



USAID | KOSOVO

FROM THE AMERICAN PEOPLE

KOSOVO LEGAL PROFESSION PROGRAM

FINAL REPORT, JANUARY 2012 – MARCH 2015



MARCH 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by the National Center for State Courts.



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KOSOVO LEGAL PROFESSION PROGRAM
USAID Cooperative Agreement AID-I 67-A-12-00001

Implemented by the National Center for State Courts

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OVERVIEW

The overarching goal of the Kosovo Legal Profession (KLP) Program, funded by the United States Agency for International Development (USAID) and implemented by the National Center for State Courts (NCSC), was to promote legal excellence through sustainable investments in legal education and the legal profession. The Program, which marked a new Agency focus on results, sustainable impact, and innovation to institutionalize past reforms, sustain improvements, and address residual gaps, followed a decade of assistance from USAID and other donors to revitalize legal education and restore the practice of law. Past achievements include, among others:

- The introduction of legal clinics as elective classes at the bachelor-level and masters-level at the University of Pristina Law Faculty (UPLF),
- Institutional development of the Kosovo Bar Association (KBA) to establish regional branches and a committee structure,
- The introduction of a Mandatory Continuing Legal Education (MCLE) program for lawyers, and
- The adoption of a Code of Ethics for lawyers.

KLP operated within a complex implementation context marked by calendar constraints and shifts in political and institutional circumstances. Assistance to legal edu-

cation required framing activities within the constraints of academic, accreditation, and funding cycles. The academic year runs from fall to spring while the funding cycle runs on the calendar year, requiring KLP to facilitate interim solutions for UPLF to bridge the gap between academic implementation and funding support. In recognition of the critical importance of funding commitments and accreditation to long-term sustainability of investments, KLP worked with partner universities to document academic achievements in a manner that increased likelihood of buy in from university leadership and the Kosovo Accreditation Agency. The outcome of the 2015-2018 accreditation cycle remain pending at the time of this report.

The June 2014 elections resulted in a political stalemate and a six-month delay in forming a government. The political situation brought to a halt a number of pending initiatives, including efforts to improve the regulation of non-licensed practice of law and recommended reforms to enable the Bar to become more inclusive. Dialogue between Kosovo and Serbia regarding the northern region and normalization of relations spanned the life of the Program and technical details for implementation of an EU-brokered “agreement of principle” dated April 2013 were still pending when KLP activities closed. Despite the slowness in defining the parameters of integration of northern

Kosovo institutions and professionals into the Kosovo legal and judicial framework, KLP was able to affect change by empowering non-majority community representatives within the KBA and enabling problem-solving through Bench-Bar meetings and KBA Committee action planning.

KLP promoted a culture of legal excellence, strengthened practical skills building and opportunities in legal education, and improved self-regulation, ethics, and membership development within the legal profession. As a result of KLP interventions, more students have access to more practical-skills building opportunities through legal clinics, internships, and exposure to practitioners and the KBA represents a legal workforce that is more professional, inclusive, and respectful of high standards of ethics and discipline. Program impact, reflected in the table page 7, can be summarized as follows:

- ***Raising the Bar***—KBA has evolved into empowered membership organization that believes in the enforcement of its own regulations, recognizes the importance of including and attracting members from underrepresented groups, and increasingly sees its leadership role in problem-solving within the justice sector. The KBA is now a stronger, more service-oriented organization that provides services at the regional level based on membership and training needs assessments.
- ***Courting the Future***—Partner universities, UPLF and Iliria College, are more conscious of creating opportunities for students to develop skills through clinics, internships, trial simulations, and legal writing and research. More than 2,100 students have benefited from practical skills training delivered in legal clinics, professional panels, or internships over the life of the program. As a result, students are better equipped to meet the needs of the legal workforce.
- ***Promoting Inclusion and Participation***—The KBA Gender Committee and Non-Majority Committee served as focal points for the empowerment of legal professionals from underrepresented communities and outreach to promote inclusion of women and non-majority community law graduates within the legal profession. Strategic plans and annual work plans provided a platform to mainstream gender and non-majority concerns into the KBA's activity plans and service delivery.
- ***Facilitating Partnerships***—KLP brought together disparate voices through Bench-Bar meetings, a highly effective, low-cost methodology to facilitate inter-institutional dialogue and problem-solving within the justice sector. In addition, KLP effectively leveraged collaboration with the donor community, implementing partners, and pro bono practitioners to maximize the impact of limited resources.

Table I: Kosovo Legal Profession Program, Before & After Assistance

2012	2015
3 masters-level clinics active at UPLF, operating without practice-oriented curricula or participation from practitioners.	4 masters-level clinics active at UPLF in academic year 2013-2014 and 3 in academic year 2014-2015. One legal clinic launched at Iliria College and a second anticipated contingent upon accreditation of a new masters-level program. Practice-oriented curricula developed and implemented.
UPLF Career Development Center (CDC) structurally sound, but no services provided to students and no records of career opportunities or student placements maintained.	Database developed and maintained at both UPLF and Iliria College. More than 800 students enrolled in internships, with annual numbers upward of 300 in both 2013 and 2014. More than 800 students met practitioners through professional panels.
No academic research infrastructure at UPLF, a weakness documented as a problem by the Kosovo Accreditation Agency.	Institute for Legal Research established at UPLF.
No institutional partnership established with universities beyond UPLF to receive USAID assistance.	Second university partner, Iliria College, selected and reforms introduced at UPLF replicated successfully.
KBA centralized with limited services and activities at the regional level and most Committees inactive.	Activities and services delivered at the regional level, with more than half of the training offerings delivered outside of Pristina. Representation of regional branches increased in decision-making organs with introduction of delegate system.
No budget management or financial accountability in place at the KBA.	Zero-balanced budget adopted in 2013 and 2014 for fiscal years 2014 and 2015. Use of accounting software at KBA and reporting of income and expenditures to the KBA Managing Board.
No documentation of non-licensed practice of law and its impact on judicial efficiency and the quality of legal representation.	Non-licensed practice of law and its impact assessed and debated at Bench-Bar meetings. Amendments to regulation of practice of law recommended to Ministry of Justice.
KBA disciplinary system functional, but few complaints and limited independence and efficiency.	New disciplinary system introduced with establishment of an independent Office of Disciplinary Prosecutor. Complaint mechanisms widely publicized resulting in increased case intake.
No systematic approach to training needs identification and training delivery and KBA relied primarily on external actors to initiate training.	Training Needs Assessment methodology institutionalized under an autonomous Training Center with its own budget. 49 trainers certified by the KBA and training standardized through adoption of a Training Manual.
Members aware of an MCLE requirement but limited understanding of the consequences of non-compliance.	MCLE requirements successfully enforced for four consecutive years. Compliance rate increased from 72% to 95% of members. Sanctions enforced.
No specialization program in place despite its establishment under the Law on Bar.	First specialization licensing examination held in 2014. Process and methodology for licensing adopted.
No mechanism for inter-institutional cooperation and suspicion prevailed between lawyers, judges, and prosecutors.	Bench-Bar mechanism well-established and respected by all justice sector institution. Meetings organized regionally on a quarterly basis and annually at the central level. Recommendations generated resulting in initiatives to address shortcomings.

I. Program Organization

USAID awarded the KLP Program Cooperative Agreement AID-167-A-12-0001 on January 3, 2012. The KLP Program was initially envisioned to be a three-year, USD 1,989,970 program. Under Modification No. 4, the program end-date was extended on a no-cost basis from January 2, 2015 to March 31, 2015. By the program end-date of March 31, 2015, the program had operated for a period of 39 months at a total cost of USD 1,989,970. In addition, more than USD 1.5 million was provided in cost share.

The program operated out of its field office located in Pristina for the entire period of cooperative agreement implementation, utilizing a combination of long-term and short-term technical staff and experts, U.S. volunteer experts, and interns. By the end of the program, a total of 10 U.S. experts had donated their time for onsite technical assistance, training, and mentoring. Through the KLP Program, a total of 20 young law students and recent graduates directly benefited from internship opportunities.

II. Program Components and Results Framework

The KLP Program was formulated around two complementary components:

- (1) Legal Education
- (2) Legal Profession

The KLP Program sought to strengthen the quality of legal education and support the development

of a capable, well-regulated legal profession in Kosovo under USAID Assistance Objective “Empowering Kosovars to Consolidate a Functioning Democracy.” The Results Framework was designed under the following Intermediate Result and Sub-Intermediate Result:

Intermediate Result 3	IMPROVED DELIVERY OF JUSTICE
Sub-Intermediate Result 3.1	INCREASED KNOWLEDGE OF THE RULE OF LAW

III. Performance Monitoring Plan

The KLP Program’s Performance Monitoring Plan (PMP) is comprised of 16 indicators tracking progress under the two program components. These indicators include two Federal Assistance Framework indicators and 14 custom indicators. The collection of data to track progress against indicators was performed on an ongoing, quarterly, or annual basis, depending on the type of indicator. A broad range of tools were used to measure indicators: institutional capacity index; milestones; participation records. Eight indicators were measured utilizing official statistical data maintained by program counterparts. A full record of progress against program indicators is available in the final PMP report, attached to this report. Illustrative data is included in this report, as relevant, to highlight to program results and impact.

IV. Acknowledgements

The success of the KLP Program was made possible with the support of the USAID Office of Democracy and Governance Rule of Law Team. The Agreement Officer Representative, Gresa Caka, managed the technical direction of the KLP Program and provided valuable support in the implementation and coordination of programmatic activities with institutional counterparts, donors, and implementing partners. The Alternate Agreement Officer Representative, Jeton Cana, and the Activity Manager, Zana Berisha, were also instrumental in supporting KLP and its achievements.

In addition, partners within the donor community contributed to augmenting KLP impact and advancing reforms that reflected a shared vision and common commitment to the Rule of Law in Kosovo. The contribution and collaboration of the Organiza-

tion for Security and Cooperation in Europe (OSCE), the United Nations Development Programme (UNDP), UNICEF, the United Nations Mission in Kosovo (UNMIK) and European Union Mission in Kosovo (EULEX), and U.S. Government implementing partners for the State Department's Justice & the People Project, USAID Advancing Kosovo Together Program, USAID Effective Rule of Law Program, USAID Systems for the Enforcement of Agreements and Decisions Program, and USAID Contract Law Enforcement Program were significant in supporting legal and regulatory reform, citizen awareness, continuing legal education, and the inclusion of women and non-majority jurists.

V. Summary of Results and Impact

A detailed review of achievements under expected results is presented in this report. A full index of reports and deliverables is included as an annex.



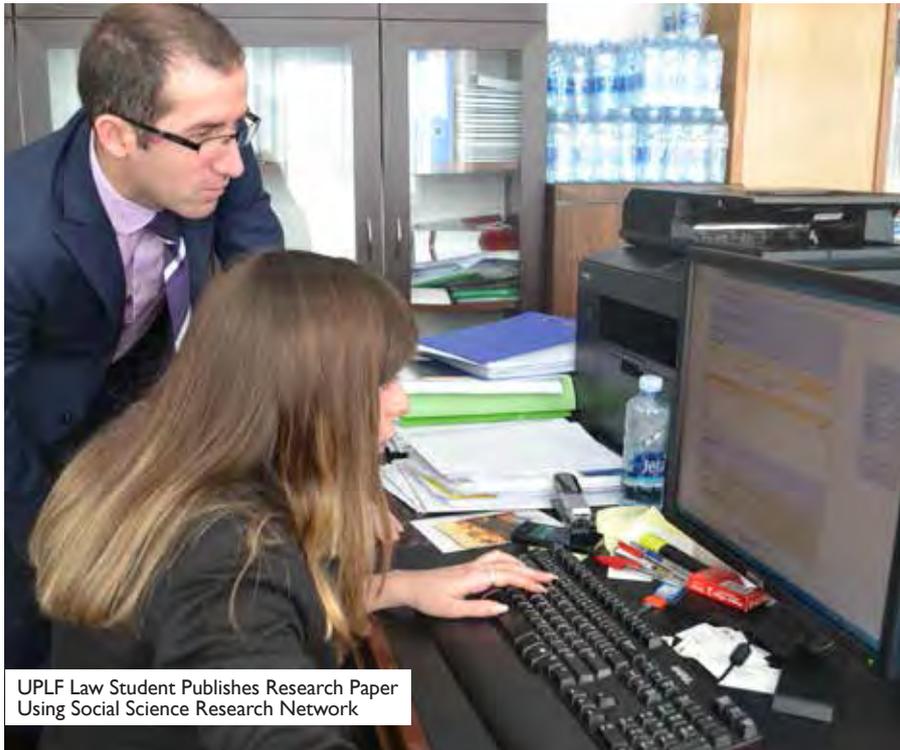
Iliria College Civil Law Clinic Welcomes Practicing Notary in 2014



UPLF and Iliria College Students Participate in First Inter-University Trial Simulation



First Intercollegiate Mock Trial Organized in May 2014



UPLF Law Student Publishes Research Paper Using Social Science Research Network



UPLF Administrative Law Clinic Students Conduct Case Study

COMPONENT I LEGAL EDUCATION

Table 2: Impact Summary, Legal Education by the Numbers

- 2 Offices of Clinical Studies established at UPLF and Iliria College to serve as resource centers for practical skills training for students and faculty.
- 5 legal clinic activated, benefiting 494 students. Student enrollment in legal clinics in academic years 2013-2014 and 2014-2015 is twice the number in academic year 2012-2013 and four times the baseline of academic year 2011-2012.
- 14 MOUs have been signed between universities and justice sector employers to provide more practical opportunities to students. Under these MOUs, more than 880 students have met with practitioners in professional exchange panels and more than 800 students have enrolled in internships. Between 2011 and 2014, the number of students enrolled in internships annually almost tripled.
- Institute for Legal Research established at UPLF.

KLP strengthened the quality of legal education and assisted UPLF and Iliria College to institutionalize and expand practical skills training and academic research. Activities were designed to prepare the next generation of lawyers by 1) expanding the availability of practical skills training at the masters' level, 2) identifying professional opportunities for students, and 3) strengthening the capacity of partner universities to conduct academic research. Interventions enabled partner universities to provide a new generation of legal professionals with the knowledge and skills to function more effectively in the legal workforce and advance policy and legal reform. Legal education activities improved masters-level legal clinics and increased the number of internship opportunities for students and expanded the capacity of partner universities to develop and publicize academic research.

1.1 Practical Education

Through support to legal clinics, the establishment of Offices of Clinical Studies, and the organization of trial simulations KLP improved and strengthened practical skills education for masters-level law students.

Expected Results	Achieved
Masters-level students receive better practical skills education.	✓
Percentage of students receiving practical skills training increases.	✓
Masters-level students have better practical skills.	✓

Achievements	
2012	3 legal clinics benefitting 40 enrolled students in academic year 2011-2012.
2012	Second partner university, Iliria College, selected.
2013	Office of Clinical Studies established at both UPLF and Iliria College.
2013	5 legal clinics benefitting 91 enrolled students in academic year 2012-2013.
2013	Curricula of legal clinics revised and improved, incorporating practice-oriented methodologies and exposure to practitioners.
2013	Memoranda of Understanding signed between USAID and UPLF and between USAID and Iliria College.
2014	5 legal clinics benefitting 186 enrolled students in academic year 2013-2014.
2014	First inter-collegiate mock trial competition organized with participation of UPLF and Iliria College Civil Law Masters students.
2015	4 legal clinics benefitting 177 enrolled students in academic year 2014-2015.
2015	Mock arbitration competition organized with participation of Iliria College Civil Law Masters students.
2015	First "live clinic" launched at Iliria College's Civil Law Clinic in partnership with CLARD.

Activity Summary:

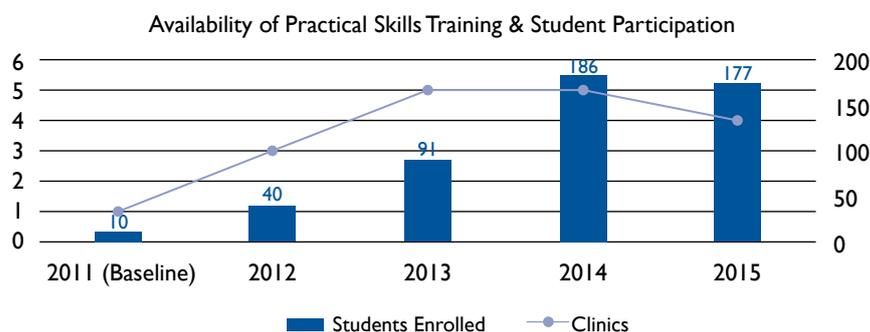
University Partners: KLP provided technical assistance, training, and mentoring to legal clinic professors at UPLF and Iliria College to expand clinical education, strengthen delivery methodologies, increase student exposure to practitioners, and introduce new tools for practical skills training. A rapid diagnostic of the three legal clinics in offered to UPLF masters-level students at the beginning of the program—Administrative Law, Constitutional Law, and Criminal Law—provided the baseline for interventions at UPLF. Iliria College became KLP’s second university partner in 2013 following a thorough partner selection conducted through site visits and interviews at accredited private universities. In Year 2, two new clinics were added: the UPLF Civil Law Clinic, delivered on a voluntary basis, and the Iliria College Civil Law Clinic. In Year 3, Iliria College initiated preparations to introduce a new masters-level program, to include a legal clinic, in Criminal Law. After initial feedback from the Accreditation Agency, requiring improvements in the masters-level program’s plan, Iliria College is awaiting the results of the accreditation process by July 2015.

Course Curricula and Teaching Methodology: KLP provided training on clinical teaching methodology to UPLF professors in September 2012 and April 2013 and to Iliria College Professors in October 2013 to bolster the professors’ capac-

ity to design and deliver effective, practice-oriented curricula. Following academic year 2012-2013, KLP worked with each professor individually to refine and improve their course syllabi, resulting in the adoption of updated syllabi that reflect international best practices, integrate guest lectures by practitioners and site visits to relevant institutions, and make use of interactive tools that engage students in applying their knowledge and skills to legal drafting and the advocacy and adjudicative processes. Starting in Year 2, KLP introduced regular offsite mentoring via Skype through which UPLF and Iliria College professors consulted with the KLP Legal Education Expert, a clinical professor at the University of Nebraska Law School, on a monthly basis for guidance and advice on methodologies, curriculum, and delivery. These Skype consultations proved an effective and cost-conservative means to ensure continuity of peer-to-peer advice and the emergence of a community of practice at partner universities. By the end of the program, a total of 494 students had benefitted from practical skills training offered through KLP-supported legal clinics at UPLF and Iliria College. In March 2014, KLP conducted lessons learned meetings with UPLF professors to review compliance with improved course syllabi and the impact of the increased focus on practical skills training. Feedback informed continued curriculum development and evaluation and mentoring of faculty at UPLF.

KLP supported five masters-level legal clinics at two partner universities. A total of 494 students benefited from improved skills building based on updated, practice-oriented curricula.

Graph I: Practical Education through Legal Clinics (PMP Indicators #3 and #4)



Office of Clinical Studies: Following a two-day workshop on clinical teaching methodology in September 2012, UPLF legal clinic professors recommended the establishment of the Office for Clinical Studies (OCS) to serve as a repository of clinical teaching resources, practitioner rosters, and best practice exchanges. A coordinator was appointed in November 2012 with KLP support, under an agreement that the responsibility for the position would be taken over by UPLF effective January 1, 2014. University-wide budget restrictions have affected the ability of UPLF to institutionalize the position of OCS Coordinator as a full time position, but both the Rector and Acting Dean reiterated the University’s commitment to clinical studies and the OCS in the last quarter of the program in March 2015. Iliria College, KLP’s second partner university, established its OCS in 2013.

Innovative Practice Opportunities: KLP assisted UPLF and Iliria College in offering new opportunities to students not only to learn but also to practice their knowledge and skills:

- The first inter-collegiate mock trial was organized with UPLF and Iliria College in May 2014. This marked the first time that students enrolled in two Kosovo universities competed in a trial simulation designed and administered at the initiative of their universities.
- A simulated arbitration was organized by Iliria College in February 2015 in cooperation with the American Chamber of Commerce. The simulated arbitration was designed and implemented under a memorandum of understanding signed with KLP assistance.
- Live clinic piloted at Iliria College under the Civil Law Clinic starting in March 2015. The live clinic was launched through a partnership between Iliria College and CLARD under a memorandum of understanding signed with KLP assistance.
- Iliria College has been planning the launch of a second legal clinic, in criminal law, contingent upon accreditation of its criminal law masters-level program. The clinic will be taught by two advocates.

“Trial simulations as a part of our curricula provide many benefits to students and new opportunities for them to play defined roles in the justice sector.”

Shpresa Ibrahim, Professor, Iliria College

Table 3: Live Clinics, A New Concept for Legal Education in Kosovo

As clinics matured through the life of the Program, KLP initiated modeling of hands-on, experiential learning for masters-level students by introducing a “live clinic” methodology to provide students an opportunity to work alongside legal professionals and interact with real cases and real clients. The “live clinic” component was implemented by activating the existing memorandum of understanding signed between Iliria College and CLARD. In March 2015, Iliria College started delivering the live Civil Law Clinic with CLARD jurists leading classes and engaging students in issue identification, strategy development, and sample drafting in real, current cases. The initiative has been received positively by students, professors, and partners.

1.2 Professional Opportunities for Students

Through support to Career Development Centers (CDCs), Professional Panels, and internship opportunities, KLP connected students with legal workforce employers in the public and private sectors and increased the percentage of students benefiting from internships.

Expected Results	Achieved
Career Centers are developed and strengthened.	✓
Cooperation mechanisms between Career Centers and other legal institutions are established.	✓
Students are better informed of employment and career opportunities.	✓
Percentage of students getting internships increased.	✓

Achievements	
2012	4 Professional Panels organized at UPLF attended by 99 students.
2012	157 law students enrolled in internships through UPLF CDC.

2012	2 new MOUs signed by university partner for cooperation with legal institutions and employers.
2012	Second partner university, Iliria College, selected.
2013	UPLF CDC successfully graduates from support.
2013	9 Professional Panels organized at UPLF and Iliria College attended by 187 students.
2013	374 law students enrolled in internships through UPLF and Iliria College CDCs.
2013	3 new MOUs signed by university partners for cooperation with legal institutions and employers.
2014	Iliria College CDC successfully graduates from support.
2014	22 Professional Panels organized at UPLF and Iliria College attended by 585 students.
2014	1 Professional Panel organized in North Mitrovica for non-majority community law students attended by 13 students.
2014	309 law students enrolled in internships through UPLF and Iliria College CDCs.
2014	4 new MOUs signed by university partners for cooperation with legal institutions and employers.

Activity Summary:

Career Development Centers: KLP provided technical assistance, training, and mentoring to the UPLF and Iliria College CDCs to strengthen their ability to inform students of internship and employment opportunities and serve as resource centers for career exchange roundtables. A rapid diagnostic off the UPLF CDC at the beginning of the program provided the baseline for interventions at UPLF. Iliria College became KLP's second university partner in 2013 following a thorough partner selection conducted through site visits and interviews at accredited private universities. CDC support focused on ensuring the institutionalization of career development activities and strengthening their ability to collect and maintain data on student applications and success in enrolling for internships, professional panels, and, ultimately, employment. In Year 1, KLP provided on-site training to the UPLF CDC Coordinator to customize, use, and maintain an internship database for law students. In Year 2, the database and best practices on its use and maintenance were transferred to Iliria College. The success of the database as a management tool for the CDC was widely recognized, attracting attention from CDCs not affiliated with the program. In March 2014, the University of Pristina CDC, responsible for university-wide career development, reached out to the KLP Program for assistance in customizing and introducing a similar database to serve the needs of students enrolled in the University's other faculties. Both CDCs are now vibrant focal points for student career

development at partner universities. The UPLF CDC graduated from assistance in March 2013 and the Iliria College CDC in July 2014.

Partnership for Opportunities: The Partnership for Opportunities was initiated in 2012 to increase internships for law students and entry into legal workforce careers for recent graduates. The Partnership was implemented through internship programs, the facilitation of memoranda of understanding between partner universities and legal employers in both the public and private sector, and the organization of Legal Career Fairs. Over the life of the program, a total of 14 new memoranda of understanding were signed between partner universities and legal employers, expanding the range of institutions and organizations committed to offering internships to law students and collaborating with UPLF and Iliria College on practical skills training through legal clinics, trial simulations, and professional panels. The memorandum of understanding signed in 2013 between Iliria College and the KBA offers a good example of success. As a result of the memorandum, 4 Iliria College students have enrolled as interns at the KBA. Internships were managed through partner university CDCs. Over the life of the program, KLP facilitated three Career Fairs, with the UPLF CDC in May 2012 and May 2013, and with the Iliria College CDC in December 2014, to inform law students about internships, career options, and application requirements.

KLP support resulted in significant increases in the number of students

“The KBA provides internships to students in implementation of MOUs with UPLF and Iliria College. This is a good opportunity for students to gain professional experience and prepare for the labor market.”

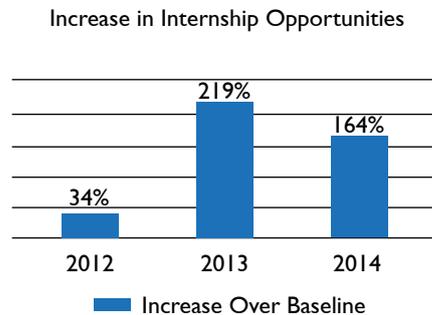
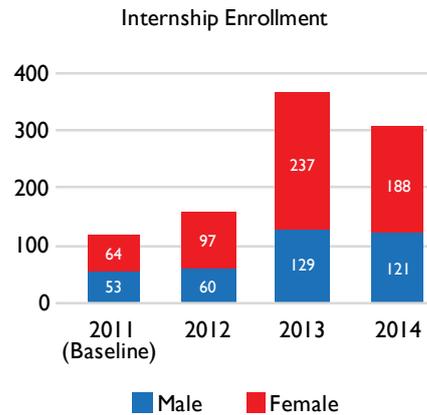
*Yll Zekaj,
Executive Director, KBA*

benefiting from internship opportunities. The number of students enrolled in internships stabilized at above 300 annually, more than double the 2011 baseline, in Years 2 and 3. In addition, KLP offered direct internship opportunities to 20 law students over the life of the Program, including 16 from UPLF and 3 from Iliria College. Most KLP interns have now found employment in the legal sector. A focus group conducted with former interns in March 2014 indicated that internship opportunities provided students not only hands-on practical experience, but also the confidence and skills to secure full-time employment.

“When I started my internship ... I started to work in a formal, institutional environment... I learned the importance of practicing the profession for which I am studying.”

*Jezuit Abazi,
student & KBA intern*

Graph 2 & 3: Internships (PMP Indicator #6)



Professional Panel Series: In 2012, KLP launched the Professional Panel Series to organize career exchange roundtables between law students

and legal practitioners in the public and private sectors. Professional Panels were organized regularly, in collaboration with partner university CDCs, to inform future graduates about career options, employment opportunities, and how to apply for opportunities. The number of annual Professional Panels and student attendance grew exponentially over the life of the program, confirming that the initiative met the needs of the students. The table below provides an overview of Professional Panels organized each year. Through Professional Panels, law students met judges, lawyers, prosecutors, notaries, and other legal professionals, and learned about the characteristics of each profession, the qualifications required for entry, and the process of application. In addition, KLP organized skills-building Professional Panels to prepare students for future job applications, including preparing resumes, cover letters, and other application documents. KLP sought to promote the participation of students from groups underrepresented in legal profession, especially women and non-majority community students, in Professional Panels. As a result, female law students represent 59% of the 884 who attended Professional Panels sponsored by KLP. In December 2014, KLP successfully mobilized KBA non-majority lawyers and organized the first Professional Panel directed at law students and recent graduates of the Kosovo Serb community in North Mitrovica. The Panel was well attended and resulted in the confirmation of interest of young non-majority community jurists in joining the legal workforce in Kosovo.

Table 4: Professional Panels (PMP Indicator #5)

Year	Student Attendance in Professional Panels	Total Number of Professional Panels	Panels Organized with UPLF CDC	Panels Organized with Iliria College CDC
2011 (Baseline)	68	N/A	N/A	–
2012	99	4	4	–
2013	187	9	5	4
2014	598	23	6	16

I.3 Academic Research

Through support to faculty and students, KLP strengthened the capacity of university partners to develop and publish quality academic research.

Expected Results	Achieved
Academic research capacity is strengthened and research products are promoted.	✓
Number of policy papers published by the Law Faculties increases.	✓

Activity summary:

UPLF Institute for Legal Research: During Year 1, KLP worked with UPLF counterparts on a self-evaluation of research capacity, needs, and opportunities, which resulted in the proposed creation of an Institute for Legal Research. With technical assistance from KLP, UPLF drafted and adopted the statute of the Institute for Legal Research in 2013. A university-wide crisis following a plagiarism scandal in early 2014 delayed the effective establishment of the Institute and appointment of a council until June 2014 due to the dismissal of the Senate and decision-making bodies. With the Institute, UPLF is

Achievements	
2013	First academic paper published by a UPLF student via the Social Science Research Network.
2013	Statute of UPLF Institute for Legal Research adopted.
2013	Blue Book delivered to UPLF and Iliria College.
2014	Information on research and funding opportunities disseminated to partner universities results in UPLF securing grant from U.S. Embassy for LexisNexis subscription.
2014	UPLF Institute for Legal Research established and Council appointed.
2015	UPLF Style Manual for Legal Research drafted.
2015	First legal writing course piloted at Iliria College.
2015	15 policy papers published over the life of the program.

now equipped with a focal point for academic research and the publication of policy papers.

Academic Research Capacity: Over the life of the program, the KLP Legal Education Expert provided skills-building training and facilitated the

“The need for a [Style] Manual for the Faculty of Law is dictated by ... the prevailing absence hence necessity for guidance that ensures academic precision, rigor, and elegance.”

*Qerim Qerimi,
Professor, UPLF*

development of tools to strengthen the capacity of partner universities to conduct and publish quality academic research. KLP prepared an Annual Catalogue of Funding and Fellowship Opportunities shared with partner universities. In early 2014, UPLF successfully secured a grant from the U.S. Embassy for access licenses to LexisNexis, a renowned legal research database. The grant was secured after KLP guidance on academic research funding opportunities and how to apply for these opportunities. In February 2015, at the request of UPLF, KLP provided an orientation training to 9 faculty members and doctoral candidates on the use of LexisNexis for academic research to expand the number of individuals familiar with this tool and using it for legal research. Training on legal research techniques were organized in April 2013 at UPLF and March 2014 at Iliria College. A model legal writing course was designed with Iliria College and piloted in February 2015 with 40 academic staff, doctoral candidates, and masters-level students. The course constitutes a new approach to teaching legal writing that focuses on developing the skills necessary for persuasive and reasoned academic research. Participants rated the course as highly beneficial and Iliria College has committed to replicating it in the future.

In 2013, KLP responded to a request from partner universities for assistance in providing guidance on proper citation in academic research by providing copies of the “Blue Book”, the standard manual for citation used in U.S. law faculties. As the Institute

for Legal Research took shape at UPLF, KLP assisted faculty in developing a “Style Manual” that would constitute the first resource developed by Kosovar academics for use in drafting and publishing legal and policy papers. KLP facilitated drafting workshops in October 2014 and February 2015. The resulting Manual provides uniform guidelines on citations in academic papers as well as recommendations on effective academic research and the presentation of academic papers. At the time of completion of the KLP Program, the “Style Manual” had been submitted to UPLF and is pending publication.

Publication of Policy Papers: KLP supported partner universities in increasing the visibility of academic research on legal policy matters by facilitating publication and the identification of topics of relevance to policy-makers. KLP introduced partner universities to the Social Science Research Network (SSRN), a global forum for academic research. In 2013, A UPLF student published a paper on SSRN for the first time. The published paper was selected through an internal paper competition conducted at UPLF as a way to encourage doctoral candidates and masters-level students to conduct academic research. In Year 3, Iliria College initiated publication of research papers via SSRN, resulting in 5 papers published in 2014 and one approved for publication¹ during the first quarter of 2015.

¹ The paper will be published by Iliria College at a regional conference organized by the university in April or May 2015.

Table 5: Policy Papers Published (PMP Indicator #7)			
Year	Title	Author	Place of Publication
2012	Specificities of the Succession of the Former Yugoslavia	Prof. Dr. Enver Hasani	Journal for Juridical and Social Issues "E Drejta", UPLF, Kosovo
2012	Arbitration: A way of resolving disputes from insurance policy	Dr. Rustem Qehaja	
2012	The commencement, purpose, and implementation of investigation	Ma. Sc. Hashim Qollaku	
2012	The legislation and methods of torture	Ma. Sc. Xhevdet Halili	
2013	Preventive abstract and control of constitutional amendments and protection of the Head of State from unconstitutional dismissal: the case of Kosovo	Prof. Dr. Enver Hasani	Journal for Juridical and Social Issues "E Drejta", UPLF, Kosovo
2013	Using precedent to build the law	Hon. John R. Tunheim	
2013	Constitutional domestication of international human rights in the Kosovo legal order	Ass. Prof. Kushtrim Istrefi, PhD cand.	
2013	Judgments and decisions of the Constitutional Court: The role of precedent and the scope of article 116.1 of the Constitution	Ass. Prof. Visar Morina	
2013	Protection of musical works as copyright: Kosovo case	Arbëresha Zogjani, UPLF student	SSRN/internet-based
2014	The notary system in Kosovo	Asmir Sadiku, UPLF students	SSRN/internet-based
2014	Imperative part of the Kosovo Law on Inheritance (comparative view)	Prof. Shpresa Ibrahim	SSRN/internet-based Iliria International Review
2014	Institute of legacy in the testament	Prof. Shpresa Ibrahim	
2014	Parental responsibilities to children in the Republic of Kosovo	Prof. Shpresa Ibrahim & Hamdi Podvorica	
2014	Reforming of the judicial system of Kosovo based on Law no. 03/L-199 on courts and its challenges	Prof. Azem Hajdari, Prof. Shpresa Ibrahim & Albulena Hajdari	
2015	Personal Responsibility of parents for their children	Prof. Shpresa Ibrahim	Fifth Scientific Conference



Kosovo Bar Association Organizes Trainer Certification Training in 2014



KBA Organizes Lawyer's Day Legal Aid Fair for 40th Anniversary



Kosovo Bar Association Organizes Central Bench-Bar Meeting in December 2014



Kosovo Bar Association Legislative Committee Meets to Draft Annual Work Plan



Kosovo Bar Association Organizes Decision-Writing Workshop for Disciplinary Committee in February 2014

COMPONENT 2 LEGAL PROFESSION

KLP strengthened the legal profession and assisted the KBA to promote legal excellence among its members, evolving from a licensing organization to a members-service organization. Activities were designed to “raise the bar” and strengthen the legal profession in Kosovo by 1) implementing structural and administrative reforms that strengthen regional branches and improve discipline, 2) expanding membership services with a focus on Mandatory Continuing Legal Education (MCLE), inter-institutional dialogue, networking, and practice management, and 3) attracting new membership from underrepresented groups

and unlicensed jurists. Interventions enabled the KBA to deliver effective services to its membership in a decentralized manner and in holding both membership and leadership accountable to high standards of professional ethics and fiscal and service responsibility. As the KBA gradually attained a level of proficiency in self-regulation, continuing legal education, member services, and inclusion of underrepresented communities, the KBA is increasingly better equipped to serve the needs of its members, represent the voice of the legal profession, and plan strategically to meet the needs of the future.

Table 6: Impact Summary, Legal Profession by the Numbers

- 7 branches active and facilitating local-level delivery of services, including Bench-Bar meetings and training. 56% of training sessions delivered outside of the capital in 2014.
- 85 delegates elected by regional branches to participate in decentralized decision-making.
- Zero-balance budget adopted for 2014 and 2015, marking a commitment fiscal responsibility.
- A new disciplinary system has been established within the bar, with an independent disciplinary prosecutor. In its first year of activity, the Office of Disciplinary Prosecutor initiated 21 investigation and 38 out of 39 of its reports were approved by the KBA Disciplinary Committee.
- 3 consecutive years of enforcement of MCLE requirements with compliance rising from 72% of licensed lawyers in 2012 to 95% of licensed lawyers in 2014.
- 49 trainers, including 2 from non-majority communities, certified by the KBA to deliver continuing legal education in the future.
- 84 problem-solving Bench-Bar meetings have been convened and generated 496 recommendations to improve the efficiency and accessibility of justice and resulted in 41 concrete reform initiatives.
- 19 Committees disbanded in 2014 for inactivity and non-compliance with KBA requirements of annual work planning. The number of compliant committees went from 2 in 2014 to 6² in 2015.
- The Gender Committee has demonstrated leadership within the bar as the first committee to adopt and execute successive annual work plans and has initiated efforts to empower female attorneys and attract young women jurists to the profession. The Non-Majority Committee is now following this example with its first action plan.

² The disbanding of inactive committees at the beginning of 2014 also enabled the KBA to rationalize the number of committees. As a result, only 6 committees were re-constituted.

2.1 Structural and Administrative Reform

Through support to the KBA's central office, regional branches, and Committees, KLP improved the KBA's management capacity and disciplinary system and enforced internal accountability of the KBA's governing bodies to its membership.

Expected Results	Achieved
Regional KBA branches deliver more efficient services to members.	✓
KBA disciplinary system is more efficient and transparent.	✓
Citizen knowledge of their rights related to the KBA disciplinary system is increased.	✓

Achievements	
2012	Proposals for harmonizing regulatory framework and strengthening disciplinary process adopted by KBA Managing Board.
2012	Disciplinary database created.
2012	Disciplinary system publicized and complaint forms made available online.
2012	Training of KBA central and regional staff conducted, resulting in improved service delivery and self-management.
2012	First Membership Needs Assessment conducted.
2013	New Law on Bar adopted.
2013	Revised Statute and regulatory package, including new Regulation on Discipline, adopted.
2013	KBA delegate system established and 85 delegates from seven regions elected.

2013	First "zero-balance" budget drafted and adopted for calendar year 2014.
2013	Decentralized services increased with 28 Bench-Bar meetings and almost half of MCLE courses delivered in the regions.
2014	Accountability of committees to membership upheld with disbanding of inactive committees.
2014	Office of Disciplinary Prosecutor established with independent prosecutor.
2014	Standard Operating Manual
2014	Fiscal accountability enforced with "zero-balance" budget drafted and adopted for calendar year 2015.
2014	Decentralized services increased with 28 Bench-Bar meetings and 56% of MCLE courses delivered in the regions.
2015	One-year evaluation of ODP shows positive contribution with 21 ex officio investigations initiated and 38 of 39 reports submitted to the Disciplinary Committee approved for hearing.

Activity Summary:

Legal and Regulatory Reform: Starting in Year 1, KLP supported the KBA's efforts to improve its legal and regulatory framework by harmonizing the KBA Statute and regulations, addressing gaps and inconsistencies identified as a result of implementation, and introducing best practices emerging from lessons learned. Reforms were informed by research, analysis, and recommendations developed by pro bono U.S. and European practicing attorneys who provided a comparative viewpoint and proposed amendments. Initial reform

proposals were endorsed by the KBA Managing Board in September 2012, resulting in the adoption of a revised Regulation on MCLE and Code of Ethics, strengthening mechanisms for enforcement of sanctions for MCLE non-compliance, at the General Assembly in December 2012. With the adoption of a new Law on Bar in June 2013, which entered into force on July 1, 2013, a second review process took place resulting in the harmonization and improvement of the KBA Statute and eight (8) Regulations. The reforms, adopted in December 2013 under the new KBA delegate system, entered into force on January 1, 2014, triggering immediate improvements in accountability and discipline, most importantly the establishment of the Office of Disciplinary Prosecutor (ODP) and the administrative disbanding of all “inactive” Committees, e.g., those Committees that had failed to prepare work plans and activity budgets for 2014. During Year 3, KLP supported the implementation of the new regulatory framework, especially with regard to discipline, and supported targeted reforms to rem-

edy gaps and unforeseen bottlenecks related to the KBA General Assembly, specialization licensing, and the financial autonomy of the Training Center. Also in Year 3, KLP facilitated a workshop of the KBA Legislative Committee to review comments submitted by the membership regarding residual deficiencies in the Law on Bar and discuss strategies to advocate for its inclusion in the Ministry of Justice’s Legislative Agenda for 2015. The political crisis following the June 2014 elections delayed the formation of a government, making it impossible for the KBA to achieve its goal of revision of the Law on Bar in 2015.

Decentralization: The revised Law on Bar established a decentralized decision-making system that increased the representation and participation of KBA regional branches. The new system, consistent with KLP recommendations, came into force in July 2013. As a result of the changes, the General Assembly is now made up of 85 delegates representing the seven KBA region and authority to adjust and supplement KBA regulations

“Amendments [to the Law on Bar and KBA Regulations] have facilitated and energized the work of KBA bodies. They have increased transparency, control, and accountability ... within the KBA structure.”

*Ibrahim Dobruna,
President, KBA*

Table 7: Timeline of Legal and Regulatory Reforms Completed with KLP Support

2012	Adoption of revised Regulation on MCLE and Code of Ethics.
2013	Adoption of revised Law on Bar.
2013	Harmonization of KBA Statute and regulation package with Law on Bar.
2013	Adoption of revised KBA Statute
2013	Adoption of 8 revised KBA Regulations governing financial management, regional branches, committees, offices of advocates, ethics examination, MCLE, discipline, and specialization.
2014	Adoption on rules on specialization examinations.
2014	Adoption of a revised regulation governing the Training Center.
2014	Adoption of new Regulation on the Work of the KBA General Assembly.
2014	Proposals for revision of the Law on Bar and Law on Contested Procedure made to the Ministry of Justice.

In 2012-2014, the KBA received 76 new admissible complaints. Each year, the percentage of overall complaints deemed admissible increased. In spite of the larger volume of case intake, the KBA returned to a clearance rate of 100% in 2014.

has been delegated to the Managing Board, which is composed of the KBA President, Executive Director, and Regional Branch Presidents. The increased voice of regional branches in decision-making has resulted in positive action and buy-in for KBA's regulatory framework. In addition, starting in 2012 and until the staff reductions of 2013 following closeout of UNDP funding for regional offices, KLP provided bi-weekly training for regional administrators and KBA central office staff to ensure staff was equipped to inform members of KBA requirements on discipline and MCLE, training offerings, and other services delivered regionally or centrally. A significant proportion of services are delivered regionally with 28 Bench-Bar meetings annually and 50% and 56% of training events organized outside of the capital in 2013 and 2014 respectively.

Disciplinary System: KLP conducted a rapid diagnostic of the KBA disciplinary system at the outset of the program to collect baseline data and identify systemic and regulatory gaps. The findings of the diagnostic were used to reach agreement with the KBA leadership to introduce reforms that would align the regulatory framework with internationally-recognized standards. While the KBA Managing Board endorsed proposed KLP amendments, drafted with on-site and offsite technical assistance from pro bono practitioners from the U.S. and Europe, in September 2012, a vote of the General Assembly was delayed to allow more time for review. A task force convened in April 2013 to review the proposed revised

Regulation and prepare for a series of six regional workshops to present the reforms and collect membership comments in May 2013. These comments were consolidated and included in the harmonization process following adoption of the new Law on Bar and the new Regulation on Discipline was adopted by the General Assembly in December 2013. The new Regulation strengthened the disciplinary process, functionalized the new ODP and Committee structure, and established transparency and efficiency mechanisms reflecting modern best practices and international standards.

Parallel to regulatory reform, KLP provided support to the KBA Committees and staff to improve efficiency, transparency, and accountability in the disciplinary process. Starting in Year 1, KLP assisted KBA in improving data collection and maintenance through the development of a database designed to track disciplinary cases. The database was migrated to the new ODP at the beginning of 2014 and now includes all case activity since 2009. In May 2013, KLP conducted an in-depth review of case management systems supporting the disciplinary process and recommended improvements to streamline case intake, vet frivolous complaints, and fast track administrative violations. Recommendations resulted in the development of a Manual which includes 12 protocols and standard forms, which was delivered to the new Disciplinary Prosecutor at the beginning of 2014. In February 2015, KLP delivered annotated process charts to the KBA's ODP and Disciplinary Committees to ensure uniformity in case process-

ing and adjudication over time and sensitize members to the procedural requirements established under the revised Law on Bar and Regulation on Discipline. In addition to strengthening the capacity of staff, KLP conducted two training sessions for the Disciplinary Committees on decision-writing in February 2014 and February 2015. The training sessions were organized to address deficiencies in drafting and reasoning of disciplinary decisions.

Data in Table 8 shows improvements in citizen awareness of the disciplinary process over time. During Year 1, awareness focused on knowledge of the complaint process. Information was disseminated broadly through the KBA as well as donor partners involved in citizen awareness about the justice sector and complaint forms were made available online on the KBA website. As the system matured, and mechanisms were established to inform citizens, awareness also addressed the scope of the disciplinary process, to avoid submission of frivolous or unfounded complaints. Increases in awareness have resulted in higher case intake. Support to the KBA's disciplinary institutions and staff has enabled the KBA to become

more responsive and efficient in handling disciplinary caseload. The establishment of the ODP has also resulted in increased efficiency and professionalism in handling disciplinary complaints. In its first year of operation (March 2014 to February 2015), the Disciplinary Prosecutor has received 107 cases of which 53 were dismissed prima facie as frivolous, unfounded, or untimely. To date, 39 reports have been submitted for review by the Disciplinary Committee with 38 (or 97%) admitted for a hearing. The Prosecutor appealed the only case rejection. In addition, the Disciplinary Prosecutor has initiated 21 ex officio investigations of misconduct. While case activity reflects positively on the current state of the KBA disciplinary process, challenges remain to ensure the full implementation of the guarantees of independence provided by the Law on Bar and Regulation on Disciplinary. The ODP remains vulnerable both financially and operationally with no independent budget or staff and the Prosecutor himself may be dismissed at any time. Preserving the financial and operational independence of the ODP has been flagged as the next priority in the KBA's efforts to strengthen professional ethics and discipline.

“KBA members have understood the seriousness of the KBA in enforcing regulations. This seriousness in enforcement has raised the image of the KBA to its members as well as to other institutions.”

*Ylli Zekaj,
Executive Director, KBA*

Table 8: Disciplinary Activity (PMP Indicators #9, 10 & 11)

Year	Total New Complaints (Reference)	Number of Admissible Complaints (Indicator #9)	Percentage of Complaints with a Finding of Misconduct (Indicator #10)	Clearance Rate (Complaints Revolved v. Filed) (Indicator #11)
2011 (Baseline)	24	24	4%	1
2012	185	15	3.4%	0.83
2013	113	22	2.65%	0.99
2014	81	39	8.64%	1

The new KBA website (www.oak-ks.org) provides real-time information on training opportunities for members as well as a library of applicable regulations, directory of lawyers, and complaint forms for the public.

Internal Accountability: KLP provided technical guidance, training, and mentoring to the KBA leadership, executive office, Committees, and staff to facilitate decentralization and promote managerial transparency and accountability. KLP monitoring revealed significant deficiencies in both budget management and Committee operation. After finding that no KBA Committee had developed a work plan, budget, or activity scheduled for 2012, KLP delivered a workshop on work planning and budgeting for KBA Committee Chairs and initiated mentoring for interested Committees. KLP support resulted in the Gender & Minority Committee's submission of a work plan and budget for 2013, becoming the first KBA Committee to receive approval from the Managing Board for activities and the corresponding budget. Despite the example of the Gender & Minority Committee, all other Committees but the Ethics Committee failed to comply. In 2013, a KLP-sponsored proposal that all Committees submit annual work plans and budgets or be administratively dissolved was endorsed by the KBA and immediately implemented in January 2014. The effect of the dissolution of all but two Committees triggered increased seriousness in compliance with requirements for work planning. Several Committees, including the Gender Committee, the newly-founded Non-Majority Committee, the Legislative Committee, and the Praktikant Committee, received KLP assistance during 2014 to align with the work planning requirements. At the beginning of 2015, all Committees had submitted

their work plans and budgets for approval.

Achieving sound financial management and accountability proved equally challenging. In 2013, following closeout of UNDP funding for regional offices, KLP identified significant deficiencies in KBA accounting and budget management. In March 2013, KLP facilitated a workshop with the KBA managing Board and Executive Office staff to identify management weaknesses and accountability gaps. A second workshop in September 2013 focused on budget planning and resulted in the drafting of the first-ever KBA zero-balance budget for 2014. The exercise was repeated in September 2014 to draft a zero-balance budget for 2015. KLP also strengthened the Executive Office's capacity to account for revenues and expenditures in a timely and accurate manner and provided Quickbooks software requested by the KBA contingent upon issuance of an "order to use" to the finance staff. The increased fiscal accountability of the KBA has now taken root in both process and practice within the KBA's Executive Office and Managing Board.

Additional support to the KBA Central Office included the redesign of the KBA website and updating of the database used for tracking of MCLE compliance and disciplinary cases. The new website, launched in June 2014, provides KBA Regulations, Rules, and announcements in Albanian, Serbian, and English and includes new functionality, including online filing of disciplinary complaints, an integrated training calendar, and a search

feature. The database was updated to meet the new legal and regulatory requirements and finally transferred in full ownership to the KBA, which now owns the source code, a transfer that had not been executed previously and hindered the KBA's ability to use its own database effectively.

2.2 Membership Services

Through support to the KBA's central office, regional branches, and Training Center, KLP improved the KBA's MCLE Program and established and institutionalized Bench-Bar cooperation.

Expected Results	Achieved
KBA MCLE program is strengthened and functioning.	✓
KBA specialization programs for lawyers are institutionalized and functioning.	✓
Bench-Bar cooperation is established and strengthened.	✓
Percentage of lawyers complying with MCLE requirements is increased.	✓
Lawyers in non-compliance with MCLE requirements are effectively disciplined.	✓
Quality of legal representation is improved.	✓

Achievements	
2012	72% of licensed lawyers meet MCLE requirements in its first year. All non-compliant lawyers sanctioned.
2012	Two training-of-trainer sessions delivered for KBA ethics trainers.

2012	Memorandum of understanding signed between KBA and the Kosovo Judicial Institute (KJI), marking the first resource exchange and technical advice partnership between two Kosovo institutions.
2012	Bench-Bar methodology designed, successfully implemented, and transferred to KBA.
2013	Training Needs Assessment methodology transferred to KBA.
2013	92% of licensed lawyers meet MCLE requirements, a 27% increase. All non-compliant lawyers sanctioned.
2013	26 KBA trainers certified in two training-of-trainer sessions delivered in collaboration with KJI.
2013	Four rounds of Bench-Bar meetings administered by the KBA, resulting in one central justice sector conference.
2014	95% of licensed lawyers meet MCLE requirements. All non-compliant lawyers sanctioned.
2014	Advanced training-of-trainers delivered to KBA-certified trainers for ethics training.
2014	23 KBA trainers, including two non-majority community members, certified in two training-of-trainer sessions delivered in collaboration with KJI.
2014	First specialization licensing program piloted for criminal law, resulting in one lawyer certified.
2015	Second specialization licensing program re-advertised for civil law after adjustments reflecting lack of experienced KBA members.
2015	95% of licensed lawyers meet MCLE requirements. Sanctions against non-compliant lawyers to be confirmed in June.

“I was aware of the [MCLE] rules but the moment I saw that letter... I understood the seriousness of the Chamber in implementing the provisions... Since that event, a new [approach] was created regarding the obligations that we as lawyers have towards the Chamber.”

*Dastid Pallaska,
Lawyer, KBA*

Activity Summary:

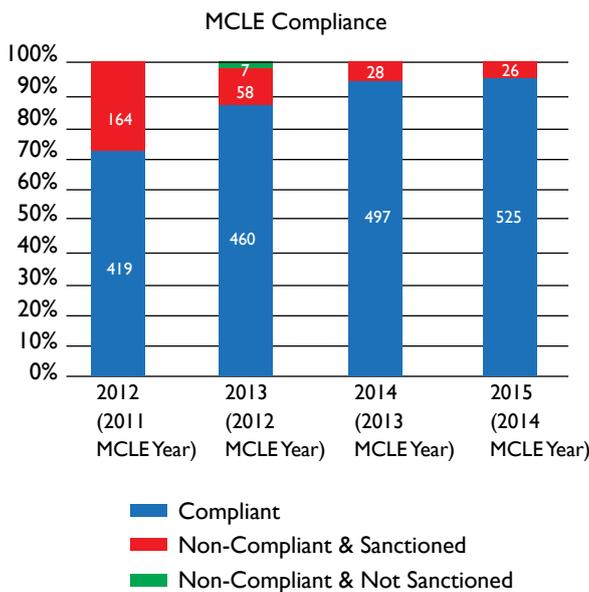
MCLE: KLP conducted a rapid diagnostic of the KBA MCLE system at the outset of the program to collect baseline data and identify strengths and weaknesses in the administration and delivery of the MCLE program. The diagnostic revealed that the KBA lacked an effective tracking system to monitor compliance with MCLE requirement—a weakness that could have had devastating consequences as the KBA was due to assess compliance for the first year of implementation of MCLE requirements. KLP assisted the KBA in designing and implementing a tracking database for MCLE compliance and sanctions. In June 2012, following KLP advice, the KBA Managing Board voted to enforce without exception sanctions against non-compliant lawyers. The reaction was immediate with lawyers and observers alike recognizing the KBA’s effort to ensure accountability

of its membership. Compliance levels have risen from 72% in 2012 to 88% in 2013 and 95% in 2014 and 2015. 100% of non-compliant lawyers were sanctioned in 2012 and 2014 and 90% in 2013. The MCLE system is recognized as fully functioning and widely respected among KBA members.

To increase the ability of lawyers to comply with their MCLE requirements and ensure that training offerings respond to member needs for professional development, KLP assisted the KBA and its Training Center on a number of institutional and programmatic reforms that have resulted in a more robust and responsive MCLE program. In 2012, KLP facilitated a memorandum of understanding for cooperation, best practice exchanges, and mutual training recognition between the KBA and KJI. By 2014, the partnership between KBA and KJI had matured into strong, enduring linkages that have contributed to:

- The design and administration of an annual Training Needs Assessment.
- The adoption of a KBA Handbook for Trainers, adapted from KJI’s successful Trainers Handbook.
- The publication of the Training Center’s annual Program Outline, started for the first time for 2013 and continued annually.
- The organization of four Trainer Certification Trainings, two in 2013 and two in 2014, including one for non-majority community members, bringing the total number of KBA-certified trainers to 49.
- The appointment of the KJI Director to the Training Center’s Board.

Graph 4: MCLE Compliance (PMP Indicators #12 & 13)



In addition to trainer certification through the Training Center, KLP also delivered three advanced Training of Trainer sessions for ethics curriculum development and delivery, two in 2012 and one in 2014, to enhance the KBA's ability to deliver continuing education on ethics, a requirement for all licensed lawyers. The KBA's MCLE program provides an example of successfully institutionalized KLP-initiated reforms. With KLP assistance, the MCLE program has matured and is now fully sustainable as illustrated by its independently-budgeted Training Center, the Center's timely issuance of an annual MCLE program outline in compliance with the Center's Regulation, and, most importantly, the KBA's year-to-year enforcement of sanctions for members who fail to meet their MCLE requirements.

Specialization: In Year 2, KLP conducted an in-depth comparative analysis of regulatory frameworks governing specialization licensing in the region to inform the KBA's drafting of the Regulation on Specialization, which was adopted in December 2013. Between March and June 2014, KLP assisted the KBA in designing and administering a robust specialization licensing examination process. The process, modeled after the respected KJI entry examination for candidates to judge and prosecutor positions, was first piloted for criminal law in April-June 2014. One candidate successfully completed the certification process. The examination set the bar at a high standard of legal and practical knowledge and followed a robust process to ensure confidentiality and accountability. Experts drafted

150 multiple-choice questions and three case studies. Multiple-choice questions combined substantive law, criminal procedure, and professional ethics. Strict security measures were followed. KLP facilitated the process from beginning to end, ensuring all milestones were completed according to timeline. The process was validated by the KBA and confirmed for application in organizing future specialization examinations.

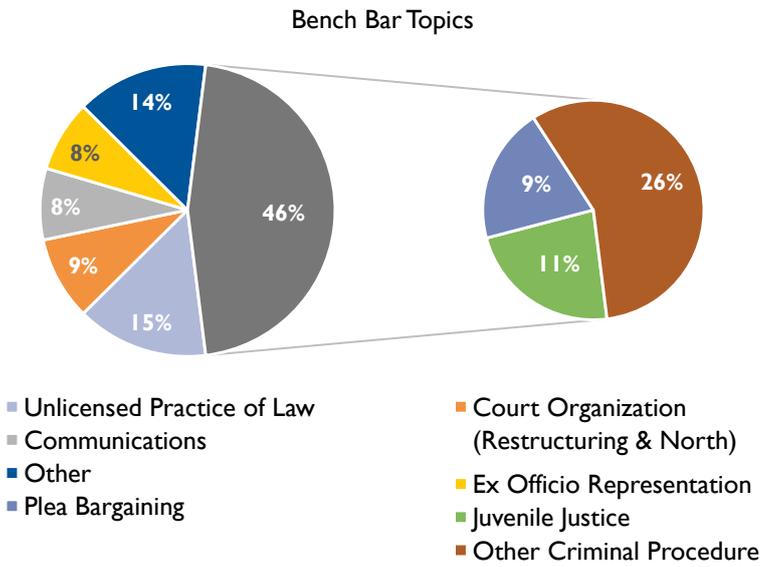
The KBA initially intended to hold an additional two specialization examinations in 2014, for civil law and for commercial law, but the lack of qualified applicants among those responding to the civil law specialization call for applications in August 2014 required a review of the regulatory framework and approach. To address the lack of qualified candidates, amendments relaxing the experience criterion, as defined by the number of cases handled by the candidate in a specific specialization, were adopted by the KBA. A second call for applications was released in March 2015. The limited number of candidates who have applied confirms that specialization may be premature in Kosovo, where the practice of law remains general in nature, in order for lawyers to generate sufficient business to operate. Specialization may be perceived as limiting rather than solidifying opportunities.

Bench-Bar Cooperation: In Year 1, KLP launched a Bench-Bar initiative in collaboration with the KBA as a low-cost problem-solving methodology that enables justice sector actors to address common problems in

“The [specialization] process is characterized by several strong points [including] the willingness of governing bodies of the KBA to implement it in an orderly and independent manner.”

*Besim Morina,
Program Coordinator, KJI*

Graph 5: Topics of Bench-Bar Meetings 2012-2014



“The most important benefit of [Bench-Bar meetings] has been breaking the ice between lawyers and judges... Lawyers and judges now work together to enhance professional issues and eliminate shortcomings.”

*Osman Havolli,
KBA Branch President,
Prishtina*

court operation, criminal or civil procedure, or non-legal aspects of client representation. Transitioned to KBA administration in Year 2, the Bench-Bar meetings, held quarterly at the regional level and monitored at the national level, were fully sustainable by Year 3. KLP assisted the KBA in organizing inter-institutional conferences bringing together leadership from all justice sector stakeholder institutions in December 2013 and 2014 to review key Bench-Bar recommendations and their implementation. Over the life of the program, 84 Bench-Bar meetings were organized in 7 regions and attended by 1,002 justice sector stakeholders, including 364 lawyers, 338 judges, and 158 prosecutors. Representatives of the police, mediators, and investigators also attended the meetings. Bench-Bar meetings generated 396 individual recommendations resulting into 41 initiatives implemented to address challenges affecting the efficiency and quality of judicial proceedings. Almost half

of the Bench-Bar meetings addressed challenges and novelties in criminal procedure, including plea bargaining and juvenile justice. Other salient topics included unlicensed practice of law, the organization of courts following the 2013 restructuring, judge-prosecutor-lawyer communications, and ex officio representation.

2.3 Membership Development

Through support to the KBA’s Gender Committee and Non-Majority Committee, KLP assisted the KBA in empowering female and non-majority community members and reaching out to recent law graduates and unlicensed jurists from underrepresented groups to expand membership and become more inclusive.

Expected Results	Achieved
KBA membership from underrepresented communities is expanded.	✓
Non-licensed practice of law is regulated.	✓

Achievements	
2012	International Women’s Day commemorated.
2012	KBA Gender & Minority Committee developed three-year strategic plan and work plan for 2013.
2012	Barriers to membership by non-majority community jurists documented.
2013	International Women’s Day commemorated.
2013	KBA Gender & Minority Committee developed work plan for 2014.

2013	Prevalence of unlicensed practice of law analyzed and discussed among stakeholders.
2014	New KBA regulatory framework translated into Serbian language and made available on KBA website.
2014	KBA split Gender Committee and Non-Majority Community Committee based on KLP recommendations.
2014	KBA Gender Committee developed and work plan for 2015.
2014	6 Women-to-Women Networking Sessions organized with female law students.
2014	KBA Non-Majority Community Committee meets for the first time and drafts vision, strategic goals, and 2015 work plan.
2014	Proposals to strengthen and enforce regulation of unlicensed practice of law vetted through Bench-Bar meetings and submitted to Ministry of Justice.
2014	Two KBA non-majority community members certified as trainers.
2015	Proposals to eliminate barriers to enrollment of non-majority community jurists in bar examination and join KBA submitted to KBA Managing Board.
2015	International Women's Day commemorated.
2015	KBA Bar Examination Materials translated into Serbian language.

Activity Summary:

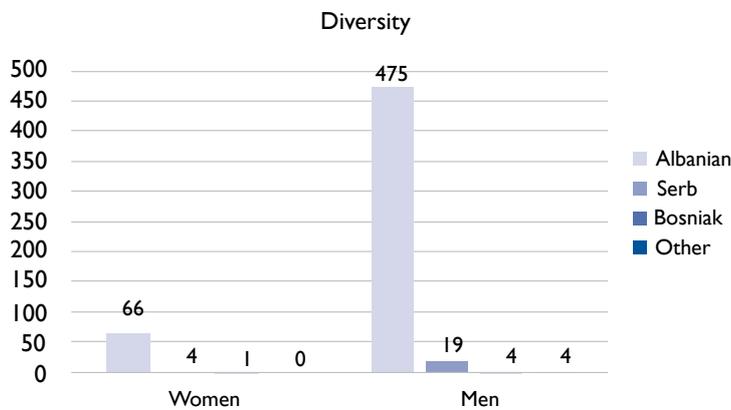
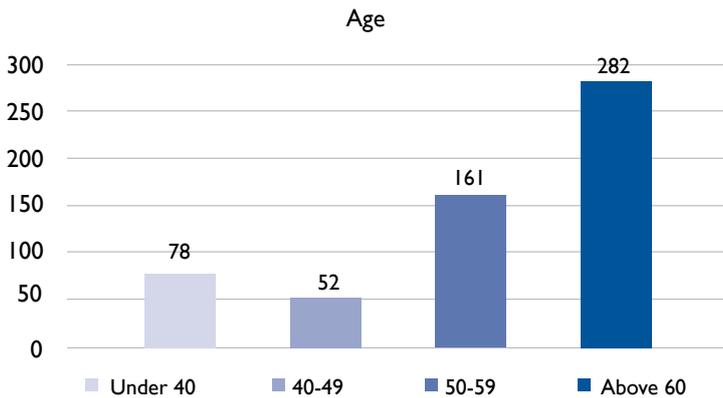
Membership from Underrepresented Communities: Recognizing that KBA represents an aging, predominantly male, majority community membership, KLP supported the Gender & Minority Committee to develop a strategic vision and annual activity plans and budgets to support female and non-majority community empowerment and outreach. Following advice from KLP, the KBA split the Committee into a Gender Committee and a Non-Majority Community Committee effective January 1, 2014, enabling a more focused approach to the respective needs of women lawyers and non-majority community lawyers. At the beginning of 2015, the Gender Committee had adopted three consecutive annual work plans and budget and the Non-Majority Community Committee had received approval for its work plan and budget, heralded as the first time that KBA committed to specific, concrete actions to broaden its reach and membership base. While membership from underrepresented communities remains low, there is reason for hope:

- Despite the rate of natural attrition, membership levels for women and non-majority community lawyers have stayed stable since the beginning of the program.
- Young graduates are joining the KBA's internship program at a high rate. Of the current 227 interns (praktikants), half are women.

The KBA needs to do more to attract young graduates to join the legal profession. Nearly half of members are above 60 and too few are women or from non-majority groups. Attracting young men and women, who are enrolled in equal numbers in law faculties and KBA practice, will bridge this gap.

A detailed presentation of the work conducted on Gender Empowerment and Non-Majority Community Inclusion is detailed in the next section **Inclusion and Partnerships**.

Graphs 6 & 7: Age and Diversity of KBA Membership (Beginning of 2015)



Counting What Counts: The Youth Deficit: In Year 3, KLP reviewed membership numbers maintained by the KBA to document the continuing trend that sees the legal profession become increasingly less diverse despite the efforts to attract new membership among young graduates and especially female law students. The review was titled “Counting What Counts” to generate attention to the youth deficit facing the profession. While the KBA

internship program has tended to offer equal opportunities to both males and females, the rate of new membership remains too low to translate to an increase in the percentage of women members. As a result, women represent approximately half of Kosovo’s law students and KBA praktikants, but only 13% of its members. A focus group of young female law students and recent graduates held in celebration of International Women’s Day 2015 released a declaration calling upon KBA leadership to take action to facilitate women membership in the bar. A second call to action was made in March 2015 to mobilize legal educators and KBA members to assist young graduates to cross the bridge between education and workforce, using KLP’s publication “Counting What Counts” as the basis for debate.

Non-Licensed Practice of Law: KLP’s approach to addressing non-licensed practice of law and its impact on the quality of legal representation combined efforts to address legislative gaps with deterrence through effective coordination and information exchanges between the KBA, judges, and prosecutors. Bench-Bar meetings provided a venue for these exchanges, facilitating the identification of cases of non-licensed practice of law in the courtroom and the utilization of the tools available under civil and criminal procedural laws. A total of 11 Bench-Bar meetings addressed non-licensed practice of law over the life of the program. During Year 2, KLP prepared a comparative analysis of the regulation of non-licensed practice of law in the region and conducted a survey of the prevalence of this practice in Kosovo

Table 9: A Call To Action to Enable Young Graduates to Enter the Legal Profession

At the end of the KLP Program, there were 573 active members of the KBA.

- Nearly half operate in Pristina.
- Nearly half are over the age of 60.
- Fewer than 13% are women.
- Fewer than 6% are from non-majority communities.
- Only 3 KBA members from non-majority communities are under the age of 50.
- Two-thirds of women lawyers operate in Pristina.

Within five years, an estimated 50% of those working today will no longer be working.

A strategy that addresses youth will invariably impact gender equality within the KBA as there are roughly the same number of men and women enrolled in law schools. Of the 227 interns (praktikants) enrolled with the KBA or KBA lawyers, half are women. Over time, small increases in the number of young men and young women entering the KBA would contribute to an increasingly more representative legal workforce, especially if small increases are accompanied by natural attrition.

courts. Findings of the survey indicated that while non-licensed practice of law is not widespread, the lack of restriction on representation in civil proceedings presents risks to the control of the quality of representation.

Important trends emerged from the study. First, credentials are increasingly verified in court with judges asking for identification from individuals presenting themselves as lawyers. Second, the criminal offense of unlicensed representation is not used and only one person was reported as having been charged. Third, improvements were noted following the introduction of the notary system in Kosovo which has improved the quality of written documents and eliminated unlicensed practice of law in property transactions and inheritance matters. Fourth unlicensed practice of law results in low quality of representation and delays.

The KBA endorsed all KLP recommendations, which included contin-

ued dialogue with judges and prosecutors through Bench-Bar meetings to ensure the full application of provisions criminalizing non-licensed practice of law in criminal cases, the promotion of referrals of unrepresented parties to free legal aid providers, the provision of forms for routine filings in court to ensure unrepresented parties meet legal requirements, and the pursuit of legislative amendments to strengthen the boundaries on non-licensed practice of law in civil cases. During Year 3, KLP worked with the KBA and international partners to promote legislative solutions, facilitating discussions with Ministry of Justice representatives of amendments to the Law on Contested Procedures to address gaps in rules concerning legal representation in civil suit and strengthen sanctions in the Criminal Code for unlicensed practice of law. At the time of program close out, the proposed amendments were still pending with the Ministry of Justice.



KBA Gender & Minority Committee Celebrates International Women's Day on March 8, 2013



Kosovo Serb Jurists Meet KBA Non-Majority Committee in December 2014



Kosovo Serb Jurists Meet KBA Non-Majority Committee in December 2014



Women lawyers and law students call for action on International Women's Day 2015

CROSS-CUTTING INCLUSION AND PARTNERSHIPS

Through program interventions under Component 1 and Component 2, KLP mobilized institutions and individuals to promote equality and inclusion, and to cultivate partnerships and alliances.

Equality & Inclusion

KLP strengthened the inclusion and participation of women and non-majority community legal professionals through support to KBA Committees on Gender and Non-Majority Communities. As a result, KLP counterparts—KBA, UPLF, and Iliria College—mainstreamed gender and non-majority community concerns into their strategic and annual work plans.

Gender Representation: KLP assistance has strengthened the ability of the KBA’s Gender Committee to plan and execute activities that empower women members and seek to attract young women to join the legal profession. The Gender Committee has been heralded as a model for other Committees within the KBA, having adopted the first Strategic Plan for Gender Equality and Female Empowerment within a professional association in Kosovo and successfully developed, adopted, and implemented work plans and budgets for calendar years 2013, 2014, and 2015. In January 2014, the Gender Committee was one of only two Committees found in compliance with the KBA’s Regulation on Committees. KLP provided technical assistance through pro bono gender experts, themselves practicing lawyers in the U.S., to facilitate work plan development, strategic plan-

ning, and the monitoring of implementation. The Committee’s Strategic Plan adopted a “For Women, By Women” approach to advance gender equality within the legal profession and within Kosovo society. The plan aimed to increase the number of licensed women lawyers, increase legal literacy and empower marginalized groups, and cultivate leaders among women lawyers and law students.

The KBA Gender Committee has led gender equality and female empowerment within the legal profession, mainstreaming gender concerns by planning strategically and demonstrating leadership on values of service and legal excellence. Over the life of the program, the following gender-focused activities were conducted:

- An annual commemoration of International Women’s Day was organized by the Gender Committee, bringing together women law students, jurists, and stakeholders to highlight the contribution of female legal professionals in Kosovo.
- In 2014, a Women Lawyers Conference was organized for the first time in Kosovo to discuss the challenges facing women in the legal profession. The Conference was integrated into Lawyer’s Day events held annually in June.
- A total of 537 female law students applied for and secured internships in the legal workforce through KLP-supported CDCs at partner universities.

“With this project, we have expanded our network, organizing meetings among women lawyers, reaching out to some for the first time, and maintaining on-going contact as a result.”

*Bahrije Gjyliqi,
KBA Member, Gender
Committee*

“[Networking forums] were a good chance for me to learn about the many challenges female lawyers face, but [that] with hard work I could become a good lawyer in the future.”

*Ilire Vitija,
student & KLP Intern*

- A total of 525 women law students attended 35 Professional Panels, including 2 Women-to-Women Panels with pro bono U.S. lawyers, and 8 Female Networking Forum Meetings. The panels and meetings are contributing to the capacity of female law students to make informed decisions about their career choices and provides mentoring from women lawyers to female law students.
- The KBA Gender Committee launched the Women Networking Forum in 2014, a series of meetings through which women lawyers meet female law students to encourage them to consider careers in the legal profession and advise them on how to prepare themselves professionally. The Forum, which serves as a platform for young women to learn about becoming a lawyer from experienced women lawyers and provides an opportunity for mentoring and advising that can help students overcome challenges, has been welcomed by students across Kosovo.
- In 2015, the Gender Committee initiated a mentoring program that offers practical experience for young female law graduates under the supervision of experienced women lawyers.
- The Gender Committee’s leadership focused not only on empowering women, but also on demonstrating accountability and strategic vision. The Gender Committee drafted its third consecutive annual work plan for 2015 and took the initiative to

define criteria for pro bono representation and encouraging pro bono service within the legal profession.

Non-Majority Community Representation:

Efforts to integrate non-majority community lawyers into KBA activities and attract new membership from young graduates and unlicensed jurists initially focused on ensuring periodic dialogue between the KBA leadership and central office and non-majority community lawyers to discuss needs and identify concrete projects. Initial needs-identification discussions in Year 1 and at the beginning of Year 2 identified the translation of the KBA regulatory framework into Serbian language and the delivery of Serbian-language training as the two main priorities. KLP encouraged the KBA to proceed to the hiring of a full-time translator to establish an internal capacity to meet the language needs of its membership without having to rely on donor support. As a result, the new regulatory framework adopted in December 2013 was fully translated, made available through the KBA website, and presented to non-majority community lawyers by the KBA leadership.

Activities increased after the establishment of a dedicated Non-Majority Community Committee in Year 3. KLP facilitated two action planning sessions in December 2014 and February 2015, resulting in the adoption of a strategic plan, a 2015 work plan, and a 2015 activity budget by the Committee, which have been endorsed by the KBA Managing Board.

The planning process replicated the successful methodology implemented with the Gender Committee and encouraged the Committee's Chair and members to focus on concrete, action-oriented steps that can reasonably be taken to empower non-majority community members, address their professional development needs, and attract new membership. Partners in the international community have committed to supporting the Committee's efforts to implement its work plan. In the month of March 2015 only, the U.S. State Department provided training for non-majority community lawyers in Serbian-language and the British Embassy delivered translation equipment to the KBA to facilitate multilingual trainings. In addition, in December 2014, two non-majority lawyers were certified as KBA trainers following a Trainer Certification Training, augmenting the ability of the KBA itself to provide professional development and training opportunities to its non-majority community members directly in Serbian-language.

During Year 3, KLP provided technical guidance to the KBA President and Non-Majority Committee to address obstacles to new graduates joining the KBA. Working with the KBA Non-Majority Committee, KLP organized professional panel exchange with 13 Kosovo Serb law students and recent graduates to present the KBA, the practice of law in Kosovo, and the bar examination process. Students expressed interest in learning more and preparing for the bar examination. Following the meeting, KLP supported the trans-

lation of the KBA-approved bar examination manual, a set of materials designed to assist candidates to the bar examination with their preparations, into Serbian language. The materials were submitted to the KBA's Non-Majority Committee for review and validation in March 2015. In addition, KLP conducted research and held stakeholder consultations to identify solutions to the on-going challenges affecting graduates from the University of Pristina in North Mitrovica. At the end of January 2015, the KBA Non-Majority Committee Chair submitted a memorandum prepared with KLP assistance to the KBA Managing Board, recommending actions for diploma recognition, at least for those years during which the University had benefited from an "accreditation" from the United Nations Mission in Kosovo. The KBA Managing Board has referred the issue to the Ministry of Education for further clarification of eligibility of those graduates for the bar examination.

Partnerships & Alliances

KLP's achievements were reinforced by a commitment to generating consensus and leveraging resources across a broad spectrum of partners and allies dedicated toward a common cause—advancing the legal profession and improving the service of justice. KLP brought together disparate voices and interests in problem-solving, leveraged established relationships with government and non-governmental stakeholders, promoted collaboration with the donor community and implemented partners to maximize the impact of

"I received training of trainers in December 2014. In March 2015, my colleague and I acted as trainers to a group of 10 [non-majority community] lawyers. The interactive work has shown remarkable results in the treatment of topics."

*Miodrag Brkljać,
KBA Member,
Non-Majority Committee*

“It is hugely exciting to see the impact [DLA Piper] has had in Kosovo over the last 10 years. We have met lawyers who have benefitted tremendously from the [KLP] program and training.”

*Mary Gately,
Partner, DLA Piper*

limited resources and avoid duplication of effort.

Inter-institutional Dialogue: Bench-Bar meetings provided an effective low-cost methodology to mobilize lawyers, judges, and prosecutors around priority challenges in criminal procedure, new laws, ex officio representation, and unlicensed practice of law. A total of 84 Bench-Bar were organized at the regional and central level over the life of the program and are not fully administered, organized, and funded by the KBA. In addition, KLP facilitated dialogue between lawyers and notaries following the establishment of the Chamber of Notaries.

Donor Coordination: KLP facilitated a total of 7 donor coordination meetings to ensure delivery of assistance that had a multiplier effect beyond the scale of funding and avoided duplication of donor efforts. Coordination efforts resulted in successes that both reinforced KLP’s achievements and empowered the KBA and its Committees to fulfill their mandates and implement their work plans. Illustrative achievements in donor coordination include:

- Dissemination of information on disciplinary complaint mechanisms through the *Justice and the People Program* funded by the U.S. State Department.
- Intern stipends provided by UNDP to increase female participation in the KBA’s internship (praktikant) program.
- Donation of multilingual translation equipment to the KBA by the British Embassy.

- Launch of the mentor program of the Gender Committee with support from the OSCE.
- Multi-donor agreement on proposed amendments to the Law on Contested Procedure to regulate non-licensed practice of law.

Pro Bono Assistance: To harness the benefits of private sector expertise and experience, KLP called upon pro bono support from one of the world’s largest law firms, DLA Piper, through its New Perimeter pro bono initiative. The pro bono contributions of legal practitioners were donated both offsite and onsite. Over the life of the program, 10 volunteer lawyers traveled to Kosovo to work with KBA leadership, the Gender Committee, the Non-Majority Committee, and the Disciplinary Committee. Assistance provided by pro bono experts included legal research, regulatory reform, policy guidance, training, and strategic planning on topics ranging from unlicensed practice of law to specialization, from professional ethics to the empowerment of underrepresented groups. Pro bono experts donated more than 2,300 hours of pro bono legal expertise to the program.

LESSONS LEARNED FROM PROGRAMMATIC CHALLENGES

KLP maintained internal programmatic flexibility to adjust approaches and activities in response to changes in the operational and political environment affecting programmatic implementation. Where feasible, challenges were addressed as opportunities rather than as obstacles that prevented action.

Funding Constraints—UPLF and the KBA, like many institutions and organizations in Kosovo, have long faced funding constraints. These constraints have affected the ability of UPLF to provide a full-time coordinator for the OCS and to create the necessary infrastructure that would promote policy research and publish academic writing. The law journal published annually was discontinued in 2013 for lack of funding. Similarly, the KBA faced a financial crisis in 2013 when UNDP discontinued supplementary operating funding. In both cases, the funding constraints presented opportunities to design low-cost, sustainable strategies and encourage fiscal responsibility. Regional offices were closed in 2013 and KBA has had to make significant adjustments to staffing and operational structures. All KLP interventions sought to invest strategically rather than subsidize, ensuring that counterparts had a stake in the long-term viability of entities and initiatives and that they could sustain them with program support. At the university level, KLP promoted the use of internet-based publication platforms that

offer no-cost, easy-use means to publicize and disseminate research. At the KBA, KLP facilitated the adoption of two consecutive zero-balance budgets for the years 2014 and 2015, enabling the KBA to achieve financial stability while maintaining the delivery of services and programs to membership.

Internal Accountability—Sustainable reform requires investments in and collaboration with counterparts that while productive do not supplant or externally subsidize their operation or activities. Internal accountability of counterparts is essential to maintain a productive working relationship. Such a working relationship between a program and its counterparts ensures that activities will be sustained beyond the life of the program. KBA enforcement of MCLE requirements and Committee work planning obligations provide positive examples of internal accountability by KLP counterparts. KBA leadership stepped up sanctions for non-compliance with MCLE requirements and dissolved KBA Committees that failed to produce annual works and budgets, resulting in immediate improvements in compliance levels. This also triggered a greater respect for reforms from KBA memberships because they were directed and internalized by their own leadership instead of being imposed from outside the organization. Ultimately, internal accountability on issues of MCLE and Committee re-

quirements mitigated the risk of future backsliding on KBA reforms realized with KLP guidance.

Political Uncertainty—Disengagement of Kosovo Serb professionals and non-recognition of degrees awarded in the University of Pristina in North Mitrovica affected the participation of non-majority communities in Kosovo educational, professional, and justice sector initiatives. On April 19, 2013, Kosovo and Serbia reached an EU-brokered “agreement of principle” that paved the way for a formal agreement to address challenges in North Kosovo, integrate the judiciary, and normalize relations between the two countries. A formal agreement functionalizing these principles has yet to be adopted. Elections held in June 2014 resulted in a political crisis that delayed the formation of a government until December 2014. This political crisis effectively halted the negotiations between Kosovo and Serbia. In the absence of a concrete agreement functionalizing the principles, KLP remained flexible and captured windows of opportunity to mobilize current non-majority members to facilitate services to their peers and conduct outreach to attract new members.

Academic Cycle—Support to universities requires framing activities within both accreditation and academic year cycles. Planning for activities with university partners must align with the academic year, regardless of program or calendar year, requiring adjustments to timelines and activity roll out. With the academic year running from fall to spring and the funding cycle aligned on the calendar year, introducing new initiatives is often delayed and requires external support to design interim solutions or bridge the gap between academic implementation and funding support. Feedback from the accreditation agency not only informed about university weaknesses, at times resulting in the non-accreditation of programs such as the UPLF civil law masters-level program in 2012 or the Iliria College criminal law masters-level program in 2014, but also provided incentives for reforms and innovations. KLP was leveraged the momentum created prior to the accreditation cycle as universities seek to meet requirements outlined in prior reports. This resulted in the establishment of the Institute for Legal Research at UPLF and the launch of a “live clinic” at Iliria College.

CONCLUSIONS AND RECOMMENDATIONS

The Kosovo Legal Profession Program was a successful initiative implemented with a small footprint and big impact, focusing on a narrow set of issues that remained priorities after a decade of support to revitalize legal education in Kosovo and restore the practice of law. KLP efforts have elevated accountability within the KBA and equipped two universities to better prepare the next generations of legal professionals. To maximize impact and sustain ability, KLP leveraged the trust that counterparts placed in USAID, NCSC, and the staff involved in KLP.

KLP was well targeted to achieve concrete, incremental results that pushed the KBA and partner universities continually to do more, raising expectations of themselves and each other. Individuals have increasingly taken action as problem-solvers, rather than bystanders. Having accomplished the objectives of the program and having met expected results, KLP saw gains in areas that would have been unthinkable when the program began in 2012, including the modeling of the first live clinic in Kosovo and KBA-sponsored training and new member outreach among the non-majority community. Perhaps most importantly, KLP interventions achieved sustainability and have now been institutionalized by counterparts and replicated or continued on their own initiative.

The years 2008-2010 marked a complete change in laws, people, and buildings that comprised the justice sector. After years of transition and impermanence, leadership in the justice sector took hold, but change in the KBA was not a guarantee—many former judges and prosecutors who “aged out” or were not reappointed (often after failing to complete the ethics examination) entered the legal profession. With the belief that change will happen from the people inside the system and the new generations joining the system, KLP has tried to support individuals and emerging leaders, to motivate them to do more, to embrace new perspectives on familiar challenges, and to seek out and create opportunities to improve. The engagement of individuals as problem-solvers, as emerging leaders, and as prospective role models for others will be critical to attracting a new generation of jurists to the legal profession and, by association, to the judicial and prosecutorial professions, ensuring the renewal and continued strengthening of the justice sector in Kosovo.

Raising the Bar & Promoting Inclusion

Assistance to the KBA has facilitated legislative and regulatory reforms, strengthened institutions, and mobilized members to pursue excellence in the legal profession. The KBA is now better equipped to self-regulate and

represent a capable, accountable, and inclusive legal profession.

Governance & Discipline: KLP has also enabled the KBA to improve and modernize its legal and regulatory framework, resulting in the adoption of a new Law on Bar in 2013 and eight new Regulations in December 2013. The new Law on Bar functionalized the decentralization and increased the representation and participation in decision-making of regional branches. The new Law on Bar also introduced an independent Office of Disciplinary Prosecutor to spearhead the KBA's disciplinary system. In its first year of operation, the ODP has already demonstrated success, initiating 21 investigations into misconduct and the Disciplinary Committee accepted all but one of 39 reports referred for action.

Accountability: The KBA has grown in its ability to regulate and govern its members, to balance its budget, and to promote diversity and inclusion. Enforcing its own rules and regulations and committing to fiscal responsibility has paid off for the KBA with increased respect from members and, according to anecdotal evidence, external observers. In 2012, the KBA held strong and enforced sanctions against all lawyers in non-compliance with MCLE requirements; compliance levels then rose from 72% in 2012 to 95% in 2014. In 2013 and 2014, the KBA prepared zero-balance budgets, a first within the organization. In 2014, the KBA took accountability further and agreed, upon KLP recommendation,

to dismiss administratively all "inactive" committees.

Member Services: The KBA has grown from a solely regulatory body to a member-service organization, providing value to members, meeting their needs, and representing their interests. The KBA is now equipped with the framework and resources to deliver quality training programs that meet the needs of its members. Under KLP, the KBA benefited from the first local institution-to-institution partnership in Kosovo's justice sector, replicating KJI expertise in creating uniform standards for training design, trainer certification, and training delivery. The KBA has now established a fully autonomous training center with its own independent budget, certified 49 trainers including two non-majority community trainers, and has developed quarterly training plans to inform lawyers of opportunities. Trainings are well attended and feedback from lawyers has been positive. Other membership services are equally successful, including initiatives to empower underrepresented groups through the action plans of the Gender Committee and Non-Majority Committee. Quarterly Bench-Bar initiatives, monitored at the national level, are now a well-established, low-cost problem-solving methodology that enables justice sector actors to address common problems in court operation, criminal or civil procedure, or non-legal aspects of client representation.

Challenges & Backsliding Risks: The KBA's Executive Office lacks

the management capacity necessary to pursue or manage projects effectively on its own. Recent donor interest in issue-based Committee work plans and training has exposed limitations and revealed the demand for more structural support to increase project management capacity. Within the Managing Board and decision-making bodies, sustaining internal accountability gains and the current level of enforcement of its own regulations by the KBA will require strong will and determination to prevent backsliding. The first test will come in June 2015 when MCLE sanctions and the Regulation on Lawyer Offices are up for enforcement. The second test will come in December 2015 when leadership post are up for election. Gains in the independence and efficiency of the disciplinary system are subject to vulnerabilities. The independence of the ODP, foreseen in the Law on Bar and Regulation on Discipline, will not be fully in place until it has its own budget, staff, and means of operating. Guarantees against “at will” dismissal of the disciplinary prosecutor would also serve to insulate the position. The first two specialization licensing processes, in criminal and civil law, have revealed that the legal community may not be ready to evolve into a specialized workforce. The lack of qualified candidates suggests that the initiative may be premature at this time and until the justice sector has a whole creates a demand for specialization. Limited incentives exist to integrate underrepresented communities and expand services to non-majority community lawyers. Without external facilitation, the

KBA will not likely continue to offer activities to these members who constitute a small, disparate group scattered all over Kosovo.

Courting the Future & Preparing the Next Generation of Lawyers

Assistance to UPLF and Iliria College has expanded practical skills building in legal education and increased opportunities for students. Partner universities are now better equipped to educate and prepare new generations of graduates to enter the legal workforce and function more effectively as legal professionals.

Practice through Clinics: 5 legal clinics sponsored under 4 masters-level programs at partner universities are institutionalized and delivered utilizing improved teaching methodology, practice-based curriculum, benefitting a total of 494 students. Student enrollment doubled between academic years 2011-2012 (40) and 2012-2013 (91) and again between academic years 2012-2013 (91) and 2013-2014 (186). The number remained stable for academic year 2014-2015 (177), demonstrating continued student interest in the opportunity. Offices of Clinical Studies were established at UPLF and Iliria College, serving as resource centers for faculty and students. In 2015, the first “live” clinic was launched at Iliria College. The clinic, co-trained by practitioners from CLARD, marks a significant departure from the traditional lecture-based style and offers new opportunities for students to interact with practitioners and clients.

Partnership for Opportunities: 14 partnership agreements signed by partner universities with legal sector institutions and organizations to advance practical skills training and career opportunities. A total of 884 students attended professional panels organized in partnership with CDCs to expose students to legal sector careers. A total of 857 interns placed with legal and judicial sector employers, including 20 with the KLP Program. After initial timidity, institutions report enthusiastically about interns and anecdotal information indicates that the new private professions and NGOs and consulting outfits are also recruiting interns at a high rate. For many students, these internships have been a step toward employment.

Research and Writing: New Institute for Legal Research established at UPLF and a Style Manual finalized, setting uniform standards for academic legal research in Kosovo. 15 policy papers published using both university-based journals and intern-based SSRN. In February 2015, KLP provided additional capacity building on legal research and writing to UPLF and Iliria College students and faculty to broaden their ability to design academic research and write policy papers for publication.

Challenges & Backsliding Risks: Sustaining legal clinics and practical-skills training for law students is contingent upon continued accreditation of masters-level programs. Past experience with UPLF's civil law clinic, which was discontinued after UPLF failed to secure accreditation for its

civil law masters-level program in 2012, indicates that universities will not continue to offer these educational opportunities without accreditation—UPLF continued to offer the masters-level program but the scheduling of the clinic has been sporadic. Similarly, continued university commitment, funding, and staffing of the OCS will serve as a safeguard against loss of knowledge and experience in delivering legal clinics at partner university. Commitments expressed at UPLF since 2013 have, however, yet to materialize into concrete funding. Student demand for more practice opportunities continues to grow, especially for internships and trial simulations—competed and non-competed, intra-university and inter-university. Current trial simulations and moot court competitions remain inaccessible to most students as they are tied to international competitions, which require a command of English that only a few have. KLP's testing of Albanian-language inter-university and intra-university simulation competitions show great interest among both faculty and students and provide a methodology for low-cost—or even no-cost—initiatives that can impact a comparatively greater number of students than support for travel to international moot courts. Faculty at UPLF continues to show limited interest in legal writing and research, at least through the university. The Institute for Legal Research will hopefully create a focal point for students to write and publish and attract faculty interest. Legal and academic writing skills remain limited as well and the demand for stronger legal writing courses has been growing as

universities focused more on their research capacity, often as a result of criticism (and even rejection) by the Kosovo Accreditation Agency.

Recommendations

A number of challenges remain to sustain standards in legal education, to continue to enforce accountability with the legal profession, and to ensure that decentralized service delivery meets the evolving needs of practitioners over time. Below, we identify four areas where the legal profession could benefit from assistance that supports individual change agents and young people to ensure the continued growth of a well-regulated, capable, inclusive legal profession that is both representative of Kosovo's society and able to represent the legal needs of all Kosovars.

The Youth Deficit: Perhaps the most pressing challenge that emerged in the last few years is the youth deficit in the aging legal profession. Despite improvements, few law graduates cross the bridge from the study of law to the practice of law in today's employment market, despite unmet needs in the legal workforce. Facilitating that passage start with the regular administration of the bar examination and effective enrollment of young graduates in that examination. Without more young graduates taking that step toward becoming lawyers, judges, and prosecutors, the justice sector will increasingly fail to represent the demographics of the country. A strategy that addresses youth will invariably increase the participation of women, who repre-

sent half of law students and KBA interns. Countering the youth deficit in justice sector professions should be a priority of future assistance.

Specialization: The legal needs of the future will require an increasingly-more specialized workforce. The launch of the specialization certification process in 2014 made clear that there is still little interest (or perhaps little ability) for lawyers to specialize, as the practice of law remains general in nature, in order for lawyers to generate sufficient business to operate. Lawyers will be more likely to specialize if there is local value in it – i.e. when courts and/or judges are specialized, the market requirements for lawyers will increase.

Integration of Non-Majority Communities: Lawyers from non-majority communities represent less than 6% of the KBA membership and new members rarely join. Many young jurists have been hampered by the fact that diplomas obtained in the *University of Pristina in North Mitrovica* have not been recognized to secure eligibility for the bar examination, a threshold requirement for entry, not just into the Bar, but also into the judiciary and prosecution service. A strategy to integrate non-majority community jurists into the Bar will impact positively the judiciary and prosecution service by creating a path to qualification for interested young jurists. The creation of such a strategy requires a long-term vision that goes beyond the current vacancies and seeks to attract young jurists and new graduates rather than validate those judges, prosecutors,

or lawyers that have failed to retain positions under the reappointment conducted in Serbia. A way to ensure that young people can be included is to address the issue of recognizing the University of Pristina in North Mitrovica diplomas.

Inter-Institutional Accountability and Dialogue: Lawyers have become more accountable both individually—through a strengthened disciplinary process, MCLE compliance, and, more recently, efforts to enforce new rules of lawyer offices—and collectively—through fiscal responsibility and committee accountability. Ensuring continued accountability

requires reciprocal oversight between the three main actors of the judicial process: lawyers, judges, and prosecutors. Efforts to streamline ex officio representation are a good example of the benefits of inter-institutional dialogue and combining the judge's role in disciplining the parties and of the KBA's role in holding its members accountable to its own rules. Without the collaboration of judges, who must refrain from directly calling lawyers into cases requiring ex officio representation and notify the KBA of improper assignment or representation, the KBA will continue to face difficulties enforcing its new system of ex officio appointment.

ANNEX I ACRONYMS

CDC	Career Development Center
KBA	Kosovo Bar Association (formerly Kosovo Chamber of Advocates)
KJI	Kosovo Judicial Institute
KLP	Kosovo Legal Profession (Program)
MCLE	Mandatory Continuing Legal Education
NCSC	National Center for State Courts
OCS	Office of Clinical Studies
ODP	Office of Disciplinary Prosecutor
PMP	Performance Monitoring Plan
SSRN	Social Science Research Network
UNDP	United Nations Development Programme
UPLF	University of Pristina Law Faculty
USAID	U.S. Agency for International Development

ANNEX II

INDEX OF ATTACHMENTS

GENERAL

Year 1 – January-December 2012

1	Year 1 Work Plan (January-December 2012)	May 2012
2	Legal Education Expert Trip Report (March 19-30, 2012)	April 2012
3	Pro Bono Regulatory Reform Team Trip Report (June 22, 2012)	June 2012
4	Legal Education Expert Trip Report (Sept. 5-16, 2012)	September 2012
5	Year 1 Performance Monitoring Report (January-December 2012)	December 2012
6	Success Story: Courting the Future	December 2012
7	Success Story: For Women, By Women	December 2012

Year 2 – January-December 2013

1	Year 2 Work Plan (January-December 2013)	February 2013
2	Success Story: Raising the Bar	March 2013
3	Pro Bono Gender Team Trip Report (Feb. 27-March 10, 2013)	March 2013
4	Legal Education Expert Trip Report (April 15-25, 2013)	April 2013
5	Disciplinary Systems Expert Trip Report (May 20-27, 2013)	May 2013
6	Legal Education Expert Trip Report (October 14-26, 2013)	October 2013
7	Pro Bono Gender Team Trip Report (December 14-26, 2013)	December 2013
8	Year 2 Performance Monitoring Report (January-December 2013)	December 2013

Year 3 – January 2014-March 2015

1	Year 3 Work Plan (January-December 2014)	February 2014
2	Disciplinary Systems Expert Trip Report (Jan. 19-Feb. 1, 2014)	February 2014
3	Legal Education Expert Trip Report (March 24-28, 2014)	March 2014
4	Pro Bono Gender Team Trip Report (June 4-14, 2014)	June 2014
5	Legal Education Expert Trip Report (October 11-18, 2014)	October 2014
6	Pro Bono Gender Team Trip Report (December 8-12, 2014)	December 2014
7	Year 3 Performance Monitoring Report (January-December 2014)	December 2014
8	Legal Education Expert Trip Report (February 9-13, 2015)	February 2015
9	Pro Bono Gender Team Trip Report (February 21-28, 2014)	February 2015
10	Success Story: Pro Bono Partners for Justice	February 2015
11	Year 3 Performance Monitoring Report (Updated) (January 2014-March 2015)	March 2015
12	KLP Accomplishments January 2012-March 2015	March 2015

LEGAL EDUCATION

Year 1 – January-December 2012

1	Review of UPLF Legal Clinics	March 2012
2	Assessment of UPLF Career Development Center	March 2012
3	Expert Review of UPLF Masters Level Legal Clinics	April 2012
4	Review of Second University Legal Clinics	June 2012
5	Review of Second University Career Development Center	June 2012
6	Final Signed Proposal to Establish an Office of Clinical Studies at UPLF	September 2012
7	Selection of Second Partner University: Iliria College	November 2012
8	Concept Paper for UPLF Research Capacity	November 2012
9	UPLF Masters-Level Student Enrollment	December 2012
10	UPLF Internship Placements	December 2012
11	UPLF Professional Panel Series Attendance	December 2012
12	Schedule of Professional Panel Series Events	December 2012

Year 2 – January-December 2013

1	Concept Paper for Establishment of a Research Institute at UPLF	March 2013
2	Memorandum of Understanding between USAID and UPLF	April 2013
3	Memorandum of Understanding between USAID and Iliria College	April 2013
4	Agenda of Training with UPLF Clinical Professors	April 2013
5	Agenda of Training with Iliria College Clinical Professors	April 2013
6	Agenda of Symposium on Drafting the Statute of the Research Institute	April 2013
7	Memorandum of Understanding between Iliria College and KCA (KBA)	July 2013
8	UPLF Call for Papers	September 2013
9	UPLF Clinical Course Revised Syllabi	October 2013
10	Iliria College Clinical Course Syllabus	October 2013
11	Memorandum of Understanding between Iliria College and the Kosovo Judicial Intitute	October 2013
12	Memorandum of Understanding between Iliria College and the Civil Rights Program (Kosovo)	October 2013
13	Female Student Professional Panel Handout	December 2013
14	UPLF Research Paper Published on SSRN – Protection of Musical Works as a Copyright: Kosovo Case	December 2013
15	UPLF Catalogue of Funding Opportunities	December 2013
16	Iliria College Catalogue of Funding Opportunities	December 2013
17	UPLF & Iliria College Masters-Level Student Enrollment	December 2013
18	UPLF & Iliria College Internship Placements	December 2013
19	UPLF & Iliria College Professional Panel Series Attendance	December 2013
20	Schedule of Professional Panel Series Events	December 2013

Year 3 – January 2014-March 2015

1	Memorandum of Understanding between Iliria College and the Free Legal Aid Agency	March 2014
2	Memorandum of Understanding between Iliria College and CLARD	March 2014
3	Framework for the Development of a Style Manual at UPLF	March 2014
4	UPLF Student Paper published on SSRN – Notary System in Kosovo	March 2014
5	Agenda of Iliria College Academic Research Workshop	March 2014
6	UPLF Regulation on the Establishment of the Institute of Legal Research	April 2014
7	Roundtable Discussion on Women in Legal Profession (USAID 15 th Anniversary)	May 2014
8	Memorandum of Understanding between Iliria College and the Ministry of European Integration	June 2014
9	Memorandum of Understanding between Iliria College and the American Chamber of Commerce	September 2014
10	Agenda of UPLF Style Manual Workshop	October 2014
11	Iliria College Paper published on SSRN – Reforming of the Judicial System of Kosovo based on the Law no. 03/L-199 on Courts and its challenges.	November 2014
12	UPLF & Iliria College Masters-Level Student Enrollment	December 2014
13	UPLF & Iliria College Internship Placements	December 2014
14	UPLF & Iliria College Professional Panel Series Attendance	December 2014
15	Schedule of Professional Panel Series Events	December 2014
16	Agenda for UPLF Research Writing Workshop	February 2015
17	Iliria College Legal Research & Writing Course Syllabus	February 2015
18	Agenda for Style Manual Workshop	February 2015
19	UPLF Style Manual	March 2015
20	UPLF & Iliria College Masters - Level Students Enrollment	March 2015

LEGAL PROFESSION**Year 1 – January-December 2012**

1	Review of KCA (KBA) Disciplinary Procedure	March 2012
2	Assessment of KCA (KBA) MCLE Tracking & Monitoring System	March 2012
3	Assessment of KCA (KBA) Specialization Program	March 2012
4	MCLE Compliance (January 2011-March 2012)	June 2012
5	Decision of KCA (KBA) Executive Board on MCLE Compliance	June 2012
6	Decision of the KCA (KBA) Executive Director on Fines for MCLE Non-Compliance	June 2012

7	Administrative Directive of the KCA (KBA) Executive Director on Implementation of Bench-Bar Meetings Initiatives	June 2012
8	KCA (KBA) Administrative Instruction on Bench-Bar Recommendation Implementation	September 2012
9	KCA (KBA) 2012 General Assembly Participation	December 2012
10	KCA (KBA) Membership Needs Assessment Results	December 2012
11	KCA (KBA) Training Needs Assessment Results	December 2012
12	Bench-Bar Attendance (Rounds 1-4)	December 2012
13	Bench-Bar Topics (Round 1-4)	December 2012
14	Summary of Bench-Bar Recommendations (Rounds 1-4)	December 2012

Year 2 – January-December 2013

1	Joint Position of International Organizations on Draft Law on Bar	March 2013
2	Program Outline of the KCA (KBA) Training Center for 2013	March 2013
3	KCA (KBA) Annual Report for 2012	March 2013
4	KCA (KBA) Gender and Minority Committee – Strategic Planning Workshop Agenda	March 2013
5	KCA (KBA) Gender and Minority Committee – Strategic Plan 2013-2015	March 2013
6	KCA (KBA) International Women’s Day Agenda (March 8)	March 2013
7	Agenda of KCA (KBA) Executive Board Workshop	April 2013
8	Decisions of the KCA (KBA) Executive Board Workshop	April 2013
9	Agenda of KCA (KBA) Trainer Certification Training	April 2013
10	MCLE Compliance (January 2012-March 2013)	June 2013
11	Comparative Analysis of Specialization of Lawyers in the Region	June 2013
12	Report of Disciplinary Systems Expert on KCA (KBA) Disciplinary Process Management	June 2013
13	Agenda of the KCA (KBA) 40 th Anniversary (Lawyer’s Day)	June 2013
14	Initiatives from the KCA (KBA) Gender and Minority Committee’s Workshop with Female Law Students in Prizren	June 2013
15	Policy Paper on the Gender and Minority Committee’s Work Plan	June 2013
16	Law on Bar (Revised)	June 2013
17	Comments and Suggestions on Harmonization of the KCA (KBA) Regulations	September 2013
18	Agenda of the KCA (KBA) Managing Board Workshop	September 2013
19	KCA (KBA) Delegates for the General Assembly	September 2013
20	Agenda of KCA (KBA) Trainer Certification Training	September 2013
21	Final KCA (KBA) Training Needs Assessment Template	September 2013
22	KCA (KBA) Training Needs Assessment Results	November 2013

23	KBA Statute (Revised)	December 2013
24	KBA Internal Regulations Package (Revised)	December 2013
25	KBA Gender and Minority Committee 2014 Work Plan	December 2013
26	Implementation Matrix of KBA Gender and Minority Committee 2013 Work Plan	December 2013
27	Report on Unlicensed Practice of Law	December 2013
28	Bench-Bar Attendance (Rounds 5-8)	December 2013
29	Bench-Bar Topics (Round 5-8)	December 2013
30	Summary of Bench-Bar Recommendations (Rounds 5-8)	December 2013

Year 3 – January 2014-March 2015

1	Disciplinary Proceedings Guide	January 2014
2	Summary Complaint Form	February 2014
3	Office of Disciplinary Prosecutor Protocols and Form Package	February 2014
4	Disciplinary Decision Writing Workshop Agenda	February 2014
5	Memorandum of Understanding between KBA and CLARD	February 2014
6	KBA Training Center Workshop Agenda	March 2014
7	Specialization Program Application	March 2014
8	Specialization Program Timeline for Organization of Examination	March 2014
9	Specialization Program Rules on Procedure of Specialization of Lawyers	March 2014
10	Specialization Program Public Announcement (Criminal Law)	March 2014
11	Decision on Approval of Rules of Procedure for the Specialization Program	March 2014
12	CCBE Letter to the Chairman of the Parliament of Kosovo regarding Law on Contested Procedure	March 2014
13	CCBE Letter to the Minister of Justice of Kosovo regarding Law on Contested Procedure	March 2014
14	CCBE Letter to the President of Kosovo regarding Law on Contested Procedure	March 2014
15	CCBE Letter to the Prime Minister of Kosovo regarding Law on Contested Procedure	March 2014
16	Timeline for Organizing the First Specialization Examination	April 2014
17	MCLE Compliance (January 2013-March 2014)	June 2014
18	KBA Regulation on the Training Center	June 2014
19	Memorandum of Understanding between KBA and the KJC's Office of Disciplinary Prosecutor	June 2014
20	Memorandum of Understanding between KBA and the Free Legal Aid Agency	June 2014

21	Memorandum of Understanding between KBA and Fama College	June 2014
22	KBA Training Center Managing Board Meeting (June 3)	June 2014
23	KBA Training Center Managing Board Meeting (June 27)	June 2014
24	Timeline for Implementation of the Training Center Regulation	June 2014
25	Report on the Process of Specialization and First Examination	June 2014
26	Agenda for Lawyer's Day, Opening Ceremony (June 7)	June 2014
27	Agenda for Lawyer's Day, Women Lawyers Conference (June 7)	June 2014
28	Agenda for Lawyer's Day, Solemn Ceremony (June 9)	June 2014
29	Comparative Report on the Regulation of Unlicensed Practice of Law	June 2014
30	Specialization Program Public Announcement (Civil Law)	August 2014
31	KBA Managing Board Annual Budget Meeting Agenda	September 2014
32	Agenda of Training Center Meeting for 2015 Training Plan Development	October 2014
33	Counting What Counts – KBA By the Numbers	December 2014
34	KBA Gender Committee Agenda for 2015 Work Plan Development	December 2014
35	Memorandum on the Recognition of Diplomas of the University of Pristina in North Mitrovica	December 2014
36	Bench-Bar Attendance (Rounds 9-12)	December 2014
37	Bench-Bar Topics (Round 9-12)	December 2014
38	Summary of Bench-Bar Recommendations (Rounds 9-12)	December 2014
39	KBA Gender Committee 2015 Work Plan	January 2015
40	KBA Gender Committee Pro Bono Strategy	March 2015
41	KBA Non Majority Work Plan	March 2015
42	KBA Non Majority Committee Strategic Plan	March 2015
43	Public Announcement for KBA Specialization Program	March 2015
44	Assessment of KBA Office of Disciplinary Prosecutor	March 2015
45	MCLE Compliance (January 2014-March 2015)	March 2015
46	KLP Final Event: Counting What Counts	March 2015

ANNEX III

INDEX OF PERSONNEL & IMPLEMENTING PARTNERS

USN/TCN/CCN			
Long-Term Personnel			
Dampier	Harold	Chief of Party	2012-2014
Furnari	John	Chief of Party	2014-2015
Komoni	Mustafa	Finance & Operations Manager	2012-2015
Manaj-Zogaj	Florije	Legal Advisor	2012-2015
Ramaj	Venera	Legal Assistant	2012-2013
Skenderi	Petrit	Legal Advisor	2012-2014
Tolaj	Kushtrim	Legal Advisor	2014-2015
USN/TCN/CCN			
Short-Term Personnel			
Furnari	John	Disciplinary Systems Expert	2013-2014
Morina	Besim	Training & Specialization Expert	2014
Ruser	Kevin	Legal Education Expert	2012-2015
NCSC Home Office			
Autheman	Violaine	Sr. Program Manager	2012-2015
Gale	William	Program Associate	2014-2015
Kaplan	Laura	Program Associate	2013-2014
U.S. Volunteers			
Andrews	Sara	KBA Gender & Non-Majority Communities	2014
Beckstead	Amy	KBA Gender	2013
Dewey	Elizabeth	KBA Gender & Non-Majority Communities	2015
Gately	Mary	KBA Gender & Non-Majority Communities	2013-2015
Gore	Kiran	KBA Gender	2013-2014
Houston	Sara	Legal Education	2015
Krantz	Sheldon	KBA Discipline & Regulatory Framework	2012
Lindau	Peter	KBA Discipline	2012-2014
Owen	Kathy	KBA Discipline & Regulatory Framework	2012
Zosak	Stephanie	KBA Gender & Non-Majority Communities	2013
Implementing Partners			
Ballard Spahr LLP		Legislative Drafting (Pro Bono)	2013
DLA Piper New Perimeter		Legal Profession Strengthening (Pro Bono)	2012-2015
Rrota		Website Design & Maintenance	2012-2015

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