plans will be put in place with Action Plan development.
Legislative drafting support: secondary legislation	2	1	1	1	1	EROL participated in working group that assisted KPC draft/amend regulations concerning discipline and prosecutor performance & evaluation, and an administrative instruction on setting annual performance norms.
Development of new staff training module	2	0	1	1	1	As part of strategic planning process, the KPC identified staff professionalization and training as a key objective. Concrete activities will be developed in Action Plan.
Draft public relations strategy	2	1	1	1	1	EROL finalized and presented to KPC for consideration public relations strategy, media guidelines and a crisis communication plan. KPC is expected to adopt in YR 3.
Draft public relations training modules and materials	2	1	1	1	1	EROL trained KPC staff/spokesperson.
Train public relations staff	2	1	1	1	1	EROL trained KPC staff/spokesperson.
Support formulation of external/internal communication plans	2	1	1	1	1	EROL finalized and presented to KPC for consideration public relations strategy, media guidelines and a crisis communication plan.
Incorporate public messages into overall outreach activity	2	1	1	1	1	EROL drafted media guidelines and conducted Media and the Criminal Justice Workshop attended by legal professionals and journalists.
TOTAL:	28	11	14	14	14	

MINISTRY OF JUSTICE SCORECARD

Ministry of Justice Scorecard	Year 2					Description
	Target/Actual (per Quarter)	Target	Q1	Q2	Q3	
Legislative drafting						
Draft training modules	2	1	2	2	2	Yr 2 Target Completed. Legal Process workshop in Peja conducted during Q2. Eight professionalization training modules were under development during Q3; they are expected to be completed in Q4.
Implement training program in legislative drafting	2	1	2	2	2	Yr 2 Target Completed. Activity to be attained in Yr 2, Yr 3 and Yr 4. Legal Process workshop in Peja conducted during Q2.
Draft legislative enactment plans	Completed					Yr 1 Target Completed.
Define guidelines for public participation	2	1	1	1	1	To be addressed in the preparation of secondary legislation for state advocacy office during Y3 Q1 or Q2. The Kosovo Assembly is not expected to adopt the Draft Law on the State Advocacy Office until Y3 Q1, after which this activity will be undertaken.
Capacity development for public participation	2	1	1	1	1	To be addressed in the preparation of secondary legislation for state advocacy office during Y3 Q1 or Q2. The Kosovo Assembly is not expected to adopt the Draft Law on the State Advocacy Office until Y3 Q1, after which this activity will be undertaken.
Support for secondary legislation drafting	2	0	1	1	1	Activity to be attained in Yr 2, Yr 3 and Yr 4. MOJ is not preparing secondary legislation for the Law on Courts, etc. This activity will be addressed in the preparation of secondary legislation for state advocacy office during Y3 Q1 or Q2. The Kosovo Assembly is not expected to adopt the Draft Law on the State Advocacy Office until Y3 Q1, after which this activity will be undertaken.
International Legal Cooperation Department (ILCD)						
Training needs analysis report	Completed					Yr 1 Target Completed.
Develop training modules for ILCD	2	2	2	2	2	Training Module developed and provided during the first year of Program implementation.
Develop international legal assistance manual	Completed					Yr 1 Target Completed.
Training MOJ officials in implementation of roles	2	2	2	2	2	Yr 2 Target Completed. Activity to be attained in Yr 2, Yr 3 and Yr 4. In year one, conducted 2-day workshop on International Legal Cooperation in Civil Matters and delivered Practice Manual to Ministry of Justice Officials; in Q1, year 2, prepared a comprehensive sensitive case file use and storage protocol, which was accepted for use by the Acting Director of the ILCD
Complete agreements with interested nations	2	0	1	1	1	The DILC requested training in the negotiation of bilateral agreements, but illness of DILC Director, and late inauguration of the new EU Twinning Project (a strategic partner with EROL) delayed this initiative. This training is planned for Y3 Q1 or Q2. Following the training, EROL will support travel by officials to negotiated bilateral agreements with interested nations.
Exchanges with EJM and EuroJust	2	0	0	0	0	No Activity to report.
Litigation Unit						
Training needs analysis report	Completed					Yr 1 Target Completed.
Develop training modules	2	0	0	1	1	EROL supported the MoJ in the preparation of the Draft Law on State Advocacy

Training in inter-Ministerial coordination for litigation	2	0	0	1	1	Office, which pending adoption at the Assembly; the Office will replace the Litigation Unit.
Training in oral and written advocacy skills	2	0	0	1	1	
ToT for local trainers	2	0	0	1	1	The Draft Law will likely include continues legal education requirement for the State Advocates. Upon the adoption of the Draft Law in Y3 Q1, and the hiring of the state advocates, EROL will address the activities in this section, in Y3 Q1 or Q2. The Kosovo Assembly is not expected to adopt the Draft Law on the State Advocacy Office until Y3 Q1, after which this activity will be undertaken. In the meantime, EROL was engaged in developing training course modules for the KJI in Q4 (which will continue into Y3 Q1) that will be applicable to some aspects of these training requirements.
Training in administrative litigation	Yr3 and Yr4					Yr 3 and Yr 4 Activity
Training in civil litigation	Yr3 and Yr4					Yr 3 and Yr 4 Activity
Compilation of training into a reference book	2	0	0	1	1	This activity is related to the above training activities. See above.
TOTAL	28	8	12	17	17	

CHAMBER OF NOTARIES SCORECARD¹⁸

OFFICE OF THE PRESIDENT SCORECARD

Office of the President Scorecard	Year 2					Description
	Target/Actual (per Quarter)	Target	Q1	Q2	Q3	
Report on justice-related competencies of OP	2	1	1	1	1	The report on Presidential competencies in the justice sector has been drafted. However, the amendment of the four justice sector laws, which is expected to be finalized by June 2013, necessitates the need for updating the draft report in Year 2 in order for its content to adequately and comprehensively reflect the legal changes made.
Establish working group per Project design TORs	Completed					Yr 1 Target Completed.
Support creation of coordination mechanisms	Completed					Yr 1 Target Completed.
Intra-governmental roundtables	Completed					Yr 1 Target Completed.
Draft PR strategy	2	1	1	1	2	Yr 2 Target Completed. EROL has finalized the drafting of the media relations guidelines for the Office of the President. The purpose of the guidelines is to give effect to democratic principles of transparency and public participation in the justice system of Kosovo in order to ensure judicial and prosecutorial independence, impartiality and

¹⁸ EROL will cease assistance to the Chamber of Notaries in accordance with USAID's agreement with the Swiss Government and introduction of activities to assist the KJC and courts to prepare for the transition to the notary system under the Law on Notary

						integrity and the fair administration of justice in the Republic of Kosovo.
Train public relations team members	2	2	2	2	2	<p>Yr 2 Target Completed. In Year 2, EROL conducted a series of PR training sessions for the OP team in order to empower the professional skills in media interaction and enhance thus the President's communication with citizens on justice related matters. The following activities were undertaken to accomplish this objective.</p> <p>EROL conducted on October 24, 2012, a workshop for OP public officers on the development of a communications strategy. The workshop introduced participants with the contemporary approaches and techniques in overcoming public communication barriers, ensuring qualitative message delivery, and strategies for communicating matters involving judicial and prosecutorial appointments.</p> <p>On February 22, 2013, EROL conducted the other workshop with the justice sector institutions, including the Office of the President to discuss the media relations guidelines as prepared by EROL STTA.</p>
Include outreach messages in overall PR strategy	Yr 3					Year 3 Activity
Support drafting of written protocols/circulars/guidelines	2	1	1	1	1	EROL through the STTA has prepared the guidelines for the legislative review and the template on the presidential return of legislation, which will serve as a guiding document for the legislative review process. The Office of the President is using the legislative review template as developed by EROL for the presidential return of the legislation enacted by the AoK.
Support agencies to implement protocols	2	0	1	1	2	<p>Yr 2 Target Completed. EROL supported the OP in the implementation of the technical guidelines for the exercise of OP constitutional competencies with regard to the return of laws for reconsideration prior to promulgation. The results is that the OP is reviewing the legislation on the basis of the EROL designed guidelines.</p> <p>In addition, a team of legal officers of the OP attended the Legal English Program as developed by EROL. The program has successfully strengthened the professional capacities of the OP in providing better quality of legal services and has enhanced the process of the implementation of the existing legal framework and protocols.</p>
Train legal officers of OP	2	1	2	2	2	<p>Yr 2 Target Completed.</p> <p>In July 2012, EROL conducted a two-days training in the legislative drafting process. The training was attended by the legal officers of the PO, the KJC, the KPC and the MoJ.</p> <p>In October 2012, EROL conducted a two-day workshop on the "legislative review process". The training was attended by the legal officers of the President's Office and the Assembly of Kosovo.</p>
TOTAL:	12	6	8	8	10	

MODEL COURTS PROGRAM SCORECARD

Model Courts Scorecard									
KEY STANDARD		The Supreme Court	Pristina District Court ¹⁹	Gjilan District Court ²⁰	Lipjan Municipal Court ²¹	Istog Municipal Court ⁴	Viti Municipal Court ⁴	Rahovec Municipal Court ⁴	Suhareka Municipal Court ⁴
1	Reorganize administrative duties between Presiding Judge and Court Administrator	2	2	2	2	2	2	2	2
2	Develop and implement a Court Training Plan	2	2	2	2	2	2	2	2
3	Maintain and updated open and closed case files accurately and chronologically	2	2	2	2	2	2	2	2
4	Develop and implement a plan for reduction of case backlogs in all types of cases	1	1	1	1	1	1	1	1
5	Develop and implement a plan for compliance with case processing time standards	1	1	1	1	1	1	1	1
6	Streamline procedures for effective procurement and use of court logistics and supplies	2	2	2	1	1	1	1	1
7	Enhance court communication with the public	2	2	1	1	1	1	2	1
8	Improve accessibility and security of court facilities	2	3	2	2	2	2	3	2

¹⁹ As foreseen by the new LoC the Pristina District Court Jurisdiction from January this year is converted to the Pristina Basic Court and Court of Appeals. As per KJC and USAID agreement the Pristina District Court building was refurbished and transferred to the Court of Appeals. The MCP activities were focused on supporting new courts, the Court of Appeals and the Pristina Basic court.

²⁰ As foreseen by the new LoC, the Gjilan District Court and Gjilan Municipal Court are converted to one court - Gjilan Basic Court. The MCP assisted both courts on reaching the MCP standards and also implementing the new LoC

²¹ The Municipal Courts as are listed on the scorecard 1(Lipjan MC , Istog MC, Viti MC, Rahovec MC and Suheraka MC) starting from January 2013, as foreseen on the new LoC are converted to branch courts to their respective Basic courts.

9	Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively	1	3	1	1	1	1	3	1
TOTAL:		15	18	14	13	13	13	17	13

MODEL COURTS PROGRAM SCORECARD²²-II

Model Courts Scorecard		Pristina Basic Court - Podujeva Branch ²³	Pristina Basic Court – Glllogovc Branch ⁶	Ferizaj Basic Court –Kacanik Branch ⁶	Gjakova Basic Court –Klina Branch ⁶	Gjakova Basic Court – Maliseva Branch ⁶	Peja Basic Court – Decan Branch ⁶	Prizren Basic Court – Dragas Branch ⁶	Mitrovica Basic Court – Vushtri Branch ⁶
KEY STANDARD									
1	Reorganize administrative duties between Presiding Judge and Court Administrator	2	2	2	2	2	2	2	2
2	Develop and implement a Court Training Plan	2	2	2	2	2	2	2	2
3	Maintain and updated open and closed case files accurately and chronologically	2	2	2	2	2	2	2	2
4	Develop and implement a plan for reduction of case backlogs in all types of cases	1	1	1	1	1	1	1	1
5	Develop and implement a plan for compliance with case processing time standards	1	1	1	1	1	1	1	1
6	Streamline procedures for effective procurement and use of court logistics and supplies	0	0	0	0	0	0	0	0
7	Enhance court communication with the public	0	0	0	0	0	0	0	0
8	Improve accessibility and security of court facilities	1	1	1	1	1	1	1	0

²² The MCP Scorecard 2 includes second eight new participant courts that joint EROL MCP on the Yr2 Q4.

²³ As foreseen on the new LoC the Branch Courts operate under the Basic Courts, which the courts listed on Scorecard 2 under former structure were operating as Municipal Courts.

9	Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively	0	0	0	0	0	0	0	0
TOTAL:		9	9	9	9	9	9	9	8

EROL MODEL COURT – PMP SCORING DESCRIPTION CRITERIA

Key Standard	Scoring	
	Score	Criteria
Reorganize administrative duties between Presiding Judge and Court Administrator	0	No formal description of court administrative responsibilities.
	1	Assessment of court administrative functions completed.
	2	Plan for division of responsibilities developed and implemented. With the endorsement of the new Regulation on Court Internal Operations EROL facilitated discussions to clarify the roles and responsibilities of President Judges and Court Administrator. Additionally EROL assisted the Supervisory Judges and Assistant Administrators in the Branch Courts understand the appropriate communication chain between the Branches and the main office of the Basic Court.
	3	Results of implementation reviewed, plan adjustments considered.
Develop and implement a Court Training Plan	0	No formal Court Training Plan.
	1	Assessment of training needs completed.
	2	Court Training Plan developed and implemented. During the Y 2 Q1, Q2 and Q3 EROL conducted a significant number of training programs for court staff relevant to the implementation of the new court structure. Trainings were focused on change management, case transfer, new case registers, communications, time stamps, data base use and statistics.
	3	Results of implementation reviewed.
Maintain and update open and closed case files accurately and chronologically	0	No written plan for file management.
	1	Status of current file management assessed and deficiencies noted.
	2	Plan for case record maintenance, updating, and routing with accountability noted adopted. EROL MCP developed a database program that will streamline the workflow, as well as enable the KJC Sec and Courts in collecting more reliable and accurate statistical data.
	3	Status of file management reviewed.
Develop and implement a plan for reduction of case backlogs in all types of cases	0	No formal plan for backlog reduction/prevention.
	1	Assessment of current case backlog completed. Through database and data entry personnel the EROL MCP is collecting data for all pending cases. At this stage the courts are able to identify cases by party name and filing date.
	2	Plan for reducing backlog, with targets and responsibilities, adopted.
	3	Case backlog reassessment completed and changes to the plan undertaken.
Develop and implement a plan for compliance with case processing time standards	0	No formal plan for compliance with case processing time standards.
	1	Assessment of case processing procedures completed. Through database and data entry personnel EROL MCP is collecting data of all pending cases as well as cases with a disposition date after 2013. At this stage the courts are not able to identify cases by disposition date since data entry process is ongoing.

Key Standard	Scoring	
	Score	Criteria
	2	Plan for timely processing of cases and compliance with time standards developed and adopted.
	3	Case processing procedures reassessed and changes to the plan identified.
Streamline procedures for effective procurement and use of court logistics and supplies	0	No procedures for effective procurement and use of court supplies developed.
	1	Inventory of court logistics and supplies completed.
	2	Plan for tracking and managing use of supplies developed. As the new court internal structure was developed by the sub-working group on human resources and became effective January 2013, each basic court recruited a staff member who will deal with court logistic issues. This effort will improve the supply tracking system and enhance communications with KJC Secretariat.
	3	Evaluation of the supply and inventory system completed with problems identified.
Enhance court communication with the public	0	No organized public communication or community outreach.
	1	Identification of court outreach activities to enhance court/community relations.
	2	Plan for public communication and community outreach developed. EROL MCP, in conjunction with the EROL communication specialist and STTA, facilitated communication training for court information coordinators and court administrators. A court signage plan has been developed for all MCP courts undergoing refurbishment. Court directories and information booths are in place. Designing and printing of court brochures are in the process of finalization.
	3	Outreach activities monitored and changes made to the plan based on evaluation.
Improve accessibility and security of court facilities	0	Court is not safe and accessible.
	1	Facility evaluation completed for potential safety and accessibility improvements.
	2	Plan for improvements in facility safety and accessibility developed and construction activities started. The refurbishment design plans and specifications incorporate all necessary measures to increase safety in the courts. Additionally the designs improve access and transparency to all court operations. The refurbishment activities area completed in two courts; the process is ongoing in six additional court facilities.
	3	Facility improved and reassessment completed.
Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively	0	Public access to court hearings is limited or haphazard.
	1	Barriers to access identified (including physical, language, gender, security, ethnic barriers).
	2	Plan for improvement to eliminate barriers to access developed. Designs for refurbished facilities increased the number of courtrooms by 100% over current court use. This increase will enable more members of the public to attend open hearings and court sessions.
	3	Accessibility reassessed and plan modified based on new information.

CONSTITUTIONAL COURT SCORECARD

Constitutional Court Scorecard	Year 2					Description
	Target	Q1	Q2	Q3	Q4	
Target/Actual (per Quarter)	Target	Q1	Q2	Q3	Q4	
Needs Assessment - expertise and information needs of judges						Yr 1 Target Completed.
Support program and materials for CC judges drafted	2	2	2	2	2	Yr 2 Target Completed. EROL elicited and organized the presentations of eight formal presentations on substantive constitutional and legal issues for the international conference on Human Rights sponsored by EROL and Constitutional Court, on June 29-30.
Training modules developed for new CC judges	2	2	2	2	2	
Support attendance at regional or international conferences	2	2	2	2	2	
Needs Assessment - training needs for legal advisors	Completed					Yr 1 Target Completed.
Training modules developed for legal advisors	Completed					Yr 1 Target Completed.
Training provided to legal advisors	2	2	2	2	2	Yr 2 Target Completed. Activity to be attained in Yr 2, Yr 3 and Yr 4. Target for Yr 2 completed through the above conference
Exchanges with international jurists (visits to Kosovo or travel)	2	2	2	2	2	Yr 2 Target Completed. Activity to be attained in Yr 2, Yr 3 and Yr 4. Target for Yr 2 completed through the above conference, which included presentations by judge who served on European Court of Human Rights, two federal court judges from United States, and one lawyer from Ireland.
Preparation of research papers for conference	2	2	2	2	2	
Conference on constitutional jurisprudence and adjudication	2	2	2	2	2	
Internship program launched (year 2) and monitored (2-4)	2	0	0	1	1	The Constitutional Court administered, on its own, an internship program, and not requested any assistance from EROL in this regard. EROL revisited this issue in Q4, with additional activities expected in Y3.
Materials created and distributed as bench references	2	2	2	2	2	Yr 2 Target Completed. EROL prepared summaries of the 93 cases decided in 2011, as well as a complete subject matter index, for inclusion in the Court's Bulletin of Case Law 2011, which will be widely distributed to judges and other legal professionals for use and reference manual.
Library needs assessed and materials procured	2	0	0	1	1	The Constitutional Court maintains, on its own, a full reference library and has not requested any assistance from EROL in this regard. EROL revisited this issue in Q4, with additional activities expected in Y3.
Training module developed for internet research	2	2	2	2	2	Yr 2 Target Completed. The Legal English Program Legal Research Module, prepared in conjunction with KJI, will be offered to legal advisers and legal researchers with sufficient English language proficiency at Constitutional Court.
Reference manual created and distributed	Yr 3					Yr 3 Activity
ToT in adult learning principles	2	2	2	2	2	Yr 2 Target Completed. Completed for the legal advisers in program year one.
Local and international trainers train advisors together	Completed					Yr 3 Target Completed.
Local trainers begin to train on their own	Completed					Yr 3 and Yr 4 Target Completed.

Deploying software for full-text searchable decisions online	Yr3-Yr4					Yr 3 and Yr 4 Activity
TOTAL:	24	20	20	22	22	

KOSOVO JUDICIAL INSTITUTE SCORECARD

Kosovo Judicial Institute Scorecard	Year 2					Description
Target/Actual (per Quarter)	Target	Q1	Q2	Q3	Q4	
Assessment of KJI structure and curriculum, and their degree of alignment with LoP and LoC	2	1	1	1	1	The Ministry of Justice proposed transformation of KJI into an Academy of Justice, which resulted in the postponement of the coordination strategy. Presuming that the decision on transformation will be made in Y3, EROL will proceed to work with KJI, KJC, KPC to develop National Legal Education Strategy in Y3. In addition, EROL and KJI Director conferred during Q4, and (presuming that the Justice Academy will be resolved in Y3) agreed to begin this initiative in Y3 after the KJC and the KPC complete the transition to the reorganization mandated by the new Law on the State Prosecutor and the new Law on Courts.
Draft training courses	Completed					Yr 1 Target Completed.
Training of Trainers (TOT)						
Training of trainers program developed	2	0	1	1	2	In conjunction with KJI instructors selected by the Director, EROL prepared modules Legal Reasoning and Writing, Court Management, Case Management, and Judicial Ethics with interactive learning features that will be introduced to all KJI instructors. Several programs were delivered with fulltime and adjunct KJI instructors participating in Q4. This initiative will continue in Y3
ToT program carried out with KJI instructors	2	0	1	1	2	Yr 1 Target Completed. Activity to be attained in Yr 2, Yr 3 and Yr 4. The above courses with TOT features were presented in Q4; the initiative will continue in Y3.
English language TOT training						
Training of trainers program developed	2	2	2	2	2	Yr 2 Target Completed. Legal English Program TOT Curriculum, Legal Research Module, Lower Intermediate Module, Intermediate Module and International Legal Cooperation in Civil Matters Curriculum conducted and completed during Q1, courses to be presented in the CLEP and ILEP Programs.
ToT program carried out with KJI instructors	2	2	2	2	2	Yr 2 Target Completed. Activity to be attained in Yr 2, Yr 3 and Yr 4. Legal English Program TOT Curriculum, Legal Research Module, Lower Intermediate Module, Intermediate Module and International Legal Cooperation in Civil Matters Curriculum conducted and completed during Q1, courses to be presented in the CLEP and ILEP Programs.
Training program on OSCE recommendations prepared	2	1	1	1	2	OSCE reports have been analyzed and administrative staff shortcomings are being addressed in a Best Practices course developed. In conjunction with KJI instructors selected by the Director, EROL is preparing a course module on court administration staff best practices. The course module development began in Q3, continued during Q4, and will continue in Y3. Delivery of the courses with KJI counterparts begin in Q4. The Model Court Program delivered a series of professionalization classes to court support staff during implementation on the new law on courts.
STTA provided in holding judicial conferences	2	0	0	0	1	With support from OSCE, the KJI planned to present a Judicial Conference for Prosecutors in 2012 and a Judicial Conference for Judges in 2013; the KJI declined EROL's offer of the assistance in the presentation of such conferences. However, EROL supported roundtable conferences with judges of the Supreme Court and judges of the Court of Appeals on legal reasoning and writing; EROL sponsored a court management roundtable conference for Court Presidents of the Basic Courts and the Court of Appeals; the Model Court Program also began regular conferences with Court Presidents of the
Judicial conferences held	2	0	0	0	1	

						Basic Courts. Additional judicial conferences of this sort are planned for Y3.
Develop list of potential local and int'l partner institutions	Completed					Yr 1 Target Completed.
Support development of relationships with institutions	2	1	1	1	1	Activity to be attained in Yr 2, Yr 3 and Yr 4. Initial meeting with Federal Judicial Center Director of Research in Q4 of the year one; tentative plans to cooperate on legal resources. EROL and KJI Director conferred in Q3 regarding further development of this initiative, further discussions regarding this activity occurred in Q4 (particularly regarding relationships with other institutions in Kosovo), and more activity is planned in this regard in Y3 after the proposed transformation from the KJI to the Justice Academy is resolved.
Support to attend international conferences	2	1	1	1	1	Activity to be attained in Yr 2, Yr 3 and Yr 4. EROL plans to support a study tour for KJI representatives to a legal education conference in the United States. EROL and KJI Director conferred in Q3 regarding further development of this initiative, further discussions regarding this activity occurred in Q4 (particularly regarding relationships with other institutions in Kosovo), and more activity is planned in this regard in Y3 after the proposed transformation from the KJI to the Justice Academy is resolved.
KJI website enhanced						
Include reference materials and legal information on site	2	1	1	1	1	Development of the KJI software application began in Q3, continued in Q4, and is expected to be completed in Y3 Q1, which will allow commencement of related activities.
Develop test version of KJI website	2	1	1	1	1	
Develop draft database of trainees	2	1	1	1	1	
Develop distance learning demonstration course	2	0	0	1	1	Development of the distance learning demonstration course will accompany the development of the website. Development of the KJI software application began in Q3, continued in Q4, and is expected to be completed in Y3 Q1, which will allow commencement of related activities. Discussions with KJI and other international donors about the implementation of the distance learning platform accelerated in Q4, and will continue in Y3.
Distance learning platform and catalog deployed and in use	2	0	0	1	1	This activity is related to the KJI Strategy Plan and a formal KJI Website Development Plan. Development of the KJI software application began in Q3, continued in Q4, and is expected to be completed in Y3 Q1, which will allow commencement of related activities. Discussions with KJI and other international donors about the implementation of the distance learning platform accelerated in Q4, and will continue in Y3.
TOTAL:	30	11	13	15	20	