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KOSOVO EFFECTIVE RULE OF LAW PROGRAM Quarterly Progress Report



Newly refurbished corridor of the Kosovo Supreme Court completed September 2013.

Year 3 Quarter 2
(July 1 – September 30, 2013)

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INTRODUCTION

This document describes USAID Kosovo Effective Rule of Law Program (EROL) progress on completion of Year 3 activities and deliverables and expected contributions to life-of-program expected results during the period Quarter 2 (July 1, 2013 through September 30, 2013). The report also highlights selected project activities, outputs, results, successes, challenges, and opportunities. This report provides a snapshot of project accomplishments and the status of milestones as of the end of Year 3 Q2, and includes planned work for Year 3 Q3.

The purpose of the USAID Kosovo Effective Rule of Law Program (EROL) is to build upon USAID's prior activities to advance the rule of law in Kosovo. Specifically, EROL seeks to:

1. Strengthen the independence, accountability, efficiency, and effectiveness of the justice system; and
2. Bolster public confidence in the rule of law by increasing public knowledge of and participation in the justice system

The four objectives of the EROL project are to assist justice-related institutions in Kosovo to:

- i. Improve the effectiveness of justice sector institutions
- ii. Increase the efficiency of court operations
- iii. Improve the professionalism of justice system actors
- iv. Increase citizen awareness and role in ensuring the delivery justice

This report is broken down into the following sections:

- Summary of program progress to date and program highlights
- Description of the context within which EROL is carrying out activities, and both challenges and opportunities that might hinder progress or allow EROL to accelerate activities or deepen interventions to enhance results
- Component and sub-component activities broken down by the four programs (see above)
- Brief description of steps taken to ensure environmental regulatory compliance
- Updated information on the status of budget expenditures.

Following the main body of the report is a set of appendices that show the various deliverables, trainings, charts, and PMP scorecards.

PROGRAM PROGRESS AND HIGHLIGHTS

Quarter 2 of Project Year 3, while affected by the Kosovo government's focus on implementation of the normalization agreement with Serbia, was nonetheless quite productive and successful in a number of areas. While the justice sector's senior level staff was unavailable for much of the quarter, EROL was still able to work closely with judges and court staff, and technical staff from the MOJ, KJI, and OP. In addition, EROL made considerable progress in developing and conducting outreach and public relations programs throughout the country.

Technology initiatives moved forward. The KJI, KCC, KPC and MOJ had information management web portal technology systems finalized, tested, and/or launched. The KJC's web portal is under development, while the courts' database system is undergoing a thorough review with an eye towards improving efficiency and data management.

EROL supported the KJC as it considered the appointment of more than 40 judges whose past appointments were made with unspecified mandates. EROL worked closely with the KJC legal department, advising Council to consider three-year instead of lifetime mandates, thus avoiding potential Constitutional challenges and most certainly negative press. EROL also worked with the KJC committee on its 5-year Strategic Plan, first facilitating with committee members a needs assessment, then composing stated objectives with direction on implementation. EROL also laid the foundation for further work strengthening Council's meeting management skills, in anticipation of engaging an advisor in the third quarter to work intensively with the Council on its conduct preparing for and conducting meetings. Developing the Council's

policy making mandate will allow for more structured and reliable ways the courts will implement policy through the Secretariat.

EROL entered its final testing phase of the KPC's web portal that will launch next quarter. The portal provides internal and public-facing information about the KPC and prosecutorial services that will feature a tool to track and search for open cases. EROL also continued support for the adoption of KPC's strategic plan, as well as working with the Council on meeting management techniques, that will continue with the same advisor engaged to work on these skills with the KJC.

At the MOJ, the DILC's database and web portal advanced to final test stages. The portal will enable the DILC to track and monitor matters, as well as requests from other institutions inside and outside of Kosovo who request service of documents. Because these requests are becoming more and more common, EROL prepared this quarter a two-day workshop on international legal cooperation in civil law matters that will be delivered to the MOJ and other justice sector institutions next quarter.

EROL met with all president judges to prepare and implement their case backlog reduction plans. EROL generated a number of statistical reports from its case tracking database to demonstrate to judges backlog cases and trends so that they would have a clear picture of options to dispose of cases in their courts. EROL also engaged an advisor to map the Basic Court of Pristina's workflow processes and recommend strategies for a central records management office. The advisor concluded that case files can and must be centralized, and spelled out steps to do so even though this court is the largest and poses the most significant operational challenges in Kosovo. Next quarter, progress toward these recommendations will begin, with the court president in full agreement.

All eight "Phase I" model court refurbishments are now complete, including the Supreme Court. The next phase began this quarter and includes seven additional courts. EROL also has plans in place to refurbish and work with the Mitrovica Basic Court immediately, when the situation in the North becomes clearer.

The KJI database and web portal development were completed, featuring online course registration, access to course materials and evaluation for course participants, as well as several internal databases enabling KJI staff to manage human resources and finance department functions.

The KCC continues to track the usage of its highly successful searchable online database, developed and supported by EROL in coordination with the Court's IT staff. Use and number of unique searches continue to increase, vastly improving the KCC's former case publishing efforts that included only hard-copy or chronological posting of cases on its web site.

EROL provided focused administrative assistance to its two partners - the Balkan Investigative Reporting Network (BIRN) and the Advocacy Training and Resource Center (ATRC). EROL continued its work toward strengthening these organizations' capacity under the USAID Forward grant program, providing coaching and technical assistance to BIRN/ATRC sub-grantees, especially concerning monitoring reports and evaluations.

New court public information officers received focused training on building interviewing techniques, responding to media queries and negative press, and crafting messages and plans for crisis communications. The workshop's timing was critical; given several new PIOs had been on the job for a month or less, including spokespersons from Mitrovica. Two "Media and Justice" roundtables enabled PIOs from Mitrovica and Ferizaj to put their new knowledge to work, facilitating dialog and messaging between justice sector actors and the media. Both the training and roundtables were very well-received, with EROL planning to track PIOs progress and offer additional workshops and updates as appropriate.

"We needed to have this type of training. The position of a court PIO is a new one (in Kosovo), and requires us to work hard and be prudent. I really hope this type of training will continue in the future." Selvane Bukleta, PIO at the Basic Court of Peja.

EROL's contact with the KPC and the Mitrovica spokesperson is especially critical when at this time the situation in the North may change any day.

EROL has distributed more than 325,000 brochures in five languages to all Kosovo courts describing new changes to the court system, and basic information about court departments and filings. EROL worked closely with the KJC to coordinate brochure distribution and meetings with court presidents and administrators promoting this new public information literature. EROL continued its successful meetings with Kosovo minority community, especially popular with high school and law students. These meetings generally capture positive news coverage in the communities, on television and radio broadcasts in Serbian. Participants learn about the new Kosovo court structure, and career paths for students interested in working in the justice sector.

CONTEXT: CHALLENGES & OPPORTUNITIES

The normalization agreement between Kosovo and Serbia reduced the opportunities for participating in a number regularly scheduled meetings and delayed some decisions; this did have a somewhat negative effect (timing) on some program activities. However, EROL was able to continue working closely with both support staff at the KJC and KJCS as well as judges and senior staff at the courts to move forward on a number of important initiatives.

ACTIVITIES

OBJECTIVE 1: EFFECTIVE OPERATIONS OF JUSTICE SECTOR INSTITUTIONS

1.1 KOSOVO JUDICIAL COUNCIL

In addition to expected delays due to annual vacations in July and August, all too often the work of the KJC and the KJC secretariat was stymied this quarter by the absence of the chair and the KJCS director as they were summoned to Brussels for days at a time as part of the technical team implementing the Kosovo-Serbia Normalization Agreement. The lengthy absences of both, stalling many routine decisions at the KJCS, served to underscore the need for a deeper command structure at the KJCS. EROL intends to focus on this issue during the upcoming reporting period.

Notwithstanding these challenges, work on several important matters moved forward. Among these were the successful adoption of a Second National Backlog Reduction Strategy and substantial work on the Five Year Strategic Plan. Other important achievements were the advertisement for a RFP for a new KJC database and web portal, the formation of a committee to prepare materials for the new web portal, and notably, the approval by the Council of a well-reasoned decision on the appointments of 47 judges whose appointments had been made during the IJCP days when their mandates had not been specified.

Work on the Second National Strategy for Backlog Reduction began last quarter with the appointment of four different working groups within an ad hoc committee. With substantial assistance from EROL, a Second Strategic Plan was completed by the committee and presented to and adopted by the Council. Now that the plan has been adopted, its implementation begins in earnest. The plan contemplates a substantial amount of work, using the EROL-developed database and other strategies, in order to understand the backlog, reduce it, and avoid future backlogs. Much of this will be accomplished in working groups convened in each of the basic courts under the overall guidance of the KJCS, and all with the support of EROL.

With the strong support of the KJC chair, EROL facilitated three productive meetings of the KJC-appointed committee developing a five-year Strategic Plan for the KJC and the KJCS. The wisdom of appointing a broad-based committee of KJC members, KJCS staff, judges, court administration officials and Civil Society representatives was manifest in the

thoughtful and respectful deliberations of the committee during the quarter. With an eye to making certain that the process leads to sustainability and buy-in from the KJC and KJCS, EROL took the lead among the international advisors to accomplish the development of a Strategic Plan but was careful only to facilitate and to allow the committee members themselves to actually develop the plan. A two-day meeting in Peja and a one-day follow on meeting at EROL offices completed a detailed needs assessment which became the basis for the third meeting of a four person group appointed by the chair which developed a first draft of broad strategic objectives. Follow-on meetings of the full committee next quarter are expected to substantially complete the plan by the end of the year. This plan will give the KJC and the KJCS a clear vision of the most important issues confronting them, and a clear direction in dealing with them. The KJC and the KJCS will have a tool to help them to focus on the most important issues confronting them - this means that the Strategic Plan must be a living document with resources committed to implementing it and monitoring progress. EROL will work with the KJC and KJCS to ensure that the implementation plans are well-developed and followed.

A significant EROL success this quarter was support given to the Council as it considered the situation of 47 judges who had been appointed during the IJCP era. These judges had been appointed without their mandates being specified. Temporary Constitutional provisions in effect at the time allowed judges who fulfilled certain requirements to be appointed to permanent mandates. All of the 47 judges who were under consideration had some break in their service and the temporary Constitutional provisions seemed to apply only to judges who had continuous service. After first voting to recommend appointment of these judges to permanent mandates, the Council reconsidered its previous vote, and relying on a legal memorandum prepared with significant support of EROL. The Council ultimately followed the recommendation of the legal staff and EROL, and voted to recommend almost all of the judges for appointment to initial three-year mandates. The Council's action avoided what could have been a serious problem if in the future the Kosovo Constitutional Court had ruled the appointments should have been initial and not permanent.

EROL completed its collaborative work with the KJCS, finalizing and advertising a RFP for the development of a database and web portal for the KJC. This web portal will replace the existing website and provide a public bulletin board for the KJC's activities, notices of meetings of the Council, important information about the operations of the KJC and KJCS and the courts, advertisements for openings for staff and judges, and a web page for each of the basic and appellate courts where decisions will be posted. EROL is working with the KJC and KJCS to develop web content in both official languages and English so that the content will be ready to be migrated to the new web portal when it is launched.

As indicated above, the organization of the KJCS and the details of its oversight and support of the courts will be a major focus of EROL next quarter. In this quarter, the KJCS director held a retreat with his department chairs to clarify and determine the secretariat's relationship with the basic and appellate courts. This analysis has many facets, including how much responsibility for basic functions will be devolved to the individual courts, and which responsibilities will be retained by the KJCS. The results of the retreat have not yet been shared with EROL but will be the next reporting period. At that time, EROL will be able to comment on the KJCS plans and make its own plans on how best to support the KJCS in this reorganization. In a similar endeavor, the KJC Normative Committee will consider a draft regulation regarding the various departments of the KJCS, the job descriptions in each and the responsibilities of each department and department head. EROL will provide support for this process.

Next quarter, EROL will pursue training for the chair, committee chairs and Council members on how to run more effective meetings. EROL will also engage an advisor to provide consultation and training. This work began this quarter with a memorandum to the chair on more effective agenda preparation and rudimentary procedural rules for dealing with consideration of draft sub-legal acts.

As it did last quarter, EROL responded to the KJC's request to provide support for the evaluation of 75 judges who will complete their initial three year mandates in October. EROL provided the necessary support to complete the evaluations

in a timely manner, and the Council was able to meet at the end of September to consider the evaluations and send its recommendations to the Office of the President for appointment to permanent mandates.

EROL continued its excellent relationships with other international advisors, EULEX and Human Dynamics, and met with a new EU project designed to provide training to court staff and court management. EROL and these advisors have worked together collaboratively and will continue this process in order to implement common goals and to avoid duplication of efforts. EROL continues to be committed to maintaining these collegial relationships. In three specific instances EROL will work with Human Dynamics on training next quarter - judicial appointment process, judicial evaluation process and disciplinary council processes.

1.2 KOSOVO PROSECUTORIAL COUNCIL

As with the KJC and the KJCS, progress with the KPC was hampered by the absence of the chair as he was summoned to Brussels several times. And as with the KJC, the lengthy absences of the chair when many routine decisions at the KPC were not being made, served to underscore the need for a deeper command structure at the KPC. This is an issue that EROL also intends to focus on next quarter.

Despite the Brussels delays, important achievements were made. The new KPC web portal was in its final testing phase by the end of the quarter. In addition, a key regulation with a supporting manual and documents on prosecutorial appointments was approved, with another key regulation on prosecutorial evaluations almost completed. At the request of the KPC, EROL agreed to provide Legal English training to the KPC legal staff similar to that provided to the Office of the President. The training will begin early next quarter. One of the key initiatives for the KPC, the adoption of a Five Year Strategic Plan, was delayed by the Brussels negotiations. The draft plan has been completed; it needs to be adopted by the KPC and that process is expected to take place next reporting period.

At the same time EROL is pursuing training next quarter for the KJC chair, committee chairs and the Council members on how to run more effective meetings, it will provide this training to the KPC. EROL will engage an advisor who will provide consultation and training for both Councils.

The web portal for the KPC was essentially completed by the end of the quarter. Only some final testing is necessary before migrating data to the new site. The web portal includes KPC activities, reports on key achievements in fighting crime, reports and statistics about the prosecutorial service, KPC meeting schedules, select laws and regulations, prosecution appointments and transfers, information about prosecution offices, instructions on legal prosecution procedures and information for crime victims. The web portal will also provide internal access to policies and standards, a discussion forum, assorted KPC internal documents, and a feature to track and search for open cases.

Also this quarter, a regulation for the appointment of prosecutors, including a comprehensive manual for the process, was adopted by the KPC. Human Dynamics took the lead on this regulation, with EROL providing commentary and support. A similar regulation for the evaluation of prosecutors has been completed but not yet adopted by the KPC. Its adoption is expected next quarter.

The KPC's Strategic Plan is expected to be formally adopted early next quarter. The reason it has not been adopted appears to be the fact that an Action Plan to implement the Strategic Plan has not been completed and the KPC would like to approve them both at the same time. EROL will work with the KPC along with the European advisors to assure that the Strategic Plan, including the Action Plan, is implemented.

As with the KJC, EROL continued its strong relationships with other international advisors, EULEX and Human Dynamics. EROL and these advisors have worked together collaboratively and will continue this process in order to

implement common goals and to avoid duplication of efforts. EROL continues to be committed to maintaining these collegial relationships. In three specific instances, EROL will work with Human Dynamics on training next quarter, including the prosecutorial appointment process, prosecutorial evaluation process and disciplinary office processes. These have much in common with the procedures at the KJC.

1.3 MINISTRY OF JUSTICE

Important achievements were made in the MOJ departments supported by EROL this quarter. Databases for both the DILC and the Office of the State Advocate (“SAO”) went through final testing phases by the end of the quarter. Data migration to the new databases was underway in the DILC, and will take place early next quarter at the SAO. Key training for the DILC personnel was accomplished shortly after the end of the quarter; training was not accomplished at the SAO since the State Advocate has yet to be appointed. Finally, EROL provided support to the Minister’s advisors in completing concept papers on the proposed Academy of Justice and Legal Education Reform.

The DILC web-based database is finalized; the testing of database was satisfactory; training on the new database is completed and the web-based database is installed in Ministry of Public Administration. The final backup of existing data is underway, and all the data migration is expected to be complete in October. Some minor changes to the SAO web-based database were suggested after the last testing. These changes will be completed in October; the training is completed for staff. Since nearly 15,000 cases must be migrated to the web-based database and 70% of the cases are active, the MOJ requested EROL assistance migrating this data. EROL will make a decision after the contractor provides additional information on the cost of migrating the data, since this work was not foreseen in original Terms of Reference.

Preparation for training on international legal cooperation in civil law matters took place this quarter, with EROL conducting research and writing training along with the advisor engaged to conduct the training. A manual on international legal cooperation was finalized, and shortly after this quarter ends training will be conducted. Training topics include the fundamentals of international treaties, especially the Hague Convention for the Recognition and Enforcement of Foreign Judgments, and the taking of evidence and delivery of judicial documents. The MOJ considers this training particularly important since its staff is handling a growing number of requests for international service of documents.

Plans were well underway this reporting period for a roundtable discussion on the civil law aspects of International Abduction of Children. This discussion will likely take place in early December, and will involve the DILC and the Basic Court of Pristina, which has exclusive jurisdiction over these matters. Media will be invited to publicize this important work and police commanders from all over Kosovo will also be strongly encouraged to attend to make sure they understand the law and the processes for using it.

EROL successfully completed its support this quarter for concept papers on the Minister of Justice’s proposals for an Academy of Justice and Legal Education Reform. Input from donors, international advisors and stakeholders was incorporated into final documents which will be used to prepare formal pre-law drafting concept papers and draft laws.

1.4 OFFICE OF THE PRESIDENT OF THE REPUBLIC OF KOSOVO

A truism of administrative justice in all states is that legislation adopted by a parliament or assembly many times is too general or imprecise to be directly implemented, requiring governments to adopt additional sub-legal acts, usually in the form of regulations. Kosovo is no exception, as the government continues to search for effective means to organize and regulate the process of adopting sub-legislative implementing regulations. In order to strengthen the drafting capacities of the justice sector institutions, including the Office of the President, EROL conducted workshops and a roundtable this quarter on drafting subsidiary legislation.

The workshop on drafting subsidiary legislation informed current efforts by justice sector institutions to draft a Law on Normative Acts establishing definitions and a hierarchy of instruments of positive law from the Constitution down to the edicts of local mayors. The workshop included legal teams from the Office of the President, the KJC and KPC.

"I have found the roundtable presentations on legal drafting very useful in order to understand how the process of legislative compliance with EU legislation is ensured."

Muharrem Mustafa, Acting Head of the Legal Department at the Office of the President.

Participants studied practical exercises, particularly how legislation and associated regulations must adhere to Constitutional and statutory requirements. In addition, participants worked on strategies to better facilitate public consultation prior to the finalization and approval of the draft subsidiary acts. This process is crucial when deciding the policy options and treating the policymaking as a distinct exercise involving the stakeholders early in the process of legal drafting. Moreover, emphasis was also put on the necessity for intra-institutional coordination as a vital feature of preparing secondary legislation.

This quarter, EROL also organized a roundtable on legal drafting to advise legal departments from various institutions on methodologies of the legal approximation process that is one of the key requirements for ensuring legislative compliance with EU regulations and directives. The day-long program provided participants with the opportunity to study concrete steps and methodologies for implementing the new legislative drafting standards. In addition to discussions led by the Prime Minister's

legal department, an advisor from the region with significant experience in parliamentary procedure and EU integration and policy development delivered a presentation on the Regulatory Impact Assessment and the legal approximation process - the standards contemplated by the new legal drafting framework. The advisor added considerable depth to roundtable participants' legislative drafting understanding, in particular with regard to the legal approximation process and the preparation of the Regulatory Impact Assessment.

In cooperation with President's Office, EROL has worked this quarter to improve the substantive content and functionality of the President's official website. In particular, EROL focused on increasing access to Presidential decrees on law promulgation. Previously, decrees could take up to eight days to request through the President's office, but via the website, decrees will be online and searchable, available to the journalists, the legal community and the public. EROL will continue to support the Office of the President in developing procedures and protocols for uploading the Presidential decrees, and an archive of decrees, within a reasonable time.

EROL's support to the President's Office through English language training for legal staff continued this quarter as well, with sessions aimed at increasing staff understanding of common legal terms of art. Focus included comprehension of English legal language in context, particularly in written documents. EROL will continue its support for these classes through next quarter.

OBJECTIVE 2: INCREASE THE EFFICIENCY OF COURT OPERATIONS

2.1 ASSESS AND AMEND MODEL COURTS PROGRAM STANDARDS AND PROCEDURES

EROL's Model Court Program team kept its momentum this quarter, despite counterparts' summer schedules. A continuing challenge was the availability of the KJC chair and the KJCS director due to travel to Brussels associated with the negotiations regarding the North. Nonetheless, EROL pursued its overarching methodology, strengthening court infrastructure and staff development through continual training activities and strategic mentoring.

Throughout this quarter, EROL met on several occasions with the court leadership to discuss progress toward deadlines established by the Strategic Operation Plans that all president judges adopted earlier this year. Each plan was drafted to guide court leaders in managing court operations, identifying clear objectives, issues and standards for effective management; and setting forth clear targets and milestones to complete objectives. Most president judges and

administrators have focused on strengthening their courts with improvements to the internal court infrastructure and creating policies for activities such as organizing regularly scheduled meetings, creating meeting calendars, committing to drafting agendas and preparing and distributing meeting minutes. Some courts have established formal structures like executive, case management and IT committees with membership incorporating judges, administrators and court subject matter experts to assist in developing better practices and governance policies.

One key objective of the strategic plans requires each president judge to prepare and implement a case backlog reduction plan. Having generated statistical reports from the database, EROL met with each president judge during this reporting period to provide each with data on the status of their court’s caseload, and to demonstrate how to use the data to identify current and future backlog cases and case trends so that judges think strategically about options for disposing of cases within applicable statutes of limitation. For several president judges, this was the first time they had concrete data, broken down categorically in a way that demonstrated real options for dealing with backlogs. EROL also repeatedly discussed with president judges the need for their staff to populate the database with consistent and accurate information in a timely manner.

EROL’s case tracking database is the engine that drives many of the Model Court Program’s best practice reform efforts. The database was designed and implemented to capture data for courts’ statistical reports, and provide basic information that will be migrated to the KJC-developed CMIS. EROL continued working with court staff this quarter to enter clean and consistent information into the database, with several workshops training judges, court administrators, statisticians, IT staff and select members of the KJC Secretariat. From all reports, the database has received wide acceptance and enthusiasm from courts across the country. While most courts populate the database on a daily basis, a few are behind or inconsistently enter data; even so, significant progress was accomplished this reporting period. Sustained adoption of best practices will involve continued oversight and coaching by EROL into next quarter, and collaboration with court staff until the database becomes part of the courts’ normal workflow.

MENUJA	
DEGA DECAN	
Rastet	
Rastet e transferuara	
Rastet e mbyllura	
Regjistro rast të ri	
Importo	
Ndrysho Fjalëkalimin	
Ndihmë	
Dalja (Bësnik)	

Regjistro rast të ri	
Lloji i rastit:	Përbarimore Civile (CP)
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Gjyqtari:	
Mjetet e jashtzaknonshme juridike:	
Kërkesë në të holla:	690.7
Në sende të luajtshme:	
Në sende të paluajtshme:	
Siguria e propozuar:	
Vendimi i gjykatës:Përbarimi i lejuar:	
Vendimi i gjykatës:Përbarimi i refuzuar:	

The EROL-developed case tracking database (above) enables court staff to case data to create statistical reports, such as case backlog status. The database will eventually be migrated to the KJC’s CMIS.

This quarter, EROL met court statisticians to discuss their roles in providing the court leadership with a variety of statistical reports to ensure that once the backlog is reduced, cases remain current, and those cases that may be at risk of becoming backlogged are immediately addressed by the court. By the end of September, EROL had selected a local computer training center, and early next quarter all court statisticians, as well as select members of the KJC Secretariat

Statistics Division, will receive EXCEL training to assist them with their daily work. The training will be delivered in three phases, for a combined 70 hours of training, from beginning to advanced levels. The final phase of training will concentrate on generating different types of reports required of statisticians, as well as creating custom reports for particular judges or courts.

Building on last quarter's basic level of computer skill training, EROL surveyed court staff with a simple questionnaire to assess computer skills that will inform EROL's training methodology next quarter. By the end of this quarter, EROL tabulated questionnaire data, and early next quarter EROL will prepare an RFP to identify options for providing the computer skill training regionally. Training next quarter will also draw upon 52 "super-users" identified in the first basic training help train others in their regions.

Following EROL workshops assisting court leadership with adopting strategic plans, EROL engaged an experienced court administration advisor with expertise in managing and leading court organizations. The advisor was tasked with working side-by-side with Pristina Basic Court leaders and managers to develop methodologies, techniques, specific plans and policies to efficiently and effectively implement strategic plan goals with a special focus on caseload management and the establishment of a central records management office.

The Pristina Basic Court is Kosovo's largest court and poses the most significant challenges to implementing the model court standards and addressing the concerns for increased transparency, efficiency and accessibility by members of the public. The assessment, as conducted by the expert, was based on in-person interviews with court staff and judges, observation of current processes and practices, observation of the use of court space, a review of EROL project materials, and discussions with EROL with regard to past and current efforts to assist the Basic Court. Within two weeks, the advisor concluded that the court should centralize all files. It could not do so, not because it lacked the space, but because of breakdowns in the processing and archiving resolved and completed cases in an efficient and timely manner. The expert further determined that as a result of these inefficiencies, and until existing space could be cleaned up by moving thousands of files temporarily to other locations, and removing old, damaged and excess furniture and trash from the courthouse, EROL would be prevented from assisting in implementing any meaningful, and sustainable, process improvement promoting efficiency and enhanced transparency. The advisor provided EROL, and the court, with a list of steps that must be taken prior to planning and implementing a central records management office. Based on additional recommendations from the advisor, the Pristina Basic Court has established a Case Record Management Committee that held its first meeting this quarter, with an agreement to meet early next quarter to begin the process of planning and implementing an initiative to inventory, classify, organize and relocate case files and records. EROL agreed that it would be wise to examine the feasibility of establishing a central records management office first in a court that had well-managed and efficient processes and staff.

EROL will also explore the feasibility of developing a mid-term length mentoring program that would embed an experienced international judge or court administrator to work with the Pristina Basic Court leadership team to establish and implement enhanced methods for internal supervision and delegation, internal communication, internal performance measurement and management, workload assessment and management and backlog reduction on both the judicial and administrative sides of the court. Longer-term strategy calls for coordinating with the KJC Secretariat to develop training curriculum for judges, court administrators and staff on basic and advanced supervisory skills, performance and human resource management in an effort to provide a basis for capacity building and long-term sustainability.

The court administration advisor also spent a day conducting a process-mapping exercise in the Mitrovica Basic Court Branch in Skenderaj. At the conclusion of this process, the EROL has determined it will work with the Skenderaj Branch Court during the next quarter to establish a functioning central records management office.

This quarter, EROL moved to the second phase of its effective communication and customer service-training program. Twenty-five court personnel already having successfully completed the customer service workshop conducted by a national expert attended a three-day train-the-trainer workshop in presentation and program delivery skills. During the final day of the workshop, attendees were required to prepare presentations that were recorded and critiqued to assist them in the learning experience. As a result of the positive feedback by participants from the initial training program, and a request from president judges to continue the communication training efforts, EROL will again engage the services of the national consultant who will conduct, with the assistance of the graduates of the train-the-trainer program, ten additional workshops for court staff – including supervisory judges and assistant administrators.

Circumstances beyond EROL's control slowed initiatives to reinstitute judicial functions in North Mitrovica as contemplated last quarter. EROL continued to meet with the Mitrovica Basic Court President Judge and staff to maintain and update plans for moving case files and the adjudication of cases so that the court is prepared to act as soon as the KJC Chair gives the 'green light.' EROL was able to provide assistance to the Mitrovica Basic Court (which is currently co-located with the Vushtrri Branch) by providing laptop computers for judges and clerks who were either sharing or working without them. EROL was also able to affect the repair and replacement of air conditioners at the facility. The President Judge said that she was grateful for USAID and EROL support, especially for the laptop computers and assistance working with the KJCS to accomplish various upgrades.

2.2 SELECT AND IMPLEMENT MODEL COURTS PROGRAM IN THE COURTS

EROL this quarter completed the refurbishment of the Supreme Court of Kosovo, bringing the Phase I Model Court Refurbishment to a close. Eight court refurbishments are complete; next quarter opens Phase II refurbishments.

The Supreme Court refurbishment featured new records management offices both for the Court, and for the Pristina Basic Court-Serious Crime Department – both rooms substantially improving records and documents intake and process for each institution. Two new courtrooms, four detention rooms, a library and two spacious archives areas were also remodeled, as well as secure office spaces accommodating Supreme Court judges, Pristina Basic Court –Serious Crime Department staff and EULEX judges. The refurbishment work resolved the Court's operational and administrative challenges, and now includes the public posting of case filing procedures, electronic displays that show current court hearings, schedules and locations, and additional signage aiding litigants and attorneys. Renovated archive space allows courts to improve record keeping and provide better customer service for citizens and attorneys requesting case file information.

Phase II Model Courts include:

- Dragash Branch Court
- Glogovc Branch Court
- Kacanik Branch Court
- Decan Branch Court
- Podujeva Branch Court
- Kline Branch Court
- Malishevë Branch Court

During this quarter, EROL began refurbishment in Dragash (Phase I is finished), and Glogovc. In addition, EROL completed designs and issued refurbishment RFTOPs for the Kacanik Branch Court, and issued the RTOP for the Podujeva Branch Court design. The design was still in process at the end of this reporting period for the Decan Branch Court. Phase I Model Courts that were completed and waiting for an inauguration date are the Viti Branch Court, the Suharekë Branch Court and the Supreme Court.

A number of substantial (although not thought to be particularly expensive) repairs are required in order for the Mitrovica Basic Court to become fully operational. In anticipation of Mitrovica Basic Court restarting general court operations once the Normalization Agreement in the North is implemented, EROL plans to make required repairs. The technical description and a bill of quantities for the repairs to the building, including all environmental issues, have been completed. If the situation changes in Mitrovica next quarter, EROL will be poised to begin refurbishing the court there immediately.

OBJECTIVE 3: IMPROVE PROFESSIONALISM OF JUSTICE SECTOR ACTORS

3.1 KOSOVO JUDICIAL INSTITUTE (KJI)

The Kosovo Judicial Institute (KJI) delivers training for judicial and prosecutorial candidates through the Initial Legal Education Program (ILEP). The KJI also provides continuing legal education of judges and prosecutors through its Continuing Legal Education Program (CLEP) and educational programs for judges and prosecutors seeking promotion. Last quarter, EROL co-developed and/or co-delivered a series of eight educational programs to mostly judicial audiences, but sometimes including prosecutors, in subject matter that the KJI, the KJC, and the KPC considered critical to the professionalization of the judiciary and prosecutorial service. These programs, conducted using interactive teaching methodology, are:

- Judicial Ethics
- Case Management for Judges
- Legal Reasoning and Writing for Judges (four sessions)
- Communications Skills for Judges
- Judicial Trial Practice
- IT Skills for Judges
- Legal Research for Judges

This quarter, the KJI director requested that training programs temporarily cease due to conflicts with observance of the 30-day Ramadan period, summer vacation schedules, and other KJI commitments; however, EROL continued editing and reviewing courses, updating content and format. In particular, the course on Information Technology was completed this quarter with inputs and assistance from KJI's IT staff. The focus of this training module was use of technology to improve the efficiency and effectiveness of the work of judges and prosecutors, and as a tool for organizing workload, organizing facts and legal support, project management, and in the organization and presentation of decisions by the court.

At the close of this quarter, the President Judge of the Court of Appeals proposed that the KJI and EROL accelerate training of Kosovo judges in legal reasoning and writing because it was apparent that the quality of judicial decisions under review by the Court of Appeals needs improvement. More widespread training of Kosovo judges in legal reasoning and writing is achievable, but logistics may be a challenge because of the difficulty in assembling large numbers of judges in a classroom because of their commitments to proceedings, a problem that has become apparent throughout the training programs. The KJI plans to initiate e-learning programs on a web-based platform in 2013 or early 2014, which will support its efforts to accommodate justice institutions with flexible scheduling, allowing judges and prosecutors to participate in continuing education programs without interfering with their judicial obligations.

EROL continued to support the KJI Benchbook Initiative, which is designed to sustain progress made on the judicial legal reasoning and judicial trial practice programs by providing a written resource that would be used during trial proceedings and related judicial activities. EROL anticipated that the Working Groups for the Civil and Criminal Benchbooks would be commissioned at the beginning of this quarter, and that drafts of the Civil and Criminal Benchbooks would be completed by September or October 2013. However, inauguration of the Working Groups was delayed while the KJI

sought funding for customary stipends that the Working Group members have requested. At the close of this quarter, the KJI Director was attempting to reprogram funds; EROL's participation in the Benchbook Initiative will resume after funding has been arranged. Emphasis on judicial reasoning and writing through classroom training, an e-learning platform, and the Benchbooks will help improve judicial reasoning, a problem that all parties familiar with the judicial system in Kosovo consider to be the system's highest priority.

EROL continued this quarter to provide technical assistance to the KJI and other authorities through its proposal regarding a curriculum for the orientation of judges, including Kosovo Serb judges, who will serve in North Kosovo when the reinstatement of judicial functions occurs. Although ILEP is not required for judge-candidates with prior qualifying service, the judicial orientation program proposed for newly appointed judges in the North would be comparable to an abbreviated ILEP. The training would assist these judges in the adoption of best judicial practices, and in gaining an understanding of applicable procedural and substantive law. EROL's recommendations, among other solutions, were still under consideration at the close of this quarter, in part due to the lack of agreement on these issues in the negotiations with Serbia.

KJI's database and web portal were completed this quarter. Through September, EROL continued to provide technical assistance to the KJI in response to the KJI's concern that its online services did not conform to best practices for accessibility, ease of use, or functionality. For example, the KJI website did not support online registration, course evaluations, e-learning, library resources, or other features that would promote efficient delivery of critical educational services to targeted audiences in Kosovo's justice institutions. In addition, the KJI requested support for automation of its administrative functions, which would improve the capacity of the KJI to achieve its objectives efficiently. EROL, KJI and the vendor managing database programming resolved all major and most issues, so that the KJI will be ready to launch the database and web portal by the end of October.

EROL and the KJI Director discussed at length potential for new initiatives through the remainder of 2013. Under consideration are the following:

- An advanced training of trainers program that would include full-time and adjunct KJI instructors, with a particular focus on dialogic instruction methodologies in order to achieve a high level of sustainability of training outcomes;
- Specialized training for judges and prosecutors with new responsibilities resulting from the reorganization of justice institutions pursuant to the new Law on Courts as part of a national legal education strategy;
- Professional development training for court support staff based upon a needs assessment approved by the KJC;
- Technical assistance for an intensive study tour for KJI staff engaged in training curricula development at the Federal Judicial Training Center in Washington, DC;
- Technical assistance for KJI's effort to enhance the legal research capacity and internship program for the new KJI Program for Research and Publication on KJI's campus; and
- Follow-on to EROL's previous support for a Legal English program, which was designed to improve the capacity of government officials to undertake public policy research and analysis, and prepare and analyze draft laws in the English language.

At the close of this quarter, EROL was evaluating the KJI's requests, which involve an evaluation of KJI's capacity for absorption of new initiatives and EROL's ability to fund each of the requested activities. In addition, some initiatives were suspended or slowed until the framework of a new Academy of Justice, proposed by the Minister of Justice is clearer.

3.2 CONSTITUTIONAL COURT

The KCC plays a special role in the protection of fundamental constitutional rights. The Court serves as the final authority for interpretation of the Constitution, with its decisions binding on all courts, institutions, and persons in Kosovo. During this quarter, EROL continued to maintain a strong relationship with the Court, and provided critical technical assistance to strengthen its infrastructure and legal capacities.

EROL provided technical assistance to the KCC in preparation for a Constitutional Court Judicial Conference scheduled for October 30. The Court's President anticipates that as many as 100 members of the Constitutional Court, Supreme Court, Basic Courts, professors of Kosovo's Law Faculties, Chamber of Advocates members, law students, news media members, and members of the public will be in attendance. At the close of the quarter, these issues remained under consideration as agenda items for the Conference:

- Enforcement of KCC Decisions in Kosovo Courts. Judges are not consistently executing KCC decisions despite Constitutional requirements that they do so.
- Disposition of Constitutional Questions by Kosovo Courts. Judges are perceived to be reluctant to interpret and apply Constitutional provisions when disposing of legal proceedings.
- Requests for KCC Advisory Opinions. Judges are perceived to be hesitant to seek advisory opinions from the KCC, or unaware of their Constitutional authority to seek such opinions, or the advantages of doing so.

The KCC's advanced research interface enables users to search for Constitutional Court decisions by a combination of keywords, case summaries or full-text. Previously, the Court's decisions were much more difficult to locate by party or subject, because the Court simply posted them in chronological order on its web site.

period. About 87% of site visitors logged-in from Kosovo, other users accessed the site from Albania, Germany, the United States, Turkey, and a few from Serbia and France. Thus, the database and search engine is achieving its objectives, with consistent updates and maintenance provided by KCC legal advisors and IT staff. EROL has discussed a similar

EROL provided assistance in organizing the conference, and contacting and scheduling speakers, and advising them on contributions they will prepare during conference proceedings.

EROL also supported the Court's continued development of its searchable online case decision database. The database and its search engine were tested and fine-tuned then launched during a well-attended, well-publicized ceremony hosted by the Court president and US Ambassador Tracey Ann Jacobson. The new search engine allows users to search for cases by keyword or index term, and narrow results by date or type of case. Since its debut, EROL has tracked search engine usage, which is growing slowly but steadily. From August 19 to September 18, there were 4,971 visitors to the database and search engine site; 2,500 of those visitors returned to view the site more than once. Approximately 2,400 researchers were new visitors, up from 1,600 for the prior reporting

application with the presidents of the Supreme Court and the Court of Appeals and will pursue this development next quarter.

EROL supported the KCC's effort to highlight its role in promoting the rule of Constitutional law, and to underline the applicability of fundamental international human rights in Kosovo, with the collaborative publication of a special international human rights edition of *E Drejta*, the University of Pristina Law Faculty's Journal. In particular, the *E Drejta* issue emphasized that the Kosovo Constitution mandates compliance with certain international human rights conventions, which are merely aspirational in the legal systems of other nations. This edition, the result of last year's international human rights conference at the KCC, was released during the search engine launch event, as an additional and significant reference resource for the Kosovo legal community.

OBJECTIVE 4: INCREASE CITIZEN AWARENESS AND ROLE IN ENSURING THE DELIVERY OF JUSTICE

4.1 STRATEGIC ACTIVITIES FUND

EROL continued providing administrative assistance to the USAID Forward grant program. The focus of the grant program is the use of host country systems and partners to build sustainable partnerships and effective programs with CSOs in two areas: 1) court monitoring; and 2) public awareness and outreach initiatives aimed at increasing transparency and fairness among justice institutions.

EROL in particular provided support to the Balkan Investigative Reporting Network (BIRN) and the Advocacy Training and Resource Center (ATRC). EROL assisted both with coaching and technical assistance, broadening the capacities of these organizations working at the local level to strengthen the rule of law. EROL conducted several interviews with ATRC and BIRN, discussing customized organizational technical and training needs under USAID Forward.

Two themes emerged from ATRC interviews, including ATRC's need to standardize grant-giving by certifying its grant-giving services, and ATRC's need to improve monitoring and reporting skills of ATRC grantees. BIRN in turn identified four critical issues: 1) engaging a strategic planning and marketing expert; 2) purchasing software for human resources purposes; 3) providing English language lessons for BIRN staff involved in the implementation of the project; and 4) BIRN journalists' participation in investigative reporting summer schools. EROL compiled assessment reports for both organizations, and gave recommendations on how the organizations might proceed and address the requests.

In addition, to improve monitoring and reporting skills, EROL met with these sub-grantees this quarter to identify and discuss the following potential areas for program improvement:

- Kosovo Advocacy Development Center
- FOL (Speak UP)
- Kosovo Media Association
- Women's Committee for Protection of Human Rights
- Council of Congress of Bosnian Intellectuals of Kosovo
- Green Art
- Active Women of Gjakova
- Public Organization for Local Initiatives and Support
- Venera
- Prehja
- ProActiv

- Progressive Youth Initiative
- Elita

Meetings specifically addressed project data gathering systems and reporting capacities, as well as sub-grantees' overall advocacy initiatives funded by USAID Forward. Based on these discussions, the greatest concerns articulated by sub-grantees were how to compile monitoring reports, and how to organize their activities, findings, and recommendations in a report. EROL subsequently assisted ATRC with developing a monitoring report template. In a meeting of ATRC with sub-grantees, ATRC invited EROL to present the template and explain it in detail, answering those groups' questions and concerns regarding the reporting activities.

This quarter, EROL submitted to USAID a draft baseline survey – the Kosovo Court Users Satisfaction Survey. The baseline survey was conducted by a local company and will make it possible, among other things, to plan for targeted and effective public education strategies and initiatives aimed at improving both access to the court system and the quality of court services for all members of the public.

4.2 PUBLIC RELATIONS & OUTREACH

EROL's assistance to the courts, the KJC and the KPC to improve public access to and public confidence in the Kosovo justice system was stronger than ever this quarter. EROL's outreach activity generally targeted two key audiences - Kosovo's underrepresented communities and law students. During this quarter's meetings with minority communities, EROL focused on bringing together prosecutors, judges, KJC and KPC staff, civil society representatives and frequently journalists to answer questions and provide participants with specific information on the new court structure. Participants also learned about employment opportunities in the justice system, and careers in the legal community as judges, prosecutors or notaries. These discussions were supplemented with a set of brochures developed by EROL in cooperation with the KJC.

EROL's outreach activities were enriched this quarter by a set of brochures distributed during meetings and at the courts called "This is Your Court." The brochures were developed in cooperation with the KJC to inform the public in plain language about the new court structure and courts' jurisdictions, also including practical information on court departments, hours and contact addresses and phone numbers. The brochures were printed in five local languages - Albanian, Serbian, Bosnian, Turkish and Roma, and marked the first time that the KJC disseminated information to all communities in Kosovo in their own languages to facilitate the progress of equal access to courts and justice for all citizens. Topics covered included the new court structure, specific departments such as serious crimes and minors, and general information on the Supreme Court, Court of Appeals and seven Basic Courts.

EROL printed more than 325,000 brochures (Albanian: 140,750 copies; Serbian: 92,190 copies; Turkish: 35,380 copies; Bosnian: 30,900 copies; Roma: 21,250 copies, and English: 5,500 copies).

The KJC Secretariat in July assigned two staff, including the KJC spokesperson, to visit the courts with EROL to distribute brochures. Brochures were disseminated to 26 courts throughout the country, with EROL and the KJC meeting court presidents, supervisory judges and court administrators who enthusiastically displayed the



Court administrator Rudin Elezi was pleased to display "This is Your Court" brochures just inside the entrance of the Gjakova Basic Court.

brochures just inside court entrances. Courts were also given CDs with brochures to re-print supplies as needed. EROL later compiled a brief report to share with the KJC with recommendations from court presidents and staff for additional suggested literature.

Following distribution of the court brochures, EROL met with the President Judge of the Basic Court of Pristina, who suggested that EROL draft a separate brochure on the specific jurisdiction of that Court over the civil aspects of international child abduction. EROL drafted a two-page brochure “Protecting the Rights of Children.” The brochure content and design were approved by the Court, and the Department for International Legal Cooperation at the Ministry of Justice, which serves as the central authority in this area of law. The brochure was translated into five languages, with printing beginning by the end of this reporting period. EROL has started preparing for a roundtable on the civil aspects of international child abduction that will be organized in cooperation with the Basic Court of Pristina and MOJ next quarter. This event will serve to raise awareness on this subject among the justice sector, legal community and the general public.

With justice sector institutions in process of hiring several new public information officers (PIOs) this quarter, EROL conducted three days of workshops on media and public relations for new and existing PIOs for the KJC, KPC, KJI, the



The public information officer from the Kosovo Constitutional Court, Valon Dula, talks with new PIOs about his experience crafting messages for the media during EROL's communications training.

Constitutional Court, the Court of Appeals and all basic courts. Training opened with introductions from the KJC chair and chief of the Pristina Basic Prosecution Office. Both highlighted PIOs' critical roles as justice sector spokespersons shaping the positive work of courts and prosecutors in the midst of managing increasing negative press. The KJCS director strongly endorsed the training, underscoring the vital role of the newly hired court PIOs in the courts. A representative of the Public Diplomacy Office from the US Embassy attended part of the third day's training.

The training was conducted by a media/public relations advisor whose intensive sessions focused on use of new and traditional media to build public trust in the justice system, mastering techniques of media interviews and planning effective community outreach. Training was interactive, including practical exercises and role plays designed to motivate PIOs to build sharp interview techniques, while answering journalists' questions responsively. PIOs also focused on enhancing developing clear and concise

messaging for their institution. One training day was dedicated to videotaped simulated media interviews, which were then analyzed by the group. PIOs confirmed that this exercise was particularly helpful to them, as they could see and hear their weaknesses and strengths, as difficult as it was to critique their own work.

Given upcoming national elections, the potentially difficult implementation of the Normalization Agreement in the North, and frequent negative press, an entire training day was devoted to preparing for and managing crisis communications. EROL's advisor actively engaged PIOs in group exercises drawn from real and recent negative press coverage of the courts and the justice system in Kosovo so that participants would understand what crisis management techniques could help avoid media relations disasters. This day's workshops underscored how building a crisis management team with assigned roles and prepared messaging must be in place well before any expected or unexpected crisis begins. Emphasis was also placed on collaboration between court PIOs and the KJC. Participants said this type of training was most useful to them, and suggested another similar course that should include court presidents.

As of this report, two PIOs for the Basic Court of Pristina and Gjakovë have not yet been hired; the PIO for Mitrovica will be leaving next month, with plans to replace her as soon as possible.

Complimenting communications and crisis management training this quarter were two roundtables for basic courts in Ferizaj and Mitrovica. EROL and PIOs for both courts together organized the first “Media and Justice” regional workshops in September. These two sessions provided the PIOs an opportunity to apply in practice skills learned during the previous training. Both roundtables were well-attended by regional representatives of the prosecution service, police, chambers of advocates, notary system, media outlets, and civil society. Discussion during both centered on the court structure, how to improve communication between courts and the media and the general public, and what the courts can do to engage in more proactive communication. Concerns expressed by participants differed in each region. The civil society in Ferizaj were concerned with lack of journalists’ knowledge of legal terminology and functioning of the court system, and also suggested it would be useful if the courts prepared information why the courts cannot release certain types of information even if there are media inquiries. The journalists in Mitrovica recognized the difficult conditions under which that court operates, and asked that they be granted the right to have exclusive information that other media outlets do not have. Both presidents of the Ferizaj and Mitrovica basic courts highlighted that openness and transparency to media and the public is a top priority for those courts.

The final program the media/public relations advisor conducted was a planning session in cooperation with the KJC to study branding strategy for the organization. This session was the first of its kind and was attended by all court presidents and administrators, and KJC senior management. It provided an opportunity for participants to gain a better understanding of branding principles that create a uniform and consistent visual identity. Participants conducted a SWOT analysis of the judiciary, and engaged in active discussion on defining the judiciary ‘brand,’ the brand slogan, and the logo. The information from the session will be used by the KJC to issue an RFP to select a local company to design the new logo. Also, based on the discussions at the session, EROL prepared a draft concept paper on Social Media Policy Considerations and Proposed Guidelines for the KJC and the Judiciary.

EROL’s website at <http://www.usaiderol.org> continued this quarter to provide updated information of program activities in three languages (Albanian, Serbian, and English). Monthly statistics show a total of 21,612 site hits (July: 8,869; August: 5,201; September 7,542) and a total of 3,503 site visits (July: 1,392; August: 1,144; September: 967) and the total number of visits increased by more than 1,100; the total number hits decreased by 855. Site hits best illustrate traffic because they are for the most part unique users; visits may be the same user viewing the site several times. While decreased hits reflect lower August traffic, this is likely due to summer holidays. EROL will continue to monitor web site statistics next quarter, and just as importantly update and review the site’s content.

Next quarter, EROL will continue to provide assistance to the KJC and KPC, building their public and media relations efforts, working with PIOs in additional workshops to reinforce communications strategies. In particular, EROL will focus on working with the KJC spokesperson, the new PIO for Mitrovica, on messaging and communications if the situation there changes. EROL will also continue organizing public outreach meetings with high school and university law students, and will follow-up on recommendations made in the final report on the minority outreach activity, and to provide public relations support to other EROL components.

4.3 SUPPORT MINORITY OUTREACH

EROL conducted seven minority outreach meetings in seven municipalities from July through September in Shtërpce, Klinë, Kamenicë, Vushtrri, Gorazhdevc, Istog and Banja e Runikut, a town near Skenderaj. There were 90 participants (56 male, 34 female), from ages 16 to 60. The ethnic breakdown of participants was as follows:

Albanian: 3

Serbian:	42
Roma:	1
Egyptian:	39
Ashkali:	4
Turkish:	1

EROL's meeting with the Serbian community in the Municipality of Shtërpçë was particularly well-received, featuring the Supervisory Judge of the Basic Court of Ferizaj – Branch of Shtërpçë. The judge spoke candidly with the young audience of high school and law school students, relating his personal and professional experiences in the judicial system, and encouraging them to consider careers as judges, prosecutors or court support staff. The meeting was also attended by the KJCS spokesperson and the senior legal officer of the State Prosecutor's Office. The activity captured good press, covered by the local television station *Heri* in two evening news broadcasts, and was also broadcast on the morning news segment of the Serbian radio network. This meeting was followed later in the quarter by another meeting with the Serbian community in Gorazhdevc, and once again received positive feedback and news coverage by *Radio Gorazhdevac*.

ENVIRONMENTAL REGULATION COMPLIANCE

EROL completed a Model Court Site Specific Environmental Compliance Plan (SSECP) this quarter for Glllogvc Branch Court. SSECPs for the next phase of model court work were in process this quarter. No additional environmental regulation compliance activities were completed this reporting period.

STATUS OF BUDGET EXPENDITURES

As of 30 September 2013, EROL had expended approximately \$13,493,000. During the reporting period, spending was approximately \$1,967,000. EROL anticipates the monthly burn rate to continue to remain approximately \$700,000-\$900,000 over the next quarter as Year 3 STTA and Model Court work will be significant. [Note: amounts are approximate as the September 2013 costs have not been finalized.]

APPENDICES

APPENDIX A: LIST OF REPORTS & DELIVERABLES

By the end of Year 3 Q2, EROL had completed the following reports and deliverables:

OBJECTIVE 1

- Some Suggestions for More Efficient Council Meetings
- Template Agenda for KJC
- Template Briefing memo
- National Backlog reduction Strategy
- Briefing memo: Review of Initial Mandate of Judges
- Training on the Drafting of Subsidiary Legislation, 4-5 July 2013.
- 3rd Intra-Governmental Roundtable on Legal Drafting Process, 27 September 2013.

OBJECTIVE 2

- Customer Service and Effective Communication ToT Training
- Focus Group- Computer Training For Court staff
- Court Strategic Operational Planning
- Workshop on Generating Statistical Reports
- Supreme Court -Database population training
- Gjilan BC- Database population training
- Peja BC- Database population training
- Decan Branch Court- Database population training
- Prizren BC- Database population training
- Suharekë Branch Court- Database population training
- Mitrovica BC- Database population training
- Vushtrri Branch Court- Database population training
- TO #09 - Kacanik Branch Court A&E Design
- Technical Acceptance/Supreme Court
- Dragash Branch Court/ Phase I Finalized

OBJECTIVE 3

- KJI Training Module (Judicial Roundtable Series: Information and Communication Technology Considerations for the Kosovo Judiciary)
- KJI Website/Database
- KCC – Special International Human Rights Edition of E Drejta, the Law Journal of the Pristina Law Faculty
- KCC – Court Decision Database/Search Engine

OBJECTIVE 4

- ‘This is Your Court’ Brochure on Civil Aspects of International Child Abduction (in 6 languages)
- ‘This is Your Court’ Set of 13 Brochures Distribution Report (in English, Albanian, Serbian)
- Two Media and Justice Roundtables in Ferizaj, 17 September 2013, and in Mitrovica, 19 September 2013
- Agenda for Media and Justice Roundtables in Ferizaj and Mitrovica PowerPoint Presentation for Media and Justice Roundtables in Ferizaj and Mitrovica
- Three-day training on media and public relations for court PIOs
- Agenda for three-day training
- Media and Public Relations Handbook for PIOs
- PIO Training Handouts
- PIO Training PowerPoint Presentation
- One-day Crisis Communication Training for Court PIOs
- Agenda for one-day crisis communication training
- Crisis Communication Training PowerPoint Presentation
- One-day branding planning session for the KJC and Kosovo Courts
- Agenda for the branding planning session
- Concept Paper – New Brand Identity for Modern Kosovo Judiciary
- Summary Report on KJC Branding Planning Session
- Two videos on branding and branding strategy of the Government of the Netherlands with subtitles in Albanian
- KJC Social Media Policy Considerations and Draft Guidelines
- KPC half-day workshop on social media guidelines
- KPC Social Media Policy Considerations and Draft Guidelines

AD HOC REPORTS

- Customer Service and Effective Communication Final Report, STTA Refki Morina
- Final Assessment and Recommendations, STTA Anne M. Trice
- Appendix A Pristina Basic Court Midterm Assessment and Recommendations
- Appendix B Pristina BC Archive Files
- STTA Trip Report Barbara Swann
- Success Story - USAID Model Court Standards Helps Restore Trust in Kosovo’s Judiciary

APPENDIX B: SUMMARY OF YEAR 3 QUARTER 2 TRAINING & CAPACITY BUILDING EVENTS

Yr 3 Q2 Training and Capacity Building Events							
Program/Event	Date	Total	Male	Female	Alb	Serb	Min/ Others
Database Usage Training	Jul-Sep 2013	103	46	57	101	1	1
Focus Group- Computer Training for Court Staff	03 July 2013	6	4	2	6	0	0
Workshop on Drafting Subsidiary Legislation	4-5 July 2013	13	8	5	13	0	0
Customer Service and Effective Communication ToT	10-12/07/2013	24	16	8	22	2	0
Workshop on Generating Statistical Reports	25 Sep 2013	11	8	3	10	1	0
Media and Public Relations for Public Information Officers	10-12/09/2013	13	4	9	13	0	0
Crisis Communications Workshop for KJC & Court Staff	13 Sep 2013	11	4	7	11	0	0
The 3 rd Intra-Governmental Roundtable on Legal Drafting	27 Sep 2013	22	11	11	22	0	0
Quarter 2 Total		203	101	102	198	4	1
Life of Project Total¹		1,888	1,105	783	1,760	56	72

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

During the second quarter of the third year of EROL Program implementation 203 participants have participated on several Capacity Building events organized by all four components of the Program. The total number of unique individuals trained during the first quarter of the Program is 83 individuals, with Male = 30, Female = 53, with Alb = 80, Serb = 2, and others = 1.

During the month of **July, Aug and Sep** 2013, EROL team delivered training on. These trainings were attended by 103 participants in total with Male = 46 and Female = 57; Alb = 101 and Serb = 1 and Min/Others = 1;

On **July 3rd**, 2013, EROL staff conducted a Focus Group – Computer Training for Court Staff. As court communication practices, processes and procedures become automated it is very important that all judicial employees receive training to increase their computer knowledge, skills and abilities. Aiming to identify computer skill training requirements for all court staff based on job duties and assignments as well as current skill level, EROL team invited group of six court staff who are familiar with the work in the courts, what does the computer training offer, and what are the needs and requirements of the court staff. This training was attended by total of 6 participants, Male = 4, Female = 2, all Albanian nationality.

On **July 4-5**, EROL team conducted a workshop on Drafting Subsidiary Legislation. Objective of this workshop was to strengthen the drafting capacities of the justice-sector institutions, including the Office of the President. Legal teams from the Office of the President, the Kosovo Judicial Council and the Kosovo Prosecutorial Council attended the workshop. Participants learned through practical exercises how legislation and associated regulations must adhere to constitutional and statutory requirements. In addition attendees worked on strategies to better facilitate public consultation prior to the finalization of the draft subsidiary acts. Total number of participants trained is 13 participants, Male = 8, Female = 5, all Albanian nationality.

On **July 10-12**, 2013 EROL organized Customer Service and Effective Communication Training for Trainers for 24 court staff. The objective of the consultancy service is to improve customer service at Kosovo Courts and increase information available for the public. With this training, Trainees will be able to continue Customer Service and Effective Communication training for the remaining court staff. Training was attended by 24 participants in total with Male = 16 and Female = 8, and Alb = 22 and Serb = 2.

Simple Case Study

Court Management Training

February 2013

The purpose of this training was 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.

“Court Management training provided us various skills needed to address issues we face on our day to day business and how to better address them. I would like to point out the importance on setting objectives and developing action plan on achieving the respective objectives. In addition, we have been able to discuss thoroughly the issue of case management, improvement of the procedures for case tracking and public communication.

Court Management training has had additional positiv impact on our work. Consolidation of the working procedures in case management office, case registration and electronic tracking of the cases will further improve the efficiency of the Court Management” – Salih Mekaj, President Judge, Appeal Court, Pristina

On **Sep 10-12, 2013** EROL team organized training on Media and Public Relations for Public Information Officers. The overall goal of the training was to provide the newly hired court Public Information Officers and the existing ones with the required skills to develop the skills for effective relations with the media and the general public; generate positive publicity for the courts; involve in outreach efforts. This training was attended by 13 participants in total, Male = 4 and Female = 9, all Albanian nationality.

Simple Case Study

Court Management Training

February, 2013

The purpose of this training was 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.

“Court Management training was very much needed especially for the management. It provided us with the skills how to motivate staff and increase their awareness and their effective communication. Knowledge we gained in terms of Strategic Planning and its Operational Planning will enable us to reduce the case backlog.” – Vaton Durguti, President Judge, Basic Court of Gjakova

On **Sep 10-12, 2013** EROL staff conducted a workshop on Generating Statistical Reports. Purpose of this training was to equip court staff with skills on generating statistical reports for the pending cases. This training was attended by 11 participants in total, with Male = 8 and Female = 3 with 10 participants of Albanian nationality and 1 Serbian minority community participant.

On **Sep 13, 2013** workshop on Crisis Communications for KJC & Court Staff was organized. Purpose of this workshop was to train the newly hired court Public Information Officers on crisis communication management and skills and increase media relation skills. This training was attended by total of 11 participants with Male = 4 and Female = 7 all Albanian nationality.

On **Sep 27, 2013** EROL organized The 3rd Intra-Governmental Roundtable on Legal Drafting. The purpose of this activity is to support legal drafting reform in Kosovo, providing the justice sector with expert assistance understanding and clarifying the new draft Law on Normative Acts, and legislative drafting in the context of harmonization with EU legislation. The day-long program will provide participants with the opportunity to study concrete steps and methodologies for implementing the new legislative drafting standards. In addition to discussions led by the Prime Minister’s legal department, EROL STTA will focus on the

Regulatory Impact Assessment and the legal approximation process as drafting standards contemplated by legal drafting framework in Kosovo. This training was attended by 22 participants in total with Male = 11 and Female = 11 all of them Albanian nationality.

Gender breakdown of EROL Capacity Building Events for Yr 3 Q2 represents satisfied representation between male and female participants. EROL staff across all four components has managed to engage 101 male and 102 female participants (Please, see **Figure 1**. Ethnicity breakdown of EROL Capacity Building Events for Yr 3 Q2 on capacity building events provided during the first quarter of the third year of Program Implementation.

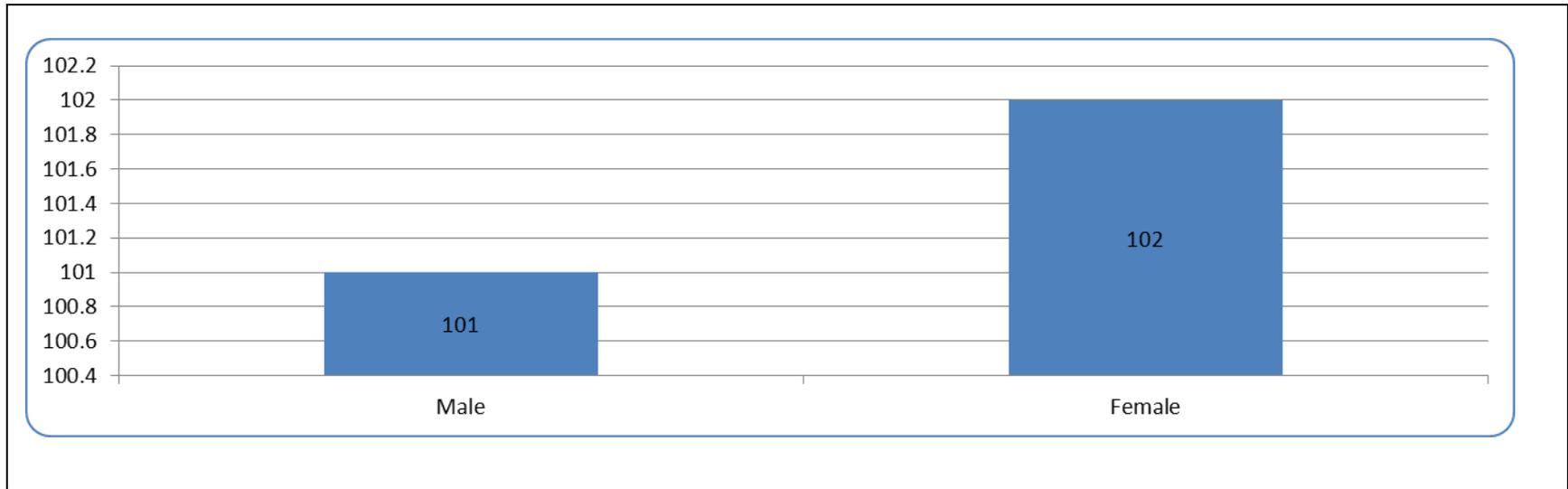


Figure 1 - Figure 1. Ethnicity breakdown of EROL Capacity Building Events for Yr 3 Q2

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 = 49.75% and Male = 50.25%. Illustrative details are represented on **Figure 2**. Gender breakdown of EROL Capacity Building Events for Yr 3 Q2.

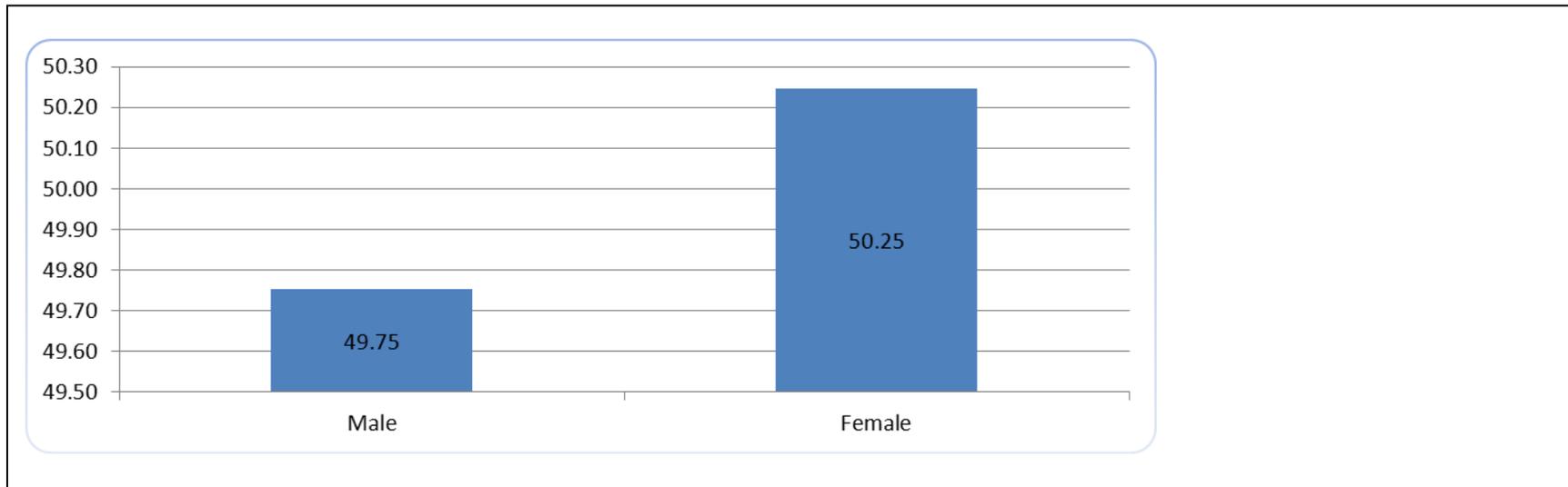


Figure 2 - Gender breakdown of EROL Capacity Building Events for Yr 3 Q2

Capacity Building Events organized by all four components of EROL Program included a total number of 83 unique individuals. Ethnicity representation on these events is provided under the **Figure 3**. Ethnicity breakdown of EROL Capacity Building Events for Yr3 Q2 with Albanian = 198, Serbian = 4 and Minority Community/Others = 1 participant participated.

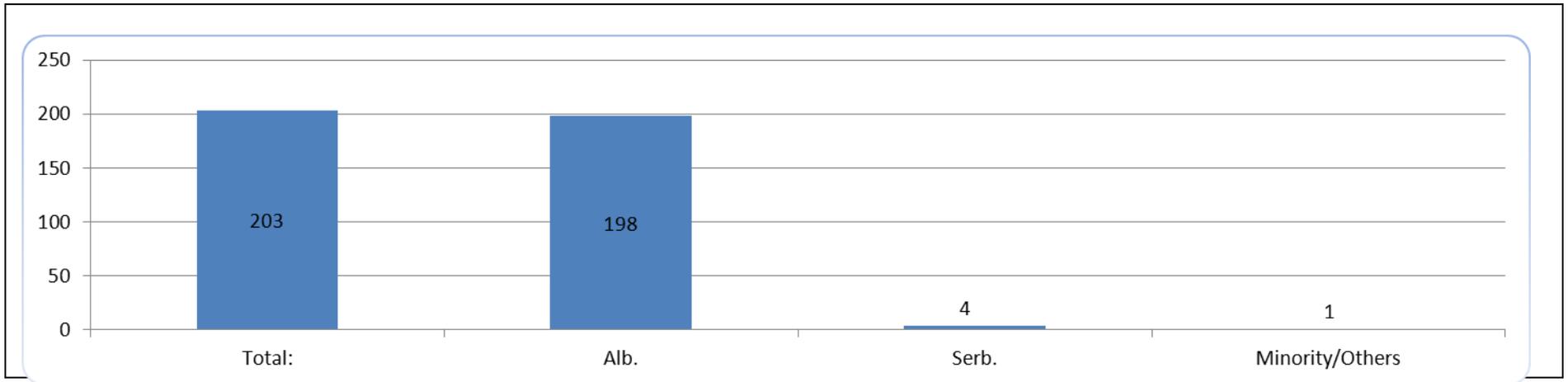


Figure 3 - Ethnicity breakdown of EROL Capacity Building Events for Yr3 Q2

Among participants that participated on EROL Program capacity building events there were 20 Judges, 35 Court Staff, and Others 33 and no Prosecutors. (Please, see **Figure 4** for reference.)

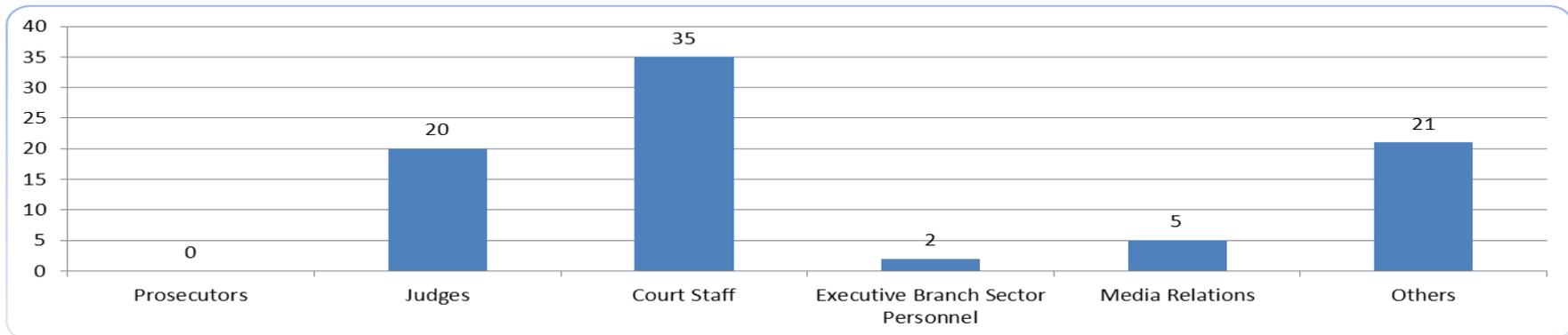


Figure 4 - Roles and Positions of Individuals trained during Yr3 Q2

During the period of Jul 1 – Sep 30, 2013 KJI provided Continuing Legal Education Program (CLEP) for sitting prosecutors, judges and court staff, including training courses for prosecutors, judges and other professionals working in the judicial system seeking promotion and to the newly selected candidates. The total of 115 participants participated on the Continuing Legal Education Program (CLEP) with Prosecutors = 19, Judges = 87, Court staff = 9 (Please, see **Figure 5** for reference)

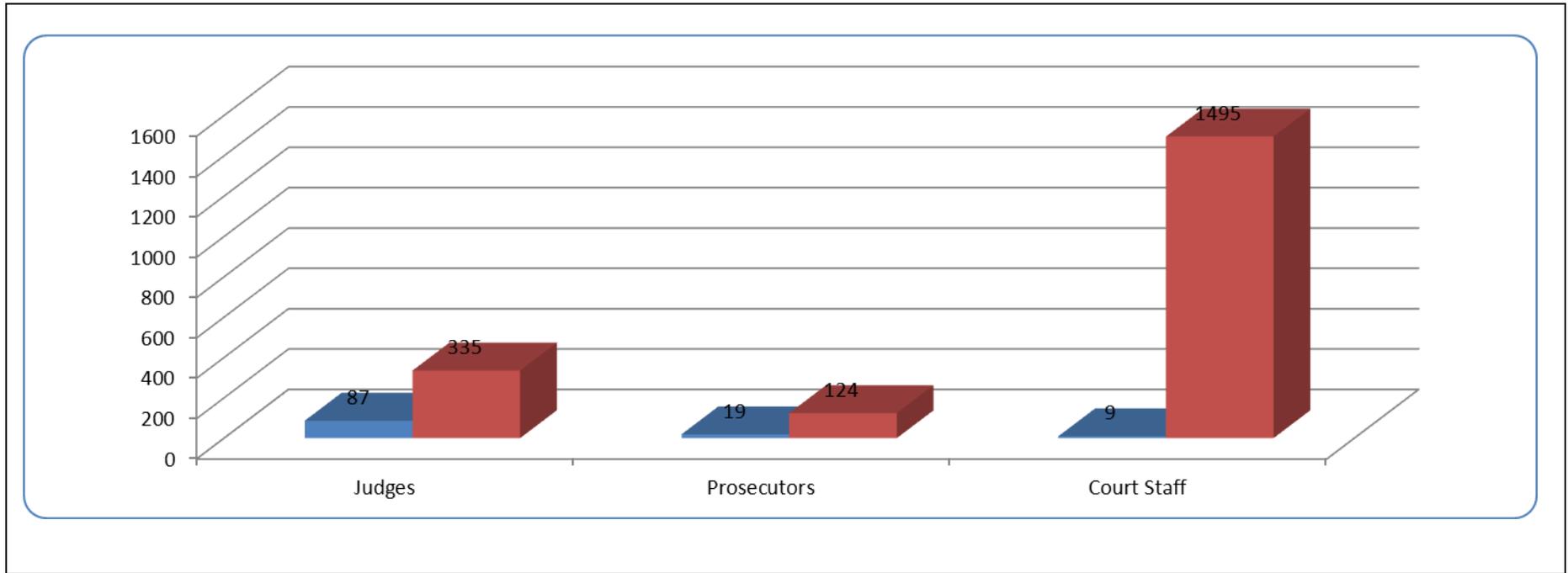


Figure 5 - CLE Program Participants for Yr3 Q2

APPENDIX C: MONITORING AND EVALUATION

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments	
						To date					
						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.	Checchi has selected a Kosovo local company to conduct baseline and end-line	Draft preliminary report submitted to EROL Program	76% positive for court users			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 surveys². Preliminary draft has been</i>

² The Objective of the survey is 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 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
					surveys					submitted to EROL. Final report to be submitted to USAID for approval Satisfaction percentage of court users is assessed to be at 76%
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=810 F=448 O=65 T=1,258	M= F= O= T=	M=222 F=256 O=6 T=478	M=101 F=102 O=0 T=203			During the second quarter of the third year of EROL Program implementation 203 participants have participated on eight Capacity Building events organized by all four components of the Program. The total number of unique individuals trained during the first quarter of the Program is 83 individuals, with Male = 30, Female = 53, with Alb = 80, Serb = 2, and Others = 1;

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
2a	Number of people/person days of training	9,500 days	1,755 days	3,629 days	500 days	4,049 days	287 days			During the second quarter EROL Program provided 287 days of training through all four components.
3	% of judges (J), prosecutors (P) and court staff (S) participating in CLE Unit: %; disaggregated by sex and status		N/A	J=15% P=20% S=10%	J=30% P=20% S=10%	J=62.99% P=53.23% S=2.07%	J=25.97% P=15.32% S=0.60%			Target for Yr3 for the CLE Program is: J=30%; P=20%; S=10%; During the period Jul 1 – Sep 30, 2013 KJI provided Continuing Legal Education Program (CLEP) for sitting prosecutors, judges and court staff, including training courses for prosecutors, judges and other professionals working in the judicial system seeking promotion and to the newly selected candidates. The total of 115 participants attended the Continuing Legal Education Program (CLEP) with 87 Judges, 19 Prosecutors and 9

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
										<p>Court Staff. Currently Kosovo Judicial system consist of total³= 1954 individuals</p> <p>Total percentage of Judges, Prosecutors and Court Staff participating on Continuing Legal Education program provides us with huge participation of Judges = 25.97%, Prosecutors = 15.32% and Court Staff = 0.60%.</p>
4	# of legal courses or curricula developed with USG assistance Unit: #		5	3	2	2	1			<p>Target for Yr 3 of the EROL Program is 2 legal courses or curricula.</p> <p>Y3 Target Completed</p>

³Status on the total number of Kosovo Judicial System staff updated on July 19, 2013. Source: Kosovo Judicial Council and Kosovo Prosecutorial Council

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
										In Y3/Q2, EROL provided KJI with substantial technical assistance in the development of ICT Considerations for the Kosovo Judiciary, which were delivered in a ToT environment.
5	# of executive branch sector personnel trained with USG assistance Unit: # disaggregated by sex and role	Standard F output indicator. For the Office of the President, training in areas of administration, management or leadership skills or good governance practices.	9	6	0	0	0			Target for Yr 3 is 0 staff member of the Office of the President. Target has been met during the previous two years of Program implementation.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
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	10	5	1			<p>Target for Yr3 is 10 Train of Trainers (ToT).</p> <p>In Y3/Q2, EROL provided substantial technical assistance to one KJI judicial trainer (Xhevdet Pllana, KJI IT Manager).</p> <p>Unit #: 1 Male and 0 Female</p>
7	Simple case studies of persons trained by EROL or EROL-trained instructors (e.g., judge, prosecutor, PR staff, KJI instructor)		0	5	5	2	2			<p>Target for Yr 3 is Five "Simple Case Studies".</p> <p>Two (2) simple case studies have been completed during the second quarter.</p>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
8	<p>KJI Scorecard rating of EROL's progress with KJI goals</p> <p>Benchmark outcome indicator. Progress on tab "KJI" toward approved activities in consultation with USAID and stakeholders.</p> <p>Total score possible: 68 over four years; cumulative in (#)</p>		16	30(44)	12(56)	6	7			<p>Target for Yr 3 is 12 out of 56.</p> <p>Most of activities 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.</p> <p>Please, see respective scorecard for the details of activities.</p> <p>Current score is 7 out of 12.</p>
2.2.	Increased independence and accountability of the judicial system									

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
							To date				
							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	3	2	0			Target for Yr 3 is 3 laws, regulations and procedures. Due to the need for the Chair and KJCS Director to be in Brussels as part of the technical team to implement the Serbia Kosovo Normalization Agreement, no regulations were approved by the KJC
10	Number of regulations and procedures that improve judicial transparency adopted with USG assistance Unit: #	Standard F output indicator. Refers to 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 regulations/ procedures may also cover independence.		10	3	3	2	0			Target for Yr 2 was 3 regulation and procedures. Due to the need for the Chair and KJCS Director to be in Brussels as part of the technical team to implement the Serbia Kosovo Normalization Agreement, no regulations were approved by the KJC

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
11	<p>Number of government media relations staff trained with USG assistance</p> <p>Unit:# Disaggregated by sex and office</p>		10	10	0	0	5			<p>Target for Yr3 is 0 Media Relations staff.</p> <p>Target has been met and exceeded during the previous two years of the Program.</p> <p>Nevertheless, in quarter two EROL trained new hired staff on media relations</p>
12	<p>Constitutional Court scorecard rating of EROL's progress with CC's goals</p>	<p>Benchmark outcome indicator. Progress on tab "CC" toward approved activities, in consultation with USAID and stakeholders.</p> <p>Total score possible: 56 over four years; cumulative in (#)</p>	19	24(34)	14(46)	9	11			<p>Target for Yr 3 is 14 out of 46.</p> <p>Most of activities 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.</p> <p>Please, see respective scorecard for the details of activities.</p> <p>Current score is 11 out of 14.</p>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
13	Improved performance on scale considering key factors of an acceptable disciplinary system Unit: Scale of 0-3		0	1	2	1	1			Target for Yr 3 is 2 on the score from 0-3. In support of efforts to improve resources available to strengthen the effectiveness of disciplinary processes, the judges of the Constitutional Court adopted a Judicial Code of Ethics near the close of Y3/Q1, which had been proposed by a Working Group led by an EROL STTA ⁴ .
2.3.	More effective operations of the justice system									

⁴ 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 Actual	Yr 3 Target	Program Year 3 Actual				Comments
							To date				
							Q1	Q2	Q3	Q4	
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	25	29	29			During this quarter the EROL staff developed and added statistical reporting features to the database. The new features enable court PJ's and statisticians to generate various case management reports.
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	3-5% Improved	Indicator to be reported Annually	Indicator to be reported Annually			No reports available during this quarter. KJC Sec is facing difficulties in collecting the required data. Still no accurate and reliable data for reporting in 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	3-5% Improved	Indicator to be reported Annually	Indicator to be reported Annually			No reports available during this quarterly. KJC Sec is facing difficulties in collecting the required data. Still no accurate and reliable data for reporting in 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. Total score possible: 540 over four years; cumulative in (#)		9	189 (351)	189 (540)	202	205			During this quarter significant improvement were achieved in standard 8 (Improve accessibility and security of court facilities). Since last quarter (in which 7 courts were refurbished), during this quarter the Supreme Court is completed and two out of eight courts (the Dragash Branch and Gillogovc Branch) are undergoing refurbishment.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
18	Number of strategic plans for justice sector reform adopted with USG assistance		2	1	0	0	0			<p>KJC Strategic Plan: Significant progress was made by the Strategic Planning Committee which will continue into Y3Q3 in collaboration with ECLO/HD</p> <p>KPC Strategic Plan: Due to need for the Chair to be in Brussels, the Strategic Plan draft was not adopted but it and an Action Plan are expected to be approved in Y3Q3.</p> <p>EROL MCP initiated the process for Courts (Supreme Court, Court of Appeals and the Basic Courts) in developing Court Operational Strategic Plans. The COSP will address goals and objectives for improvements in area of the court operations. At the current stage EROL MCP and STTA developed first draft.</p>

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
							To date				
							Q1	Q2	Q3	Q4	
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	5% decrease	Indicator to be reported Annually	Indicator to be reported Annually			No reports available during this quarterly. KJC Sec is facing difficulties in collecting the required data. Still no accurate and reliable data for reporting in this indicator.
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	15.51%	TBD with Survey	No Activity to report for this quarter	No Activity to report for this quarter			No Activity to report for this quarter However, KPC continues to receive support from EROL in adopting regulations for appointment of prosecutors, and evaluation of prosecutors.
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)	20(70)	20	20			Target for Yr 3 is 20 out of 70. Most of activities 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. (Please, note that several activities from Yr2 have been completed during the Yr3 Q1) Current score is 20 out of 20.

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
							To date				
							Q1	Q2	Q3	Q4	
22	Kosovo Prosecutorial Council scorecard rating of EROL's progress with KPC goals	Benchmark outcome indicator. Progress on KPC scorecard toward approved and consensed activities in consultation with USAID and stakeholders. Total score possible: 44 over four years; cumulative in (#)		7	28(36)	8(44)	13	13			Target for Yr 3 is 8 out of 44. Most of activities 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 13 out of cumulative 44.
23	Ministry of Justice scorecard rating of EROL's progress with MOJ goals	Benchmark outcome indicator. Progress on MOJ scorecard toward approved and consensed activities in consultation with USAID and stakeholders. Total score possible: 80 over four years; cumulative in (#)		15	28(44)	22(66)	1	4			Target for Yr 3 is 22 out of 66. Most of the activities under this scorecard are under the preparation status and will be initiated during the second quarter. Please, see respective scorecard for the details of activities. Current score is 4 out of 22.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
24	Chamber of Notaries scorecard rating of EROL's progress with CON goals Total score possible: 26 over four years; cumulative in (#)		1	N/A	N/A	N/A	N/A	N/A	N/A	EROL ceased 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
25	Office of the President scorecard rating of EROL's progress with OP goals Total score possible: 30 over four years; cumulative in (#)		9	12(18)	8(26)	3	5			Target for Yr 3 is 8 out of 26. Most of activities 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 5 out of 8.
2.3.1.	Courthouse infrastructure improved									

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
26	# of Court Improvement Plan refurbishment objectives achieved Unit: cumulative #		0	8	24	5	1			24 MCP courts are scheduled for Yr 3. The final court from the first eight courts is refurbished and completed. Two of eight courts from the second wave are undergoing refurbishment during this reporting period.
IR3:	STRENGTHENED 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		N/A	9,376	500	57,040 clicks	55,664 clicks			Target for Year 3 of the EROL Program implementation 500 clicks. The total number of clicks for the third year is 500 clicks. The target for this indicator has been exceeded during the first and second quarter of the program implementation. During the Q2 of Yr3 there have been 55,664 clicks recorded.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
28	<p>Number of USG-assisted Civil Society Organizations that engage in advocacy and watchdog functions.</p> <p>Unit: #</p>	Standard F outcome indicator. CSOs must be actively engaged in these functions, and be able to demonstrate that they are so engaged	0	4	6	13	Ongoing activities with 2 grantees and 13 sub grantees			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 the USAID Forward grantee awarded 13 Court Monitoring Initiative throughout Kosovo
29	<p># of functioning Public Reception and Orientation Platforms (PROPs) in model courts</p> <p>Unit: #</p>	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)	7(20)	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.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Target	Program Year 3 Actual				Comments
						To date				
						Q1	Q2	Q3	Q4	
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: #		N/A	112	350	Twelve ⁵ (12) community meetings	Seven (7) community meetings			EROL staff conducted a series of minority community outreach meetings reaching out 90 individuals in total with Alb = 3, Serb = 42, Roma = 1, Egyptian = 39, Turkish = 1, Ashkali = 4 Male = 56; Female = 34

⁵ **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. Numbers of meeting organized during this quarter: 7 meetings (Shtërpce, Klinë, Kamenicë, Vushtrri, Gorazhdevc, and 2 meetings in Istog)

APPENDIX D: PMP SCORECARDS

KOSOVO JUDICIAL COUNCIL SCORECARD

Kosovo Judicial Council Scorecard	Year 3					Description
Target/Actual (per Quarter)	Target	Q 1	Q 2	Q 3	Q 4	
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	2	2			<p>Activity to be attained in Yr 3. 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.</p>

Support KJC in inter-Ministerial legislation working groups	2	2	2			Activity to be attained in Yr 3 The MOJ is holding draft revisions to the 4 Judicial Laws and has not made them available for comment. Until that is done, no work by EROL can be done on these laws.
Support development of follow-on Strategic Plan	2	2	2			Activity to be attained in Yr 3. EROL continued to support the KJC's effort with developing a strategic plan. With EROL assistance, KJC Committee
Support HR functions of KJC						
Define and standardize staff job descriptions						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						
Staff promotion standards in place						
Staff discipline/dismissal standards in place						
Internship programs functioning successfully	2	1	1			Activity to be attained in Yr 3. EROL hired two interns who provided significant support to the KJC's efforts with respect to the Implementation
Judicial selection procedures improved	Completed	2	2			
Judicial evaluation procedures improved	Completed	2	2			EROL provided support to the KJC in evaluating 75 judges for permanent positions
Judicial promotion procedures improved		2	0			

Judicial disciplinary procedures improved						
KJC database for judicial personnel in use	2	0	0			This activity has not moved forward due to questions regarding funding of the database
Track legislation reviewed by legal office	2	0	0			Activity to be attained in Yr 3 and Yr 4. The MOJ has draft amendments to the four Judiciary laws but has not yet shared them with any other organizations. When it does, EROL will provide support for the amendments.
Track implementation of procedures for effective court admin						
Case flow, reception, assignment, management	2	2	2			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	0	0			Activity to be attained in Yr 3 and Yr 4
Attention to court users	2	0	2			Activity to be attained in Yr 3 and Yr 4. Web portal assessments (web strategy and web development plans) have been submitted to the KJC for review.
Transparency and information access	2	0	1			
Increased and more effective use of automation						

Assess IT needs, CMIS' contributions/gaps, and failure to use						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						Web portal advertisement for RFP completed.
Minority outreach efforts						
Draft minority access assessment						Draft report on Minority access submitted to USAID.
Draft outreach campaign		2	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	2			EROL participated in a working group to develop a new law to certify court interpreters and translators.
TOTAL:	20	20	20			

KOSOVO PROSECUTORIAL COUNCIL SCORECARD

Kosovo Prosecutorial Council Scorecard	Year 3					Description
Target/Actual (per Quarter)	Target	Q1	Q2	Q3	Q4	
<p>Facilitate development of strategic plan</p>		2	2			<p>EROL facilitated drafting of KPC Strategic Plan with Council and working group members. In Y3/Q1, a proposed strategic plan was revised and submitted to the KPC Normative Committee in anticipation for consideration and adoption by the full Council in Y3/Q2.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1.</p> <p>This activity is expected to resume in Y3/Q3.</p>
<p>Facilitate development of annual plans</p>	2	1	1			<p>EROL facilitated annual planning activities, including macro action plan development, sharing of template in connection with the creation of KPC's Strategic Plan.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1.</p> <p>This activity is expected to resume in Y3/Q3.</p>

<p>Facilitate development of implementation plan and committees</p>					<p>The Implementation Plan was completed in Y2, and it was 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 an amended regulation on the organization and activity of the KPC.</p>
<p>Instruction manual (SOP) with regulations, policies, procedures</p>		<p>1</p>	<p>1</p>		<p>In Y2, 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, Ethics Codes for KPC Members, Prosecutors, and Support Staff, and the KPC's Strategic Plan. In Y3/Q1, EROL continued to support KPC drafting activities.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1.</p> <p>This activity is expected to resume in Y3/Q3.</p>
<p>Support implementation of SOP across KPC</p>	<p>2</p>	<p>1</p>	<p>1</p>		<p>EROL participated in working groups that assisted KPC in drafting/amending regulations concerning discipline⁶ 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.</p> <p>The KPC suspended this sort of activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. Some progress was obtained prior to the suspension, but this activity is expected to resume in Y3/Q3.</p>
<p>Develop job descriptions/TORs for KPC Secretariat staff</p>					<p>In Y2, job descriptions were developed and revised as part of the strategic planning process as part of a collaboration with ECLO and the KPC.</p>

⁶ By agreement, EUOK is responsible for the development of disciplinary regulations, and EROL is responsible for ethics matters.

<p>Train KPC in needs-based budgeting and justification</p>		<p>1</p>	<p>1</p>		<p>In Y3/Q1, EROL and the KPC examined budget issues and identified specific needs through the strategic planning process. More concrete plans will be put in place with Action Plan development.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. This activity is expected to resume in Y3/Q3.</p>
<p>Legislative drafting support: secondary legislation</p>		<p>1</p>	<p>1</p>		<p>In Y2, EROL participated in working group that assisted KPC draft/amend regulations concerning discipline⁷ and prosecutor performance & evaluation, and an administrative instruction on setting annual performance norms. In Y3/Q1, EROL continued to provide technical assistance in support of KPC drafting activities.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. This activity is expected to resume in Y3/Q3.</p>
<p>Development of new staff training module</p>		<p>1</p>	<p>1</p>		<p>As part of strategic planning process, the KPC identified staff professionalization and training as a key objective. Concrete activities will be developed in the Action Plan.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. This activity is expected to resume in Y3/Q3.</p>

⁷ By agreement, EUOK is primarily responsible for advising the KPC on disciplinary activities.

<p>Draft public relations strategy</p>		<p>1</p>	<p>1</p>		<p>EROL finalized and presented to KPC for consideration public relations strategy, media guidelines and a crisis communication plan. EROL transmitted a proposed Communications Plan to the KPC Normative Committee in Y3/Q1.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. This activity is expected to resume in Y3/Q2.</p>
<p>Draft public relations training modules and materials</p>		<p>1</p>	<p>1</p>		<p>In Y2, EROL trained KPC staff/spokesperson. In Y3/Q1, EROL provided technical assistance to the KPC regarding training modules for a new KPC spokesperson and specially-designated prosecutors/public information officers.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. This activity is expected to resume in Y3/Q3.</p>
<p>Train public relations staff</p>		<p>1</p>	<p>1</p>		<p>In Y2, EROL trained KPC staff/spokesperson. In Y3/Q1, EROL provided technical assistance to the KPC regarding training of a new KPC spokesperson and specially designated prosecutor/public information officers.</p> <p>EROL provided training for the KPC PIO along with PIOs for the KJC, KJI and each of the courts.</p>
<p>Support formulation of external/internal communication plans</p>	<p>2</p>	<p>1</p>	<p>1</p>		<p>In Y2, EROL finalized and presented to KPC for consideration public relations strategy, media guidelines and a crisis communication plan. In Y3/Q1, EROL transmitted a proposed Communications Plan to the KPC Normative Committee in anticipation of consideration and approval by the full Council.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. This activity is expected to resume in Y3/Q3.</p>

<p>Incorporate public messages into overall outreach activity</p>	<p>2</p>	<p>1</p>	<p>1</p>		<p>In Y2, EROL drafted media guidelines and conducted Media and the Criminal Justice Workshop attended by legal professionals and journalists. In Y3/Q1, EROL provided technical assistance to the KPC regarding the integration of a new KPC spokesperson and specially designated prosecutor/public information officers into KPC public outreach strategies.</p> <p>The KPC suspended this activity in Y3/Q1 because of its commitment to the effort to develop a plan for implementation of the Normalization Agreement reached by the Prime Ministers of Kosovo and Serbia, which was ratified by the Kosovo Parliament (Assembly) at the close of Y3/Q1. This activity is expected to resume in Y3/Q3.</p>
<p>TOTAL:</p>	<p>8</p>	<p>13</p>	<p>13</p>		

MINISTRY OF JUSTICE SCORECARD

Ministry of Justice Scorecard	Year 3					Description
Target/Actual (per Quarter)	Target	Q1	Q2	Q3	Q4	
Legislative drafting						
Draft training modules						Yr 2 Target Completed.
Implement training program in legislative drafting	2	0	1			Activity to be attained in Yr 3 and Yr 4. MoJ officials have been invited to participate on the training organized by EROL, nevertheless no officials showed up for the training due to various reasons. However EROL team continues to interact with the MoJ officials in order to provide them with the support on capacity increase for legislative drafting.
Draft legislative enactment plans						Yr 1 Target Completed.
Define guidelines for public participation						
Capacity development for public participation						
Support for secondary legislation drafting	2	0	1			Activity to be attained in Yr 3 and Yr 4. MoJ officials have been invited to participate on the training organized by EROL, nevertheless no officials showed up for the training due to various reasons. However EROL team continues to interact with the MoJ officials in order to provide them with the support on capacity increase for legislative drafting.
International Legal Cooperation Department (ILCD)						
Training needs analysis report						Yr 1 Target Completed.
Develop training modules for ILCD						Training Module developed and provided during the first year of Program implementation.
Develop international legal assistance manual						Yr 1 Target Completed.
Training MOJ officials in implementation of roles	2	1	1			Activity to be attained in Yr 3 and Yr 4.

						The training on the negotiation, conclusion and implementation of bilateral agreements on civil matters has been scheduled for Quarter 3 (3-4 October 2013). The training will acquaint the DILC legal staff and the judges (assigned by the Presidents of the Basic Courts) with international and EU conventions, and regional and national laws governing cross-border service of documents and enforcement of judgments on civil matters. In addition, the training aims to empower the participant's skills in applying and adhering to proper international and national procedures when preparing cross-border service of documents and handling other actions associated with civil litigation with foreign elements
Complete agreements with interested nations	2	0	1			Activity to be attained in Yr 3 and Yr 4 The DILC provided training in the negotiation of bilateral agreements, on International Cooperation in Civil Matters. Training will enhance process of conclusion of agreements in respective areas with particular emphasizes on Bilateral Agreements on Civil Matters.
Exchanges with EJM and EuroJust	2	0	0			Activity to be attained in Yr 3 and Yr 4. No Activity to report.
Litigation Unit						
Training needs analysis report						Yr 1 Target Completed.
Develop training modules						Activity to be attained in Yr 3 and Yr 4. EROL supported the MoJ in the preparation of the Draft Law on State Advocacy Office, which replaces the Litigation Unit. 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. Until the appointment of the State Advocate, no trainings are possible.
Training in inter-Ministerial coordination for litigation	2	0	0			
Training in oral and written advocacy skills	2	0	0			
ToT for local trainers	2	0	0			
Training in administrative litigation	2	0	0			Activity to be attained in Yr 3 and Yr 4
Training in civil litigation	2	0	0			Activity to be attained in Yr 3 and Yr 4

Compilation of training into a reference book	2	0	0			Activity to be attained in Yr 3. This activity is related to the above training activities. See above.
TOTAL	22	1	4			

CHAMBER OF NOTARIES SCORECARD⁸

OFFICE OF THE PRESIDENT SCORECARD

Office of the President Scorecard	Year 3					Description
Target/Actual (per Quarter)	Target	Q1	Q2	Q3	Q4	
Report on justice-related competencies of OP						The process of the revision of the five-justice sector laws has not been completed as planned by the Governmental Legislative Strategy. The draft report on Presidential competencies in the justice sector will be therefore updated in order for its content to adequately and comprehensively reflect the legal changes made.
Establish working group per Project design TORs						Yr 1 Target Completed.
Support creation of coordination mechanisms						Yr 1 Target Completed.
Intra-governmental roundtables						Yr 1 Target Completed.

⁸ 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

<p>Draft PR strategy</p>					<p>Yr 2 Target Completed.</p> <p>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 integrity and the fair administration of justice in the Republic of Kosovo.</p>
<p>Train public relations team members</p>					<p>Yr 2 Target Completed.</p> <p>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>
<p>Include outreach messages in overall PR strategy</p>	<p>2</p>	<p>0</p>	<p>1</p>		<p>Activity to be attained in Yr 3.</p> <p>EROL has supported the Office of the President in the website re-design in order to increase the level of OP communication with the public with regard to the Presidential competencies in the justice sector and the rule of law. The OP's first step is the publication of the Presidential Decrees for the promulgation of laws after their adoption by the Assembly of Kosovo. The publication of the Presidential Decrees for the Judicial and Prosecutorial Appointments remains to be further discussed.</p>
<p>Support drafting of written protocols/circulars/guidelines</p>	<p>2</p>	<p>1</p>	<p>1</p>		<p>Activity to be attained in Yr 3. EROL continued to provide support for the Office of the President in the area of legal drafting and legislative review including but not limited to the development of procedures and protocols for the review of enacted legislation prior to its promulgation</p>

<p>Support agencies to implement protocols</p>	<p>2</p>	<p>1</p>	<p>2</p>	<p>Activity to be attained in Yr 3 and Yr 4.</p> <p>EROL in cooperation with NDI Kosovo hosted two Intra-Governmental Roundtables regarding challenges confronting the process of drafting secondary legislation and its implementation. Participants from the OP, the AoK, MoJ, KJC and KPC have highlighted a variety of technical problems in the process of drafting secondary legislation, including preparation of the fiscal and regulatory impact assessment as documents for ensuring efficiency, practicability and implementation of the draft legislation.</p> <p>EROL and NDI co-hosted the 3rd intra-governmental roundtable on the legal drafting process. Legal teams from the OP, the AoK, the MoJ, the KJC and the KPC attended the proceedings of the Roundtable and engaged actively into the discussion concerning the preparation of the Regulatory Impact Assessment and use of the Tables of Concordances for ensuring compliance with EU legislation. EROL STTA has also engaged legal officers into practical work in order to demonstrate how the text of the EU Directive is transposed with domestic legislation</p>
<p>Train legal officers of OP</p>	<p>2</p>	<p>1</p>	<p>1</p>	<p>Activity to be attained in Yr 3 and Yr 4.</p> <p>EROL conducted the training on the process of drafting of secondary legislation, which was held on 4-5 July 2013. The training aimed at supporting the legal teams of the OP, the AoK, the MoJ, the KJC and the KPC to draft secondary legislation following the entry into force of a new regulatory framework on legal drafting in Kosovo</p>
<p>TOTAL:</p>	<p>8</p>	<p>3</p>	<p>5</p>	

MODEL COURTS PROGRAM SCORECARD⁹

Model Courts Scorecard									
KEY STANDARD		The Supreme Court	Pristina District Court ¹⁰	Gjilan District Court ¹¹	Lipjan Municipal Court ¹²	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

⁹ The MCP Scorecard 1 includes first eight participant courts on EROL MCP as per their operation under former courts structure.

¹⁰ 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.

¹¹ 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

¹² 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.

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	3	3	3	3	3	3	3	3
9	Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively	3	3	3	3	3	3	3	3
TOTAL:		15	16	18	17	16	16	16	17

MODEL COURTS PROGRAM SCORECARD¹³-II

Model Courts Scorecard									
KEY STANDARD		Pristina Basic Court - Podujeva Branch ¹⁴	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
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

¹³ The MCP Scorecard 2 includes second eight new participant courts that joint EROL MCP on the Yr2 Q4.

¹⁴ As foreseen on the new LoC the Branch Courts operate under the Basic Courts which

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	2	1	1	1	1	2	0
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	10	9	9	9	9	10	9

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.

Key Standard	Scoring	
	Score	Criteria
	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.
	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.

Key Standard	Scoring	
	Score	Criteria
	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. In addition to last quarter where 2 courts completed the refurbishments, in this quarter 5 other courts completed refurbishments. With the refurbishment completion of these 5 courts the improvements increased the safety, access and efficiency of court operations.

Key Standard	Scoring	
	Score	Criteria
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. In each of the refurbishment designs is foreseen increase of the court rooms up 100% more that currently court use. So, the increase of the court rooms which enable courts to receive more public to the open hearings.
	3	Accessibility reassessed and plan modified based on new information.

CONSTITUTIONAL COURT SCORECARD

Constitutional Court Scorecard	Year 3					Description
	Target	Q1	Q2	Q3	Q4	
Target/Actual (per Quarter)						
Needs Assessment - expertise and information needs of judges						Yr 1 Target Completed.
Support program and materials for CC judges drafted						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						
Support attendance at regional or international conferences						

Needs Assessment - training needs for legal advisors					Yr 1 Target Completed.
Training modules developed for legal advisors					Yr 1 Target Completed.
Training provided to legal advisors	2	1	1		In Y3/Q1 and Y3/Q2, EROL proposed training programs for KCC legal advisors. As a result, in Y3/Q3 and/or Y3/Q4, EROL plans to provide two training sessions for Legal Advisors (and others): (1) a Legal Reasoning & Writing program adapted from a module prepared for the KJL; and, (2) a Constitutional Court Conference.
Exchanges with international jurists (visits to Kosovo or travel)	2	1	1		In Y3/Q2, EROL provided substantial technical support to a Constitutional Court Conference that will include educational presentations by three to five legal experts or judges regarding the self-execution nature of KCC judgments, and the need for lower courts to dispose of Constitutional questions and/or to request advisory opinions from the KCC regarding Constitutional questions. In Y3/Q1, EROL and KCC began planning discussions regarding these activities, logistics arrangements were undertaken in Y3/Q2, and the Conference is expected to occur in Y3/Q3.
Preparation of research papers for conference		1	1		
Conference on constitutional jurisprudence and adjudication		1	1		
Internship program launched (year 2) and monitored (2-4)	2	1	1		The KCC instituted an internship program in Y2. In Y3, EROL expects to assist the KCC by providing training to strengthen relevant skills of the interns, including legal reasoning and writing. In Y3/Q1 and Y3/Q2, EROL proposed training programs for KCC legal interns, but the KCC Court President asked that training activities be postponed to Y3/Q3 or Y3/Q4 due to other obligations of the Court.
Materials created and distributed as bench references					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					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					Yr 2 Target Completed. The Legal English Program Legal Research Module, prepared in conjunction with KJL, will be offered to legal advisers and legal researchers with sufficient English language proficiency at Constitutional Court.
Reference manual created and distributed	2	1	2		In Y3, EROL will provide reference manuals to KCC judges, legal advisors, and interns on relevant subjects, including legal reasoning and writing, and communications in judicial settings. As part of that process, in Y3/Q1, EROL and KCC representatives planned for distribution of a special international human rights edition of E Drejta, which is the result of a KCC/EROL/Law Faculty collaboration, and provides guidance on the implementation of international human rights mandated by the Constitution, which was released to judges of

						the Court, KCC legal support staff members, the “ordinary” courts and legal support staff members, law professors, students, lawyers, and members of the public in hard copy and in electronic format on institutional online Websites. Similarly, it is anticipated that another special edition of E Drejta will be released in Y3/Q4 based upon presentations made at the KCC Judicial Conference to be held in Y3/Q3.
ToT in adult learning principles						Yr 2 Target Completed. Completed for the legal advisers in program year one.
Local and international trainers train advisors together	2	1	1			In addition to KCC-related training provided during Y1 and Y2 by international and national trainers, international and national trainers will present programs on the self-execution nature of KCC judgments, and legal reasoning and writing during Y3/Q3. In Y3/Q1 and Y3/Q2, EROL and KCC began preparations for the programs.
Local trainers begin to train on their own	2	1	1			KCC trainers will deliver legal reasoning and writing programs to interns in Y3/Q3 and/or Y3/Q4.
Deploying software for full-text searchable decisions online	2	1	2			In Y3/Q2, the KCC database/search engine was fully deployed. The full-text searchable feature is available in Word format, and is being debugged in the PDF format; the full-text search feature is expected to be available during Y3/Q3 or Y3/Q4.
TOTAL:	14	9	11			

KOSOVO JUDICIAL INSTITUTE SCORECARD

Kosovo Judicial Institute Scorecard	Year 3					Description
	Target	Q1	Q2	Q3	Q4	
Target/Actual (per Quarter)						
Assessment of KJI structure and curriculum, and their degree of alignment with LoP and LoC						<p>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.</p> <p>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.</p>

Draft training courses						Yr 1 Target Completed.
Training of Trainers (TOT)						
Training of trainers program developed			1			The Information & Communications Technology (ICT) Considerations for the Kosovo Judiciary was completed during Y3/Q2.
ToT program carried out with KJI instructors	2	1	1			A KJI trainer was prepared to deliver the program in ICT Considerations for the Kosovo Judiciary.
English language TOT training						
Training of trainers program developed						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	1	1			In Y3/Q1, an EROL trainer mentored KJI trainers in the delivery of the ICT Considerations for the Kosovo Judiciary program.
Training program on OSCE recommendations prepared						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 began 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						In Y3/Q2, the EROL Model Court Program continued to assist the Court Presidents of the Supreme Court, Court of Appeals, and/or Basic Courts in conducting periodic judicial conferences, which were conducted on a monthly basis. The Judicial Training Advisor participated in numerous Model Court Program roundtable sessions with Court Presidents in Y3/Q2 regarding case management issues; these were documented by the Model Court Program.
Judicial conferences held	2	1	0			Activity to be attained in Yr 3 and Yr 4. 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 Basic Courts. Additional judicial conferences of this sort are planned throughout Y3.
Develop list of potential local and int'l partner institutions						Yr 1 Target Completed.
Support development of relationships with institutions	2	1	0			<p>Although the KJI Director and/or KJI staff members have participated in international exchanges with comparable institutions, EROL's technical assistance in this regard has been held in abeyance beyond the disposition of a proposal by the Kosovo Minister of Justice to transform the KJI into a Justice Academy, which will likely affect the purposes of EROL's implementation of this activity.</p> <p>Activity to be attained in Yr 3 and Yr 4. In Y3/Q2, EROL staff members, including the Court Administration Advisor and Judicial Training Advisor, facilitated study visits for the KJI Director and the Manager of the KJI Project for Research & Publication with the Federal Judicial Center Training Division in Washington DC, which will occur in Y3/Q3; additional activity is planned in this regard in Y3 after the proposal for transformation from the KJI to the Justice Academy is resolved.</p>
Support to attend international conferences	2	1	0			<p>Although the KJI Director and/or KJI staff members have participated in international conferences, EROL's technical assistance in this regard has been held in abeyance beyond the disposition of a proposal by the Kosovo Minister of Justice to transform the KJI into a Justice Academy, which will likely affect the purposes of EROL's implementation of this activity.</p> <p>Activity to be attained in Yr 3 and Yr 4. As reflected above, EROL is supporting a study tour for KJI representatives at the Federal Judicial Center in Washington DC. EROL and KJI Director conferred in Y3/Q2 regarding further development of this initiative for participation in additional international conferences (as a supplement to conference attendance funded by other donors); more activity is planned in this regard in Y3 after the proposal for transformation from the KJI to the Justice Academy is resolved.</p>
KJI website enhanced						
Include reference materials and legal information on site						Full deployment of the KJI software and website happened in Y3/Q2, and training of KJI staff was completed.
Develop test version of KJI website			1			

Develop draft database of trainees			1			
Develop distance learning demonstration course			1			Development of the distance learning demonstration course accompanied the development of the website that was deployed in Y3/Q2. Discussions with KJI and other international donors about the implementation of a sophisticated distance learning platform will continue in Y3/Q3 and Y3/Q4.
Distance learning platform and catalog deployed and in use	2	1	1			The EROL-funded website was fully deployed in Y3/Q2. The Judicial Training Advisor previously conferred with the KJI Director concerning adaptation of seven training modules developed with EROL technical assistance to the e-learning platform, and proposed that KJI and international donors expand the catalog of e-courses later during Y3.
TOTAL:	12	6	7			