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KOSOVO EFFECTIVE RULE OF LAW PROGRAM

Year 4 Annual Progress Report

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INTRODUCTION

This document describes USAID Kosovo Effective Rule of Law Program (EROL) progress on completion of Year 4 activities, deliverables and expected contributions to life-of-program expected results during April 1, 2014 through March 31, 2015. The report also highlights selected project activities, outputs, results, successes, challenges, and opportunities and provides a snapshot of project accomplishments as of the end of Year 4.

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

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

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

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

This report is broken down into the following sections:

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

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

PROGRAM PROGRESS AND HIGHLIGHTS¹

During the year, EROL made significant strides towards strengthening the efficiency and effectiveness of the justice sector, particularly working on judiciary focused issues – all while working through a six month government closure, a similar six month period when the KJC lacked a quorum, and a judicial strike. In fact, EROL was able to develop and deploy backlog reduction teams to three courts, constitute court administration working group and sub-groups to address decentralization of administrative functions, complete renovations of five court facilities along with significant repairs to the Mitrovica Court, draft two benchbooks, and conduct 24 trainings and workshops on subjects like leadership, judicial bias, communications, grant administration regulations, case management, web portal administration, and international legal cooperation. These trainings directly affected the way 170 women and 196 men do their work, particularly as it applies to providing public service and information, ensuring fair and transparent treatment of litigants and citizens, and the safeguarding of resources provided by the American public.

To help ensure the policy making mission of the KJC is strengthened, EROL worked closely with the Council and Secretariat to adopt a five year strategic plan. In addition, working with public information officers and the KJC, EROL helped the KJC also adopt its strategic communications strategy. To better identify, determine and carry out the significant policy issues facing the judicial system, EROL developed a manual to orient the new members and to provide clear expositions of the duties and responsibilities of the chair, KJC support staff and council members in managing council and committee meetings.

Major information management initiatives moved into their final stages: the Constitutional Court's database and judgment search engine, reengineering of the courts' case database, and the judiciary's web portal. These initiatives have and will greatly impact the judiciary's ability to provide important information to the public both at the court and on the internet.² Up-to-date information on trial and hearing schedules, accurate fee information, and current cases status will give lawyers, litigants and the public the information they need to proactively ensure the courts are working as they should. Cases languishing will be subject to added public scrutiny; required fees will be known prior to filing a case; and actions in a case can be answered or objected to more timely. Cognizant that the KJC

¹ Through cost efficient spending, a weaker Euro and ultimately a reduction in both international and local staff, EROL developed a realigned budget that provided continued, highly focused programmatic initiatives dealing with backlog reduction, information management systems, court administration (professionalization, decentralization, and statistical reporting methodology), and the restart of Kosovo judicial operations in the North over a five month extension period through August 2015.

² Internal users of the systems benefit as well. At the Constitutional Court, legal advisors have informed EROL a number of times that the system makes it much easier to locate archived decisions as they assist judges with writing new opinions. This enables judges to write consistently reasoned decisions from a body of precedent (even though working in a civil law type jurisdiction).

continues to move forward with the development of their CMIS (case management system), EROL continued its coordination effort to ensure current data in the EROL database can migrate to the new system. Further, the CMIS is at least one to two years away from rollout, thus the EROL database will be the sustainable information hub for the judiciary for some time.

Drafting of laws and regulations along with amendments continued throughout the year, although regulations took a back seat to amendments to the four judicial laws as they need revision prior to any regulatory focus. EROL drafted/amended eleven regulations and administrative instructions. While the MOJ provided draft amendments to the four judicial laws, EROL provided substantial commentary on potential revisions to those initial amendments (and that process is continuing into the extension period).

The backlog reduction teams closed over 5,500 cases while moving nearly 18,000 cases forward with required court actions at three courts: Gjakova and Pristina Basic Courts and Podujevo Branch Court. This effort provides substantial proof that the concept that adding additional administrative and legal support – and not necessarily more judges – can work to reduce the courts' large backlog of cases. The reduction of cases was accomplished (with some slow down) even during the judicial strike in the early 2015. EROL's initial assessment of the impact of backlog reduction, and just as importantly overcoming inertia to move cases forward, has been very positive for litigants who now see their claims moving through the system.

Another major initiative that EROL supported throughout the year was drafting of two benchbooks – civil and criminal – that provide judges with a portable, easy to use, courtroom reference for judges to use during hearings and trials. The benchbooks include forms, checklists, guides and scenarios that judges can use or follow to ensure rights are safeguarded, associated laws and regulations are effectively followed, and the general trial or hearing process is more consistently applied so that the standard of predictability can be further established as part of the body of law administered by the judicial system. The Albanian language version was completed and the Serbian language version is will be translated during the extension period.

EROL also moved forward with developing channels of communication with justice sector actors in the North in anticipation of renewed efforts to integrate judges and court staff into the Kosovo legal framework. EROL took a slow and steady approach, and focused on two initial issues – facilities and language. Additional repairs on the Mitrovica court facility were completed and EROL traveled to the Leposavic court facility to take measurements of the current space in order to develop a general design requirements document. In anticipation of continued political progress, EROL – as part of its realigned budget – included architectural designs developed for both Leposavic and Zubin Potok. In addition, EROL began looking potential ways to address the issue of language and its importance in restarting judicial operations in the North under a Kosovo legal framework. EROL met several times with judicial actors from the North to get their thoughts and recommendations regarding Albanian-Serbian and Serbian-Albanian translation and interpretation.

CONTEXT: CHALLENGES & OPPORTUNITIES

During the first quarter of Year 4, EROL identified a critical issue “looming on the horizon” that came to fruition. The expiring mandates of three KJC members, coupled with the continuing – almost three years – inability of the Assembly to appoint members to two vacant positions on the Council resulted in the KJC unable to act as it could not establish a quorum. The Assembly, dissolved so that elections could take place, would not be re-constituted and thus able to appoint members to the KJC until mid-December. Eventually new members were appointed in March and Council once again could meet quorum requirements.

EROL’s work on drafting laws and regulations – and associated amendments – slowed due to limited openness of the drafting process at the MOJ. A number of laws and their regulations need to be either drafted or amended, and much work remains to harmonize the four laws on the justice sector. For most of the year, EROL was unable to provide the support at the level of previous years; however, during the final quarter of the year the MOJ opened the process so that EROL was able to make substantive comments on draft amendments. As we move into the extension period, we are cautiously optimistic that the MOJ will continue to call for comments and include EROL in the drafting process.³

During the year, EROL continued to build solid relationships with the judges of the courts. This will provide critical foundation for the hard work ahead dealing with decentralization of functions from the KJC to the courts. All courts will be affected, and EROL is aware of the challenges posed by the lack of institutional and human resource capacity at the court level need to assume many of the decentralized functions. EROL helped create the working groups, populated by judges and court staff as well as KJC staff, who will guide implementation over the coming months and years. The most crucial challenge will be to ensure the courts have the technical know-how to successfully take on the added functions. When they do, the courts will be more responsive and proactive; have improved infrastructure and technology, and have sufficient staffing levels – both in volume and in competence – to provide the support services courts need to operate at a high level.

The North continues to be both an opportunity and a challenge. The challenges are threefold. First, will there be the buy-in needed from potential judges, prosecutors and support staff to adequately provide justice sector services to a population that has gone with those services for a number of years? Second, will the political reality of integration be resisted to the point that services cannot be provided in a safe, secure and professional environment? Third, how long will the process be to begin reinstating the formal justice sector? EROL has moved steadily forward with building

³ USAID was instrumental in working with the MOJ to open the drafting process to commentary by international organizations working in the justice sector.

channels of communications with current justice sector advisors with the intention of listen to their concerns regarding the process. Initial feedback has focused a lot on language issues – laws and regulations that require better translation and/or proper Serbian language usage. EROL believes this a is an opportunity to make significant headway by tackling a technical issue (language) that could result in quicker implementation and recognition of a commitment to inclusiveness in the process.

EROL also sees an opportunity to use language as a bridge to help justice sector actors become more aware of the Kosovo legal framework. EROL plans to look at the potential assistance from justice sector actors in the North on the final Serbian language version of the civil and criminal benchbooks. It would provide an up-to-date source of legal procedure (from a judge’s perspective) and hopefully create a sense of “us” rather than “them.”

At the KPC, the nominated chief state prosecutor’s appointment by the President has been temporarily blocked by the Constitutional Court. Depending on the decision by the Constitution Court, there could be continued inaction by the Council on a number of outstanding issues. While EROL remains ready to assist, continued gridlock within the Council would likely limit EROL’s ability to provide additional support.

In addition, the recent judicial strike impacted the backlog reduction efforts with the loss of 1/3 of the working days available in the last quarter. During the strike, judges reported to work but only addressed those cases legal defined as urgent – all other cases were placed on hold and no resolutions occurred. Case resolutions plummeted to levels at or below what is typically seen only during the month of August when the majority of judges are on leave. EROL’s backlog teams took advantage of the time to conduct additional case reviews and to draft orders and decisions that the judges could review and sign after the strike ended and the team will now work to recover lost time to the extent possible.

ACTIVITIES

OBJECTIVE 1: EFFECTIVE OPERATIONS OF JUSTICE SECTOR INSTITUTIONS

1.1 KOSOVO JUDICIAL COUNCIL

This past year saw the unprecedented loss of a quorum on the council when the mandates of three members ended in August. These losses plus the two vacancies that have existed on the council for almost three years meant that the council could not function. And all five vacancies were constitutionally required to be elected by the Assembly which was non-functional for over six months. Three new members were elected by the Assembly and took their seats in March so the council could function again.

During the time when there was no quorum, EROL led KJC efforts to prepare the Assembly to act on electing members as soon as a new Assembly was seated. EROL assisted development of a list of potential judicial candidates for the vacant positions, even though the judiciary is not obligated to do this. EROL worked with the KJC to provide the Assembly with a list of potential qualified

candidates to make the Assembly's job easier since it has no internal process for electing members to independent bodies such as the council. Three of the vacancies are now filled, with one remaining to be filled by the Serbian bloc in the legislature as soon as it returns to the Assembly and one member who is a member of the Chamber of Advocates needing to be elected to fill out the vacancies. One member of the council, whose successor will be elected by the judges of the Court of Appeals, will leave the council in May 2015 when he reaches mandatory retirement age and EROL is working with the council to complete a regulation governing the election process.

Before the council lost its quorum it adopted a five year strategic plan for the judiciary, crafted with substantial leadership of EROL. Similarly, the council adopted a strategic communications strategy and a national backlog reduction strategy, both of which involved significant participation by EROL. The communications strategy was supplemented by a series of interviews and workshops on the importance of unified and coordinated messages for PIOs and president judges. Work continued throughout the year on a web portal financed and developed by EROL for the judiciary so that at year end the structure is complete and each court and the KJC are populating the portal with data specific to each institution.

EROL evaluated and commented on several iterations of amendments to the four judicial laws, a new law on minor offences, and a concept paper and draft law on the Office of Disciplinary Counsel. Until it could go no further due to necessity for law changes, EROL drafted and presented to the Normative Committee several regulations and an overhaul of the code of ethics for judges. EROL presented to the council a meeting manual to provide instruction on the management of council and committee meetings.

As the Secretariat began work on decentralizing some functions to the courts, EROL was actively involved in working groups for personnel, budget and finance, and procurement and logistics. Finally, EROL began the process of final editing, printing and distribution of benchbooks for judges on criminal procedure and civil contested cases.

EROL worked for almost one year with a large working group of judges, administrators, council and civil society members and a smaller steering group to produce the second five year strategic plan for the courts and the KJC. Starting with a two day session to define needs, the group gradually, with EROL's guidance distilled the needs into five pillars comprised of related goals, each with the beginning of an action plan with time lines and responsibilities identified. The communications strategy and national backlog reduction strategy are incorporated by reference. The result, which was approved by the council in June 2014, is a clear roadmap for dealing with the needs of the courts and the KJC. It was well accepted by all constituencies since each had a major role in developing it.

The communications strategy developed by the KJC and the courts with EROL's guidance was approved by the council during its last meeting before it lost its quorum. The strategy encompasses regulations and instructions. The instructions provide guidance for court staff (particularly PIOs) in using modern media technologies and public relations best practices to ensure that Kosovo's court system is accessible and responsive to the public. The comprehensive package includes six

documents - the KJC Communications Strategy, the Communication Strategy Implementation Plan, the KJC Media Guidelines, the KJC Crisis Communications Plan, the Regulation on KJC Communications Coordination Office, and the Regulation on the Court Public Information Officers. This work is the finalization of a thorough process conducted by EROL, in collaboration with the KJC, court presidents and staff, and public information officers. The communications strategy documents aim to improve and streamline all communications activities of the KJC and the courts. EROL provided training for PIOs in implementing the strategy and later in dealing with the specific topic of ensuring that the judiciary speaks with one consistent message, even though the message may be delivered by PIOs from different courts or the KJC. The latter training also included president judges.

Moving a number of necessary regulations and other sub-legal acts from initial drafting through the Normative Committee, and finally to council, had been a slow process inhibiting efficient operation of the judiciary. The secretariat's legal department was simply not capable of delivered high-quality drafting, slowing the process. With the support and approval of the director of the Secretariat, EROL assembled an internal team to accelerate this process by preparing initial drafts of agreed-on regulations for the Normative Committee to review and send to the council. This technical assistance was seen as essential for the KJC to fulfill Constitutional mandates ensuring the independence and impartiality of the judicial system. EROL and the director identified several key regulations under the Law on the Courts and the Law on the KJC. EROL finalized these normative acts - a draft regulation for recruitment of candidates for judges from non-majority communities, a revision and updating of the code of ethics for judges, a regulation on the transfer of judges, and a regulation on the removal of president and supervising judges. It became apparent as EROL evaluated other key regulations that need to be adopted, that changes in the underlying law would be necessary to complete the regulations. As set forth below, the Ministry of Justice was finally engaged in finalizing a suite of amendments to the four judicial laws which, if enacted, will allow drafting of some regulations to go forward. Whether EROL will be able to participate in additional regulation drafting depends on when the package of amendments is adopted and in what form it is adopted by the Assembly.

EROL provided detailed analysis and comments on draft amendments of the four judicial laws, the Law on Courts, the Law on the KJC, the Law on State Prosecutor and the Law on the KPC, toward the end of the year and continuing into the extension period. The package of amendments is in the control of the Ministry of Justice so it is not possible to say with certainty what the final package will contain or when it will be submitted to the legislature. Some changes are positive in harmonizing the operations of the KJC and the KPC and fixing some problems with the laws. Others remain to be challenges and some needed changes are not included in the package. EROL also provided commentary on a new draft law on minor offences, and concept paper and draft law amendments for the operation of the Office of Disciplinary Counsel which provides investigative services to the KJC and KPC for disciplinary infractions of judges and prosecutors.

The KJC and a courts' working group, along with European advisors began work on a plan for delegating certain administrative competencies from the secretariat to the basic courts. The work was done in three sub working groups for personnel, budget and finance, and procurement and logistics. The regulations have been largely drafted by the personnel sub-working group. Draft regulations and instructions now exist which should be presented to the council early in the extension period to support the decentralization.

Not only did EROL play a significant role in developing the National Backlog Reduction Strategy adopted by the council in 2014, but EROL implemented its initiative to review in selected courts backlog case files, research issues and draft status memos for the judges assigned to the cases along with recommended orders. Two courts were selected for the process – Gjakova Basic Court and Podujeva Branch Court of the Pristina Basic Court. The respective courts and the KJC approved the project. EROL is funding the project and the persons on the teams are EROL employees. The teams are overseen by lawyers to ensure quality and compliance with the internal process and all laws and regulations. More detail on the backlog reduction team initiatives is provided in the Model Courts section of this report.

In anticipation of five or more new members on the council, EROL developed a meeting manual to help orient the new members and to provide clear expositions of the duties and responsibilities of the chair, KJC support staff and council members in managing council and committee meetings. The manual is complete in Albanian, Serbian and English and will be the subject of a working meeting of the council as soon as that meeting can be scheduled. Also included is a summary of interviews with each council member designed to stimulate discussion on how the council can become more of a strategic leader of the courts.

Finally two benchbooks designed for the use of judges are nearing publication. One is for criminal procedure and one is for civil contested matters. These have been developed within the KJI with EROL funding and support. The Albanian version is finalized and translation into Serbian will be completed during the extension period. There is also an English version. These benchbooks are practically oriented with sample forms to help judges in the day to day management of cases.

EROL continued its excellent relationship with EULEX and EU advisors to the KJC. EROL continues to be committed to maintaining collegial relationships with its European counterparts, and working with them on mutually synergistic activities.

1.2 KOSOVO PROSECUTORIAL COUNCIL

The entire year was absorbed with the nomination process for a new state prosecutor. Early in the year, the KPC went through a process that resulted in the nomination and a non-selected candidate appealed that decision. Ultimately there was a judgment from the Constitutional Court which threw out the election of a new chief state prosecutor/chair. The two issues addressed by the Constitutional Court -- the consistency of scoring form within a package of attachments in the regulation on the appointment, and the decision to allow a member of the council to vote who was

not one of the three finalists but was an applicant – are within the regulation on the appointment of the chief state prosecutor/chair. The council determined that it would start the whole process from square one, beginning with announcing a vacancy. Therefore, the council directed the Normative Committee to review the regulation and recommend amendments.

An acting chief state prosecutor was eventually appointed. The KPC worked on the revision of the regulation that caused the Court to annul the nomination process, and finalized that regulation and re-announced the vacancy at the end of the calendar year. The KPC then completed the new selection process; however during the process four of the five candidates for the position withdrew. This left as the remaining candidate the same prosecutor as under the first nomination attempt. Currently, the nomination process has temporarily blocked by the Constitutional Court.

This start-stop-stop process has resulting on some very public, very political, and very unseemly conflicts on the council over management and the mandates of three of the members. The turmoil and preoccupation with these issues, coupled with EROL's hands-off position and focus on the judiciary's challenges, precluded EROL from implementing significant improvements to the functioning of the council.

While the KPC was focus mostly on appointment of a new state prosecutor, some limited progress was made on finalizing the communication strategy that had languished for almost two years. The KPC named a director of communications and a working group was established. EROL will continue working with the KPC on the adoption of the strategy.

1.3 MINISTRY OF JUSTICE

EROL continued to support the MOJ's Department of International Legal Cooperation (DILC) to enhance procedures for providing international legal aid in civil matters. DILC plays a vital role in reviewing and processing foreign requests for legal assistance which directly impact legal rights and interests of citizens and legal persons in Kosovo and abroad. EROL, in cooperation with the DILC and the basic courts, organized a series of workshops on international cooperation in civil matters to improve the process of communication and handling of foreign requests for legal assistance. More than 70 judges from Kosovo basic courts attended these workshops.

The training provided up-to-date information about legislation and practice regarding recognition and enforcement of foreign court judgments. The training helped the participants get acquainted with international conventions and European standards that are applicable in Kosovo on recognition and enforcement of foreign court judgments, taking of evidence abroad and legalization of foreign public documents. The training also provided knowledge of procedures for recognition and enforcement of foreign court judgments and legal principles determining which foreign court judgments can be recognized or enforced, and clarified current law and judicial practices, to achieve uniform treatment of foreign judgments in Kosovo courts. Judges and DILC staff discussed improvement of the communication and handling of requests between the DILC and the courts and provided concrete recommendations that may be taken into account when a law on international

legal cooperation in civil matters is finally drafted. EROL provided a copy of the manual on the international legal cooperation in civil matters to each participant, which will serve as a useful reference tool for effective resolution of requests for foreign legal aid in civil matters.

One of the recommendations that came out from the training was that regular communication between the MoJ, KJC and the courts are important to enhance mutual respect and understanding of each other's roles. The training participants asked the KJC to take a more active role in providing translation, information sharing and uniform forms to enhance the process. The participants also suggested that a training module for judges, including those who are entering the judicial system for the first time, be developed by the KJI which would focus on matters involving these issues.

1.4 OFFICE OF THE PRESIDENT OF THE REPUBLIC OF KOSOVO

In an effort to ensure consistent and effective control of the laws enacted by the Assembly of Kosovo, EROL in cooperation with the OP prepared and published legislative review guidelines. The guide is a framework of constitutional and policy aspects that will assist the President's legal advisors in counseling the President on whether to promulgate the law, or return it to the legislature for reconsideration. This guide is also a very useful tool for other entities within the government and judiciary so that they can better understand the procedures for conducting a more coherent and in-depth analysis of proposed laws, including their compliance with human rights standards. The guidelines were welcomed by the OP since they help avoid any constitutional inconsistencies that may appear in the legislative texts that are presented to the President for promulgation. EROL has distributed the guide to many local justice and legal agencies, including the KJC, KPC, KJI and the MoJ. EROL also introduced the publication to students at the law faculty of Haxhi Zeka University in Peja where law students addressed many questions to the head of the OP legal department about challenges and constraints in the process of legal drafting and legislative review standard operating procedures.

OBJECTIVE 2: INCREASE THE EFFICIENCY OF COURT OPERATIONS

2.1 ASSESS AND AMEND MODEL COURTS PROGRAM STANDARDS AND PROCEDURES

Based on the results of a comprehensive backlog analysis in four of the seven basic courts, EROL began developing the concept of Backlog Reduction Teams (BRT) to assist courts in addressing and resolving backlog. EROL, in coordination with the KJC, selected the Gjakova Basic Court and Podujevo Branch Courts to receive support through embedded BRTs. EROL completed MOU's between the KJC, Courts and EROL outlining the parameters and expectations of each organization for the duration of the support effort. EROL conducted the recruitment and selection of all personnel with final approval from each court. EROL accepted and screened over 100 applications and conducted nearly 60 interviews – for the two initial eight-person teams. Approximately three months after initial implementation, additional members were recruited, selected and deployed to both courts in order to provide additional support within the registries as well as the judge's

chambers. EROL continues to monitor and evaluate the teams' approach in order to ensure maximum results.

Based on a direct request from the President Judge of the Pristina Basic Court, and after reviewing the initial results from in Gjakova and Podujevo, EROL expanded the BRTs and embedded 14 staff in the Pristina Basic Court during the fourth quarter. These 14 people are individually assigned to the civil case judges and work one-on-one with their assigned judge.

The current overall disposition rate (number of cases resolved/number of cases filed) during the last quarter of Year 4 is 0.60 – meaning that for every 100 cases filed in the reporting period only 60 were resolved; the general standard is that rate should be at or above 1.0. In Gjakova, the case disposition rate for civil cases is 1.35 for the same reporting period. This is a significant accomplishment given the court has been working with one civil judgeship vacant and another recently vacant due to retirement. EROL worked closely with the court to plan for the retirement, address the outgoing judge's workload and prep the remaining unresolved cases for transfer to other judges.

The information below provides summaries of the backlog reduction effort during the Year 4.

Podujevo Branch Court - Following the initial team approach to backlog reduction support EROL and the Supervisory Judge determined that the court would be better served by individual assignments to individual judges. The result of the change was an immediate increase in the number of cases reviewed, actions taken and cases resolved. This was attributed to the judge's ability to work one on one with individual team members to develop rapport, trust and better establish working processes to be more efficient. Since this change occurred each judge has in turn allowed the EROL BRT full access to all case files for inventory and status review whereas initially they only provided case files in batches to the team.

Successes in this court include the full reduction of the administrative backlogs in both civil and criminal registries, the reduction of criminal caseloads to less than 1,000 cases for the criminal judges – a first for each of them – and the successful resolution of 32% of all cases reviewed by the BRT.

Total Results:

- Number of cases with action steps taken by the backlog team: 8,943
- Number of cases with more than one action step completed: 1,768
- Number of cases with no action ever completed by the court: 1,082
- Total cases closed to date: 2,863

	Civil Cases	Criminal Cases
Case Disposition Rate	0.66	0.89
Median Time to Disposition (months)	1.8	14.7
% of cases older the 24 months	62.3%	51.8%

Gjakova Basic Court - The court has readily embraced the support of the BRT and has worked hard to accommodate changes and to become a model for other courts and how they approach not only backlog but workload processing in general. The court has allowed the BRT complete access to the registries and archives and more recently all judges acknowledged the need for better accountability of their case files; allowing the BRT to conduct individual case file inventories in each of their offices. The manual registries and database was then updated with case statuses; indicating there were many cases resolved but not reported and/or returned to the registry.

The court has agreed to implement fundamental case processing changes that will remove all active case files from the judges offices, create event tracking mechanisms driven by legal and procedural deadlines and provide ready access to the court staff and public to case files previously sequestered in the judge's offices.

Success in Gjakova can be readily seen in the calculation of their case disposition rate in civil cases.

Total Results:

- Number of cases with action steps by the backlog team: **4,512**
- Number of cases with more than one action step completed: **833**
- Number of cases with no action ever completed by the court: **709**
- Total cases closed to date: **1,873**

	Civil Cases	Criminal Cases
Case Disposition Rate	1.35	0.61
Median Time to Disposition (months)	21.3	4.9
% of cases older the 24 months	54.2%	25.6%

Pristina Basic Court - In late 3rd quarter EROL received a request from the President Judge of the Pristina Basic Court to embed a BRT in the civil division of his court. After multiple meetings regarding recruitment, selection and assignment, EROL embedded a 14-person BRT at the court.

The BRT conducted a physical inventory of every case file in the judges' offices; reviewing each case to ensure that case data was updated and correct in the database as well as to establish the current status of each case so that next steps could be readily determined. The inventory also validated a known, yet undocumented, process by which judges trade cases directly rather than returning files to the CRMO for re-assignment. Across the board each judge was found to have between 200–300 cases that were originally assigned to another judge. This meant case files were more easily lost or misplaced and created unnecessary delay in located them. EROL is working to end this practice.

The BRT inventoried 17,399 cases; with 11,203 (64%) having no judicial action ever taken – these cases basically languished in the judges' offices since the time of assignment. EROL is focusing on

these cases and has moved over 25% of them into the case process work flow. Given the loss of roughly 20 working days due to the judicial strike, these results are significant.

EROL also is working with the judges to developed improved case management (scheduling) procedures.

Total Results:

- Number of cases with action steps taken by the backlog team: **4,484**
- Number of cases with more than one action step completed: **817**
- Number of cases with no action ever completed by the court: **11,203**
- Total cases closed to date: **807**

The Pristina Basic Court continues to enter closed case data; however data from cases closed after January 1, 2015 is not yet entered.

EROL continued to work closely with counterparts and contracted developers to design, develop and populate a comprehensive and user friendly web portal for the judiciary. EROL partnered with the Gjilan Basic Court Region as the pilot region to assist in the development of the structure of web pages for all courts in Kosovo. This partnership quickly resulted in a sound and well informed framework for the development both static and active content pages to be maintained by individual courts as well as centralized pages to be maintained by the KJC Secretariat.

Case number	Defendant	Start date	Time	Room number	Judge	Status
A-424/2011	Radomir Zhivkovic	10/04/2015	13:30	2	Hajriz Lubishtani	Scheduled
C-428/2013	McCroff Tobacco Kosovo Limited	10/04/2015	13:30	4	Burim Emrihtahu	Scheduled
C-428/2013	McCroff Tobacco Kosovo Limited	10/04/2015	13:30	4	Burim Emrihtahu	Scheduled
C-999/2012	Bashkia Kosovare e Sigurimit Prishtine	10/04/2015	14:30	4	Burim Emrihtahu	Scheduled

Screenshot of the calendaring feature of the judiciary's web portal system.

Following the development of the courts' content page templates – which were approved by the KJC for use by all courts – EROL coordinated and facilitated regionally based training for court IT personnel who will become regional administrators managing and overseeing the creation and upkeep of portal users, troubleshooting content editing issues and working as the liaison with the KJCS to create, edit and delete system wide content pages. That training was immediately followed

by training for all regional content editors – those court staff who will be responsible individually and collectively for the content of their regions pages.

A significant efficiency included in the web portal design is the ability to upload, in real time, scheduling information for trials and hearings and a third round of training was provided to all court staff specifically for this topic. EROL conducted on site training for all legal secretaries who will now be responsible for entry of all hearing dates, times and locations for their judges. Currently the courts have no ability to publish the dates and times of trials/hearings outside the confines of the courthouse, forcing litigants and their representatives to call and/or visit the courthouse to obtain such information. The entry of the information to the web portal will also be the direct source for the display monitors in the courts, thus ensuring that the information provided on the portal and in the courthouse is identical.

EROL also is in the final stages of developing the re-engineered case information database system that will improve reporting through data standardization and provide a significantly enhanced user interface. EROL worked with user groups from the courts and KJCS to identify the challenges and issues associated with the original version of the database along with identifying simple enhancements that could be accomplished within the scope of the re-engineering and keeping in mind the significant work being done by the Norwegian sponsored CMIS project. EROL worked closely with the CMIS project to ensure a robust exchange of information regarding the database. The KJCS has taken a much improved approach to accepting, and acknowledging, the courts continued reliance on the database and the positive impact the reengineering will have on migration of case data to CMIS.

EROL's continued work within case processing, backlog reduction and use of technology all reiterated the need for the courts and the KJCS to seriously analyze and re think how they report case data and produce statistical reports. EROL engaged a reporting and statistics advisor to assess, analyze and make recommendations as to how the courts can streamline processes, increase accuracy and reliability of statistical reports and timely respond to internal and external requests for case statistical data. The advisor's work included interviews with all courts, court levels and staff currently involved in reporting, focus group meetings for case-type by case-type assessments and working sessions with court statisticians, administrators and the KJCS Statistics Department. EROL was able to document and confirm what many already knew, that the current system of reporting invites errors, enables undocumented adjustments and is a labor intensive process that results in inconsistent and unreliable results which often cannot be validated nor recreated when needed.

EROL worked with the courts' user groups and the KJCS to develop a "Reporting Roles, Deadlines and Lines of Accountability and Communication" policy document that was presented at a meeting with all court leaders and statisticians. This meeting marked the first time that court administrators and chief clerks along with court statisticians and the KJCS Statistics Department had ever met in the same room at the same time and participated in active dialogue regarding reporting and statistics.

EROL continued working with all courts on the on-going reconciliation of manual log books and reports to the automated database. EROL worked with the KJCS to redesign and streamline the annual and quarterly reporting forms and reached agreement with the KJCS to develop well informed narrative to accompany all future statistical reports. EROL also produced the first draft of a comprehensive manual with guidelines for all courts and court levels related to reporting and statistics. The manual covers reporting for all cases types and introduces system wide processes and procedures, standardizes terminology and reporting requirements and provides detailed guidance on units of counting, case categories and definitions, reporting categories and definitions, types of disputes and definitions, case status types and definitions, resolution types and definitions, case completion types and definitions – none which previously existed.

2.2 SELECT AND IMPLEMENT MODEL COURTS PROGRAM IN THE COURTS

The Model Court refurbishment program has several components – in addition to increasing access, the program is aimed at improving transparency by increasing the number of the court rooms thereby eliminating the practice of trying cases behind closed doors; grouping similar operational functions in the same areas of the courthouse; and creating central filing offices as a means for promoting better file control. Central filing offices and offices, through which citizens must file documents, are typically refurbished with glass windows and waiting areas so court users can be received in an orderly fashion and can see how their documents are handled. Other changes may include addition of ramps to provide accessibility to the disabled, translation booths in courtrooms, areas for confidential discussions between parties and their lawyers, and cells to hold defendants in compliance with applicable human rights standards.

In order to develop refurbishment plans that meet the Model Court standards and in meet individual courts' operational needs, EROL early on worked with court and KJC leadership to create Court Improvement Teams comprised of judges and court staff. These teams assisted EROL with the development of court improvement plans and identified requirements and specifications for refurbishments at each court. Based on the requirements, EROL developed procurement solicitation templates, guidelines and contracting packages (i.e. IQC RFPs and/or task orders) for competitive bids from architectural/engineering services and refurbishment contractors. These guidelines incorporated existing EROL procurement and ethics and employee/contractor conduct standards. All documents complied with local law, U.S. Federal regulations and rules, and with all terms of the EROL contract award.

During the year, EROL completed the refurbishment of five court facilities:

- Decan Branch Court – completed May 15, 2014
- Shterpce/Strpce Branch Court – completed August 16, 2014
- Podujeva/Podujevo Branch Court – completed May 26, 2014
- Malishevë/Malisevo Branch Court – completed September 20, 2014

- Klina Branch Court – completed November 8, 2014

Over the life of the project, EROL has completed sixteen court facilities.

In addition, refurbishment began at the Vushtrri Branch Court (17th court) on March 30, 2015, and is scheduled to be completed by April 18, 2015.

While full refurbishment was done prior to EROL, the North Mitrovica court facility has required two subsequent substantial repair activities under EROL. This year EROL completed repairs on ground and runoff water drainage issues that were needed to ensure continued moisture and associated mold problems were eliminated. The work was completed on December 11, 2014.

While EROL was not involved in the construction or any refurbishment work at the newly dedicated Palace of Justice, EROL was concerned that sufficient file archiving capacity could result in the loss or misplacement of case files. EROL worked with both the Pristina Basic Court and the Court of Appeals to design archival shelving systems for each court. EROL procured and installed the system for the Basic court; the Appeals Court system will be procured and installed during the extension period.

OBJECTIVE 3: IMPROVE PROFESSIONALISM OF JUSTICE SYSTEM ACTORS

3.1 KOSOVO JUDICIAL INSTITUTE (KJI)

The KJI has a strong record of providing good training opportunities to judges and over the past few years has added a number of education modules (EROL developed) to improve court management functions. Despite these successes, KJI senior management recognized that building staff competencies in adult education best practices should be the centerpiece of EROL's capacity building efforts in Year 4. As a result, EROL focused support on developing the capacity of KJI's judicial educators to determine needs and design, deliver and evaluate quality adult education. From designing new courses to assessing training needs of court staff to developing a handbook on judicial education best practices, EROL worked closely with the executive managers to shape a sustainable Institute. In addition, EROL provided the KJI – in conjunction with the KJC – a turnkey court executive development program that will further professionalize the judiciary's managerial and administrative staff who, in turn, will help design, develop and lead the needed operational improvements required of a modern, fair and respected judicial system.

EROL provided substantial advice and support on a major revision to KJI's training-of-trainers program and faculty development handbook; supporting faculty and staff capacity to design quality curricula and implement training using modern adult learning methods. The enhanced ToT program includes modules on designing curriculum and planning lessons, assessing student needs, developing learning objectives, evaluating learning and program outcomes, and identifying and utilizing instructional strategies such as case studies, mock trials, role plays, simulations, videotaping, practice sessions, structured discussions and other experiential learning methodologies.

Recognizing their need to learn more about adult education fundamentals, the KJI director and six staff, including a president judge/faculty member, participated in a week-long study tour at the National Judicial College in Reno, Nevada. With more than 50 years of experience training US and international judges, the college provided KJI staff a wide range of judicial education skills-building instruction. During five intensive days of training, college instructors introduced the KJI to principles and practices of adult learning, fundamentals of curriculum development, how to conduct training needs assessments and evaluations, faculty development practices and developing e-learning courses – all targeted to ensure KJI’s training sustainability. One of the most pertinent topics NJC discussed focused on conducting research to assist judges and prosecutors in their work – namely, selecting research subjects relevant to the judiciary and establishing cooperation with universities in research development. This dialog was significant, as KJI is currently in the design stage for its research program. The study tour concluded with KJI’s director leading a strategic planning session, including development of needs assessment protocols, establishing a permanent team to draft and review training curricula, implementing a program evaluation system, and drafting and executing a plan for conducting research assisting judges and prosecutors. Commenting on the value and relevance of the program, KJI senior educators stated that they wished they had experienced this earlier in their careers.

EROL followed-up the highly successful Reno college visit with a handbook on judicial education best practices. The handbook includes chapters on adult education, curriculum design, faculty development, eLearning and other institutional considerations such as organization change and evaluations and board relations. The handbook aims to build current staff capacity to design and deliver Kosovo’s judges and prosecutors effective educational programs, and serve as an orientation tool for future KJI professionals in the years to come.

To support the emphasis on adult education best practices, EROL delivered three new courses designed to model experiential learning strategies: Resilient Leadership, Advanced Ethics, and Procedural Fairness. Resilient Leadership acquainted experienced faculty with the fundamental principles of professional and personal management in the court environment and strategies that increase resiliency and support leadership ability. The ToT workshop included a pre-workshop survey, extensive group discussion and individual and group exercises - all designed to model sound adult education principles and techniques. Overwhelmingly positive feedback from participants prompted the KJI director to request that EROL repeat the training for judges and prosecutors attending the Initial Legal Education Program (ILEP), and for KJI staff.

A new course on advanced ethics exposed KJI staff and faculty to effective team teaching. Judge Jim Riehl and Judge Louraine Arkfeld led a highly participatory TOT workshop that demonstrated the effective use of case studies, socratic dialogue, role play and group discussion. In addition, EROL developed and delivered a course on procedural fairness and judicial bias to judges and KJI faculty. Judge Kevin Burke led an open discussion with 24 judges from the Supreme Court, Appellate Court and supervisory judges on strategies for ensuring procedural fairness and improving public trust and confidence in the Kosovo court system. The program focused on factors impacting perceptions of procedural fairness, the key components of procedural fairness and how judicial behavior supports or detracts from these, including the importance of effective judicial communication skills. Participants also learned about the dangers of implicit bias on fairness, public trust and confidence and access to justice. Additional discussions looked for key components of procedural fairness: voice, neutrality, respect and trust and what judges must do as individual jurists in individual cases, and as court leaders to promote these values at all levels of the court system.



President and supervisory judges learn about judicial bias presented by Judge Kenneth Burke from Minnesota.

EROL completed development of the Kosovo Court Executive Development Program. Endorsed by both the KJI and the KJC secretariat, this program is designed to produce a cadre of court management executives trained to international management standards. The program builds a firm foundation in principles and practices of modern court management, including an overview of the history and principles of court administration and an understanding of the values and characteristics of a well-functioning judicial system. It offers comprehensive instruction in areas of functional responsibility associated with court administration—as well as the technical, interpersonal, and conceptual skills needed to lead court reform. By bringing into existence highly trained court administrators to work with judicial leaders, this ambitious and forward-thinking program builds an institutional framework supporting constructive change throughout Kosovo's judicial system.

At the end of Year 3, EROL working with the KJI conducted three workshops to orient a small working group of judges as to best practices in bench book design, writing and production. The purpose of the benchbooks is to provide judges with a simple, relatively easy to use guide that covers procedures that are required by statute, regulation, and/or constitutional decisions. It is designed to offer detailed guidance from experienced trial judges and written commentaries on these requirements and other matters that may occur during court trials and hearings. New judges in particular can benefit from them and even experienced judges may find useful reminders about how to deal with routine matters, suggestions for handling more complex issues, or helpful starting points when they face particular situations for the first time.

The working group continued through Year 4 with both remote and in country support from EROL; finalizing the Albanian language draft of the civil and criminal bench books. EROL worked closely with KJI's head of program research and publication who helped oversee the drafting and review process as EROL provided technical judicial and legal assistance. EROL coordinated numerous meetings with the KJI and the working groups to discuss methods for improving the drafting process and maintaining progress towards completing the project by year's end. EROL conducted workshops for the drafters to fortify their understanding of benchbooks as judicial reference guides, improve their writing techniques and expose them to sample forms, checklists, and suggested scripts designed to assist judges with a quick reference in chambers or on the bench. The working groups demonstrated a continuous appreciation for the style and manner of presentation that will meet the objectives of this type of reference material, which presents a new type of publication never before published for the legal community in Kosovo.

As EROL assisted the working groups in finalizing the text – including formatting and publication issues – KJI agreed to coordinate a launch with EROL to publicize the benchbooks' availability, accompanied by efforts to acquaint judges with their content, and to educate them on their use and value. In addition, EROL and KJI are now discussing the creation of an internal, sustainable and permanent structure to plan and oversee future publication updates, releases and additional bench book projects, including assisting the Kosovo Forum of Women Judges and Prosecutors goal to develop a benchbook on domestic violence.

One byproduct of the benchbook initiative was the introduction and successful use of a technology-based shared workspace that enabled increased collaboration among the drafters and EROL advisors. The KJI is now maintaining a Google docs workspace that will continue to enhance KJI's ability to draft, edit and share judicial education documents in real time and receive timely feedback. EROL conducted trainings for the working group members on how to access and use Google docs.

3.2 KOSOVO CONSTITUTIONAL COURT (KCC)

Support to the KCC continued albeit at a slightly slower pace and more focused on information management and the court's internal organizational effectiveness.

Beginning early in Year 4, EROL collaborated with the KCC's IT staff to develop requirements for an extensive upgrade to the Court's existing case data management software (CDMS). This is one of the three major information management initiatives undertaken in Year 3. The system includes a central data storage platform to manage the court's cases; enabling end-users to enter data in a few information fields and enter a case number to track matters as they made their way procedurally through the court. The Court simply outgrew the system – its number of users has increased, measurably impacting system speed and usability. The system's functionality also required more efficient design as well as additional features such as document sharing and automatic archiving. EROL evaluated proposals and by the end of June selected a local vendor – Cactus – to design and develop the new system. Over the course of the year the system was fully developed. Data migration is ready; however, the court has identified approximately 1,000 cases that must be coded, or given

key word identifiers, before data can be moved to the new system. That effort is nearing completion, and user training is scheduled for early weeks of the extension period.

The Court's strategic plan called for a long term look and review of the effectiveness of internal communications and operational procedures. A particular concern identified was the effectiveness of the collaboration, coordination and communication in and between the judges of the Court and the career legal advisors who provide legal research, analysis and drafting support to the Court. EROL developed a three-day program that took looked at best practices and improved ways for judges and legal advisors to work together. EROL brought a US Judge David Carter and a long time law clerk to lead the program which included discussions, break-out group sessions, Q&A exercises, and development of recommendations. These ranged from professional and administrative rule changes to current work structure and environment, documentation of the case referral (to legal advisors) process, professional development and capacity building activities, defining disciplinary and evaluation procedures, and developing greater communication among senior/junior legal advisors - especially vis a vis sensitive or complex cases. A standout recommendation that generated great praise by judges was creating a legal advisors' association – either regional or joining Europeans - that may be initially supported by the Venice Commission of the Council of Europe (Kosovo became a member earlier this year).

An additional EROL initiated activity scheduled for the fourth quarter of the year was the finalization of the Court's rules of procedure. Unfortunately the activity could not be scheduled during the quarter and will be conducted during the extension period.

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

4.1 STRATEGIC ACTIVITIES FUND

This year EROL reached more civil society organizations than ever before with an exhaustive three-day workshop focusing on USAID rules and regulations compliance. Thirty participants, representing 17 USAID Forward civil society grantees were in attendance.

In an effort to strengthen ATRC internal operations, EROL suggested to ATRC that it conduct further training on the proper administration of USAID grants,. In addition, EROL identified a grants management training program specifically tailored for non-US NGOs working with USAID grant funding, addressing in particular strategies to ensure compliance with USAID rules and procedures.

The training was attended by four staff from the Advocacy Training and Resource Center (ATRC), two staff from the USAID Advancing Kosovo Together project and staff from 16 USAID local

partners⁴. An instructor from the US-based organization InsideNGO delivered the training, which focused on grantees' effective project implementation within USAID requirements applicable to grants or cooperative agreements. During the three-day training, instructors discussed at length project procurement, accounting and audit record-keeping while simultaneously examining the complexities of grants management. Discussions also included program management strategies such as situations when organizations need to seek guidance from USAID; how the organization's internal policies affect their award administration; understanding the structure of USAID; and how to build cooperative relationships with key players. Moreover, all participants became members of the InsideNGO community, and can therefore use various services and resources related to administering USAID grants. This training was of significant importance for ATRC, as ATRC has signed a new Cooperative Agreement with USAID to implement new project Engagement for Equity Activity

EROL continued to provide ongoing coaching and technical assistance to the Advocacy Training and Resource Center (ATRC) in support of the USAID Forward grant program, and its 20 sub-grantees⁵. In January 2014, ATRC awarded nine projects to civil society organizations to conduct court monitoring, and three projects to organizations to promote public outreach among Kosovo's justice sector institutions. Additionally, in October 2014, it awarded ten projects to conduct court monitoring and five projects to promote public outreach.

To identify coaching needs for the awarded sub-grantees, EROL assisted ATRC with developing a questionnaire to assess sub-grantee capacity-building needs and to specifically identify mentoring needs in court monitoring, report writing, and presentation. Based on collected information, EROL, in cooperation with ATRC, provided tailored capacity building services to sub-grantees.

EROL delivered a workshop on Public and Media Relations for NGOs; initially for the sub-grantees of the 2nd round of grants and later for the sub-grantees of the 3rd round of grants. The purpose of the workshop was to improve their skills for better communication and messaging to justice

⁴ Balkan Investigative Reporting Network (BIRN); Kosovo Democratic Institute (KDI); QESH-Center for Social Emancipation; American Chamber of Commerce; Kosovo Chamber of Commerce (KCC); Community Development Found (CDF); Kosovo Center for Business Support (KCBS); UBO Consulting; AKTIV; Center for Peace and Tolerance (CPT); Kosovo Relief and Development (KRD); Democracy for Development (D4D); Kosovo Civil Society Foundation (KCSF); Innovation Center Kosovo (ICK); Management and Development Associates (MDA); Advocacy Center for Democratic Culture (ACDC)

⁵ Advocacy Center for Democratic Culture; Agro – Eko; Polis; Center For Policy And Advocacy (CPA); Lisi; Elita; Prehja; Network of Peace Movement (NOPM); Association of Independent Intellectuals; Communication for Social Development (CSD); Ec Ma Ndryshe; Kosova In Eu; Active Women of Gjakova; Center For Integration And Development; Future Without Fear; Initiative for Progress (INPO); Partners-Kosova; Eye of Vision; Center for Development of Local Communities; Kosovo Advocacy and Development Center

sector institutions and the public. The workshop provided sub-grantees an opportunity to learn and discuss the importance of communicating their court monitoring activity with the donors, media, and the general public. Instruction focused on areas such as: solid media and public relations plans, how to plan and organize press conferences, how to prepare for interviews (including a TV interview role-play), how to tell success stories, and how to use social media proactively to inform the courts and their communities. Participants gave the workshop top marks, as most had never had formal communications training. One sub-grantee said, “practicing a TV interview was a first, providing the opportunity to be an interviewee and assess performance.” Another participant said he “had no idea how to make the best use of Facebook for his organization until the workshop.”

EROL also assisted ATRC’s sub-grantees with drafting their court monitoring reports. EROL met with 15 sub-grantees to better understand their organizational needs and provide one-on-one assistance. During these meetings, EROL discussed court monitoring report content and format. EROL thoroughly explained all the technical aspects of the report including how to develop charts and how to detail project methodology, as well as how to divide sections within the report. Most importantly, EROL discussed writing specific recommendations so the final product would be understandable and useful not only to judiciary, but also to the public.

In addition to technical assistance, EROL included civil society sub-grantees in project activities, such as court refurbishment inaugurations, with the aim to promote the role of the civil society organizations in advancing access to justice in Kosovo.

4.2 PUBLIC OUTREACH AND OUTREACH TO UNDER-REPRESENTED COMMUNITIES

EROL’s outreach assistance to the KJC, the courts, the KPC and the public continued to target activities improving public access to court information, and increasing public knowledge and understanding of the justice sector. EROL worked closely public information officers (PIOs); organizing three trainings that facilitated individual coaching sessions tailored to specific skill sets and one-on-one meetings to assess samples of work product and the PIO’s relationship with court staff. Supplementing the one-on-one sessions, EROL convened all KJC and court PIOs for a two-day workshop featuring effective use of online media and social networks. The workshop also included developing and maintaining web content, especially important with the judiciary web portal launch. The workshop also included speechwriting and event planning tips, and a special presentation by the KJC PIO on the responsibility of PIO’s to timely respond to requests from the public in compliance with the Law on Access to Public Documents.

EROL’s training also included implementing modern, technology-based communications techniques. EROL conducted a workshop for PIOs which was led a U.S. state court judge who focused on effective strategies to increase the public’s understanding of the courts. The judge discussed proactive use of social media to create relationships with the media so that with PIO assistance, journalists can seek out positive news, rather than focusing on negative stories. The training included court staff from the Constitutional Court, KJC, KPC and from Basic Courts in Mitrovica, Gjilan, Peja, Prizren and Ferizaj.

EROL also provided training designed to assure that PIOs use consistent and unified messaging in their public announcements. The training involved individual meetings with court president judges and administrators and a two day workshop for PIOs as well as workshop with president judges.

EROL hosted its sixth round table for justice sector, civil society and media representatives, providing a forum for counterparts in Gjakova to discuss openly way to improve communications among themselves and the public. Two local NGOs – USAID Forward sub-grantees Femrat Aktive të Gjakovës and Lëvizja FOL – presented their findings and recommendations on open access to the court.

EROL continued support for the new Forum of Women Judges and Prosecutors, and in cooperation with OPDAT, EROL organized four Forum judges' participation in the US National Association of Women Judges annual conference in San Diego, California. EROL provided technical support for the Forum participants, including interpretation. The judges who attended were the Forum's Chair, the President Judge of the Mitrovica Basic Court and two new judges – one from Peja Basic Court and one from Kamenica Branch Court. The Mitrovica president judge was particularly engaged during sessions, giving an impromptu talk on judicial ethics in Kosovo during an international judges' round table.

The judges also traveled to Washington, D.C. where they met with the International Association of Women Judges, the American Bar Association, and judges from the Superior Court of the District of Columbia where they observed court proceedings. The judges also were interviewed by the Voice of America Albania Desk. Throughout the US visit, EROL staff updated the Forum's Facebook page with activities and photos chronicling their meetings and activities.

EROL also provided substantial assistance to the Forum's board initiative to develop a strategic plan. EROL, with OPDAT, also co-hosted a Forum board meeting to select a logo, discuss use of social media and defining strategic activities.

EROL actively participated in several events celebrating USAID's 15 years of service in Kosovo. Events were held in Gjakova, Gjilan, Gračanica, ZubinPotok, Pristina, Peja, Ferizaj and Rahovec. EROL distributed project brochures on the new court and prosecution office structures, careers in law and the bar exam. Brochures were available in Albanian, Serbian, English, Turkish and Roma languages.

EROL's participation during anniversary events extended well beyond its exhibit booths. In Gjakova, EROL hosted a court tour followed by a panel discussion on "Law and Justice: Roles and Partnership." Panelists were the USAID Mission Director, the KJC chair, the Gjakova Basic Court president judge, the chief prosecutor of Gjakova's prosecution office and the mayor and police commander. The audience included representatives from the regional correctional and probation services, the Ombudsperson Institution, OSCE, mediation center, legal aid, civil society and media. In Peja, EROL hosted a discussion with students from the new law faculty at Haxhi Zeka University. USAID Mission Director, the Peja Basic Court president and the university's rector fielded questions from students ranging from opportunities for new lawyers, to court internships, to

new lawyers and the rule of law in Kosovo. More than 70 students attended. EROL led the anniversary event in Ferizaj with USAID Deputy Director Chris Edwards and Ferizaj's mayor opening the event on the town square. Public information exhibit booths were located there, and attracted more than 200 visitors. The event featured a mock trial at the court organized by EROL in collaboration with Ferizaj Basic Court. Law students tried a case on property and inheritance rights; the event was widely and positively reported in the local and national media.

EROL's outreach activities included panel discussions at three branch court inauguration events: Deçan, Podujevo and Shterpce. The Deçan event featured the Peja Basic Court president, USAID Deputy Mission Director Chris Edwards, the KJC chair, and representatives from the Kosovo Council for Cultural Heritage, Cultural Heritage Without Borders, and the EC Ma Ndryshe civil society organization. The event included a discussion on courts' protection of cultural heritage monuments Kosovo, as the Deçan region boasts many of the country's most treasured sites. In Podujeva, the USAID Resident Legal Advisor, the Deputy Head of Mission from Norway, Supreme Court President, KJC chair, the Pristina Basic Court president judge and the head of the region's Chamber of Advocates led a panel discussion on the role of courts in protecting the rights of children. Panelists included representatives from the Ombudsperson's office and the Coalition of NGOs on Child Protection, Police, and Prosecution. The Shterpce court inauguration ceremony featured remarks from Chris Edwards, USAID's acting mission director, the deputy ambassador of Norway, the Supreme Court president judge, the KJC chair, the Ferizaj Basic Court president, and the deputy coordinator of the NGO Lisi. The discussion theme presented was the role of courts in protecting and advancing access to justice for all in Kosovo.

Recognizing the lack of legal information for the sight-impaired, EROL published a set of brochures on the courts and prosecutor's offices in the Braille alphabet in Albanian, Serbian and Turkish languages. EROL promoted the new literature during an event covered heavily by Kosovo's broadcast and print media. The USAID Deputy Director for Democracy and Governance opened the event, with remarks following by the KJC chair, the Supreme Court's deputy president judge, a prosecutor from Pristina prosecution office, the president of the Association of the Blind of Kosovo and a blind law student. The new brochures are one of few resources available in Braille for Kosovo's sight-impaired.

Outreach to Kosovo minorities was highlighted by North Mitrovica Law Faculty students' visit to the Court of Appeals in Pristina. The students' court visit began with hearings conducted by a three-judge panel, including the judge who is also chair of the Forum of Women Judges and Kosovo prosecutors. Students observed the criminal hearing process, including summaries of the facts and lower court outcome in each case; the panel also heard statements from defense counsel and defendants, and followed with questions. After the hearings, students asked the judges questions, from specific procedural issues to general inquires about the court's jurisdiction, its judges and their ethnic backgrounds, and the court's case load. The judges led students on a courthouse tour, including judges' offices, and records management and case archives spaces. The students' visit

marked International Human Rights Day, recognizing the adoption of the Universal Declaration of Human Rights in December 1948.

EROL hosted a second outreach meeting – marking International Mother Language Day – for law students from the Bosnian community who attend AAB University Faculty of Law. The 15 students (9 women; 6 men) were from the college’s inaugural legal studies class with instruction in the Bosnian language. Handouts for the students included EROL’s brochures in Bosnian. AAB is the only university in Kosovo with a law faculty offering instruction in Bosnian language.

EROL’s website at <http://www.usaiderol.org> continued to provide updated information of program activities in three languages (Albanian, Serbian, and English). Statistics show a total of 37,033 visits and 263,218 hits through the end of Year 4.

ENVIRONMENTAL REGULATION COMPLIANCE

EROL amended the report for the Initial Environmental Examination (IEE), adding activities for the Malisheva Branch Court and an Annex 2 certification of no adverse or significant effects on the environment for the Shterpce Branch Court as well as Vushtrri Branch Court. All environmental submittals were approved by USAID. During the refurbishment work in Decan, Malisheva, Klina and Vushtrri (in progress) Branch Courts, EROL followed all environmental compliance requirements.

STATUS OF BUDGET EXPENDITURES

As of March 31, 2015, EROL had spent \$21,804,401. During the reporting period, spending was \$5,178,517. The approved no-cost-extension contract modification included increasing obligated funds to \$23,395,524. All budgeted funds are fully obligated.

While model court refurbishment is virtually completed, EROL is conducting one additional renovation and some design work in anticipation of judicial work restarting in the North. Three separate information management initiatives at KJC, KCC and Courts continue as planned, back log reduction work in the field continues; however, long term expatriate and local staff was reduced. During the extension period through August 31, 2015, EROL anticipates the burn rate to decrease from the current \$454,000 per month to approximately \$315,000 per month. EROL has spent 93.2% of its current total budget.

APPENDICES

APPENDIX A: LIST OF REPORTS & DELIVERABLES COMPLETED IN PROGRAM YEAR 4

OBJECTIVE 1

- Training on International Legal Cooperation in Civil Matters
- Regulation on Supplementing the Regulation on the Internal Organization of the Courts
- Regulation 01/2014 on the criteria and procedures for selection and proposal for appointment of the Chief State Prosecutor
- Kosovo Judicial Council Strategic Communications Package
- Legislative Review Guidelines publication
- Meeting Manual for Kosovo Judicial Council
- Kosovo Judiciary Strategic Plan 2014-2019

OBJECTIVE 2

- Caseload Management Training For the Court Administration
- Court Administration Working Group Meeting I
- Court Administration Working Group Meeting II
- "Making Better Courts for Kosovo" Open Discussion
- Shterpce/Strpce Branch Court Technical Acceptance
- Technical Acceptance, Branch of Decan Facility
- Technical Acceptance, Branch of Podujeva Facility
- Technical acceptance, Malisheva/Malisevo Branch Court
- Final Acceptance, Klina Court Refurbishment
- Final Acceptance, Mitrovica Basic Court Repair II
- Final Design, Vushtrri/Vucitrn Branch Court Furnishing
- Final Design, Pristina Basic Court Archives at the Palace of Justice

- Reporting and Statistics- Kosovo Court Statistics
- Training for Web Portal Administrators
- Training for Web Portal Content Editors

OBJECTIVE 3

- Resilient Leadership Training
- Resilient Leadership Training for Kosovo Judicial Institute
- Resilient Leadership Training for Kosovo Judicial Council Secretariat
- Procedural Fairness Training of Trainers
- KCC Legal Advisers Recommendations
- Kosovo Judicial Educators Handbook

OBJECTIVE 4

- Strategic Learning Workshop for Court Public Information Officers
- KJC/Court Brand Guidelines Draft
- Logo for the Forum of Women Judges and Prosecutors
- Deçan Court Inauguration Fact Sheet
- Deçan Court Inauguration Speech for Peja Basic Court President
- Podujeva/o Court Inauguration
- USAID 15th Anniversary Celebrations Municipal Fact Sheet on Pristina
- USAID 15th Anniversary Celebrations Municipal Fact Sheet on Gjakova
- USAID 15th Anniversary Celebrations Municipal Fact Sheet on Gjilan
- USAID 15th Anniversary Celebrations Round Table at Gjakova Basic Court Agenda
- USAID 15th Anniversary Celebrations Round Table at Gjakova
- Basic Court Speech for Court President (Albanian)
- Prosecutors Closer to the Citizens Set of Brochures
- Training “Public and Media Relations for NGOs”

- Logo for the Forum of Women Judges and Prosecutors
- Shtërpce/Štrpce Branch Court Inauguration Speech for Ferizaj/Uroševac Basic Court President
- Shtërpce/Štrpce Branch Court Inauguration Speech for Moderator
- Workshop on USAID Rules and Regulations for Non-US NGOs
- Forum of Women Judges and Prosecutors of Kosovo – US Study report
- Forum of Women Judges and Prosecutors (FWJP) workshop on strategic planning of annual work plan for 2015
- Forum of Women Judges and Prosecutors (FWJP) final work plan of activities for 2015
- International Mother language Day

AD HOC

- EROL STTA Trip Report udge David Carter and Grace DiLaura- KCC Legal Advisors Workshop
- EROL STTA Trip Report Judge James Haines KJI Bench Book Initiative
- EROL STTA Trip Report – Barbara Swan- PIO Communication Strategy
- EROL STTA Trip Report Steve Stentz- Reporting and Statistics
- EROL Press Review April 2014-March 2015
- EROL Weekly Reports April 2014-March 2015
- EROL Success Stories –North Mitrovica Law Students Visit the Court of Appeals
- EROL Success story on Forum of Women Judges and Prosecutors workshop
- EROL Success story – Grants & Cooperative Agreements for Non – US NGOs (Draft)
- EROL Success story - Public Outreach with Law Students (Draft)

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

Program/Event	Date	Total	Male	Female	Alb	Min/ Others
Developing Communication Plan	Jan 30, 2015	17	8	9	14	3
Communication Strategy for Kosovo Judiciary	Feb 11-12, 2015	8	3	5	8	0
Speak in one voice: Communication strategy of Kosovo Judiciary	Feb 13, 2015	8	7	1	8	0
Web Portal Training (series of workshops)	March 2015	60	28	32	59	1
Web Portal Training For Super Users	Mar 3, 2015	14	13	1	14	0
Web Portal Training Schedule of Hearings (series of workshops)	March 2015	82	6	76	80	2
Quarter 4 Total Participants		189	65	124	183	6
Life of Project Total⁶		3,070	1,821	1,249	2,911	159

Program/Event	Date	Total	Male	Female	Alb	Min/ Others
Training on Curriculum Development	Nov 10-14, 2014	7	4	3	7	0
KJC Web Portal Training	Dec 1-2, 2014	3	1	2	3	0

⁶ Life Project Total represents unique number of individuals trained with EROL Program.

KCC Legal Advisor’s Workshop [US-Kosovo: Law Clerks and Legal Advisors and Roles and Responsibilities in Their	Dec 10-12, 2014	18	12	6	11	7
USAID Rules and Regulations for Non US-NGOs	Dec 16-18, 2014	30	16	14	27	3
Quarter 3 Total Participants		58	33	25	48	10

Program/Event	Date	Total	Male	Female	Alb	Min/ Others
PR & Media workshop for NGOs	July 08-09, 2014	15	8	7	12	3
Court Administration Working Group	July 25, 2014	12	10	2	11	1
KJI Resilient Leadership Workshop	Aug 26, 2014	5	4	1	5	0
Procedural Fairness TOT	Sept 3-5, 2014	18	13	5	18	0
KJCS Resilient Leadership Retreat	Sept 8-10, 2014	34	28	6	33	1
Quarter 2 Total Participants		84	63	21	79	5

Program/Event	Date	Total	Male	Female	Alb	Min/ Others
Development of Court Administration Education Curricula	April 11, 2014	16	13	3	15	1
Training on International Legal Cooperation on Civil Matters	April 28-29, 2014	13	12	1	13	0
Caseflow Management Curriculum Development Training	May 14-16, 2014	17	13	4	16	1
Training on International Legal Cooperation on Civil Matters	May 19-20, 2014	33	25	8	32	1
Resilient Leadership	May 26-28, 2014	20	11	9	20	0

Caseflow Management Process Assessment Review	May 29, 2014	11	9	2	11	0
Strategic Learning Workshop for Court Public Information Officers	19-20 June 2014	7	2	5	7	0
Training on International Legal Cooperation on Civil Matters	June 20-21, 2014	22	16	6	22	0
Caseflow Management Policy and Procedural Priorities	June 26-27, 2014	9	6	3	9	0
Quarter 1 Total Participants		148	107	41	145	3

During the fourth year of the EROL Program implementation 479 participants have participated on over 24 Capacity Building events organized by all four components of the Program. The Life of Project total number of unique individuals trained is 3,070 individuals, with Male = 1,821 Female = 1,249 with Alb = 2,911 and Min/others = 159.

During the fourth quarter of the fourth year of the EROL Program implementation 189 participants have participated on several Capacity Building events organized by all four components of the Program with Male = 65 and Female = 124; Alb = 183, Minority/Others = 6 participants.

On **Jan 30, 2015**, EROL organized workshop on Developing Communication Plan. This workshop was designed specifically for 15 ATRC's sub-grantees, with the objective to increase their organizational capacities in the field of Public and Media communication. This event was participated by 17 participants in total with Male = 8 and Female = 9, Alb = 14 and Min/Others = 3;

On **Feb 11-12, 2015**, EROL provided training on Communication Strategy for Kosovo Judiciary. The purpose of this training was the Effective and consistent communication, going through the communication strategy package, transparency tools (press releases, public presentations and press conferences). This training was attended by total of 8 participants with Male = 3 and Female = 5 all of Albanian nationality.

On **Feb 13, 2015**, EROL team provided training "Speak in one voice: Communication Strategy of Kosovo Judiciary". The purpose of this training was to make participants aware of why is it important for the judiciary to speak in one voice. This training was attended by total of 8 participants with Male = 7 and Female = 1 all of Albanian nationality.

During **March 2015**, EROL Model Court team provided series of Web Portal trainings. The purpose of these trainings was to train the Administrative Assistants and PIO's on how to use the editorial side of the new web portal. These trainings were attended by total of 60 participants with Male = 28 and Female = 32, Alb = 59 and Min/Others = 1.

On **Mar 3, 2015**, EROL Model Court team provided Web Portal Training for Super Users. The purpose of this training was to train the Administrative staff and IT personnel on how to use the administrative side of the new web portal. This trainings was attended by total of 14 participants with Male = 13 and Female = 1, all of Albanian nationality.

Simple Case Study

"Training on Curriculum Development" Reno, Nevada, USA

The purpose of this training was to provide the Kosovo Judicial Institute's technical and organizational capacity to assess and implement its training programs. In November, the KJI director and six staff, including a president judge/faculty member, participated in a week-long study tour at the National Judicial College in Reno, Nevada. With more than 50 years of experience training US and international judges, the college provided KJI staff a wide range of judicial education skills-building instruction. During five intensive days of training, college instructors introduced the KJI to principles and practices of adult learning, fundamentals of curriculum development, how to conduct training needs assessments and evaluations, faculty development practices and developing e-learning courses – all targeted to ensure KJI's training sustainability.

During **March 2015**, EROL Model Court team provided series of Web Portal Training for Super Users. The purpose of these trainings was to train the Legal Secretaries on how to use the editorial side of the new web portal specifically the Schedule of Hearing Section. These trainings were attended by total of 82 participants with Male = 6 and Female = 76, Alb = 80 and Min/Others = 2.

During the third quarter of the fourth year of the EROL Program implementation 58 participants have participated on 4 Capacity Building events organized by all four components of the Program with Male = 33 and Female = 25; Alb = 48, Minority/Others = 10 participants.

The Life of Project total number of unique individuals trained is 2,704 individuals, with Male = 1,625 Female = 1,079 with Alb = 2,566 and Min/others = 138.

On **Nov 10-14, 2014**, EROL organized a five-day training program on Curriculum Development. The Kosovo Judicial Institute participated in a study tour to the E.S. National Judicial College in Reno, Nevada. The study tour aimed to develop KJI's capacity on a wide range of judicial education competencies including developing interdisciplinary curriculum, developing and conducting needs assessments and program evaluations, faculty development and faculty challenges, and eLearning methods and trends. Senior NJC staff discussed steps necessary to develop an institutional research capacity integrating sound research in judicial curricula. This event was participated by 7 participants in total with Male = 4 and Female = 3, all of

Simple Case Study

Customer Service and Effective Communication Training

In the midst of strategic planning training and development, EROL recognized significant issues with court staff communication skills, specifically delivering meaningful messages and constructive criticism. EROL engaged a national consultant to deliver a series of workshops to assist judges and court staff in building effective communication skills. Participants studied why the manner in which information is delivered has a significant impact on how that information is received, and why reflective communication avoids misunderstandings and builds solid office relationships. EROL ensured the training included developing public-facing skills as well – customer service communication skills for court staff – including court security staff – who are most times the first person the public may encounter at the courts.

“This training has expanded the horizons of my communication skills with external parties as well as internal staff. I was impressed to understand how important the body

Albanian nationality;

Simple Case Study

Workshop on Generating Statistical Reports

The purpose of this training was to equip court staff with skills on generating statistical reports for the pending cases.

Annual Report Year 4 April 15, 2015

“Workshop on generating statistical reports has further enhanced my statistical

Simple Case Study

Procedural Fairness ToT

The purpose of this training was to provide the opportunity for the participants to explore how judicial leaders can alleviate public dissatisfaction with the judiciary with trust-building activities. Participants explored general strategies to address implicit bias, and considered the program relevant for all judges and court professionals. The program was well received and participants expressed interest in working with KJI to develop additional curricula in this area addressing gender and ethnic bias.

“Overall training addressed very important issues that we have to deal with in our day to day work. It showed us how important it is to address implicit bias which in turn will improve public perception toward justice system and the work we as judges do. It is very important that we continue to develop our professionalism and provide our professional contribution for the justice system” Biljana Rexhiq, Judge, Court of Appeals.

structure in the future. This training was attended by 18 participants in total with Male = 12 and Female = 6, Alb = 11 and Min/Others = 7 participants;

On **Dec 16-18, 2014**, EROL organized an intensive three-day workshop on USAID rules and regulations compliance for 30 participants representing 17 USAID Forward

On **Dec 1-2, 2014** EROL provided training on KJC Web Portal. The purpose of this activity was to teach the members of the working group how to upload information to the web portal and how to assure that protocols are followed for the date imputers and those approving the content. This event was participated by 3 participants in total with Male = 1 and Female = 2, all of Albanian nationality;

On **Dec 10-12, 2014**, EROL delivered a three days’ Workshop for the KCC Legal Advisor’s. During this Workshop, the Legal Advisors and the US Federal Judge and his Clerk, brainstormed together and in groups in order to come out with recommendations for future role and responsibilities of the Legal Advisors in KCC. In this endeavor, the Legal Advisors gave efforts to foresee all legal and other surrounding conditions for legal advisors in the future in order to come out with best recommendations, as best solutions which would be sustainable and welcoming any change in the country and in the Court

Simple Case Study

Strategic Learning Workshop for Court PIOs

The workshop was based on practical useful exercises that involved the PIOs in work on how to proactively use and manage online media and social networks; develop website content; speechwriting, event planning; outreach and public engagement.

“The training has helped us overcome many of the communication challenges, such as: internal communication, communication between the officials and unification of operations. Also these trainings have advanced us in finding ways of communication with the public. In addition, practical useful exercises that involved the PIOs in work on how to proactively use and manage online media and social networks; develop website content; speechwriting, event planning; outreach and public engagement will represent huge benefit for us and the work we do” Aishe Qorraj-Berisha,

civil society grantees. In addition to the civil society organizations, several staff from the USAID project Advancing Kosovo Together also attended.

An instructor from the US-based organization InsideNGO delivered the workshop, which focused on grantees' effective project implementation within USAID requirements applicable to grants or cooperative agreements. The instructor discussed at length project procurement, accounting and audit record-keeping, while examining the complexities of grants management, such as determining allowable costs, purchasing equipment, property disposition, cost sharing, and documentation. Participants worked in small groups each day on practical exercises paired with discussion topics. Discussions also included program management strategies such as reporting and effective communication with USAID. The workshop received top marks from participants. Evaluation comments included requests for subsequent training with even more instruction on rules compliance, and documentation for audits and project close-outs. EROL will compile evaluation results to determine next training steps with civil society grantees. The 3 day workshop was attended by 30 participants in total with Male = 16 and Female = 14, Alb = 27 and Min/Others = 3 participants;

During the second quarter of the fourth year of the EROL Program implementation 84 participants have participated on 5 Capacity Building events organized by all four components of the Program with Male = 63 and Female = 21; Alb = 79, Minority/Others = 5 participants.

The Life of Project total number of unique individuals trained is 2,657 individuals, with Male = 1,599 Female = 1,058 with Alb = 2,528 and Min/others = 129.

On **July 08-09, 2014**, EROL organized a two-day training program on PR &Media for NGOs for representatives from 12 USAID Forward sub-grantees. The workshops provided sub-grantees the opportunity to learn and discuss the importance of communicating their court monitoring activity with the donors, media, and the general public. The training focused on why NGOs need solid media

Simple Case Study

Improving Analytical Skills & Preparing Strategic Policy Analyses for MoJ staff

The purpose of this workshop was to improve staff capabilities in public policy analysis to inform legislative drafting activities. Specifically, the workshop was designed to highlight the need for problem identification, stakeholder consultation, and determination of whether legislation (v. agency practices, procedures, social change, etc.) is the best vehicle for solving identified problems. The senior legal advisors and legal advisors participated actively in the seminar and raised additional obstacles to successful legal drafting such as difficulty in determining the impact of new draft legislation on existing laws, harmonizing existing laws with new drafts, and ensuring the accuracy of translations of laws across all three required languages (Albanian, Serbian and English).

“This has been one of the best training I have received so far in-country and abroad. During this training we have been introduced with elements of strategy development based on practical examples and not only on theory aspects.” – Hysen Beqa, Senior Legal Advisor, Division for Policy and Legislation/Department of Legal Affairs/MoJ

and public relations plans, how to plan and organize press conferences, how to prepare for interviews, how to tell success stories, and how to use social media proactively to spread the word about the work they do for the courts and their communities. This event was participated by 15 participants in total with Male = 8 and Female = 7, Alb = 12 and Min/Others=3;

On **July 25, 2014** EROL provided training on Court Administration. The purpose of this activity was to develop the capacity of the KJCS, judges and court administrators to identify current practices and gaps in court management; to develop best practices, policies and procedures for the Kosovo courts; that will later be used to design court management core competency curricular materials for future training. The ultimate aim is to develop advanced court management competencies among working group members who will serve as the first cadre of court management trainers. This event was participated by 12 participants in total with Male = 10 and Female = 2, Alb = 11 and Min/Others=1;

Simple Case Study

Workshop for Legal Advisers and Researches

The Constitutional Court is newly established body and there is a need for further support in order to provide stability. The topics addressed with both trainings have addressed an important issue that the Constitutional Court Legal Advisors and Researchers deal on their day to day work. Provided training had carefully chosen topic and have been able to tackle important issues such as the “Rule 36 on Admissibility Criteria” and “Legal Time-Limit”. Various materials provided during the training have been found very valuable for the current and future Legal Advisors and Researchers. Provided materials are very thorough and informative and they will speed up the introduction period for every new Legal Advisor and Researcher.

“In general, the training was very good and many interesting issues including issues that we face in our daily work have been addressed in these trainings. Some aspects of Rule 36 that we use on daily basis were not clear not even for us that work with them on daily basis, until Prof. Swanson through these trainings addressed the issues and now, after the training we have better understanding which will enable us to better address our reasoning on the Court decisions.” – Radomir Laban, Legal Advisor, Constitutional

On **August 26, 2014**, EROL delivered a leadership retreat for staff of the Kosovo Judicial Institute on “Resilient Leadership”. This curriculum designed and presented initially in Y4 Q1, addresses stress management in the context of leadership development. The aim of this course is to increase participant awareness regarding prevalent stressors in the court environment, personal risk factors, and strategies that increase resiliency and strengthen leadership ability. The 1 day workshop included a pre workshop survey, extensive group discussion, individual and group exercises, all designed to model sound adult education principles and techniques. This training was attended by 5 participants in total with Male = 4 and Female = 1, all of Albanian nationality;

On **September 3-5, 2014**, EROL delivered a new curriculum on Procedural Fairness. This course addressed how judicial leaders can alleviate public dissatisfaction with the judiciary with trust-building activities and explored general strategies to address implicit bias. The 3 day ToT was attended by 18 participants in total with Male = 13 and Female = 5, all of Albanian nationality;

On **September 8-10, 2014**, EROL delivered a leadership retreat for staff of the Kosovo Judicial Council Secretariat and Norwegian funded CMIS project on “Resilient Leadership”. This curriculum designed and presented initially in Y4 Q1, addresses stress

management in the context of leadership development. The aim of this course is to increase participant awareness regarding prevalent stressors in the court environment, personal risk factors, and strategies that increase resiliency and strengthen leadership ability and to build better communications and project management skills. The 3 day workshop included a pre workshop survey, extensive group discussion, individual and group exercises, all designed to model sound adult education principles and techniques. This training was attended by 34 participants in total with Male = 28 and Female = 6, 33 of Albanian nationality;

During the first quarter of the fourth year of the EROL Program implementation 148 participants have participated on 9 Capacity Building events organized by all four components of the Program with Male = 107 and Female = 41; Alb = 145, Minority/Others = 3 participants.

Simple Case Study

"Grants & Cooperative Agreement for Non-US NGOs"

The purpose of this training was to provide the three-day workshop on USAID rules and regulations compliance for 30 participants representing 17 USAID Forward civil society grantees. An instructor from the US-based organization InsideNGO delivered the workshop, which focused on grantees' effective project implementation within USAID requirements applicable to grants or cooperative agreements. The instructor discussed at length project procurement, accounting and audit record-keeping, while examining the complexities of grants management, such as determining allowable costs, purchasing equipment, property disposition, cost sharing, and documentation.

"This training has been an opportunity for ATRC staff in raising their capacities in terms of USAID rules and procedures, adapting and implementing them into practice. Given the continuing cooperation between USAID and ATRC, knowledge, adoption and implementation of USAID rules and procedures are of strategic interest for ATRC." Kushtrim

Kaloshi, Director, ATRC

The Life of Project total number of unique individuals trained is 2,596 individuals, with Male = 1,557, Female = 1,039, with Alb = 2,472, and Min/others = 124.

On **Apr 11**, 2014, EROL provided Development of Court Administration Education Curricula. The objective of this capacity building event was to expose members of the group to the purposes and responsibilities of courts, methodology for self-defined curriculum development, provide initial training on the core competencies of court administration. This event was participated by 16 participants in total with Male = 13 and Female = 3, Alb = 15 and Serb=1;

On **Apr 28-29**, 2014 EROL team conducted training on "International Legal Cooperation on Civil Matters". The training helped the participants to better understand the process of recognition and enforcement of foreign court judgments, including collection of evidence and the legalization of the foreign court documents in civil cases. The training will increase the quality of the legal services in the area of international legal cooperation in civil matters, and will foster a better communication between the MoJ and the courts in handling foreign requests for international legal assistance. This training was attended by 13 participants in total with Male = 12 and Female = 1, all Albanian nationality;

On **May 14-16**, 2014, EROL team provided Caseflow Management Curriculum Development Training. The objective of this training was to provide members with training on case flow management using a best practice curriculum as an example of the type of curriculum they

will be developing. This event was participated by 17 participants in total with Male = 13 and Female = 4, Alb = 16 and Serb=1;

On **May 19-20**, 2014 EROL team conducted training on “International Legal Cooperation on Civil Matters”. The training helped the participants to better understand the process of recognition and enforcement of foreign court judgments, including collection of evidence and the legalization of the foreign court documents in civil cases. The training will increase the quality of the legal services in the area of international legal cooperation in civil matters, and will foster a better communication between the MoJ and the courts in handling foreign requests for international legal assistance. This training was attended by 33 participants in total with Male = 25 and Female = 8, Alb = 32 and Min/Other = 1 nationality;

On **May 26-28**, 2014, EROL delivered training for the Kosovo Judicial Institute on “Resilient Leadership”. This new curriculum acquainted experienced faculty with the fundamental principles of stress management in the context of leadership development. The aim of this course is to increase participant awareness regarding prevalent stressors in the court environment, personal risk factors, and strategies that increase resiliency and strengthen leadership ability. The 3 day workshop included a pre workshop survey, extensive group discussion, individual and group exercises, all designed to model sound adult education principles and techniques. This training was attended by 20 participants in total with Male = 11 and Female = 9, all of Albanian nationality;

On **May 29**, 2014 EROL team provided Caseflow Management Process Assessment Review training. The objective of this training was members to use the best practice curriculum for case flow management as a guide to assess and analyze their own current practices and define areas for policy and procedure updates, changes or other modifications prior to developing Kosovo based case flow curriculum. This event was participated by 11 participants in total with Male = 9 and Female = 2, all of Albanian nationality.

Simple Case Study

Negotiation and Implementation of Bilateral Agreements in Civil Matters

The aim of the training was to familiarize the staff of the DILC and the civil law judges with international standards of civil procedure and enforcement of bilateral agreements on civil matters. EROL engaged an internationally recognized advisor for the training, who prepared a manual on legal cooperation in civil matters, and led lively discussions among DILC staff and several judges from the Basic Courts. The participants found the workshop useful for the taking of evidence in civil matters, to regulate the methods of communication between the requesting court and the requested court, including the requirement for official translation of the main international treaties and EU regulations governing procedures of international legal cooperation in civil matters.

“We were introduced with fundamentals of the international treaties governing international legal cooperation on civil matters, including the Hague Convention for the Recognition and Enforcement of Foreign Judgments. Aspects of the taking of the evidence and the delivery of judicial documents were also analyzed from the perspective

On **June 19-20, 2014** EROL organized a Strategic Learning Workshop for Court Public information Officers. The overall goal of the workshop was to provide participants with practical useful exercises that involved the PIOs in work on how to proactively use and manage online media and social networks; develop website content; speechwriting, event planning; outreach and public engagement. This workshop was attended by 7 participants in total, Male = 2 and Female = 5, all Albanian nationality.

On **Jun 20-21, 2014** EROL team conducted training on “International Legal Cooperation on Civil Matters”. The training helped the participants to better understand the process of recognition and enforcement of foreign court judgments, including collection of evidence and the legalization of the foreign court documents in civil cases. The training will

increase the quality of the legal services in the area of international legal cooperation in civil matters, and will foster a better communication between the MoJ and the courts in handling foreign requests for international legal assistance. This training was attended by 22 participants in total with Male = 16 and Female = 6, all Albanian nationality;

Simple Case Study

“Challenge in Kosovo’s judicial system management and initiatives in backlog reduction”

The purpose of this training was to address the challenges of Kosovo’s judicial system management and initiatives in backlog reduction with relevant actors.

“For me as Supervisory Judge, this was the first training where we could all express ourselves on our interests and it was also foreseen with training agenda. This training will have a positive impact on my planning and work. ”

Rifat Bllata, Judge, Branch Court Vushtrri.

On **Jun 26-27, 2014** EROL team provided Casflow Management Policy and Procedural Priorities training. The objective of this training was members to use the best practice curriculum for case flow management as a guide to assess and analyze their own current practices and define areas for policy and procedure updates, changes or other modifications prior to developing Kosovo based case flow curriculum. This event was participated by 9 participants in total with Male = 6 and Female = 3, all of Albanian nationality.

Gender breakdown of EROL Capacity Building Events for Yr4 represents satisfied representation between male and female participants. EROL staff across all four components has managed to engage total number of 366 individuals with 53.55% (196) male and 46.45% (170) female participants (Please, see **Figure 1**. Gender breakdown of EROL Capacity Building Events for Yr4 on capacity building events provided during the fourth year of Program Implementation.)

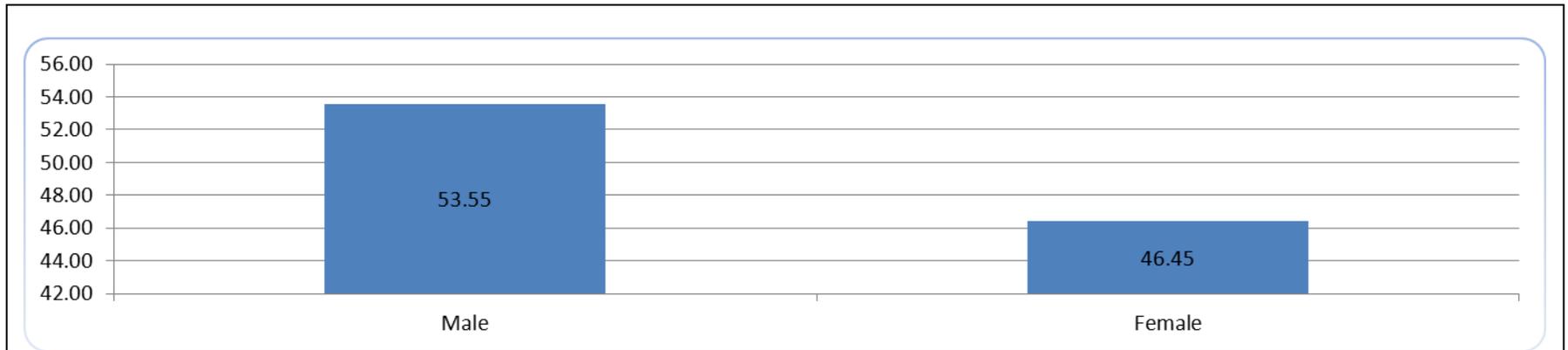


Figure 1 - Gender breakdown of EROL Capacity Building Events for Yr4

Capacity Building Events organized by all four components of EROL Program included a total number of 366 individuals. Ethnicity breakdown of EROL Capacity Building Events for Yr4 with Albanian = 94.26%, and Minority Community/Others = 5.74% individuals. Ethnicity representation on these events is provided under the **Figure 2**.

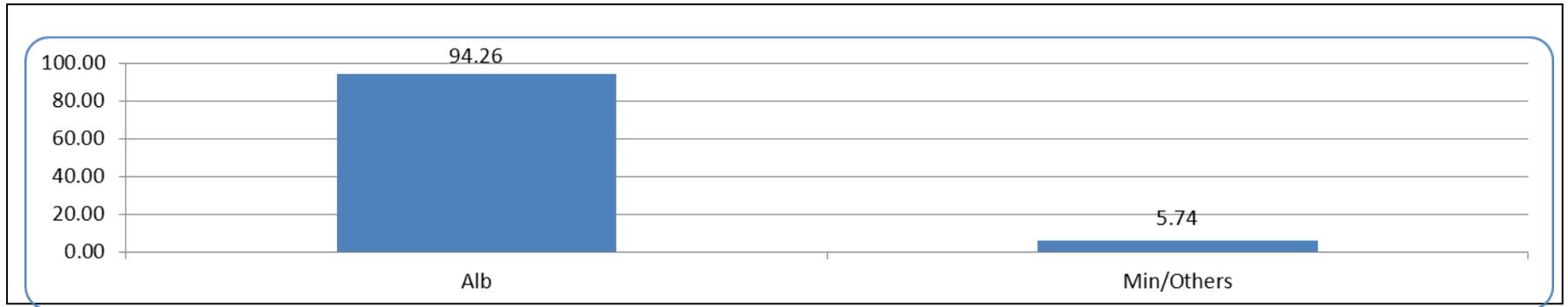
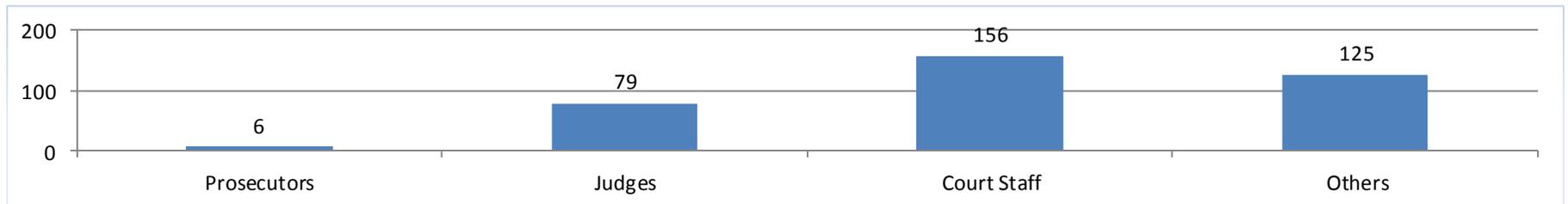
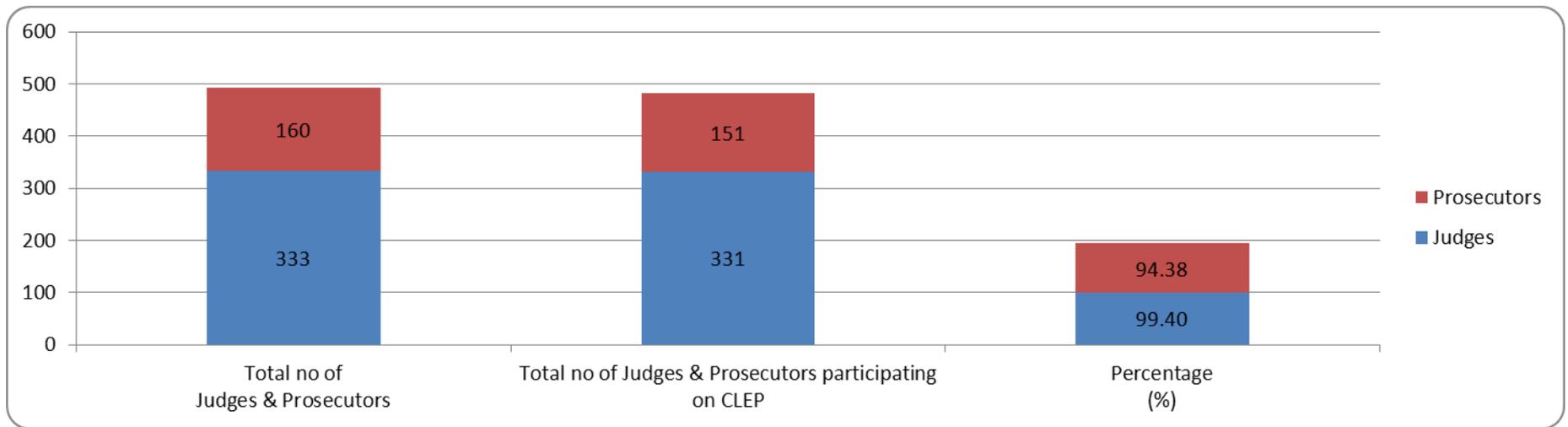


Figure 2 - Roles and Positions of individuals trained during Yr4

Among individual participants that participated on EROL Program capacity building events we had Prosecutors = 6, Judges = 79, Court Staff = 156, and Others = 125. (Please, see **Figure 3** for reference.)



KJI provided Continuing Legal Education Program (CLEP) for sitting prosecutors and judges, including training courses for prosecutors and judges working in the judicial system seeking promotion and to the newly selected candidates. EROL Program target for the CLEP is 85% of judges trained and 85% of prosecutors trained during the four years of EROL Program implementation. Target for this indicator has been achieved and exceeded. Cumulative progress toward set up target for this indicator is: J=99.40% (331 judges) and P=94.38% (151 prosecutors, including 8 retired and 8 resigned prosecutors during the period 2011-2015) trained. (Please, see **Figure 4** for reference)



APPENDIX C: MONITORING AND EVALUATION

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
IR2: IMPROVED DELIVERY OF JUSTICE												
1	% of citizens and court users satisfied with the justice system Unit: %. Disaggregated by sex, region, rural/urban, and minority groups.	Public opinion poll to determine whether reform has an impact on satisfaction with and knowledge of the justice system Baseline survey conducted Year 3 Quarter 1	76% positive for court users	--	--	76% positive for court users	84% positive for court users	-	-	-	73 %	To increase accuracy of results, the Program has proposed to separate the surveys into two separate activities. Checchi has selected a Kosovo local company to

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
												conduct baseline and end-line surveys ⁷ . Preliminary draft has been submitted to EROL. Final report to be submitted to USAID for approval Satisfaction percentage of court users is assessed to be at 76%.
2.1.	Increased capacity of justice sector professionals											

⁷ The Objective of the survey was to measure perceptions of Kosovo court users in order to assess the relationship between the courts and court users and to identify potential improvements to court access and service delivery which might not be apparent from a strictly institutional analysis.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
2	<p>Standard F output indicator. Shows coverage when compared to the universe. Disaggregation by gender and minorities will measure against related targets. Also disaggregated by role (judges, prosecutors, court staff, etc.)</p> <p>Targets TBD in consultation with USAID/Kosovo as training plans are finalized.</p> <p>J = judge P = prosecutor C = court staff O = others*</p> <p>*Other = KJI, KJC, MOJ, OP</p> <p>Min = From non-majority communities</p>		T= 200 M=140 F=60 Min=4 J.=27 P. =1 C. =147 O.=25	T=1,095 M=703 F=392 Min=47 J.=150 P.=102 C.=686 O.=157	T=1,196 M=639 F=557 Min=71 J.=240 P.=14 C.=859 O.=83	T=250 M=125 F=125 Min=25 J.=100 P.=10 C.=100 O.=40	T=105 M=75 F=30 Min=2 J.=70 P.=5 C.=19 O.=11	T=61 M=42 F=19 Min=5 J.=3 P.=1 C.=0 O.=57	T=47 M=26 F=21 Min=9 J.=2 P.=0 C.=13 O.=32	T=153 M=53 F=100 Min=5 J.=4 P.=0 C.=124 O.=25	<p>During the Yr4 of the EROL Program implementation, 479 participants have participated on over 24 Capacity Building events organized by all four components of the Program.</p> <p>The total number of unique individuals trained during the fourth year of the Program is 366 with Male = 196 and Female = 170; Alb=345 and Min=21; Judges=79; Prosecutors=6; Court Staff=156; and Others = 125 individuals;</p>	

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
									To date				
									Q1	Q2	Q3	Q4	
2a	Number of people/person days of training	Custom indicator that reflects the overall volume and breadth of the EROL training program	9,500 days	1,857 days	3,847 days	5,745 days	800 days		306 ⁸ days	178 ⁹ days	175 ¹⁰ days	182 days	Target achieved and exceeded. During the Yr4 of EROL Program implementation, EROL staff provided capacity building events in total of 841 people/person days of training.
3	% of judges (J), prosecutors (P) and court staff (S) participating in CLE Unit: %; disaggregated by sex and status	Mission Custom outcome indicator. Shows extent to which continuing legal education has been institutionalized in the justice system.		N/A	--	--	J=85% P=85%		--	--	--	--	Target for Yr4 for the CLE Program is: J=85%; P=85%; Target for this indicator achieved and exceeded.

⁸ During the Yr4 Q1 of EROL Program implementation, EROL staff provided capacity building events in total of 306 people/person days of training.

⁹ During the Yr4 Q2 of EROL Program implementation, EROL staff provided capacity building events in total of 178 people/person days of training.

¹⁰ During the Yr4 Q3 of EROL Program implementation, EROL staff provided capacity building events in total of 175 people/person days of training.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
	<p>Also shows coverage (denominator is universe of individuals).</p> <p>Cumulative</p>											<p>Cumulative¹¹ progress toward set up target for this indicator is:</p> <p>J=99.40%</p> <p>P=94.38%</p> <p>In Yr4 KJI provided Continuing Legal Education Program (CLEP) for sitting prosecutors and judges, including training courses for prosecutors and judges working in the judicial system seeking promotion and to the newly selected candidates. CLE Program provided training for 349</p>

¹¹ Please note: EROL team obtained KJI Training participant lists and reviewed them in order to determine how many individual judges and prosecutors have been trained through KJI CLE Program during the life of EROL Program.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
												participant judges and 139 participant prosecutors.
4	# of legal courses or curricula developed with USG assistance Unit: #	0	3	10	8	3		1 ¹²	1 ¹³	1 ¹⁴	0	Target for Yr 4 of the EROL Program is 3 legal courses or curricula. Target achieved. During the fourth year of Program implementation

¹² During the first quarter, EROL developed 1 new curricula on “Resilient Leadership” for the KJI.

¹³ During the second quarter of Yr4, EROL developed new curriculum on “Judicial Bias” for the KJI.

¹⁴ During the third quarter of Yr4, EROL developed a new curriculum on “Court Executive Development Program”.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
												EROL developed three curricula for KJI which are adopted and implemented. Please, see details of curricula under respective references.
5	# of executive branch sector personnel trained with USG assistance Unit: # disaggregated by sex and role	<u>Standard F output indicator.</u> For the Office of the President, training in areas of administration, management or leadership skills or good governance practices.	0	9	6	7	0	3 ¹⁵	0	0	0	Target for Yr 4 is 0 staff member of the Office of the President. Target completed during previous three years of Program implementation. However, in Yr4 Q1 EROL team conducted training for three new OP personnel.

¹⁵ Target completed during previous three years of Program implementation. In Yr4 Q1 EROL team trained 3 individuals from the OP, Male=3, Executives/Advisors

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
6	# of USG-supported trainers receiving pedagogical training (ToT) for their role in KJI and other judicial trainings, and replicate skills learned Unit #: disaggregated by sex	Output and outcome indicator. Must attend 80% of ToT training and pass post-test of knowledge, which may include observation of training practices as well as testing. In later program years training will taper for this audience.	0	0	29	30	20	1 ¹⁶	17 ¹⁷	6 ¹⁸	0	Target for Yr4 is 20 Train of Trainers (ToT). Target exceeded. During the Yr4 of EROL program implementation 24

¹⁶ During the Yr4 Q1 of EROL program implementation 26 participants received pedagogical training from KJI and other judicial institutions with one ToT, Islam Sllamniku, KJI. Unit #: 11 Male and 15 Female

¹⁷ During the Yr4 Q2 of EROL program implementation 17 ToT individuals received “Procedural Fairness ToT” pedagogical training from KJI and other judicial institutions. Unit #: 12 Male and 5 Female

¹⁸ During the Yr4 Q3 of EROL program implementation 6 ToT individuals received pedagogical training – “Training on Curriculum Development” Nov 10-14, 2014. Unit #: 3 Male and 3 Female. The Kosovo Judicial Institute participated in a study tour to the E.S. National Judicial College in Reno, Nevada. The study tour aimed to develop KJI’s capacity on a wide range of judicial education competencies including developing interdisciplinary curriculum, developing and conducting needs assessments and program evaluations, faculty development and faculty challenges, and eLearning methods and trends. Senior NJC staff discussed steps necessary to develop an institutional research capacity integrating sound research in judicial curricula.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
	(new target Year 4)											ToT individuals received pedagogical training (ToT). Please, see details under respective footnotes. Unit #: 16 Male and 8 Female
7	Simple case studies of persons trained by EROL or EROL-trained instructors (e.g., judge, prosecutor, PR staff, KJI instructor)	Qualitative cases of trainees, identified through instructors, to discover training impacts on job performance and occupational behaviors. Range of roles: judge, trainee judge, other trainees. Depending on role studied, cases can include interviews, observations, job performance data or other relevant metrics. (new target Year 4)	0	0	5	5	10	1	2	3	4	Target for Yr 4 is revised to 10 "Simple Case Studies". Target achieved. During the fourth year of EROL Program implementation 10 "Simple Case Study" have been completed. Please, see Appendix B for reference.

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
									To date				
									Q1	Q2	Q3	Q4	
8	KJI Scorecard rating of EROL's progress with KJI goals	Benchmark outcome indicator. Progress on KJI scorecard toward approved and consensed activities in consultation with USAID and Kosovar stakeholders. Measure: # of completed activities: Target – 17;	0	3	5	8	1		X	--	--	--	Activities planned on the KJI scorecard completed. Please, see respective scorecard for the details of activities.
2.2.	Increased independence and accountability of the judicial system												

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
	Standard F output indicator.											
	Indicator 2.1.2-2											
Number of laws, regulations and procedures related to judicial independence supported with USG assistance	Refers to laws, regulations and procedures that are official and have been passed or amended in accordance with the country's legal requirements. Laws, regulations and procedures that are official and have been passed or amended in accordance with the country's legal requirements. Laws, regulations and procedures that are official and have been passed or amended in accordance with the country's legal requirements. Laws, regulations and procedures that are official and have been passed or amended in accordance with the country's legal requirements. Some laws may also cover transparency.	0	6	24	14	8						Target for Yr 4 = 8 laws, regulations or procedures.
Unit: #												
9	During Yr4 Q1 EROL provided KJC with the support on the development of five regulations on promotion of Judges adopted on 18 June 2014; Regulation on disciplinary procedure of KJC members adopted on 21 May 2014;	(5) AI, Regulation and Procedures:										Target achieved. Please, see details under respective references.

Administrative Instruction for official travel adopted on 21 May 2014

Administrative Instruction on the use of official vehicles adopted on 21 May 2014

Instruction on procedures for compensation of defense counsels at public expense adopted on 18 June 2014

²⁰ During Yr4 Q2 EROL provided KJC with the support on the amendment on the Regulation on Supplementing the Regulation on Internal Organization of the Courts, adopted on July 16, 2014

²¹ During Yr4 Q3 EROL provided KPC with the support on the amendment to the Regulation on Nomination of the Chief State Prosecutor, adopted on Dec 3, 2014

²² During the fourth quarter, EROL team completed and provided to the council "Meetings manual". This manual provides rules of order for conducting Council and Committee meetings

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
10	<p>Number of regulations and procedures that improve judicial transparency adopted with USG assistance</p> <p>Unit: #</p>	0	6	24	14	8		5	1	1	1	<p>Target for Yr 4 - 8 laws, regulations or procedures.</p> <p>Target achieved. Please, see details under respective references on indicator #9.</p>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
11	Number of government media relations staff trained with USG assistance Unit:# Disaggregated by sex and office	0	10	59	5	8		5 ²³	0	3 ²⁴	0	Target for Yr4 = 8 Media Relations staff. Target achieved. Please, see details under respective references.
12	Constitutional Court scorecard rating of EROL's progress with CC's goals Measure: # of completed activities:	0	6	9	2	--		--	--	--	--	Activities planned on the CC scorecard completed. Please, see respective scorecard for the details of

²³ During the Yr4 Q1 of EROL program implementation 5 individuals received training on “Strategic Learning for Court Public information Officers” delivered on June 19-20, 2014. Unit #: 2 Male and 3 Female KJC, KJCS and Courts

²⁴ During the Yr4 Q3 of EROL program implementation EROL, 3 KJC staff participated in “KJC Web Portal Training” Unit #: 1 Male and 2 Female all from KJC office

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
												activities.
13	Improved performance on scale considering key factors of an acceptable disciplinary system Unit: Scale of 0-3		N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A	Improved performance on scale considering key factors of an acceptable disciplinary system ²⁵ .
	Under an MOU, EROL has primary											

²⁵ To be more efficient, EROL and ECLO/HD agreed in 2012 that HD would take the lead in developing regulations for the Disciplinary Council while EROL would take the lead in developing the Code of Ethics and Conduct for Judges. EROL prepared a research memorandum at the request of the KJC regarding the rationale behind the practice of publishing disciplinary final decisions.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
	responsibility for judicial ethics and EC project has primary responsibility for disciplinary committee											
2.3.	More effective operations of the justice system											
14	<p>Standard F outcome indicator</p> <p>Indicator 2.1.3-13</p> <p>Defined by Model Court norms. KJC to provide operational definition of floor measurement for “improved case management.”</p> <p>Baseline based on old court structure</p> <p><u>Indicator is cumulative</u></p>	10	10	18	27	29		27	27	27	27	<p>Number of USG-assisted courts with improved case management is 27. There are 29 courts including Zubin Potok and Leposavic – target was to maintain Y3 achievements and only increase to 29 if the North opens - which is beyond our control</p> <p>27 courts is based on the cumulative work from project start to date – 27 courts have implemented a variety of improvement initiatives and while no two courts are identical each has implemented elements to improve case management.</p>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
26	This quarter's disposition rate shows a drop in performance when compared to the courts 2013 baseline of .79. The courts report being focused on cases defined as urgent by law. Beyond the urgent cases every appeal filed there may be a preference for handling those cases most easily adjudicated which generally means newer cases. Decreasing performance issues have been associated by the courts to the lack of sufficient judges (or positions remain open and unfilled). However, it will be necessary to track performance over time to determine if there are cyclical trends that repeat on a quarterly or annual basis.											The target of 1.0 for Yr4 has not been achieved. The target goal of 1.0 is the standard goal for all courts and is the minimum that any court should aim for. It implies a ratio of no less than one case resolved for every appeal filed.
27	This quarter's disposition rate shows a drop in performance when compared to the courts 2013 baseline of .79. This quarter saw 95% of all judges on holiday for upwards of 1 full month, if not more states were entered in the system as a whole until such time as fundamental process change and shifts in legal culture or compliance were implemented and enforced by a group of "change agents" handling the judiciary as a whole accountable to the standard and willing to enforce process and performance standards system wide. The "change agents" undermines the ability to reach the 1.0 rate. Likewise the current system of disparate case processing systems limits both efficiency and accountability. EROL has proven through its BRT's that a rate higher than 1.0 can be achieved when practical process changes are applied.											
28	Third quarter's disposition rate showed a small increase in performance when compared to Qtr. 2 results moving from .62 up to .68. Overall the rate for all of 2014 is .77 which is just below the 2013 baseline of .79. By instance of compliance and enforcement of "change agents" handling the judiciary as a whole accountable to the standard and willing to enforce process and performance standards system wide. The "change agents" undermines the ability to reach the 1.0 rate. Likewise the current system of disparate case processing systems limits both efficiency and accountability. EROL has proven through its BRT's that a rate higher than 1.0 can be achieved when practical process changes are applied.											
29	The disposition rate for the quarter is significantly lower than in prior quarters. This can be attributed to several factors the most significant of which is the 3.5 week long judicial strike during which only cases legally mandated as urgent were addressed. A normal judicial quarter is between 60 - 63 working days total while this quarter saw only 42 total working days as the result of holidays and the strike. During the time of the system wide. The "change agents" undermines the ability to reach the 1.0 rate. Likewise the current system of disparate case processing systems limits both efficiency and accountability. EROL has proven through its BRT's that a rate higher than 1.0 can be achieved when practical process changes are applied.											

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
									To date				
									Q1	Q2	Q3	Q4	
15a	Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management. Unit: Ratio	<p>Standard F outcome indicator</p> <p>Indicator 2.1.3-15</p> <p>Applied to the Model Courts. Shows whether backlogs are increasing. Speed and efficiency of the courts serve as proxies for effectiveness of the justice system and of justice sector actors as a whole.</p>	--	N/A	N/A	1.12	1.0		1.33	1.61	1.46	1.66	<p>The target of 1.0 for Yr4 has not been achieved.</p> <p>As noted in prior reports this is not a standard court performance measurement and provides little to no insight into the true performance of any court.</p>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
16	% of pending cases older than 24 months Unit: %	REVISIED Mission Custom indicator. This indicator measures the percentage of pending cases that are older than two years. This is a standard court management measure	--	N/A	N/A	40%	30%	40.28%	40.50 ³⁰ %	39.34 ³¹ %	40.29%	The target of 30% for Yr4 has not been achieved. A review of the past 4 quarters shows the courts holding the backlog steady at 40.29% on average. Fluctuations range between +/- .75 - .95%. This is indicative of a system maintaining the status quo - making no broad based changes to the "process"

³⁰ Within the total of all cases closed in Y4 Q1 (Apr – June) – 72% were cases that closed within 24 months of filing. This indicates that the courts are focused on adjudicating those cases designated as urgent and other newer cases. A focus on the backlog would result in a smaller percentage of cases being resolved within 24 months or less.

³¹ The results this quarter show a small (1.16%) decrease in the percentage of total cases pending that are over 24 months old. As noted in the indicator 15 above the courts are still actively updating the case registries and database with 2014 work results which could have an impact on the result presented here. EROL will run reports again after 15 Jan 2015 to determine if the results noted in this report are significantly changed as a result of an additional weeks’ worth of data input. If the results are significantly changed EROL will submit an amended report.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments	
								To date					
								Q1	Q2	Q3	Q4		
												and failing to aggressively and systematically address the backlog in coordination with the current workload. While there are individual courts who have taken more aggressive approaches (among them the courts with EROL supported BRT) and seen success in those efforts they are the exception to the rule. Achieving a 10% reduction on the percentage of cases older than 24 months was also hindered by the loss of 1/3 of the overall working days as a result of the judicial strike.	
17	More efficient and professional Model Courts	Benchmark outcome indicator. Progress on scorecard toward measures to improve Model Courts in consultation with USAID and stakeholders. Each Model Court is subject to 9 standards and score range of 0-3 for each.	0	162 (162)	189 (351)	108 (459)	459		459	459	459	459	

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
18	Number of strategic plans for justice sector reform adopted with USG assistance	0	2	0	1	2		1 ³²	0	0	0	<p>Target for Yr4 = 2 Strategic Plans.</p> <p>Kosovo Judiciary Strategic Plan adopted. Please, see reference footnote for details.</p> <p>KPC Strategic Plan draft was completed in Y3Q2 but the Chair was waiting to submit it to the Council for approval until the negotiations with Serbia regarding the courts in the north are resolved. Later it was delayed because of the retirement of the current</p>

³² Kosovo Judiciary Strategic Plan 2014-2019 adopted in KJC on 23 April published on 18 June 2014 <http://kgjik-ks.org/?cid=2,224>

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
												Chair in August 2014. The process of electing a new chair was successfully challenged in the Constitutional Court and there is now an Acting Chief State Prosecutor/Chair. No activity is expected until a new Chief State Prosecutor/Chair is elected.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
19	Median case disposition time in courts assisted by USG in the area of case management Unit: months REVISIED <u>Standard F outcome indicator.</u> Median case disposition time is measured from filing to the date	--	--	--	13.6	12	9.8 ³³	7.5 ³⁴	9.74 ³⁵	7.5	Like the % of cases older than 24 months this indicator is directly impacted by the lack of process change made on a system wide basis and was also adversely impacted by the judicial strike which saw the courts addressing only those cases legally	

³³ In this quarter the median disposition time has dropped to 293 days or 9.8 months. While encouraging on the surface such a significant drop from the prior reporting period results (13.6 months) requires further analysis. When taken into consideration with the result that 72% of all resolved cases were 24 months or less in age it reveals that, for this quarter, the courts were primarily working on cases legally defined as urgent and following those, primarily on new cases rather than working equally within the backlog and the current case load. As more pressure is brought to resolve the backlog the median and the mean disposition times will invariably swing in the other direction and will increase. This indicator is one that should always be considered in light of other indicators and not ever taken on its own as indicative of the whole story regarding the performance of the courts.

³⁴ In this quarter the median disposition time has dropped to 225 days or 7.5 months. While encouraging on the surface such a significant drop from the prior reporting period results (13.6 months and 9.8 months) requires further analysis. When taken into consideration with the result that 77% of all resolved cases were 24 months or less in age it reveals that, for this quarter, the courts were primarily working on cases legally defined as urgent and following those, primarily on new cases rather than working equally within the backlog and the current case load. This also shows that in a quarter when most judges are on leave the work becomes focused on resolving easy cases in order to support the achievement of the established norm.

³⁵ In this quarter the median disposition time has increased to 292 days or 9.74 months. When taken into consideration with the decrease in the number of pending cases more than 24 months old - this increase in median time to disposition could be attributed to more backlog cases being completed in this quarter. As noted in previous reports this indicator is one that should always be considered in light of other indicators and not ever taken on its own as indicative of the whole story regarding the performance of the courts.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
	parties are notified of case resolution by the court. Courts as defined by specific jurisdiction. Tracking the mean case disposition time permits a better understanding of the overall disposition rate of the courts.											defined as urgent. In this indicator a smaller number is indicative of case processing effort that address current workload over the backlog, while a system actively addressing older cases would have a higher median time to disposition. A concerted effort directed at the backlog will see this number rise as evidenced by the courts with BRT's where we have median times of 14.7 and 21.3 while the system as a whole sits at 9.7
20	Improved administrative performance as defined from prosecutors' perspectives Unit: % improved	Outcome indicator. Model Court and KPC activities should improve administrative performance. Measured through questionnaires given to sample of prosecutors. (Baseline measure Year 2)	93%	--	93%	--	95%	--	--	--	--	No activity to report on this indicator

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
									To date				
									Q1	Q2	Q3	Q4	
Results/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr1 Actual	Yr2 Actual	Yr3 Actual	Yr4 Target		Q1	Q2	Q3	Q4	
21	Kosovo Judicial Council scorecard rating of EROL's progress with KJC goals	Benchmark outcome indicator. Progress on KJC scorecard toward approved and consensed activities in consultation with USAID and Kosovar stakeholders. Measure: # of completed activities: Target - 19	--	7	2	9	1		X	--	--	--	Activities planned on the KJC scorecard completed. Please, see respective scorecard for the details of activities.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments	
								To date					
								Q1	Q2	Q3	Q4		
22	Kosovo Prosecutorial Council scorecard rating of EROL's progress with KPC goals	Benchmark outcome indicator. Progress on KPC scorecard toward approved and consensed activities in consultation with USAID and Kosovar stakeholders. Measure: # of completed activities: Target – 14;	--	0	1	12	1		X	--	--	--	Activities planned on the KPC scorecard completed. Please, see respective scorecard for the details of activities.
23	Ministry of Justice scorecard rating of EROL's progress with MOJ goals	Benchmark outcome indicator. Progress on MoJ scorecard toward approved and consensed activities in consultation with USAID and Kosovar stakeholders. Measure: # of completed activities: Target – 11; *7 additional if SAO moves ahead	--	7	2	2	*7		X	--	--	--	Activities planned on the MoJ scorecard completed. Please, see respective scorecard for the details of activities.
24	Chamber of Notaries scorecard rating of EROL's progress with CON goals	Benchmark outcome indicator. Progress on CON scorecard toward approved activities in consultation with USAID and stakeholders.	--	--	--	--	--	--	--	--	--	--	EROL ceased assistance to the Chamber of Notaries in accordance with USAID's agreement with the Swiss Government and introduction of activities to assist the KJC and courts to prepare for the transition to the notary system under the Law on Notary

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
25	Office of the President scorecard rating of EROL's progress with OP goals	Benchmark outcome indicator. Progress on OP scorecard toward approved and consensed activities in consultation with USAID and Kosovar stakeholders. Measure: # of completed activities: Target – 10;	--	4	4	1	1	X	--	--	--	Activities planned on the OP scorecard completed. Please, see respective scorecard for the details of activities.
2.3.1.	Courthouse infrastructure improved											

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
26	# of Court Improvement Plan refurbishment objectives achieved Unit: cumulative #	10	10	12	22	27		2 ³⁶	2 ³⁷	1 ³⁸	1 ³⁹	In Yr4 EROL completed refurbishment of 5 courts. Please, see the details of refurbished courts under respective footnotes.
IR3: STRENGTHENED MECHANISMS FOR CITIZENS TO REPRESENT THEIR INTERESTS AND HOLD THE GOVERNMENT ACCOUNTABLE												

³⁶ Deçan Branch Court refurbished on May 15, 2014; and Podujevë Branch Court refurbished on May 26, 2014;

³⁷ Malisheva Branch Court was completed on Sep 20, 2014 and Sterpce Branch Court on Aug 12, 2014

³⁸ Klina Branch Court refurbished on Nov 8, 2014;

³⁹ On March 17, 2015 EROL completed archiving for Prishtina Basic Court at the Palace of Justice;

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
27	# of page visits per month on the MOJ interactive website for pending legislation Unit: # per month	0	N/A	9,376 clicks	217,528 clicks	300,000 clicks		198,168 clicks	149,200 clicks	172,993 clicks	292,080 clicks	Target for Year 4 of the EROL Program implementation has been revised to 300,000 clicks. Target achieved and exceeded. The total number of clicks during Yr4 is 812,441 clicks.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
28	Number of USG-assisted Civil Society Organizations that engage in advocacy and watchdog functions. Unit: #	0	0	2	26	15	0	0	1 grantee and 15 ⁴⁰ sub grantees	0	Target for Yr4 was 15 grantees and sub grantees. The target has been achieved and exceeded. One grant and 15 sub-grants have been awarded during the Yr4 of EROL Program implementation. Please, see reference for more details.	
	Not cumulative											

⁴⁰ During the third quarter, out of 46 proposals received, ATRC awarded 10 grants for court monitoring and 5 grants for raising public awareness. Under USAID Forward, one (1) grant has been awarded to local partner, Advocacy Training and Resource Center – on 24 October 2014, ATRC awarded ten (10) grants for court monitoring and five (5) grants for public outreach programs.

On court monitoring projects, aimed at enhancing court-community relations:

Advocacy Center for Democratic Culture, Mitrovica “Monitoring and Reporting on the Work of the Basic Court of Mitrovicë/Mitrovica”

Initiative for Progress-INPO, Ferizaj/Urosevac “Increase citizen awareness and participation in the justice system”

Active Women of Gjakova (AGJK), Gjakova/Djakovica “Monitoring of Gjakova Basic Court regarding the area of family law”

Centre for Policies and Advocacy, Pristina “For more transparent judiciary”

AGRO – EKO, Gjilan/Gnjilane, “Justice for Citizens”

Elita, Viti “Effective Court-Justice for Citizens II”

Center for Integration and Development in Dragash/s “A transparent and accountable court”

POLIS, m Lipjan, “Justice with citizens’ access to fair judicial service III”,

Partners-Kosova, Center for Conflict Management, Prishtina

Association of Independent Intellectuals (SHIP), Decan, “Monitoring of the Basic Court-Deçan branch II”

On public awareness and outreach projects aimed at combating corruption and increasing transparency and fairness among justice sector institutions in Kosovo:

Future without Fear – FWF, Shtërpce/Strpce, “Justice is reachable”

PREHJA, Skenderaj/ Srbica “What’s foreign, cannot become yours”

Center for development of local communities, Mitrovica, “Citizens’ rights and the judicial system in Kosovo”

Syri i Vizionit, Peja/Pec, “Protect your property”.

Kosovo Advocacy and Development Center, Pristina, “Civic Activism for a Transparent Justice System”

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
									To date				
									Q1	Q2	Q3	Q4	
29	# of functioning Public Reception and Orientation Platforms (PROPs) in model courts Unit: #	The PROPs increase transparency and access to information while ensuring that court users are oriented in new systems. To be counted, a PROP must meet TBD standards as tested by auditors posing as court users.	10	10	12	22	27		--	25	27	27 ⁴¹	
3.1.	Increased Professionalism of Citizen Groups and Journalists to Monitor Government Activity and Influence Policy												

⁴¹ Refurbishment objectives ensure that courts are refurbished to maximize a courts ability to serve its customers in ways that promote efficiency, accountability, transparency and effectiveness. As each court refurbishment is completed it allows for the installation additional methods to serve the public in an open and receptive way - this includes the presence of a designated reception (information) desks, installation of brochure dispensers, increased and enhanced directional signage that promotes self-navigation throughout the court as well as the presence of well trained staff to help all customers as needed. The ability of a customer to walk into a well-organized reception area, find information readily and easily via signs, brochures and staff has been documented as one method to increase public trust and confidence in the courts - courts that look and feel open and receptive are perceived as such.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
	Standard F output indicator.											Target for Yr4 = 12 campaigns.
	Indicator 2.1.2-5											
30 42	# of USG-assisted campaigns to enhance public understanding; NGO support/media coverage of judicial independence and accountability In Yr4 Q1, EROL organized 2 last public outreach events in Gnjilane (public) with law students. Meetings were held in Fama College in Gnjilane on April 1, 2014, Business college / law faculty department in Gjakovë/Dakovica on April 8, 2014 and April 18, in Fama College. Total number of students (participants):40 students.	0	0	8	26	12		3 ⁴²	0	2 ⁴³	4 ⁴⁴	Due to limited access to the northern Kosovo, EROL team managed to conduct 9 public outreach events. Details of respective outreach campaigns under respective references.
43	In Yr4 Q3 EROL conducted two public outreach meetings. Study court visit organized for law students from Mitrovica North was organized in collaboration with EROL, Court of Appeals and USAID's sub grantee the local NGO from Mitrovica North. The visit to the Court of Appeals in Pristina was attended by 10 students (8 Male and 2 female) from Mitrovica North, Leposavić and Zubi Potok. Visit to the court of appeals was organized on December 9, 2014 marking the International Human Rights Day and the anniversary of the Universal Declaration of Human Rights proclaimed on December 10, 1948. Number of participants: 8 male and 3 female students from Serbian minority community											

Public Outreach meeting with law students – Today we organized outreach meeting with the students enrolled at the law faculty of the AAB private college. Those students are the first generation of the students who are enrolled at the law department and are attending law classes in Bosnian language. Among of them were students from Bosnian and Serbian community). Number of participants: Total number of participants: 15; Gender: Female: 9 and Male: 6; Ethnic background 12 Bosnian and 3 Serbs) Geographic background: Students were from the municipalities of Prizren, Peje and Gracanica.

⁴⁴ Public outreach with students – On March 13, 2015 EROL and USAID Transformational Leadership program – together with the Office of the Language Commissioner organized activity on “Recognizing International Mother language Day”. The activity was attended by the Bosnian, Serbian and Albanian law students department of the AAB Private University. Students had an opportunity to be introduced to the work of the Office of the Language Commissioner, EROL program activities and received information about scholarships and partnerships provided by Transformational Leadership program. By the end of the event students received various materials and brochures such as sets of brochures on Kosovo court structure, informational brochures on careers in legal profession and Guidelines on the Legislative review. Total number of students: 25; Ethnic background: 10 Bosnian, 1 Serbian and 14 Albanian; Gender: Male 9, Female 16.

During the fourth quarter EROL team participated in 3 joint public outreach events along with other USAID Projects. The events took place in Leposavić/Leposaviq, Mitrovica North and Zubin Potok

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
New Indicators												

February 6 Leposavic/Leposaviq: EROL participated along with other USAID projects during a public outreach event in Leposavić on February 6. A steady stream of citizens visited EROL’s display, talking with staff and collecting information on the courts in Serbian language. EROL distributed 95 sets of brochures on Kosovo’s court structure and 90 sets on careers in the legal profession. EROL was also interviewed about its participation in the event by the RTK2 public television station broadcast in Serbian language. EROL participated in another well-received public outreach event hosted by USAID in Zvečan. EROL distributed 180 sets of brochures in Serbian language on the court structure and legal profession.

February 24 - Mitrovica North: EROL team participated along with other USAID projects at the public outreach event in Mitrovica North held at International Business College. Local citizens and students visited EROL display and had an opportunity to talk with staff and collect information on the courts in Serbian Language. EROL distributed 30 sets of brochures on Kosovo’s court structure and 35 sets on careers in the legal profession.

EROL continued coordinating an event for language day with the Office of the Language Commissioner and AAB University.

EROL team met with the representatives of Management Developing Associates (MDA) a local company in order to explore recording audio version of court information brochures to post on the KJC/courts web portal and the EROL web site.

March 06, 2015 - Zubin Potok : Public outreach –EROL participated along with other USAID projects at a public outreach event in Zubin Potok. A considerable number of local residents visited the EROL display and EROL distributed 76 sets of the brochures on the Kosovo court structure and 70 sets of the brochures on careers in the legal profession. EROL was also interviewed for RTK2 public television station broadcast in the Serbian Language.

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
									To date				
									Q1	Q2	Q3	Q4	
31	Number of campaigns supported by USG to foster awareness and respect for rule of law	Indicator 2.1.1-2 This indicator measures the number of campaigns conducted by EROL that inform, educate and promote better understanding and respect for the rule of law. Campaigns are those initiatives and activities supported by EROL that deliver messaging, information to citizens with the goal of increasing awareness and adherence to the rule of law.	--	0	8	26	12		3	0	2	4	Target for Yr4 = 12 campaigns. Due to limited access to the northern Kosovo, EROL team managed to conduct 9 public outreach events. Please, see details of respective outreach campaigns under the previous indicator.
32	Number of judges and judicial personnel trained with USG assistance	Indicator 2.1.2-1 This indicator counts the number of judges and judicial personnel trained by EROL. The term “judicial personnel” includes only court staff. Each judge or individual judicial personnel can only be counted once during the year (i.e., if a judge attends more than one training in a year, s/he will only be counted once).	--	T=174 J=27 M=20 F=7 Min=0 C=147	T=836 J=150 M=111 F=39 Min=6 C=686	T=1,099 J=240 M=172 F=68 Min=7 C=859	T=500 J= M=250 F=250 Min= C=		T=89 J=70 M=52 F=18 Min=1 C=19	T=3 J=3 M=3 F=0 Min=0 C=0	T=2 J=2 M=2 F=0 Min=0 C=13	T=128 J=4 M=4 F=0 Min=0 C=124	During Yr4 EROL team trained total of 79 Judges and 156 Court Staff.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Target	Yr5 Target	Program Year 4 Actual				Comments
								To date				
								Q1	Q2	Q3	Q4	
			M=106 F=41 Min=4	M=417 F=269 Min=30	M=408 F=451 Min=60	M= F= Min=		M=14 F=5 Min=1	M=0 F=0 Min=0	M=8 F=5 Min=4	M=38 F=86 Min=2	
33	Number of legal institutions and associations supported by USG		8	35	35	35		35	35	35	35	
	<p>Indicator 2.1.3-8</p> <p>Includes both governmental and non-governmental institutions and associations that focus on administering and improving the legal system.</p> <p><u>Cumulative</u></p>											

APPENDIX D: PMP SCORECARDS

KOSOVO JUDICIAL COUNCIL SCORECARD

Kosovo Judicial Council Scorecard		Targets and Actual				Remarks
Activity/Initiative	Target Completion (Year)	Actual Completion Year				
		1	2	3	4	
Support drafting of implementation plan LoC	1	X				Final Draft of the Implementation Plan submitted to KJC. Published by KJC December 1, 2011
Rapid assessment to identify focus of efforts (Action Plan)	1	X				Action plan completed in Q2 Yr1.
TA to KJC committees	1	X				KJC appointed Court Administration Committee and Budget, Finance and Human Resources Committee in March 2012.
TA to KJC for building strategic alliances	2			X		EROL continued to assist KJC to build strategic alliance with Federal Judicial Center, Administrative Office of U.S. Courts, State Court Judges and Administrators in Minnesota during a U.S. judicial ethics study tour with a Kosovo Delegation of KJC, ODC, and Court representatives.
Support KJC in inter-Ministerial legislation working groups	2			X		The MOJ has begun to consult on a high level with leaders of stakeholders. So far, however, no proposed changes have been made available to EROL or other advisors.
Support development of follow-on Strategic Plan	3			X		With EROL's support, the KJC has completed and adopted its 5 year Strategic Plan in Yr4 Q1
Support HR functions of KJC						
Define and standardize staff job descriptions	1				*	A process formally began in Q2 involving the Secretariat and Courts through a Working Group which will lead to the distribution of some Secretariat responsibilities to the Courts. Three sub-groups (personnel, budget and finance, and procurement and logistics) held their first meetings This is a complex process involving civil servants and is expected to take more than a year. EROL will support KJC and Courts during this process.
Staff recruitment/selection standards in place	1				*	
Staff promotion standards in place	1				*	
Staff discipline/dismissal standards in place	1				*	

Internship programs functioning successfully	2				*	
Judicial selection procedures improved	1	X				EROL assisted with drafting of Regulation and with OP.
Judicial evaluation procedures improved	1	X				Evaluation of performance of Judges completed, approved by KJC and introduced into force on March 2012.
Judicial promotion procedures improved	1		X			EROL provided substantial support to the KJC Steering Committee's effort to develop criteria for the selection/reassignment of Basic Court judges. The KJC Steering Committee approved 1) instructions for the appointment of president and supervising judges, and 2) regulations on reassignment of judges. EROL prepared a legal analysis of judicial salary setting under the new LoC. At the end of Y3Q4 the Normative Committee presented a regulation on promotion of judges to the Council
Judicial disciplinary procedures improved	1			X		Draft regulations were prepared by EULEX for the Disciplinary Committee in Yr3Q4 which are expected to be before the Normative Committee In Yr4
KJC database for judicial personnel in use	2				*	ECLO is developing this
Track legislation reviewed by legal office	2				*	The legislation referred to in this indicator refers to the package of laws, commonly referred to as "the five laws" that deals with justice sector institutions. Early in the program EROL worked as part of a working group to amend the five laws; however, the MOJ took that process over and has not involved outside technical assistance from EROL. If the MOJ opens the process for additional comment/advice/help, EROL will provide as much as possible. Since there may be no further involvement by EROL, anticipated completion is not scheduled here.
Track implementation of procedures for effective court admin						
Case flow, reception, assignment, management	2			X		EROL has reinvigorated the model court program (MCP) improvement teams at 8 model courts scheduled for MCP initiatives this year. Procedures for ensuring smooth transition to the new court structure under the LoC is well underway with working groups established and working on HR, court admin, public outreach, and logistics requirements.
Case files and records standards and procedures	2			X		All courts have improved records management
Attention to court users	2			X		Web portal assessments (web strategy and web development plans) have been submitted to the KJC for review.
Transparency and information access	2			X		With EROLs support a new web portal is being designed and EROL is developing content both for KJC and each individual court. This process is expected to be completed in Yr4 Q2.

Increased and more effective use of automation						
Assess IT needs, CMIS' contributions/gaps, and failure to use	1	X				Database assessment conducted.
Provide recommendations for system operation	2			X		The KJC is developing a new CMIS with support from the Norwegians. EROL has, and is providing, recommendations on the development of the system. The KJC and Norwegian team have been very open and consultative.
Minority outreach efforts						
Draft minority access assessment	1				X	EROL is drafting a regulation related to minority recruitment and advancement within the judiciary.
Draft outreach campaign	1		X			EROL drafted brochures to encourage minority community citizens to enter programs for professional positions in the judicial system – approved by KJC and USAID
Draft requirements for translator program	1			X		EROL provided support to KJC on drafting Regulation for qualification of court translators and interpreters.

KOSOVO PROSECUTORIAL COUNCIL SCORECARD

Kosovo Prosecutorial Council Scorecard		Targets and Actual				Remarks
Activity/Initiative	Target Completion (Year)	Actual Completion Year				
		1	2	3	4	
Facilitate development of strategic plans	1			X		EROL facilitated drafting of KPC Strategic Plan with Council and working group members. In Y3/Q1, a proposed strategic plan was revised and submitted to the KPC Normative Committee in anticipation for consideration and adoption by the full Council in Yr4/Q2.
Facilitate development of annual plans	1			X		EROL facilitated annual planning activities, including macro action plan development, sharing of template in connection with the creation of KPC's Strategic Plan.
Facilitate development of implementation plan and committees	1			X		The Implementation Plan was completed in Yr2, and it was based on a simplified version of the draft developed by USAID/EROL. EROL facilitated the establishment of committees/commissions/working groups, which are included in an amended

						regulation on the organization and activity of the KPC
Instruction manual (SOP) with regulations, policies, procedures	1			X		In Yr2, EROL drafted various guidelines and plans in the spheres of PR communications and website design for the KPC. EROL also assisted in drafting/amending the Five Justice Sector Laws, several pieces of secondary legislation, Ethics Codes for KPC Members, Prosecutors, and Support Staff, and the KPC's Strategic Plan. In Y3/Q1, EROL continued to support KPC drafting activities.
Support implementation of SOP across KPC	1			X		EROL participated in working groups that assisted KPC in drafting/amending regulations concerning discipline ⁴⁵ and prosecutor performance & evaluation, and an administrative instruction on setting annual performance norms, and amendments to amended regulation on the organization and activity of the KPC.
Develop job descriptions/TORs for KPC Secretariat staff	1		X			In Yr2, job descriptions were developed and revised as part of the strategic planning process as part of a collaboration with ECLO and the KPC
Train KPC in needs-based budgeting and justification	1			X		In Yr3/Q1, EROL and the KPC examined budget issues and identified specific needs through the strategic planning process. More concrete plans will be put in place with Action Plan development.
Legislative drafting support: secondary legislation	1			X		In Yr2, EROL participated in working group that assisted KPC draft/amend regulations concerning discipline ⁴⁶ and prosecutor performance & evaluation, and an administrative instruction on setting annual performance norms. In Y3/Q1, EROL continued to provide technical assistance in support of KPC drafting activities.
Development of new staff training module	1				X	This is included in the draft strategic plan and EROL provided significant support to its development. However, the KPC is currently undergoing a change in leadership (Chief State Advocate). Once the CSA is appointed and is engaged in this effort, EROL will support it.
Draft public relations strategy	1			X		EROL finalized and presented to KPC for consideration public relations strategy, media guidelines and a crisis communication plan. EROL transmitted a proposed Communications Plan to the KPC Normative Committee in Yr3/Q1. Now that the KJC has adopted a Communications Strategy, the KPC has asked for EROL support to revisit the proposed plan and develop its own Communications Strategy.
Draft public relations training modules and materials	1			X		In Yr3/Q1, EROL provided technical assistance to the KPC regarding training

⁴⁵ By agreement, EUOK is responsible for the development of disciplinary regulations, and EROL is responsible for ethics matters.

⁴⁶ By agreement, EUOK is primarily responsible for advising the KPC on disciplinary activities.

						modules for a new KPC spokesperson and specially-designated prosecutors/public information officers. Since then EROL has included KPC PR officers in its training of court PIOs
Train public relations staff	1			X		In Yr2, EROL trained KPC staff/spokesperson. In Y3/Q1, EROL provided technical assistance to the KPC regarding training of a new KPC spokesperson and specially designated prosecutor/public information officers. EROL provided training for the KPC PIO along with PIOs for the KJC, KJI and each of the courts in Yr3Q3. Since then EROL has included KPC PR officers in its training of court PIOs
Support formulation of external/internal communication plans	2			X		In Yr2, EROL finalized and presented to KPC for consideration public relations strategy, media guidelines and a crisis communication plan. In Y3/Q1, EROL transmitted a proposed Communications Plan to the KPC Normative Committee in anticipation of consideration and approval by the full Council. Now that the KJC has adopted a Communications Strategy, the KPC has asked for EROL support to revisit the proposed plan and develop its own Communications Strategy.
Incorporate public messages into overall outreach activity	2			X		In Yr2, EROL drafted media guidelines and conducted Media and the Criminal Justice Workshop attended by legal professionals and journalists. In Y3/Q1, EROL provided technical assistance to the KPC regarding the integration of a new KPC spokesperson and specially designated prosecutor/public information officers into KPC public outreach strategies.

MINISTRY OF JUSTICE SCORECARD

Ministry of Justice Scorecard		Targets and Actual				Remarks
Activity/Initiative	Target Completion (Year)	Actual Completion Year				
		1	2	3	4	
Legislative drafting						
Draft training modules	2		X			Legal Process workshop in Peja conducted during Q2. Eight professionalization training modules were under development during Q3.
Implement training program in legislative drafting	1	X				Workshop completed on public policy analysis and development and on public input and legislative drafting.

						Legal Process workshop in Peja conducted in Yr2 Q2.
Draft legislative enactment plans	1	X				Public policy analysis and development protocol completed
Define guidelines for public participation	1	X				Guidelines for Public Consultation were published by GOK in Sep 2011
Capacity development for public participation	1			X		Workshops on Legislative Drafting, including drafting of secondary legislation and protocols for public participation, were conducted.
Support for secondary legislation drafting	1			X		
International Legal Cooperation Department (ILCD)						
Training needs analysis report	1	X				Per agreement with EULEX/ECLO, EROL providing training on civil aspects of legal cooperation (excluding family law)
Develop training modules for ILCD	2		X			Training Module developed and provided.
Develop international legal assistance manual	1	X				Conducted 2-day workshop on international legal cooperation in civil matters and delivered Practice Manual
Training MOJ officials in implementation of roles	1	X				<p>Conducted 2-day workshop on international legal cooperation in civil matters and delivered Practice Manual.</p> <p>In Yr2Q1, prepared a comprehensive sensitive case file use and storage protocol, which was accepted for use by the Acting Director of the ILCD.</p> <p>The training on the negotiation, conclusion and implementation of bilateral agreements on civil matters was successfully delivered on 3-4 October 2013.</p> <p>In Yr4 Q1 EROL delivered three training sessions regarding the international legal cooperation in civil matters for the legal officers at the DILC and for the civil judges from the Basic Courts in Kosovo. 5 (five) legal officers from the MoJ/DILC have attended the program while 60 judges from the basic court in Kosovo have attended the program. The first training was conducted on 28-29 April 2014, and continued with the second training on 19-20 May, concluding with the third training on 20-21 June 2014.</p>
Complete agreements with interested nations	2				*	To support the DILC in its efforts to conclude agreements with other nations, EROL has prepared a practice manual on international legal assistance in civil matters.

						To support the DILC in its efforts to conclude agreements with other nations, EROL has prepared a practice manual on international legal assistance in civil matters, Guide is designed to assist the legal practitioners in the Ministry of Justice in understanding and implementing their legal and procedural obligations with respect to requests to and from Kosovo. It is also designed to provide assistance to the DILC in developing and/or clarifying internal and inter-institutional processes for handling cases.
Exchanges with EJM and EuroJust	2				*	This has not been interest from the DILC to support the MoJ in its activities regarding exchanges with EJM and EuroJust. Therefore, no activities have been initiated nor is there anything to report.
Litigation Unit						
Training needs analysis report	1	X				Three (of six) lawyers in Division for Judicial Litigation attended NITA-style trial advocacy training conducted by KJI; EROL prepared proposal to the Department for Legal Affairs to define and increase MOJ capacity to represent GOK in litigation.
Develop training modules	2				*	EROL's work with the litigation unit of the MOJ (State Advocate's Office) was postponed until appointment of a new state advocate general. Even though that appointment is not anticipated in the near future, EROL is ready to implement training programs for SAO attorneys and professional associates immediately. EROL in Year 4 is also prepared to submit a concept paper to form a working group preparing draft SAO regulations.
Training in inter-Ministerial coordination for litigation	2				*	
Training in oral and written advocacy skills	2				*	
ToT for local trainers	2				*	
Training in administrative litigation	3				*	
Training in civil litigation	3				*	
Compilation of training into a reference book	2				*	

OFFICE OF THE PRESIDENT SCORECARD

Office of the President Scorecard	Targets and Actual					Remarks
Activity/Initiative	Target Completion (Year)	Actual Completion Year				
		1	2	3	4	
Report on justice-related competencies of OP	1				X	An assessment of the justice-related competencies of the OP from the perspective of the Kosovo Constitution and the relevant legislation has been completed in the form of specific reports and concrete analysis, which have critically examined the role of the President in the justice sector and the interaction with the Kosovo Judicial Council and the Kosovo Prosecutorial Council regarding the process of judicial and prosecutorial appointments
Establish working group per Project design TORs	1	X				Working groups are identifiable and operational. This constitutes the technical level group, which is comprised of the representatives from the PO and the KJC and KPC Secretariat.
Support creation of coordination mechanisms	1	X				Coordination mechanism as locus for institutional interaction and policy coordination [to address policy options, and to analyze or resolve legal conflicts or inconsistencies on matters involving but not limited to judicial and prosecutorial appointments] have been established and are operational. The coordination mechanisms include the PO Legal Advisor (including the Head of the PO Legal Department) and the Director of the KJC/KPC Secretariat.
Intra-governmental roundtables	1	X				The 3 rd in a series of Intra-Governmental Roundtables was held in Q4 (06 March 2012). The roundtables explored many issues of judicial and prosecutorial appointment/transfer/dismissal, and simultaneous applications to the KJC and the KPC by the same applicant.
Draft PR strategy	1		X			EROL has finalized the drafting of the media relations guidelines for the Office of the President. The purpose of the guidelines is to give effect to democratic principles of transparency and public participation in the justice system of Kosovo in order to ensure judicial and prosecutorial independence, impartiality and integrity and the fair administration of justice in the Republic of Kosovo.
Train public relations team members	2		X			In Year 2, EROL conducted a series of PR training sessions for the OP team in order to empower the professional skills in media interaction and enhance thus the President's communication with citizens on justice related matters. The following

					<p>activities were undertaken to accomplish this objective.</p> <p>EROL conducted on October 24, 2012, a workshop for OP public officers on the development of a communications strategy. The workshop introduced participants with the contemporary approaches and techniques in overcoming public communication barriers, ensuring qualitative message delivery, and strategies for communicating matters involving judicial and prosecutorial appointments. On February 22, 2013, EROL conducted the other workshop with the justice sector institutions, including the Office of the President to discuss the media relations guidelines as prepared by EROL STTA.</p>
Include outreach messages in overall PR strategy	3			X	<p>Outreach messages in the PR strategy for the Office of the President have been included and are now part of the Media Relations Guidelines for the Office of the President.</p>
Support drafting of written protocols/circulars/guidelines	2	X			<p>KJC Administrative Instructions (2) on the Submission of Proposals for Appointment of Candidates as Judge/Prosecutor; PO Regulations (2) on the Appointment of Candidates proposed as Judges/Prosecutor. EROL provided PO with legal research and advice on matters pertaining legislation review, constitutional authority of pardon, and judicial and prosecutorial appointments. EROL continued to provide support for the Office of the President in the area of legal drafting and legislative review including but not limited to the development of procedures and protocols for the review of enacted legislation prior to its promulgation. EROL completed the Language English Program (LEP) for the legal team of the President's Office.</p>
Support agencies to implement protocols	2		X		<p>EROL supported the OP in the implementation of the technical guidelines for the exercise of OP constitutional competencies with regard to the return of laws for reconsideration prior to promulgation. The result is that the OP is reviewing the legislation on the basis of the EROL designed guidelines.</p> <p>In addition, a team of legal officers of the OP attended the Legal English Program as developed by EROL. The program has successfully strengthened the professional capacities of the OP in providing better quality of legal services and has enhanced the process of the implementation of the existing legal framework and protocols.</p> <p>EROL in cooperation with NDI Kosovo hosted two Intra-Governmental Roundtables regarding challenges confronting the process of drafting secondary legislation and its implementation. Participants from the OP, the AoK, MoJ, KJC and KPC have highlighted a variety of technical problems in the process of drafting secondary legislation, including preparation of the fiscal and regulatory impact assessment as documents for ensuring efficiency, practicability and implementation of the draft legislation.</p> <p>EROL has taken an active role approaching the OP legal team to prepare and revise the existing protocols and rules regarding aspects of judicial and prosecutorial</p>

						appointments. EROL and OP are in the process of publishing the guidelines on the review of laws enacted by the legislature.
Train legal officers of OP	2		X			<p>In July 2012, EROL conducted a two-days training in the legislative drafting process. The training was attended by the legal officers of the PO, the KJC, the KPC and the MoJ.</p> <p>In October 2012, EROL conducted a two-day workshop on the “legislative review process”. The training was attended by the legal officers of the President’s Office and the Assembly of Kosovo.</p> <p>EROL conducted the training on the process of drafting of secondary legislation, which was held on 4-5 July 2013. The training aimed at supporting the legal teams of the OP, the AoK, the MoJ, the KJC and the KPC to draft secondary legislation following the entry into force of a new regulatory framework on legal drafting in Kosovo.</p>

CONSTITUTIONAL COURT SCORECARD

Kosovo Constitutional Court Scorecard	Targets and Actual					Remarks
Activity/Initiative	Target Completion (Year)	Actual Completion Year				
		1	2	3	4	

Needs Assessment - expertise and information needs of judges	1	X				EROL is preparing topics for a judicial training conference to be held in Q1 or Q2 in Year Two of Program
Support program and materials for CC judges drafted	1		X			EROL elicited and organized the presentations of eight formal presentations on substantive constitutional and legal issues for the international conference on Human Rights sponsored by EROL and Constitutional Court, on June 29-30, 2012.
Training modules developed for new CC judges	1		X			
Support attendance at regional or international conferences	1		X			
Needs Assessment - training needs for legal advisors	1	X				Training Needs Assessment Completed
Training modules developed for legal advisors	1	X				Workshop conducted at end of Q2 and second workshop done in Q4
Training provided to legal advisors	1	X				Workshop conducted at end of Q2 and second workshop done in Q4
Exchanges with international jurists (visits to Kosovo or travel)	1		X			Target completed through the above conference, which included presentations by judge who served on European Court of Human Rights, two federal court judges from United States, and one lawyer from Ireland.
Preparation of research papers for conference	1		X			
Conference on constitutional jurisprudence and adjudication	1		X			
Internship program launched (year 2) and monitored (2-4)	2				*	KCC asked us to defer on this and provide training to legal advisors
Materials created and distributed as bench references	2		X			EROL prepared summaries of the 93 cases decided in 2011, as well as a complete subject matter index, for inclusion in the Court's Bulletin of Case Law 2011, which will be widely distributed to judges and other legal professionals for use and reference manual.
Library needs assessed and materials procured	2				*	GIZ is doing this
Training module developed for internet research	2		X			The Legal English Program Legal Research Module, prepared in conjunction with KJI, will be offered to legal advisers and legal researchers with sufficient English language proficiency at Constitutional Court.
Reference manual created and distributed	3				X	As part of that process, in Yr3/Q1, EROL and KCC representatives distributed a special international human rights edition of "E Drejta", which is the result of a KCC/EROL/Law Faculty collaboration, and provides guidance on the implementation of international human rights mandated by the Constitution, which was released to judges of the Court, KCC legal support staff members, the "ordinary" courts and legal

						support staff members, law professors, students, lawyers, and members of the public in hard copy and in electronic format on institutional online Websites.
ToT in adult learning principles	2		X			Training for Legal Advisers completed.
Local and international trainers train advisors together	3	X				Legal Advisor Training conducted.
Local trainers begin to train on their own	3	X				Orientation and training for new researchers conducted by CC Trainers using EROL-produced materials.
Deploying software for full-text searchable decisions online	3			X		In Yr3/Q2, the KCC database/search engine was fully deployed. The full-text searchable feature is available in Word format, and is being debugged in the PDF format; the full-text search feature is expected to be available during Y3/Q3 or Y3/Q4.

KOSOVO JUDICIAL INSTITUTE SCORECARD

Kosovo Judicial Institute Scorecard		Targets and Actual				Remarks
Activity/Initiative	Target Completion (Year)	Actual Completion Year				
		1	2	3	4	
Assessment of KJI structure and curriculum, and their degree of alignment with LoP and LoC	1	X				EROL team conducted Kosovo Judicial Institute Initial Legal Education Program Assessment on March 2012
Draft training courses	1	X				In the CLEP Assessment, EROL undertook the responsibility for the preparation of several course modules for presentation in 2012. Drafts of two courses have been completed
Training of Trainers (TOT)						
Training of trainers program developed	1		X			In conjunction with KJI instructors selected by the Director, EROL prepared modules

						Legal Reasoning and Writing, Court Management, Case Management, and Judicial Ethics with interactive learning features that were introduced to all KJI instructors. Several programs were delivered with fulltime and adjunct KJI instructors participating in Q4.
ToT program carried out with KJI instructors	1		X			The above courses with TOT features were presented in Yr2 Q4; Two KJI trainers were trained to deliver the Workshop for Judges on Mock Trial (Civil) for the Kosovo Judiciary and the Information & Communications Technology (ICT) Considerations Module for the Kosovo Judiciary during Yr3/Q3 Target Completed in for Yr4 in Q1 – with delivery of Resilient Leadership ToT, May 26-28, 2014.
English language TOT training						
Training of trainers program developed	1		X			Legal English Program TOT Curriculum, Legal Research Module, Lower Intermediate Module, Intermediate Module and International Legal Cooperation in Civil Matters Curriculum conducted and completed during Yr2 Q1, courses presented in the CLEP and ILEP Programs.
ToT program carried out with KJI instructors	1		X			Legal English Program TOT Curriculum, Legal Research Module, Lower Intermediate Module, Intermediate Module and International Legal Cooperation in Civil Matters Curriculum conducted and completed during Yr2 Q1, courses presented in the CLEP and ILEP Programs. In Y3/Q1, an EROL trainer mentored KJI trainers in the delivery of the ICT Considerations for the Kosovo Judiciary program.
Training program on OSCE recommendations prepared	1		X			OSCE reports have been analyzed and administrative staff shortcomings are being addressed in a Best Practices course developed. In conjunction with KJI instructors selected by the Director, EROL is preparing a course module on court administration staff best practices. The course module development began in Yr2 Q3, continued during Q4. The Model Court Program delivered a series of professionalization classes to court support staff during implementation on the new law on courts.
STTA provided in holding judicial conferences	1				X	In January 2014 EROL provided an STTA to moderate and organize the KCC Conference on Self-Executing Nature of KCC Decisions.
Judicial conferences held	1				X	Conference on Self-Executing Nature of KCC Decisions took place in January 2014
Develop list of potential local and int'l partner institutions	1	X				List prepared and submitted to KJI.
Support development of relationships with institutions	1					EROL Team is coordinating study tour for KJI to the National Judicial College (NJC)

						for Nov 2014
Support to attend international conferences	1			X		KJI Director attended the International Organization for Judicial Training (IOJT) Conference in Washington D.C. in 2013 and EROL is encouraging wider participation of KJI staff at the next IOJT Conference.
KJI website enhanced						
Include reference materials and legal information on site	1			X		Full deployments of the KJI software and website happened in Yr3/Q2, and training of KJI staff was completed in Yr3/Q3.
Develop test version of KJI website	1			X		
Develop draft database of trainees	1			X		
Develop distance learning demonstration course	1			X		
Distance learning platform and catalog deployed and in use	2			X		KJI database and distance learning platform completed in Y3.

MODEL COURTS PROGRAM SCORECARD⁴⁷

Model Courts Scorecard									
KEY STANDARD		The Supreme Court	Pristina District Court ⁴⁸	Gjilan District Court ⁴⁹	Lipjan Municipal Court ⁵⁰	Istog Municipal Court ⁴	Viti Municipal Court ⁴	Rahovec Municipal Court ⁴	Suhareka Municipal Court ⁴
1	Reorganize administrative duties between Presiding Judge and Court Administrator	2	2	2	2	2	2	2	2
2	Develop and implement a Court Training Plan	2	2	2	2	2	2	2	2
3	Maintain and updated open and closed case files accurately and chronologically	2	2	2	2	2	2	2	2

⁴⁷ The MCP Scorecard 1 includes first eight participant courts on EROL MCP as per their operation under former courts structure.

⁴⁸ As foreseen by the new LoC the Pristina District Court Jurisdiction from January this year is converted to the Pristina Basic Court and Court of Appeals. As per KJC and USAID agreement the Pristina District Court building was refurbished and transferred to the Court of Appeals. The MCP activities were focused on supporting new courts, the Court of Appeals and the Pristina Basic court.

⁴⁹ As foreseen by the new LoC, the Gjilan District Court and Gjilan Municipal Court are converted to one court - Gjilan Basic Court. The MCP assisted both courts on reaching the MCP standards and also implementing the new LoC

⁵⁰ The Municipal Courts as are listed on the scorecard 1 (Lipjan MC , Istog MC, Viti MC, Rahovec MC and Suheraka MC) starting from January 2013, as foreseen on the new LoC are converted to branch courts to their respective Basic courts.

4	Develop and implement a plan for reduction of case backlogs in all types of cases	2	2	1	1	1	1	1	1
5	Develop and implement a plan for compliance with case processing time standards	1	1	1	1	1	1	1	1
6	Streamline procedures for effective procurement and use of court logistics and supplies	2	2	2	1	1	1	1	1
7	Enhance court communication with the public	2	2	2	2	2	2	2	2
8	Improve accessibility and security of court facilities	3	3	3	3	3	3	3	3
9	Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively	3	3	3	3	3	3	3	3
TOTAL:		19	19	18	17	17	17	17	17

MODEL COURTS PROGRAM SCORECARD⁵¹-II

Model Courts Scorecard										
KEY STANDARD		Pristina Basic Court -Podujeva Branch ⁵²	Pristina Basic Court – Gillogovc Branch ⁶	Ferizaj Basic Court –Kacanik Branch ⁶	Gjakova Basic Court –Klina Branch ⁶	Gjakova Basic Court –Maliseva Branch ⁶	Peja Basic Court – Decan Branch ⁶	Prizren Basic Court – Dragas Branch ⁶	Mitrovica Basic Court – Vushtrri Branch ⁶	Court -Sterpce Branch ⁵³
1	Reorganize administrative duties between Presiding Judge and Court Administrator	2	2	2	2	2	2	2	2	2
2	Develop and implement a Court Training Plan	2	2	2	2	2	2	2	2	1
3	Maintain and updated open and closed case files accurately and chronologically	2	2	2	2	2	2	2	2	2
4	Develop and implement a plan for reduction of case backlogs in all types of cases	1	1	1	1	1	1	1	1	0
5	Develop and implement a plan for compliance with case processing time standards	1	1	1	1	1	1	1	1	0

⁵¹ The MCP Scorecard 2 includes second eight new participant courts that joint EROL MCP on the Yr2 Q4.

⁵² As foreseen on the new LoC the Branch Courts operate under the Basic Courts which

⁵³ During this year EROL added Ferizaj Basic Court – Branch of Sterpce to the MCP activities.

6	Streamline procedures for effective procurement and use of court logistics and supplies	1	1	1	1	1	1	1	1	1
7	Enhance court communication with the public	1	1	2	1	1	1	2	1	1
8	Improve accessibility and security of court facilities	3	3	3	2	2	3	3	1	2
9	Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively	1	2	2	1	1	1	2	1	1
TOTAL:		14	15	16	13	13	14	16	12	10

EROL MODEL COURT PROGRAM– PMP SCORING DESCRIPTION CRITERIA

Key Standard	Scoring	
	Score	Criteria
Reorganize administrative duties between Presiding Judge and Court Administrator	0	No formal description of court administrative responsibilities.
	1	Assessment of court administrative functions completed.
	2	Plan for division of responsibilities developed and implemented. With the endorsement of the new Regulation on Court Internal Operations EROL facilitated discussions to clarify the roles and responsibilities of President Judges and Court Administrator. Additionally EROL assisted the Supervisory Judges and Assistant Administrators in the Branch Courts understand the appropriate communication chain between the Branches and the main office of the Basic Court.

Key Standard	Scoring	
	Score	Criteria
	3	Results of implementation reviewed, plan adjustments considered.
Develop and implement a Court Training Plan	0	No formal Court Training Plan.
	1	Assessment of training needs completed.
	2	Court Training Plan developed and implemented. During the Y 2 Q1, Q2 and Q3 EROL conducted a significant number of training programs for court staff relevant to the implementation of the new court structure. Trainings were focused on change management, case transfer, new case registers, communications, time stamps, data base use and statistics.
	3	Results of implementation reviewed.
Maintain and update open and closed case files accurately and chronologically	0	No written plan for file management.
	1	Status of current file management assessed and deficiencies noted.
	2	Plan for case record maintenance, updating, and routing with accountability noted adopted. EROL MCP developed a database program that will streamline the workflow, as well as enable the KJC Sec and Courts in collecting more reliable and accurate statistical data.
	3	Status of file management reviewed.
Develop and implement a plan for reduction of case backlogs in all types of cases	0	No formal plan for backlog reduction/prevention.
	1	Assessment of current case backlog completed. Through database and data entry personnel the EROL MCP is collecting data for all pending cases. At this stage the courts are able to identify cases by party name and filing date.
	2	Plan for reducing backlog, with targets and responsibilities, adopted.
	3	Case backlog reassessment completed and changes to the plan undertaken.

Key Standard	Scoring	
	Score	Criteria
Develop and implement a plan for compliance with case processing time standards	0	No formal plan for compliance with case processing time standards.
	1	Assessment of case processing procedures completed. Through database and data entry personnel EROL MCP is collecting data of all pending cases as well as cases with a disposition date after 2013. At this stage the courts are not able to identify cases by disposition date since data entry process is ongoing.
	2	Plan for timely processing of cases and compliance with time standards developed and adopted.
	3	Case processing procedures reassessed and changes to the plan identified.
Streamline procedures for effective procurement and use of court logistics and supplies	0	No procedures for effective procurement and use of court supplies developed.
	1	Inventory of court logistics and supplies completed. Under the new court internal structure significant improvements were achieved across the courts in Kosovo. Merge and consolidation of the Basic Court logistic offices and inventory and update of the listed information are positive highlights that deserve to be acknowledged as improvements toward accountability on the maintenance and use of court inventories and equipment
	2	Plan for tracking and managing use of supplies developed. As the new court internal structure was developed by the sub-working group on human resources and became effective January 2013, each basic court recruited a staff member who will deal with court logistic issues. This effort will improve the supply tracking system and enhance communications with KJC Secretariat.
	3	Evaluation of the supply and inventory system completed with problems identified.
Enhance court communication with the public	0	No organized public communication or community outreach.
	1	Identification of court outreach activities to enhance court/community relations. During the quarter 3 and this quarter as well, EROL successfully managed to develop and finalize the design plans for refurbishment on branch courts of Klina, Decan, Podujeva, Malishevo and Sterpce. The developed design plans successfully address all standards for improvements in area of communication, access, transparency and safety.

Key Standard	Scoring	
	Score	Criteria
	2	Plan for public communication and community outreach developed. EROL MCP, in conjunction with the EROL communication specialist and STTA, facilitated communication training for court information coordinators and court administrators. A court signage plan has been developed for all MCP courts undergoing refurbishment. Court directories and information booths are in place. Designing and printing of court brochures are in the process of finalization.
	3	Outreach activities monitored and changes made to the plan based on evaluation.
Improve accessibility and security of court facilities	0	Court is not safe and accessible.
	1	Facility evaluation completed for potential safety and accessibility improvements.
	2	Plan for improvements in facility safety and accessibility developed and construction activities started. The refurbishment design plans and specifications incorporate all necessary measures to increase safety in the courts. Additionally the designs improve access and transparency to all court operations. During this quarter the refurbishment activities were completed in Kacanik court;
	3	Facility improved and reassessment completed. In addition to last quarter where 2 courts completed the refurbishments, in this quarter 5 other courts completed refurbishments. With the refurbishment completion of these 5 courts the improvements increased the safety, access and efficiency of court operations.
Ensure that court proceedings are open and that all that appear before the court have the opportunity to participate effectively	0	Public access to court hearings is limited or haphazard.
	1	Barriers to access identified (including physical, language, gender, security, ethnic barriers).
	2	Plan for improvement to eliminate barriers to access developed. Designs for refurbished facilities increased the number of courtrooms by 100% over current court use. This increase will enable more members of the public to attend open hearings and court sessions. In each of the refurbishment designs is foreseen increase of the court rooms up 100% more than currently court use. So, the increase of the court rooms which enable courts to receive more public to the open hearings. Courts successfully continued publishing court hearings through the monitors on public area.
	3	Accessibility reassessed and plan modified based on new information.