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# KOSOVO

## EFFECTIVE RULE OF LAW PROGRAM

### Quarterly Progress Report

**Extension Period – Quarter 1  
(March 24 – June 30, 2015)**

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## INTRODUCTION

This document describes USAID Kosovo Effective Rule of Law Program (EROL) progress through the first three months of the extension period (March 24 – August 31, 2015) approved by USAID in March, 2015. The report highlights project activities, outputs, results, successes, challenges, and opportunities, and provides a snapshot of project accomplishments and the status of milestones through June, 2015.

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

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

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

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

This report is broken down into the following sections:

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

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

## PROGRAM PROGRESS AND HIGHLIGHTS

The five month extension period approved by USAID is designed to focus EROL resources on 1) sustainability of implemented systems – including KJC/court plans to decentralize administrative functions, 2) continued effort to reduce the courts' backlog, 3) finalizing amendments and laws to legal and regulatory framework, and implementation of the justice agreement in the North. The first three months of extension saw excellent progress on all fronts.

In particular, EROL made significant progress reducing the backlog of cases in the three pilot courts where EROL backlog reduction teams (BRTs) are working – Gjakova and Pristina basic courts and Podujeva branch court. The BRTs have truly proven the concept that additional legal/administrative staff concentrating on evaluating pending cases and preparing them for the next step in the cases flow process as well as identifying cases ripe for dismissal or decision can make an immediate, positive impact both on

backlog reduction and case processing in general. In fact, one of the most beneficial aspects of the BRT's work is litigants are now seeing their cases moving forward, some for the first time since filing the case many months before. During the reporting period, EROL BRTs reviewed over 17,200 cases and helped close nearly 4,200. Cumulative results since the BRTs began work – Podujeva, late July 2014; Gjakova, early August 2014; Pristina, late January 2015: nearly 38,000 cases reviewed and over 9,400 cases closed.

The BRTs – recruited, selected and trained by EROL – have proven their ability to provide outstanding legal and administrative support to the judges and court where they are assigned. The courts themselves have recognized this by hiring directly 5 (out of 29) team members to work at the Pristina basic court in similar judicial support positions. These five staff are high quality top producers that will continue to push the court and its judges to focus on identifying cases needing intervention and moving them towards resolution.

In addition to backlog reduction, the courts began implementation of the reengineered electronic case registry system (the database). The original database was designed and implemented in all courts during the lead up and implementation of the Law on Courts (LOC) that took effect on January 1, 2013. The database provided a methodology for courts to inventory over 240,000 cases that were ultimately transferred (either physically or jurisdictionally) when the court system was wholly transformed, based on the LOC. Courts early on recognized the database could track and report on court and judicial caseloads, thus providing court presidents, supervising judges and the KJC Secretariat (KJCS) with information on both court and nationwide caseload distributions and workload statistics.

The database grew both in the number of cases and in the information fields entered and reported. Contemporaneously, the KJCS, supported by the Norwegian government, began to develop a long-term project to create a case management information system (CMIS). EROL identified the need to reengineer the database so that the case information already captured would be “migratable” from the database to the CMIS. To accomplish this, EROL worked closely with the KJCS, the CMIS project team, and a local systems developer to completely change the database scheme (structure), user interface, and software operating system. The goal was to have a database was compatible with the CMIS; provide the judiciary with a complete case tracking system with a suite of information management reports and increase both user friendliness and eliminate as much as possible data entry errors. The task is not a simple one – over 600,000 case records are being migrated to the new database, all court staff that need access to the database – including judges – are being trained.

*“As a member of the CMIS working group I see this new version of the electronic case registry as a powerful step forward towards a full CMIS. Our staff sometimes resist or are afraid of change and I have told them that this database is going to prepare them better for the implementation of CMIS and take us closer to eliminating our manual registries.”*  
Hektor Vula, Chief of Registries at Gjakova Basic Court

The roll out to all courts is phased in with coordinated data migration, switching to the new user interface, training, and testing at each court. The first court to go live was the Supreme Court; the data migration process recorded a 99.81% accuracy rate. Roll out is continuing at the court of appeals and basic courts. By the end of the reporting period, 10 courts were live with data integrity testing underway at each location: Supreme Court, court of appeals, basic courts in Ferizaj, Mitrovica, Peja and Gjakova, and branch courts in Shterpce, Kacanik, Skenderaj, and Vushtrri.

To further ensure data integrity, EROL worked closely with KJCS's statistical department to compare data, review reporting procedures, and develop improved processes for the gathering, compiling, and report of court caseload statistics. EROL hosted seven regional working sessions designed to help develop consistent and sustainable procedures. The key aspect of the working sessions was they included staff from courts and the KJCS statistics department reviewing and reconciling information together.

It's clear that the judiciary needs continuous advancement in technology to meet the growing demand for publicly accessible information on the courts and their cases. EROL completed the development of web portal technology that will allow the courts to collectively and individually provide public access to hearing schedules, caseload trends, court procedures (including forms that may be required forms), employment opportunities, and court location/access/contact information. The web portal is hosted on the KJCS server system and courts are in the process of uploading information to the portal. During the testing phase of the web portal development, the basic court in Gjilan tested uploading, verification and standardization methodologies. The Gjilan testing and development resulted in web portal templates that are designed to allow all courts to upload and maintain their individual court websites while adhering to consistent information presentation.

One of the most important planned functions of the web portal is the public publishing of court decisions. Now that the new amendments to the Law on Courts directs courts to publish all final judgments, the branch and basic courts are compelled to accomplish a considerable undertaking without guidance from explanatory secondary legislation from the KJC or indeed, much in the way of past experience. The amendment's language offers a few general details, such as that courts will publish all final judgments; courts will publish final judgments in their official web site within 60 days; and courts will publish them in accordance with Kosovo's legislation in force and rules of the KJC. In addition, unlike the US where court decisions, with few exceptions, are published or made available in their entirety, there are significant privacy safeguards in place in Kosovo that limit the full disclosure of personally identifying information. While the recent amendment is silent as to guidance regarding who publishes what final judgment and how, and what personal data or other private information must be anonymized (removed or redacted), EROL drafted an initial regulation on the process and anonymization of final court judgments that the KJC can ultimately finalize and adopt.

As mentioned previously, amendments to the "four laws" were finalized, adopted by the Assembly and published in the official gazette during the reporting period; they take effect July 15, 2015. EROL worked closely with the KJC and KPC (over that past couple of years) on the amendment process that started and stopped several times. The amendments will create additional opportunities and challenges, particularly for the KPC as its organizational structure is changed by increasing the number of members to thirteen and creating a Secretariat to the Council.

EROL assisted with drafting, editing or providing advisory support and commentary for the following laws and regulations:

- Selection of members of the KPC
- Selection of members of the KJC from the judiciary
- Instruction on anonymization and publication of final judgments
- Criminal database (required for EU visa liberalization)
- Instruction on special employment agreements
- Appointment of president judges

- Entry examination for judicial candidates
- Law on the Justice Academy
- Law on Amnesty

In addition, EROL culminated many months of training and coordination with the MOJ, KJC and the basic courts with the publication of the manual on international legal cooperation. The guide provides information on the key preconditions that must be met before legal assistance may be granted, and it places particular focus on the requirements for obtaining common types of legal assistance in civil matters, including court –ordered documentary evidence and obtaining witness testimonies or statements.

Another set of publications that were finalized during the reporting period are the civil and criminal bench books. The bench books will serve as a guide/resource for judges during hearings and trials. The criminal bench book was printed (Serbian language translation still ongoing) and the civil bench book was completed and accepted with only formatting changes remaining.

EROL is also using the bench books to gain support and trust from judicial actors in the North. During the reporting period, EROL traveled numerous times to North Mitrovica and Leposavic initiate and follow through on programmatic assistance that potentially will have significant impact on integrating the courts in the North. The bench book initiative is helping create an “investment-mindset” with judicial actors from the North by involving them in one of their key issues – Serbian language translation. EROL provided translated chapters of the criminal bench book to them and asked for their assistance in ensuring proper Serbian language usage was employed. Just as importantly, the review requires them to read and absorb the Kosovo legal framework concepts, laws and regulations set out in the bench books. They are beginning to see and learn procedures that must be incorporated as they integrate into the Kosovo judicial system.

EROL has also introduced potential infrastructure improvements to the judicial actors in the North. Taking advantage of EROL’s experience with model court refurbishments, initial design work was completed for the refurbishment of the Leposavic court facility. This initiative – with final designs for Leposavic and Zubin Potok scheduled for completion in July – creates further investment-mindset with judicial actors carefully reviewing plans and providing feedback for these two branch courts of the Kosovo judicial system.

EROL did complete the refurbishment of the Vushtrri branch court of Mitrovica basic court. The basic and branch courts had been sharing space resulting in significant overcrowding. The new building, built by the KJC, required improvements to the public space, including handicap access, central records management office and court rooms.

EROL continued to help the KJCS and courts look to the future as plans moved forward to decentralize administrative functions from the KJCS to the courts. During the reporting period, EROL’s support for the KJC/KJI (with KJI taking the administrative lead) court executive development program (CEDP) included providing direct training for both organizations to develop their project management capacity to lead the initiative, selecting the first cadre of program faculty, conducting train-the-trainer (TOT) workshops focusing on the court management discipline, curriculum adaptation, and developing effective teaching skills.

EROL also continued to provide operational and administrative support to the ATRC sub grantees by taking the lead in assisting sub grantees with court monitoring reporting requirements.

## CONTEXT: CHALLENGES & OPPORTUNITIES

The five month extension provides a number of opportunities for EROL to continue focusing on backlog reduction, working on sustainability of operational systems, developing trust and potential integration initiatives in the North, and providing needed reference materials (also facilitating sustainability) for judges and staff, and helping continue the effort to move functions from the KJCS to the courts by developing and increasing the capacity of the courts to take on more responsibilities. For example, the bench book initiative has proving to be an asset as EROL continued to develop relationships and trust with judicial actors in the North. A central concern voiced by judicial actors in the North revolves around the [lack of] accuracy of Serbian language translations of laws, regulations and other justice sector documents. The bench books are providing a substantial opportunity to address an important challenge for potential judges from the North.

While EROL continues to provide assistance, both the courts and the KJCS are struggling to make the web portal a priority. EROL held several meetings thorough the quarter with other donors who are also involved in web and online initiatives and is working towards agreements that would see some donors stepping in to continue helping various courts and judicial entities to manage and update content after EROL closes.

With two months remaining for the project – and only one full month left for substantive work with counterparts before work shifts to the final demobilization phase – time and timing is the greatest challenge. Significant initiatives are or will hit their strides in the coming months. KJCS decentralization goals and the development of court professionalization to meet those goals will move to the next phase. The amended Law on Courts creates three new branch courts. Judges, prosecutors and related support staff will be appointed/hired in the North with substantial need for training, operational and administrative support.

During its final two months, EROL committed to supporting the Kosovo courts, justice sector institutions, judges and staff – including potential judges and staff from the North – so that every opportunity to make progress towards a competent and respected judiciary is addressed.

## ACTIVITIES

### OBJECTIVE 1: EFFECTIVE OPERATIONS OF JUSTICE SECTOR INSTITUTIONS

#### 1.1 KOSOVO JUDICIAL COUNCIL

EROL achieved some notable successes this quarter. The Minister of Justice resurrected the amendment process for the four judicial laws after years of dormancy. EROL was deeply involved in evaluating and commenting on several versions of amendments in a process that was unpredictable, anything but transparent, and requiring substantial effort on the part of EROL to keep up with the process. In the end, the most egregious private interest amendments were eliminated. But the Assembly committee responsible for presenting these amendments to the plenary session of the Assembly added some provisions at the end of the process which will cause the judiciary and the prosecutorial service some difficulty in practice.

With one council member retiring, whose successor must be elected by the judiciary, EROL took the lead in drafting a regulation for the election of council members from the judiciary. It contains a provision providing constitutionally and legally mandated affirmative action for gender balancing on the council.

This regulation has received some pushback by the court of appeals, where the candidate for the council must come from under the council's regulations.

During the reporting period, EROL provided drafting, editing or advisory support on nine laws, regulations, or instructions.

Amendments to the four judicial laws – the Law on Courts, the Law on State Prosecutor, the Law on the KJC and the Law on the KPC – have been in the works since 2012. At first a large working group was formed, which included EROL, to produce a package of amendments to the laws. But after only two meetings the process was taken internally by the Ministry of Justice. For a long period of time nothing was done. But beginning in 2014 a series of high level meetings began and over a period of time a package of amendments took shape, but without participation of any international donors or advisors. When unofficial versions of the draft amendments became available, it was clear that there were few technical amendments and many amendments clearly for special interests. Finally in this quarter a series of meetings took place in which the international community of advisors and the beneficiary organizations participated, and the result was that the special interests were removed from the package. At least that is what the international community thought. Upon review of the final package sent by the MOJ to the government and then to the Assembly, and despite the representations by the Ministry that nothing had changed since the last open meeting, there were a number of blatantly personal interest provisions added.

Overall, the amendments provided the following major changes to the laws:

#### **Law on Courts**

- Amending Article 27 -- after judges are appointed they must undergo 12 mos of training in the KJI (unless they have judge experience).
- Amending Article 32 -- Judges can't earn more than 25% of their basic salary in extracurricular activities.

#### **Law on State Prosecutor**

- Amending Article 20 -- after prosecutors are appointed they must undergo 12 mos of training in KJI (unless they have prosecutor experience).
- Amending Article 25 -- Prosecutors can't earn more than 25% of their basic salary in extracurricular activities.

#### **Law on KJC**

- Council members cannot be president judges.
- Rules for proposing and selecting council members by the Assembly. Assembly dismisses members elected by the Assembly.
- Council organizes entry exam for judges.

#### **Law on KPC**

- Major reorganization of council from 9 to 13 members.
- Council members cannot be Chief Prosecutors.
- Minister of Justice no longer a member of the council.
- Chief State Prosecutor is a member but no longer the chair of the council.
- Non prosecutor members are elected by the Assembly with rules for proposing and selecting by the Assembly.
- The Council will now have a Secretariat.

Over the period of time during which the package of amendments was in the hands of the Committee on Legislation, Mandates, Immunities, Rules of Procedure of the Assembly and Oversight of the Anti-corruption Agency, the late-added special interest provisions were taken out; however the Committee added several of its own amendments. This process was not transparent and donors and advisors and even the beneficiary organizations such as the KJC and KPC had no chance to comment on the amendments or to explain how they would be a challenge to implement and add nothing positive to the functioning of the courts. For example, the Committee added a requirement that the member of the KJC, who must be elected by the Assembly and who also must be a member of the Chamber of Advocates, cannot practice law and be on the council at the same time because of conflicts of interest. There are other ways to deal with any conflicts of interest and the result of this amendment will be that it will be impossible to find any lawyer willing to give up his or her law practice to serve on the council. This means that there will continue to be an unfilled position on the council and one less council member to serve on committees and do the council's work.

The Assembly has not yet elected two additional members to the council. Adding to the shortage of members, one of the members, whose successor must be elected by the judges, reached the age of mandatory retirement at the end of last quarter. The council had not by then adopted a regulation governing the election of members from the judiciary, so EROL drafted a proposed regulation which was circulated to other international advisors, considered by the Normative Committee and approved by the council with some changes. Because the Constitution and existing laws require efforts at gender balance on the council and because one of the amendments to the Law on the KJC specifically requires action by regulation to achieve gender balance, the regulation adopted by the council contains a provision requiring the council to assess the gender composition of the council at the time a vacancy announcement is necessary. If the council determines that there is a gender imbalance then it may require in the vacancy announcement that the position be filled by the underrepresented gender.

According to the Law on the KJC, the vacant position must be filled from the judges on the Court of Appeals since that is where the retiring member sat as a judge. The council determined that since there are only two women on the council that there was an imbalance and the vacancy announcement required that only women could be nominated for the vacant position. The judges of the court of appeals met to nominate candidates but instead asked the council to reconsider the announcement claiming that the regulation unlawfully discriminated against men. At the end of the quarter, this matter had not been addressed by the council. There may be a case brought before the Constitutional Court on this issue.

The package of amendments to the four judicial laws requires the publication of all final judgments of all courts. EROL investigated the process and procedure now in use in the court system for making judgments final. EROL also evaluated the Kosovo legal requirements necessary to anonymize information in judicial decisions to comply with the law. Based on detailed models in use in Croatia and Montenegro, EROL drafted a proposed instruction on the procedure for anonymization by court personnel of private information such as names of parties and a procedure for posting anonymized final judgments on the judicial website. This draft will be shared with other international advisors and the Normative Committee and should be ready to be implemented in the final months of the EROL program.

The manual that EROL completed last quarter on the responsibilities of the chair, members and staff of the council and the effective management of council meetings was distributed to council members in a workshop preceding one of the council meetings early this quarter. The manual provides clear guidance

for holding meetings including simple internal rules of order and contains all the relevant laws and sub legal acts governing council member obligations.

## 1.2 KOSOVO PROSECUTORIAL COUNCIL

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During this quarter, the President decreed Aleksander Lumezi, the new Chief State Prosecutor and Chair of the council. He inherited a council divided on many issues and has moved quite cautiously while he tries to understand the issues and personal agendas of the many players with an interest in the prosecution service. Given this caution, he has reacted hesitantly to overtures from international advisors trying to move forward on initiatives such as a long term strategic plan or the communications strategy. This has reduced opportunities for initiatives with the prosecutorial council. EROL has met with other KPC advisors from USDOJ and EU regarding regulations and other support to the council in the transitions required by the amendments to the Law on the KPC, but it is not likely that there will be an opportunity for any meaningful participation during the remaining months of the program.

## 1.3 MINISTRY OF JUSTICE

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In the effort to improve the handling and communication of foreign requests for legal assistance, EROL has worked with DILC team in updating the manual on international legal cooperation 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. During the reporting period, EROL in cooperation with the DILC and the basic courts, organized a workshop on the revision of the manual; judges and staff from the DILC and the courts provided valuable contributions to fully update the manual and prepare the document for publishing.

*“The importance of this manual is that it compiles for the first time what has become a reference tool on international legal cooperation in civil matters, which will enable legal professionals to effectively resolve requests for foreign legal aid.”*  
Arber Gegaj, Head of the DILC at the MoJ

The updated manual provided information about legislation and practice regarding recognition and enforcement of foreign court judgments, including 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 manual also provides 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 within Kosovo courts. The manual will also be a resource for further discussions by the SILC and courts on ways to develop continuous improvement in inter-office communications and the efficient handling of requests between the DILC and the courts.

EROL published the Albanian language version; the manual is being translated into Serbian language and will be published in July. Distribution to public institutions, courts and advocates has begun. The KJI has indicated it will use the manual in various legal education programs and training provided for judges and prosecutors.

## OBJECTIVE 2: INCREASE THE EFFICIENCY OF COURT OPERATIONS

### 2.1 ASSESS AND AMEND MODEL COURTS PROGRAM STANDARDS AND PROCEDURES

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Backlog reduction activities continued in the three courts supported by embedded backlog reduction teams (BRTs). With nearly one full year of backlog reduction activities completed, the more easily processed cases in the Podujevo and Gjakova courts have been closed and the courts are now dealing with the more complex – and difficult – cases. Many have become complex, not because of legal issues per se, but due to the long period of inaction by the courts. The courts are now spending significant time and resources locating and communicating with parties; parties and witnesses memories have faded; and needed documentation has been lost or misplaced. While the BRT in Pristina continues to work on the more easily processed cases, the recent addition of new civil judges the overall caseload per judge has been reduced to – hopefully – more manageable levels.

The backlog reduction initiative has proven that judges can be, and are, more efficient when they have the necessary administrative support of either a legal assistant or professional associate; with them, judges resolve more cases. That said, the underlying system of how cases are managed and move through the adjudication process must be further improved to ensure continued backlog reduction and reduce the number of cases that actually become part of the backlog, namely cases over two years old. Backlog reduction and other EROL activities within the courts have identified a number of issues that must be addressed within the overall case management improvement effort (list is illustrative and should not be considered comprehensive):

- Cases wait too long before being assigned to judges and are not reviewed timely after their initial filing and assignment
- Cases are allowed to “disappear” into judges offices with no system of accounting for their location or status
- Cases are stalled within the adjudication due to misinterpretation, miscommunication or a complete lack of communication regarding processing guidelines and requirements
- Judges exchange cases after initial assignment with no record or documented file movement system
- Judges resolve cases (complete final hearings and render final decisions) and then “save” the cases to ensure norms can be met in future months. Parties, many of whom have waited years, are denied timely receipt of the final decision of their case
- Judges have no system for calendar and/or time management. Individual judges are not practiced in the allocation of designated times within a given work week/month/quarter etc. for the activities required to move cases forward
- Courts have no centralized system for courtroom calendar management (this is especially true at the now occupied Palace of Justice)
- Courts employ varied methods of case classification and use varied styles of case registries rendering the case data collected varied and non-standardized
- Courts do not employ the use of central records management practices or physical space;
- Courts suffer from a lack of clear direction on the law, regulations and/or rules related to post resolution case file management and retention commonly broadly referred to as “archiving”
- Court administrators are not educated in the practice of being systems thinkers and often do not participate in the monitoring, evaluation and problem solving related to caseflow management issues
- Judicial administration staff do not have clear performance guidelines, expectations or standards

- The processes and standards for both judicial performance measurement and court performance measurement are not well defined, communicated, documented and/or understood within the system.

EROL has already begun to address some of these issues in the courts with BRTs, particularly in Podujevo and in Gjakova where the BRTs have been in place for some time. For example, in May the Gjakova basic court president judge took the unprecedented step of entering an administrative instruction to all of his judges that required they cease “saving” cases and that all adjudicated/completed cases be reported in the month of decision and for the case file(s) to be returned to the registries for completion of administrative tasks. The president judge also informed his judges that he would personally be reviewing their caseload reports and verifying the timely submission of resolved cases. This court also requires each judge to allow access to their respective offices for a detailed (file by file) inventory when needed to reconcile the manual registries and electronic case information.<sup>1</sup>

In Podujevo the court continues to make good progress within its civil and criminal case loads. The court now has two fully functioning civil judges (one judge returned from the Wake Forest LLM program during the reporting period). The registries continue to be open to the presence of the BRT and have actively supported initiatives to assist them in reducing their backlog of closed but not administratively completed cases (this extra step is needed to designate the case as closed and no longer in the backlog). The Podujevo court also has begun to seriously address cases that have exceeded the statute of limitations (SoL) and it is expected a large number of these cases over the next month. One factor affecting judges’ approach to this issue is their recent reappointment – they now have less concern that a large number of SoL cases will impact their overall job security.

In Pristina the original team of fourteen BRT members has been reduced to nine. The current team is being deployed to cover as many judges they can effectively. During the reporting period, the Pristina basic court moved from its multiple locations within the city center to the Palace of Justice. Although the process of moving and reestablishing business was poorly planned and executed, the court is now well situated in its new building; backlog reduction work was delayed a week. Some judges have taken full advantage of the presence of the BRT while others have been less inclined. EROL has, on multiple occasions, met individually with and counseled judges on the advantages of the BRT.

BRT initiative results through the end of the reporting period as follows:

### Overall

Total cases reviewed/worked on to date: 37,768

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<sup>1</sup> The Gjakova court has a strong leadership team that consists of its President and Deputy President Judges, Court Administrator and Chief of File Registries. This group is open and communicative and has expressed a strong desire to move to a true central records management style of caseload management. The judges of this court are, for the most part, open to new ideas and processes and the recently appointed judges have truly hit the ground running. EROL has adapted its BRT in this court to address the changing makeup of judges, provide support to a broader range of judges and case types and to ensure that when the project ends and the BRT is removed the court has resolved as many cases as possible, has as much information about the cases that remain and can with the support of its four permanent Professional Associates continue to make headway in its backlog. EROL is consulting with this court regarding the use of two of the BRT members to fully populate the case file data for all Serious Crimes data within the newly released electronic file registry so that it can become a model for what is possible within the new system and how reporting is enhanced when the courts make the entry and validation of their case data a priority.

Total cases closed to date: 9,433

#### Pristina Basic Court

- Cases reviewed: 252
- Cases in which draft orders or decisions were written: 118
- Cases in which orders or decisions were signed by a judge: 118
- Cases closed for exceeding the statute of limitations: 0
- Total cases closed this week: 60
- Total cases reviewed/worked on to date: 10,373
- Total cases closed to date: 1,493

#### Podujevo Branch Court:

- Cases reviewed: 114
- Cases in which draft orders or decisions were written: 85
- Cases in which orders or decisions were signed by a judge: 85
- Cases closed for exceeding the statute of limitations: 1
- Total cases closed this week: 42
- Total cases reviewed/worked on to date: 13,608
- Total cases closed to date: 3,704

#### Gjakova Basic Court:

- Cases reviewed: 425
- Cases in which draft orders or decisions were written: 409
- Cases in which orders or decisions were signed by a judge: 409
- Cases closed for exceeding the statute of limitations: 30
- Total cases closed this week: 348
- Total cases reviewed/ worked on to date: 13,787
- Total cases closed to date: 4,236

Backlog reduction efforts are enhanced when courts have timely and reliable information available to judges and court leadership. The manual case tracking systems employed in the courts have been proven to be an unreliable and time consuming source of case data. The EROL supported database has become a reliable tool for all courts and is used by both judges and administrative staff. In May, EROL began the implementation of the reengineered database using a phased approach. With sustainability of the system in mind, EROL began with training a group of “super users” in each court. Individuals were selected based on their overall computer skills and abilities, extensive knowledge of the original version of the database, and their willingness to train their co-workers. Following a week of training sessions EROL kicked off the implementation in the Supreme Court and the court of appeals. Despite some connectivity issues at the Palace of Justice, both courts were trained and embraced the use of the new database with enthusiasm; the courts also provided critical feedback to further improve the system for their courts.

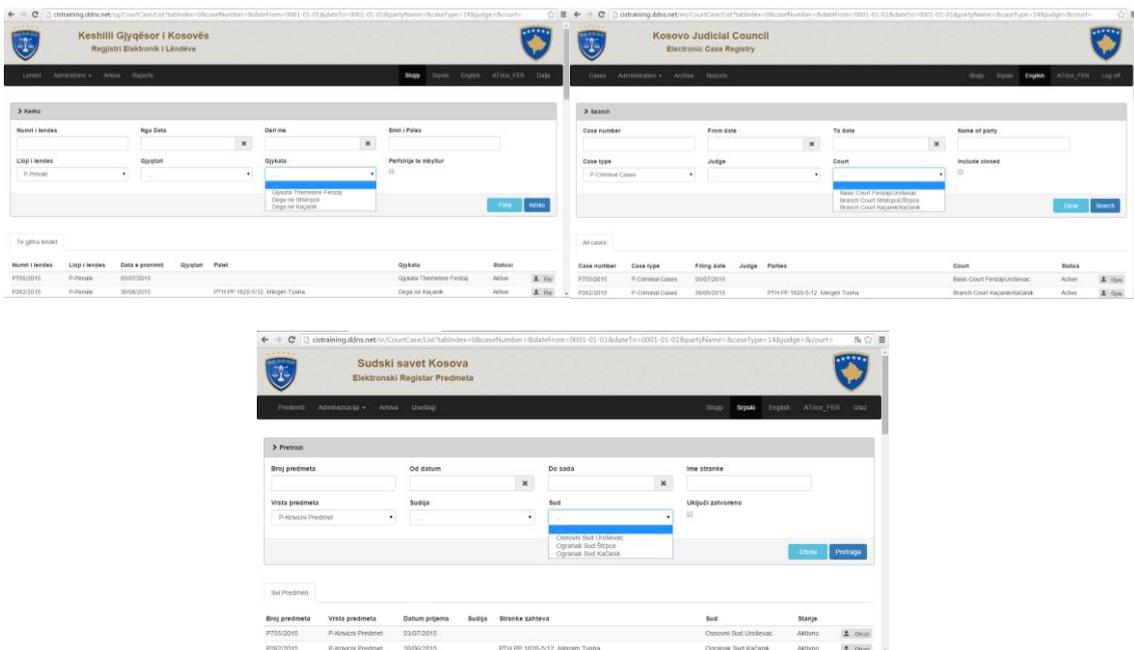
During the reporting period, EROL successfully deployed the database in the Ferizaj, Mitrovica, Gjakova and Peja Regions. All courts in each of the regions are actively using the system and EROL regional staff are providing follow up and support to judges and administrative staff, including continuous review of any technical issues or requests for changes to the system.

## The Database

The reengineered database provides significant improvements to the user interface, operating system (including security protocols) and capacity to create case management reports. The system is fully multi-lingual with Albanian, Serbian, and English versions that can be selected at all access points. Where the prior system displayed 3 languages on a single screen the new system now offers users access in their preferred language only. The system also accepts input in all 3 languages.

The original database required significant user effort to enter case data, in fact all data was typed into the required fields. The potential for error was high and a review of the data during the development of the data migration methodology confirmed it. The reengineered database reduces the potential for errors by creating pull down menus where all required data – except for party names – are standardized. Users enter court location, judges, case types, etc. through the pull down menus. Cases cannot be entered without all required information. For dates, the database employs a “data check” protocol that will reject certain dates, for example a filing date that is in the future, or a closing date that is prior to the filing dates.

Search functionalities have been enhanced and are driven by users’ assigned privileges. Users can now search for cases using specific dates, assigned judges, and case types as well as party names. Users with multi-court access can also search within specific courts or across all court in which they have access.



(Screen prints of the multilingual electronic case registry with expanded search functionality)

There is increased user security with the option to select user access privileges at the court, department or case type levels. Court administrators, president and supervisory judges now have access to information from across their regions without the need for multiple user profiles (as was the case with the original database). Access to the edit feature is now applied to users only where it is needed. Judges are now provided with case lists individualized to the cases in which they are assigned and have edit capabilities with those cases and also have view access to all cases within their assigned divisions. Clerks are provided with case data entry modules designed around the registration and post resolution processes in which they operate.



by the KJC. As with other KJC built facilities, EROL undertook final “furnishing” of the court, including fully outfitting three courtrooms, two record management offices, three court archives and the information desk area. Special attention was given so that furnishing and equipment enhanced staff work flow processes while at the same time ensured that the public – including persons with disabilities – has improved access to court services.

In addition, EROL began work on the architectural and engineering design for Leposavic Branch Court. As part of the work to facilitate integration of the judicial operations in the North, EROL, in cooperation with KJC, met a number of times over several weeks with the judicial actors from the North to explain the design process and develop space requirements for a future refurbishment. EROL was unsuccessful in getting as-built or other blue print type documents to use for initial design work. EROL then requested three architectural firms to accompany EROL to the court and take the physical measurements along with photos so that design work could proceed. Based on the measurements and on-site space evaluation, EROL asked for proposals from three architecture firms. The design work was awarded and an initial design was developed and taken to Leposavic for additional review and feedback. The final design is expected to be completed in July.

In addition, EROL is working to accomplish the same design type work in Zubin Potok; there is one complicating factor for this location: the court facility is current occupied by a municipal health facility. EROL is taking all precautions to not disturb or otherwise negatively impact any patient or health care provider or recipient at the facility. EROL plans to coordinate measuring the space when no one is there. EROL is confident the design will be completed by the end of July.

## OBJECTIVE 3: IMPROVE PROFESSIONALISM OF JUSTICE SYSTEM ACTORS

### 3.1 KOSOVO JUDICIAL INSTITUTE (KJI)

EROL, working closely with the KJI and KJC, continued to support the development of the judiciary’s court executive development program (CEDP). The program, which is the backbone of building the capacity of court administration in Kosovo, has been embraced by the KJC, KJI and court professionals who worked on the project over the past 18 months. The emphasis on decentralization of administrative functions from the KJCS to the courts makes continuation of the program critical if the courts are to



CEDP workshop participants develop strategies for implementing the KJI-led Court Executive Development Program

effectively take on these additional managerial functions. While the program emphasizes local control and development of local expertise, it also allows for the use of international expertise to support local efforts, share international best practices, and mentor local faculty. Certain topics lend themselves to this partnership approach, namely: performance standards, caseload management, information technology, human resource management and financial management. During the reporting period,

EROL assisted the KJI and KJC to train 15 judicial officers and court administrators on CEDP concepts and principles including a TOT specifically on the courses that they will be teaching. These participants will form the initial faculty team responsible for the inaugural offering of the CEDP.

EROL led the interactive TOTs that modeled elements of the CEDP curriculum and demonstrated best practices in experiential learning methodologies. The training was enhanced by this team-teaching approach that provided KJI and the faculty with a direct experience in delivering training in a team-teaching approach, an often-overlooked alternative for facilitating the kind of learning that develops skills in critical thinking and new knowledge construction. The follow on TOT included initial faculty presenting their respective course modules and receiving feedback from the group. EROL guided the process by mentoring the faculty on subject matter specifics and teaching techniques. The TOT concluded with a planning session that identified next steps and potential barriers towards fully implementing CEDP. As part of the initial CEDP support work, EROL held several meetings with the KJCS director, KJI director and KJI staff to develop criteria for faculty selection and schedule potential training dates.

In addition, EROL conducted two trainings requested by KJI: Advanced Faculty Development and Resilient Leadership. The Advanced Faculty Development training builds upon EROL's work to improve the KJI faculty development and training of trainers programs. KJI asked that EROL demonstrate a practicum based faculty development program that addresses the following teaching strategies: developing and using case studies, leading discussions, Socratic dialogue, and other experiential learning techniques. The Resilient Leadership training provides KJI an opportunity to develop their trainers' skills and abilities in teaching the curriculum developed last year. EROL staff co-presented with KJI faculty, ensuring KJI has the capacity to regularly offer this course as part of their CLE program.

### 3.2 CONSTITUTIONAL COURT

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Case Data Management Systems (CDMS) are generally designed to improve judicial proceedings by automating court processes, monitoring case activities, and supporting decision-making through the use of real-time data and analytics. They also strengthen the accessibility and integrity of the justice system by enabling citizens to interface electronically with judicial bodies and services. After a year in development, the Constitutional Court with a support from EROL recently completed an extensive upgrade to the CDMS. The system will enable KCC staff to orchestrate the filing, processing, review and approvals of constitutional referrals, and editing of case documents based on the Court's Rules of Procedure. Prior to launching the database, the KCC staff has received adequate training from the local vendor on how to use this new automated court management system. The staff of the Court is now fully able to add, store and process data and information in the course of the proceedings at the Constitutional Court. The development of CDMS is a key element in the modernization of the KCC constitutional review proceedings. Increasing the efficiency in the administration of constitutional justice will save judges' time reviewing material documentation, which will be available at all times through the internet. But also citizens' confidence in the KCC will be increased by the removal of delays.

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

### 4.1 STRATEGIC ACTIVITIES FUND

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EROL continued to provide technical assistance to the Advocacy Training and Resource Center (ATRC) in support of the USAID Forward grant program, and its sub grantees. EROL focused on helping sub grantees draft their court monitoring reports. EROL met with 15 sub grantees to explain the technical aspects of the report and how to detail project methodology, as well as how to divide sections within their reports to better present content. As needed, EROL provided one-on-one assistance to ATRC sub grantee staff.

As part of the reporting development process, all sub grantees conducting court monitoring agreed to send draft monitoring reports to EROL and ATRC for final review. During the reporting period, EROL received court monitoring reports from six NGOs: Active Women of Gjakova; Center for Integration and Development – Dragash; Partner Kosova – Pristina; AgroEko – Gjilan; Advocacy Center for Democratic Culture – Mitrovica North; and Association of Independent Intellectuals – Decan.

EROL also participated in sub-grantees activities related to the Increasing citizens’ awareness and participation in the justice system project supported by USAID through ATRC. These included:

- “Brussels Agreement – Accreditation of Degrees” organized by USAID sub grantee Advocacy Center for Democratic Culture (Local NGO from North Mitrovica) and ATRC, with the main objective to inform the audience about current developments on certification and recognition of the diplomas referring to the Agreement signed between Belgrade and Pristina in November 2011.
- “Monitoring the work of Gjakova Basic court in the field of family law cases” organized by Active Women of Gjakova (AWGj) dealing with issues like fictitious divorces in order to marry citizens from EU countries and securing working permits, failure to pay alimony and child support, and underage marriage.
- INPO public meeting that included a juvenile prosecutor and judge at the department for minors at the Ferizaj basic court, along with students and professors of secondary schools. The purpose of the meeting was to inform students about the justice system and juvenile delinquency.

## 4.2 PUBLIC RELATIONS & OUTREACH

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EROL participated in USAID outreach event in Shterpce. The event was very well attended; EROL distributed 38 sets of the brochures on the Kosovo court structure; 40 sets of brochures on careers in legal profession in the Serbian language and 20 copies of guidelines on the legislative review (edition in three languages).

Also in Shterpce, EROL collaborated with the Advocacy Center for Democratic Culture, a North Mitrovica sub grantee to ATRC, to conduct a study visit to the Shterpce branch court by law faculty students from North Mitrovica. The twelve law students (six female and six male) were hosted by supervisory Judge Adem Shabani who made a brief presentation on the function, jurisdiction and caseload of the court. Students had an opportunity to attend several court sessions led by Judge Beadin Ibra (civil case), Judge Servete Morina (minor offence cases) and supervisory judge Adem Shabani (criminal case).

EROL continued to support the Forum of Women Judges and Prosecutors; assisting the forum during two working sessions focusing on the initial draft of the domestic violence bench book. At each session, the group was divided by region. In the first session the participants worked on drafting the protection order template. Each group submitted samples of the court protection orders issued from their courts – an exercise that showed that there is no unified court practice when it comes to protection orders. Working sessions continued to better identify what information should be provided in order to effectively issue the order. In the second session participants worked on issues related to criminal procedure and the classification of domestic violence crimes. There were substantial discussions regarding the role of police, prosecutors, judges and domestic violence coordinators in domestic violence cases and how the domestic violence cases are identified by the nature of the relationship between individuals. Working sessions also covered detention on remand and various measures to secure the presence of the defendant; risk assessment for the victim’s safety; preparing an indictment and common factors that appear in crimes

involving domestic violence; the cycle of violence; aggravating factors from the Istanbul Convention; and sentencing options

In May, EROL inaugurated the refurbished Vushtrri branch court of the Mitrovica basic court. The event was opened by the Chair of the KJC, accompanied by Judge Kada Bunjaku-Përçuku, president of the Mitrovica court, and judges Avdi Dinaj and Rifat Bllata. The inauguration was followed by local and regional media. Information about this event was broadcast on TV station 21 and TV station KTV. Several daily news web portals reported on the event:

<http://www.telegrafi.com/lajme/inaugurohet-ndertesa-e-re-e-gjykates-ne-vushtrri-2-63693.html>

<http://lajmi.net/edhe-vushtrria-behet-me-gjykatelore/>

<http://www.kosovalive360.com/behet-perurimi-i-ndertesese-se-gjykates.html>

<http://live.kallxo.com/sq/MTL/Gjykata-e-Re-ne-Vushtrri-i-Jep-Fund-Mungeses-se-Hapesires-6667>

EROL began drafting new public information brochures (5 languages: Albanian, Serbian, Turkish, Roma and English) on the following subjects:

- Special Chamber of the Supreme Court of Kosovo Privatization Agency of Kosovo
- Procedures on how to file a case
- Steps and actions when members of the public seek to attend a public trial
- Administrative services that court provides to the public.

## ENVIRONMENTAL REGULATION COMPLIANCE

During work on the Vushtrri branch court, EROL followed all environmental compliance requirements. No additional environmental regulation compliance activities took place during this reporting period.

## STATUS OF BUDGET EXPENDITURES

As of June 30, 2015, EROL had expended approximately \$22,567,000. During the reporting period, spending was approximately 763,000. EROL has spent 96.5% of obligated funds. [Note: amounts are approximate as the June 2015 costs have not been finalized.]

## APPENDICES

### APPENDIX A: LIST OF REPORTS & DELIVERABLES

#### OBJECTIVE 1

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- Law no. 05/1 -035 on Amending and Supplementing the Law no. 03/1-224 on Kosovo Prosecutorial Council
- Law no. 05/1-034 on Amending and Supplementing the Law no. 03/1-225 on State Prosecutor
- Law no. 05/1-033 on Amending and Supplementing the Law no. 03/1-223 on the Kosovo Judicial Council
- Law no. 05/1-032 on Amending and Supplementing the Law no. 03/1-199 on Courts
- Regulation on the Election of Members to the KJC from the Judiciary
- Guide on International Legal Cooperation in Civil Law Matters

#### OBJECTIVE 2

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- Electronic Case Registry
  1. System Administration Manual
  2. Regional Administrator Manual
  3. User Manual
- Statistical Reconciliation Reports
  1. Supreme Court
  2. Court of Appeals
  3. Pristina Region (5 courts)
  4. Prizren Region (3 courts)
  5. Peja/Peć Region (4 courts)
  6. Gjilan/Gnjilane Region (4 courts)
  7. Gjakova/Djakovica Region (2 courts)
  8. Ferizaj/Uroševac Region (3 courts)
  9. Mitrovica Region (3 courts)
- 1st draft Reporting and Statistics
- Final Acceptance Furnishing the Mitrovica Basic Court, Vushtri/Viçitrn Branch Court
- Technical Acceptance of Shelving of the Archive Space at the Court of Appeals

#### OBJECTIVE 3

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- Advanced Faculty Development/ Experiential Teaching Resource Packet Council
- Resilience Workshop with Judges ,Prosecutors, and KJI
- Kosovo Court Executive Development Program/ Faculty Development Workshop
- Fundamentals and Foundations for Court Leaders Curriculum Toolbox

## OBJECTIVE 4

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- Study visit to the Branch Court in Shtërpce/Štrpce with law students from Mitrovica North
- Vushtri/Vučitrn Branch Court Inauguration Fact Sheet

## AD HOC

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- EROL STTA Trip Report Chuck Ericksen
- EROL STTA Trip Report Andrea Muto

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**APPENDIX B: SUMMARY OF TRAINING AND CAPACITY BUILDING EVENTS**

<b>Program/Event</b>	<b>Date</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Alb</b>	<b>Min/ Others</b>
The 1st Quarter 2015 Statistical Report workshops	Apr-15	73	54	19	69	4
Web Portal Training for the Super Users/ Administrative Users workshops	Apr-15	38	1	37	38	0
Workshop on KJC meeting manual	27-Apr-15	13	2	11	10	3
Kosovo Court Executive Program workshops	May-15	20	15	5	18	2
Technical Training for Version 2 of Electronic Case Registry	1-Jun-15	59	26	33	59	0
Faculty Development Workshops	Jun-15	50	38	12	46	4
<b>Quarter 1 Total Participants</b>		<b>253</b>	<b>136</b>	<b>117</b>	<b>240</b>	<b>13</b>
<b>Life of Project Total<sup>2</sup></b>		<b>3,261</b>	<b>1,920</b>	<b>1,341</b>	<b>3,094</b>	<b>167</b>

During the extension period, 253 participants participated on 6 Capacity Building events organized by all four components of the Program. The Life of Project total number of unique individuals trained is 3,261 individuals, with Male = 1,920 Female = 1,341 with Alb = 3,094 and Min/others = 167.

<sup>2</sup> Life Project Total represents unique number of individuals trained with EROL Program.

During the extension period, 191 participants participated in capacity building events organized by all four components of the Program with Male = 99 and Female = 92; Alb = 183, Minority/Others = 8 participants.

During **April 2015**, EROL organized series of workshops on “The 1<sup>st</sup> Quarter 2015 Statistical Report.” Workshops conducted with the EROL KJCS – Statistical Department, Court Statisticians, Registry Staff and Court Administrators to address issues associated to the reconciliation of electronic registry data to manual registry data as reported to the KJCS and to assess the vary practices within the reporting and statistics processes among the courts. These events were participated by 73 participants in total with Male = 54 and Female = 19, Alb = 69 and Min/Others = 4;

During **April 2015**, EROL organized series of workshops on “Web Portal Training for the Super Users/Administrative Users.” Training conducted by EROL and Cacttus to educate KJCS and Courts Web Portal System Administrators, Public Information Officers and Court/Asst. Administrators on the input, maintenance and updating to all web portal pages. Training for court staff enter and update information related to court hearings and trials. These events were participated by 38 participants in total with Male = 1 and Female = 37, all of Albanian nationality;

On **Apr 27, 2015**, EROL team provided training on “Workshop on KJC meeting manual.” The purpose of this training was to introduce the new members to their obligations as KJC members and to give them an understanding of the functioning of the Council as an organization. This training was attended by total of 13 participants with Male = 2 and Female = 11; Alb = 10 and Min/Others = 3.

During **May 2015**, EROL Model Court team provided series of “Kosovo Court Executive Program” workshops. The Court Executive Development Program trainings were conducted for current judicial system staff that currently plays a critical role in the reforms in the courts. Selected attendees are training to be trainers of future leaders of the courts, becoming systems thinks and identifying areas critical to the overall success of the courts. Attendees were assisted in customizing curriculum to Kosovo within 10 categories: Purposes and Responsibilities of Courts, Case flow Management, Technology, Human Resources, Finance, Research, Ethics, Leadership, Court Performance and Measurement, Strategic Planning. These trainings were attended by total of 20 participants with Male = 15 and Female = 5, Alb = 18 and Min/Others = 2.

On **June 1, 2015**, EROL team provided training on “Technical Training for Version 2 of Electronic Case Registry.” Training of trainers for the Courts super-users on the new version of the EROL supported electronic case registry database. Training covered adding, updating and de-activating users, registering, updating and closing cases, search functions, assignment of cases and entry of hearings and decisions. This training was attended by total of 59 participants with Male = 26 and Female = 33; all of Albanian nationality.

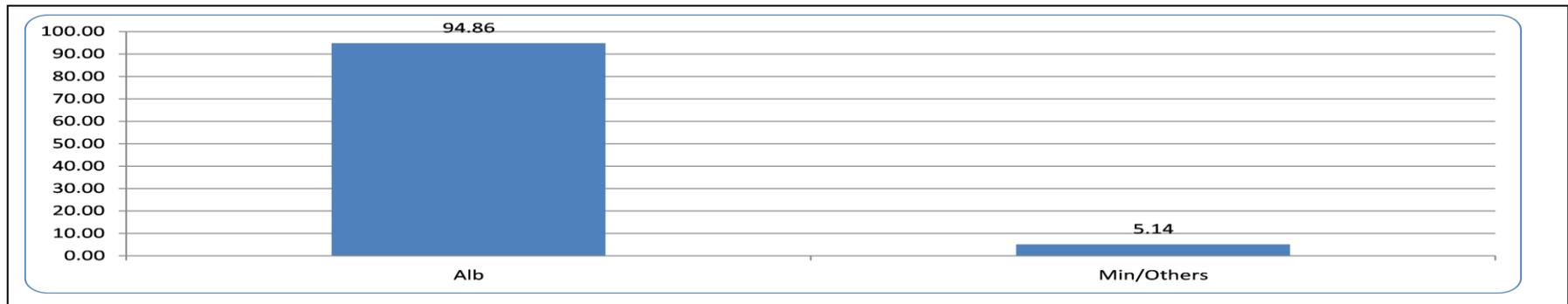
During **June 2015**, EROL Model Court team provided series of “Faculty Development Workshops.” The purpose of these trainings was to provide Faculty Development for CEDP Faculty covering adult learning principles, curriculum development, training strategies, and resource development and presentation skills. These trainings were attended by total of 50 participants with Male = 38 and Female = 12, Alb = 46 and Min/Others = 4.

Gender breakdown of EROL Capacity Building Events represents satisfied representation between male and female participants. EROL staff across all four components has managed to engage total number of 253 individuals with 53.75% (136) male and 46.25% (117) female participants (Please, see **Figure 1**. Gender breakdown of EROL Capacity Building Events on capacity building events provided during the fourth year of Program Implementation.)



**Figure 1 - Gender breakdown of EROL Capacity Building Events for Yr5 Q1**

Capacity Building Events organized by all four components of EROL Program included a total number of 253 individuals. Ethnicity breakdown of EROL Capacity Building Events with Albanian = 94.86%, and Minority Community/Others = 5.14% individuals. Ethnicity representation on these events is provided under the **Figure 2**.

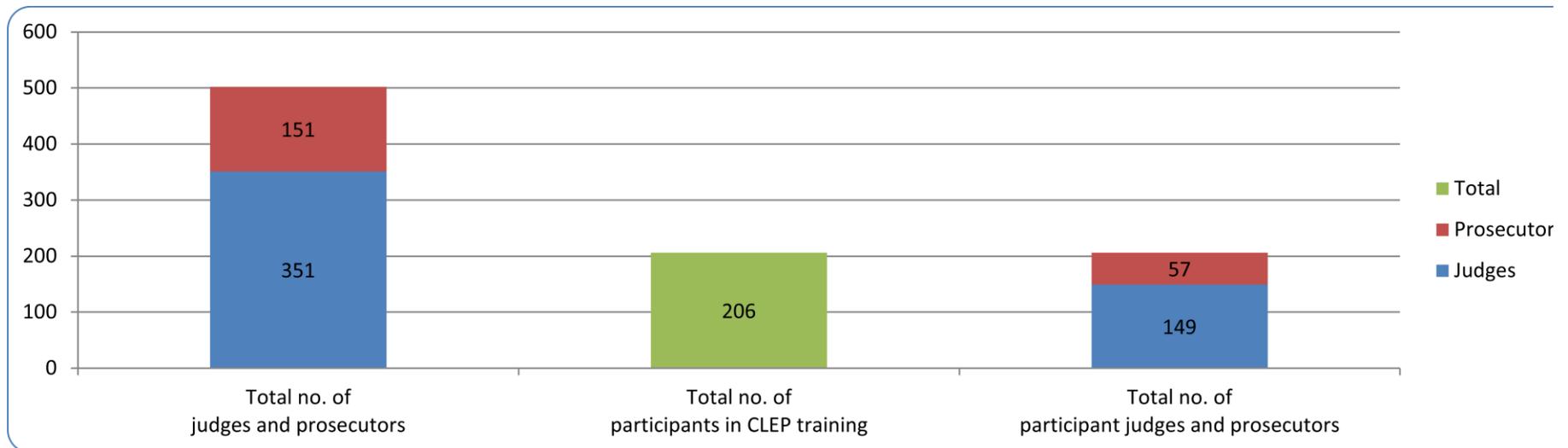


**Figure 2 - Roles and Positions of individuals trained during Extension period March 24-June 30, 2015**

Among individual participants that participated on EROL Program capacity building events we had 173 Court Staff and Others = 18. (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. CLE Program provided training for a total of 206 participants with 149 participant judges and 57 participant prosecutors (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 Actual		Extension Period To date				Comments
									Q1	Q2	Q3	Q4	
<b>IR2: IMPROVED DELIVERY OF JUSTICE</b>													
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	73% positive for court users		-	-	-	-	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 conduct baseline and end-line surveys <sup>3</sup> . Preliminary draft has been submitted to EROL. Final report to be submitted to USAID for approval  Satisfaction percentage of court users in Yr 3 is assessed to be 76% and Yr 4 at 73%.
2.1.	<b>Increased capacity of justice sector professionals</b>												

<sup>3</sup> 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 Actual	Extension Period To date				Comments	
								Q1	Q2	Q3	Q4		
2	# of justice sector personnel that received USG training  Unit: #; disaggregated by sex and role	<p><b>Standard F output indicator.</b> Shows coverage when compared to the universe. Disaggregation by gender and minorities will measure against related targets. Also disaggregated by role (judges, prosecutors, court staff, etc.) Targets TBD in consultation with USAID/Kosovo as training plans are finalized.</p> <p>J = judge P = prosecutor C = court staff O = others* *Other = KJI, KJC, MOJ, OP 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=366 M=196 F=170 Min=21  J.=79 P.=6 C.=156 O.=125		T=191 M=99 F=92 Min=8  J.=0 P.=0 C.=173 O.=18	T= M= F= Min=  J.= P.= C.= O.=	-	-	<p>During the Yr5 Q1 of the EROL Program implementation, 253 participants have participated on over 6 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 191 with Male = 99 and Female = 92; Alb=183 and Min=8; Judges=0; Prosecutors=0; Court Staff=173; and Others = 18 individuals;</p>
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	841 days		294 days	days	days	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.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual	Extension Period To date				Comments
							Q1	Q2	Q3	Q4	
3	% of judges (J), prosecutors (P) and court staff (S) participating in CLE  Unit: %; disaggregated by sex and status		N/A	--	--	J=99.40 %  P=94.38 %	J=96.58 <sup>4</sup> %  P=94.44 %	--	--	--	Target for CLE Program is: J=85%; P=85%; Target for this indicator achieved and exceeded. Cumulative <sup>5</sup> progress toward set up target for this indicator is: J=99.40% P=94.38%  In Yr5 Q1 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 149 participant judges and 57 participant prosecutors.

<sup>4</sup> 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. Target for this indicator has been achieved and exceeded. Cumulative progress toward set up target for this indicator in Yr5 Q1 dropped due to the newly appointed judges and prosecutors; 8 new appointed judges and 2 new appointed prosecutors participated in CLE Program. As a result we have an increased total number of judges and prosecutors within the Kosovo justice system, thus providing us with new results: J=96.58% trained judges, including new appointed judges and P=94.44% trained prosecutors; including 8 retired and 8 resigned prosecutors during the period 2011-2015) trained.

<sup>5</sup> 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 Actual		Extension Period To date				Comments
									Q1	Q2	Q3	Q4	
4	# of legal courses or curricula developed with USG assistance Unit: #	Output indicator. Legal courses or curricula improve skills and capacity of justice sector personnel or the general public regarding the legal system in Kosovo. Development could include significant modification of existing courses or new courses.  (new target Year 4)	0	3	10	8	3		--				No activity to report  Target achieved during the previous years of program implementation.
5	# of executive branch sector personnel trained with USG assistance Unit: # disaggregated by sex and role	<b>Standard F output indicator.</b>  For the Office of the President, training in areas of administration, management or leadership skills or good governance practices.	0	9	6	7	3		--				No activity to report  Target achieved during the previous years of program implementation.
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.  (new target Year 4)	0	0	29	30	24		--				No activity to report  Target achieved during the previous years of program implementation.
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.	0	0	5	5	10		--				No activity to report.  Target achieved during the previous years of program implementation.

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments	
								Q1	Q2	Q3	Q4		
	(new target Year 4)												
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		--	--	--	--	No activity to report.  Target achieved during the previous years of program implementation.  Please, see respective scorecard for the details of activities.
2.2.	<b>Increased independence and accountability of the judicial system</b>												
9	Number of laws, regulations and procedures related to judicial independence supported with USG assistance  Unit: #	<b><u>Standard F output indicator.</u></b>  <b>Indicator 2.1.2-2</b>  Refers to laws, regulations and procedures that are official and have been passed or amended in accordance with the country's legal requirements. Laws, regulations and procedures lay out the legal basis for building judicial independence and provide one significant indicator of government commitment. Some laws may also cover transparency.	0	6	24	14	8		1				EROL team supported KJC on development of Regulation on Election of Kosovo Judicial Council Members from the Judiciary adopted on 21/05/2015

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual	Extension Period To date				Comments
								Q1	Q2	Q3	Q4	
10	Number of regulations and procedures that improve judicial transparency adopted with USG assistance  Unit: #	<b>Standard F output indicator.</b>  <b>Indicator - Custom</b>  Refers to regulations and procedures that are official and have been passed or amended in accordance with the country's legal requirements. Laws, regulations and procedures lay out the legal basis for building judicial independence and provide one significant indicator of government commitment. Some regulations/procedures may also cover independence.	0	6	24	14	8	1				Q1 EROL team supported KJC on development of Regulation on Election of Kosovo Judicial Council Members from the Judiciary adopted on 21/05/2015
11	Number of government media relations staff trained with USG assistance  Unit:# Disaggregated by sex and office	<b>Standard F output indicator.</b> Staff must be employed by government, and media relations must be at least one of their substantive responsibilities. A free, effective and informed press depends on government support for freedom of the press, and on responsible, responsive and professional government officials working with the press.	0	10	59	5	8	--				No activity to report.  Target achieved during the previous years of program implementation.  Please, see details under respective references.
12	Constitutional Court scorecard rating of EROL's progress with CC's goals	Benchmark outcome indicator. Progress on CC scorecard toward approved and consensed activities in consultation with USAID and Kosovar stakeholders.  Measure: # of completed activities: Target – 17;	0	6	9	2	--	--	--	--	--	No activity to report.  Target achieved during the previous years of program implementation.  Please, see details under respective references.

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments
									Q1	Q2	Q3	Q4	
13	Improved performance on scale considering key factors of an acceptable disciplinary system  Unit: Scale of 0-3	Outcome indicator. Based on key factors of an acceptable disciplinary system (including ensuring timeliness of disciplinary hearings, the presence of a system for processing complaints and adherence to that system, and a review of sanctions executed against sanctions imposed), a score of 0-3 will be assigned.  Under an MOU, EROL has primary responsibility for judicial ethics and EC project has primary responsibility for disciplinary committee		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 <sup>6</sup> .
2.3.	<b>More effective operations of the justice system</b>												
14	# of USG-assisted courts w/ improved case management  Unit: # Listed by site and type of court, as applicable	<b><u>Standard F outcome indicator</u></b>  <b>Indicator 2.1.3-13</b>  Defined by Model Court norms. KJC to provide operational definition of floor measurement for “improved case management.”  Baseline based on old court structure  <u>Indicator is cumulative</u>	10	10	18	27	27		--				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  27 courts is based on the cumulative work from project start to date – 27 courts have implemented a variety of improvement

<sup>6</sup> 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 Actual		Extension Period To date				Comments
								Q1	Q2	Q3	Q4	
												initiatives and while no two courts are identical each has implemented elements to improve case management.
15	Ratio of all dispositions to new case filings in courts assisted by USG in the area of case management  Unit: Ratio	<u>Standard F outcome indicator</u>  <b>Custom</b>  Applied to the Model Courts. Shows whether backlogs are increasing. Speed and efficiency of the courts serve as proxies for effectiveness of the justice system and of justice sector actors as a whole.	--	N/A	N/A	0.89	.60	--				Please, see respective footnote for details <sup>7</sup>
15a	Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management.  Unit: Ratio	<u>Standard F outcome indicator</u>  <b>Indicator 2.1.3-15</b>  Applied to the Model Courts. Shows whether backlogs are increasing. Speed and efficiency of the courts serve as proxies for effectiveness of	--	N/A	N/A	1.12	1.66	--				Please, see respective footnote for details <sup>8</sup>

<sup>7</sup> Late in the quarter EROL began transitioning the courts to the new version of the electronic case registry system. The move was conducted in a phased approach moving courts two at a time and migrating data from the first version of the database to the second version just prior to implementation in the courts. At the time of this report submission the Supreme Court, Court of Appeals, Ferizaj Region, Mitrovica Region, Gjakova Region, Peja Region had all been moved the new system. The Gjilan Region and the Prizren Region were in the midst of migration and training and the Pristina Region is slated to migrate and train the weeks of July 13 – 24, 2015. Data accurate enough to produce the required statistics for this PMEP will not be available until the first week of August when all courts and their data have been moved to the new system.

<sup>8</sup> Late in the quarter EROL began transitioning the courts to the new version of the electronic case registry system. The move was conducted in a phased approach moving courts two at a time and migrating data from the first version of the database to the second version just prior to implementation in the courts. At the time of this report submission the Supreme Court, Court of Appeals, Ferizaj Region, Mitrovica Region, Gjakova Region, Peja Region had all been moved the new system. The Gjilan Region and the Prizren Region were in the midst of migration and training and the Pristina Region is slated to migrate and train the weeks of July 13 – 24, 2015. Data accurate enough to produce the required statistics for this PMEP will not be available until the first week of August when all courts and their data have been moved to the new system

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments
								Q1	Q2	Q3	Q4	
	the justice system and of justice sector actors as a whole.											
16	% of pending cases older than 24 months Unit: %	REVISED --	N/A	N/A	40%	39%		--				Please, see respective footnote for details <sup>9</sup>
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)	189 (540)	459	--				No activity to report.
18	Number of strategic plans for justice sector reform adopted with USG assistance	<u>Standard F output indicator.</u> Indicator Custom EROL will work with several bodies to develop strategic plans for justice sector reform, matching priorities with tasks, establishing timelines and	0	2	0	1	1	--				No activity to report.

<sup>9</sup> Late in the quarter EROL began transitioning the courts to the new version of the electronic case registry system. The move was conducted in a phased approach moving courts two at a time and migrating data from the first version of the database to the second version just prior to implementation in the courts. At the time of this report submission the Supreme Court, Court of Appeals, Ferizaj Region, Mitrovica Region, Gjakova Region, Peja Region had all been moved the new system. The Gjilan Region and the Prizren Region were in the midst of migration and training and the Pristina Region is slated to migrate and train the weeks of July 13 – 24, 2015. Data accurate enough to produce the required statistics for this PMEP will not be available until the first week of August when all courts and their data have been moved to the new system

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments
								Q1	Q2	Q3	Q4	
	benchmarks, and including broad consultation among key stakeholders. Sub-plans for departments or divisions developed as deemed useful and necessary by stakeholders.											
19	Median case disposition time in courts assisted by USG in the area of case management  Unit: months	REVISED  <u>Standard F outcome indicator.</u>  Median case disposition time is measured from filing to the date parties are notified of case resolution by the court. Courts as defined by specific jurisdiction. Tracking the mean case disposition time permits a better understanding of the overall disposition rate of the courts.	--	--	13.6	7.5		--				Please, see respective footnote for details <sup>10</sup>
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
Results/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr1 Actual	Yr2 Actual	Yr3 Actual	Yr4 Target		Q1	Q2	Q3	Q4	

<sup>10</sup> Late in the quarter EROL began transitioning the courts to the new version of the electronic case registry system. The move was conducted in a phased approach moving courts two at a time and migrating data from the first version of the database to the second version just prior to implementation in the courts. At the time of this report submission the Supreme Court, Court of Appeals, Ferizaj Region, Mitrovica Region, Gjakova Region, Peja Region had all been moved the new system. The Gjilan Region and the Prizren Region were in the midst of migration and training and the Pristina Region is slated to migrate and train the weeks of July 13 – 24, 2015. Data accurate enough to produce the required statistics for this PMP will not be available until the first week of August when all courts and their data have been moved to the new system

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments
									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		--	--	--	--	No activity to report.  Target achieved during the previous years of program implementation.  Please, see details under respective references.
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		--	--	--	--	No activity to report.  Target achieved during the previous years of program implementation.  Please, see details under respective references.
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		--	--	--	--	No activity to report.  Target achieved during the previous years of program implementation.  Please, see details under respective references.
24	<del>Chamber of Notaries scorecard rating of EROL's progress with CON goals</del>	<del>Benchmark outcome indicator. Progress on CON scorecard toward approved activities in consultation with USAID and stakeholders.</del>	--	--	--	--	--	--	--	--	--	--	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

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments
								Q1	Q2	Q3	Q4	
												the notary system under the Law on Notary
25	Office of the President scorecard rating of EROL's progress with OP goals		4	4	1	1		--	--	--	--	No activity to report.  Target achieved during the previous years of program implementation.  Please, see details under respective references.
2.3.1.	<b>Courthouse infrastructure improved</b>											
26	# of Court Improvement Plan refurbishment objectives achieved  Unit: cumulative #	10	10	12	22	27		1 <sup>11</sup>				EROL refurbished 1 court. Please, see the details of refurbished court under respective footnote.
<b>IR3: STRENGTHENED MECHANISMS FOR CITIZENS TO REPRESENT THEIR INTERESTS AND HOLD THE GOVERNMENT ACCOUNTABLE</b>												
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	812,441 clicks		302,844 clicks	--	--	--	The total number of clicks is 302,844 clicks.

<sup>11</sup> Vushtrri Branch Court furnished. Inauguration on May 19, 2015;

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments	
								Q1	Q2	Q3	Q4		
	confidence is contributing to data. Website registration might request information on both.												
28	Number of USG-assisted Civil Society Organizations that engage in advocacy and watchdog functions.  Unit: #	<b><u>Standard F outcome indicator.</u></b>  CSOs must be actively engaged in these functions, and be able to demonstrate that they are so engaged  Not cumulative	0	0	2	26	15		--	--	--	--	No activity to report.
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		--	--	--	--	No activity to report.
3.1.	<b>Increased Professionalism of Citizen Groups and Journalists to Monitor Government Activity and Influence Policy</b>												

Result/Indicator/Unit of Measure	Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments	
								Q1	Q2	Q3	Q4		
30	# of USG-assisted campaigns to enhance public understanding; NGO support/media coverage of judicial independence and accountability  Unit: #												Public outreach with students – On June 05, 2015 EROL organized and conducted a study visit of law students from Mitrovica North to the Branch Court in Shtërpce/Štrpce <sup>12</sup> .
<b>New Indicators</b>													
31	Number of campaigns supported by USG to foster awareness and respect for rule of law												Please, see details of the activity under indicator 30.

<sup>12</sup> Court visit started with sightseeing of court premises which included central record management office, court rooms, judges' offices, work spaces for legal research and archive. After court tour, students had an opportunity to attend several court hearings led by judge Beadin Ibra (civil cases), Judge Servete Morina (minor offences cases) and supervisory judge Adem Shabani (criminal cases). Total number of students: 12 Ethnic background: 11 Serbian and 1 Bosnian, Gender: 6 male students and 6 female students

Result/Indicator/Unit of Measure		Definition/Rationale/Utility/Limitations	Baseline	Yr 1 Actual	Yr 2 Actual	Yr 3 Actual	Yr 4 Actual		Extension Period To date				Comments
									Q1	Q2	Q3	Q4	
32	Number of judges and judicial personnel trained with USG assistance	<b>Indicator 2.1.2-1</b> 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 M=106 F=41 Min=4	T=836 J=150 M=111 F=39 Min=6  C=686 M=417 F=269 Min=30	T=1,099 J=240 M=172 F=68 Min=7  C=859 M=408 F=451 Min=60	T=235 J=79 M=61 F=18 Min=1  C=156 M=60 F=96 Min=7		T=173 J=0 M=0 F=0 Min=0  C=173 M=85 F=88 Min=5	T= J= M= F= Min=  C= M= F= Min=	--	--	EROL trained total of 173 Court Staff.
33	Number of legal institutions and associations supported by USG	<b>Indicator 2.1.3-8</b>		8	35	35	35		--	--	--	--	No activity to report.

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
<b>Support HR functions of KJC</b>						
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.
<b>Track implementation of procedures for effective court admin</b>						
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.
<b>Increased and more effective use of automation</b>						
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.
<b>Minority outreach efforts</b>						
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 plan	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 <sup>13</sup> 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 <sup>14</sup> 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,

<sup>13</sup> By agreement, EUOK is responsible for the development of disciplinary regulations, and EROL is responsible for ethics matters.

<sup>14</sup> By agreement, EUOK is primarily responsible for advising the KPC on disciplinary activities.

						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.
<b>Draft public relations training modules and materials</b>	<b>1</b>			<b>X</b>		In Yr3/Q1, EROL provided technical assistance to the KPC regarding training 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	
<b>Legislative drafting</b>						
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		
<b>International Legal Cooperation Department (ILCD)</b>						
Training needs analysis report	1	X				Per agreement with EULEX/ECLC, 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				Conducted 2-day workshop on international legal cooperation in civil matters and delivered Practice Manual. In Yr2Q1, prepared a comprehensive sensitive case file use and storage protocol, which was accepted for use by the Acting Director of the ILCD. The training on the negotiation, conclusion and implementation of bilateral agreements on civil matters was successfully delivered on 3-4 October 2013. 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.
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.
<b>Litigation Unit</b>						
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.
<b>Support creation of coordination mechanisms</b>	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.
<b>Intra-governmental roundtables</b>	1	X				The 3 <sup>rd</sup> 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.
<b>Draft PR strategy</b>	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 activities were undertaken to accomplish this objective. 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.
Include outreach messages in overall PR strategy	3			X		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.
<b>Support drafting of written protocols/circulars/guidelines</b>	2	X				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.
<b>Support agencies to implement protocols</b>	2		X			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

					<p>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 appointments. EROL and OP are in the process of publishing the guidelines on the review of laws enacted by the legislature.</p>
<b>Train legal officers of OP</b>	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
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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.
<b>Deploying software for full-text searchable decisions online</b>	<b>3</b>			<b>X</b>		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	
<b>Assessment of KJI structure and curriculum, and their degree of alignment with LoP and LoC</b>	<b>1</b>	<b>X</b>				EROL team conducted Kosovo Judicial Institute Initial Legal Education Program Assessment on March 2012
<b>Draft training courses</b>	<b>1</b>	<b>X</b>				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
<b>Training of Trainers (TOT)</b>						
Training of trainers program developed	1		<b>X</b>			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		<b>X</b>			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 <b>Target Completed</b> in for Yr4 in Q1 – with delivery of Resilient Leadership ToT, May 26-28, 2014.
<b>English language TOT training</b>						
Training of trainers program developed	1		<b>X</b>			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		<b>X</b>			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.
<b>Training program on OSCE recommendations prepared</b>	<b>1</b>		<b>X</b>			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.
<b>STTA provided in holding judicial conferences</b>	<b>1</b>			<b>X</b>		In January 2014 EROL provided an STTA to moderate and organize the KCC Conference on Self-Executing Nature of KCC Decisions.
<b>Judicial conferences held</b>	<b>1</b>			<b>X</b>		Conference on Self-Executing Nature of KCC Decisions took place in January 2014
<b>Develop list of potential local and int'l partner institutions</b>	<b>1</b>	<b>X</b>				List prepared and submitted to KJI.
<b>Support development of relationships with institutions</b>	<b>1</b>					EROL Team is coordinating study tour for KJI to the National Judicial College (NJC) for Nov 2014
<b>Support to attend international conferences</b>	<b>1</b>			<b>X</b>		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.
<b>KJI website enhanced</b>						
Include reference materials and legal information on site	<b>1</b>			<b>X</b>		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	<b>1</b>			<b>X</b>		
Develop draft database of trainees	<b>1</b>			<b>X</b>		
Develop distance learning demonstration course	<b>1</b>			<b>X</b>		
Distance learning platform and catalog deployed and in use	<b>2</b>			<b>X</b>		
						KJI database and distance learning platform completed in Y3.

## MODEL COURTS PROGRAM SCORECARD<sup>15</sup>

Model Courts Scorecard		The Supreme Court	Pristina District Court <sup>16</sup>	Gjilan District Court <sup>17</sup>	Lipjan Municipal Court <sup>18</sup>	Istog Municipal Court <sup>4</sup>	Viti Municipal Court <sup>4</sup>	Rahovec Municipal Court <sup>4</sup>	Suhareka Municipal Court <sup>4</sup>
KEY STANDARD									
1	Reorganize administrative duties between Presiding Judge and Court Administrator	2	2	2	2	2	2	2	2
2	Develop and implement a Court Training Plan	2	2	2	2	2	2	2	2
3	Maintain and updated open and closed case files accurately and chronologically	2	2	2	2	2	2	2	2
4	Develop and implement a plan for reduction of case backlogs in all types of cases	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

<sup>15</sup> The MCP Scorecard 1 includes first eight participant courts on EROL MCP as per their operation under former courts structure.

<sup>16</sup> 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.

<sup>17</sup> 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

<sup>18</sup> 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.

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
<b>TOTAL:</b>		19	19	18	17	17	17	17	17

## MODEL COURTS PROGRAM SCORECARD<sup>19</sup>-II

Model Courts Scorecard										
KEY STANDARD		Pristina Basic Court -Podujeva Branch <sup>20</sup>	Pristina Basic Court – Gillogovc Branch <sup>6</sup>	Ferizaj Basic Court –Kacanik Branch <sup>6</sup>	Gjakova Basic Court –Klina Branch <sup>6</sup>	Gjakova Basic Court –Maliseva Branch <sup>6</sup>	Peja Basic Court – Decan Branch <sup>6</sup>	Prizren Basic Court – Dragas Branch <sup>6</sup>	Mitrovica Basic Court – Vushtrri Branch <sup>6</sup>	Court -Sterpce Branch <sup>21</sup>
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

<sup>19</sup> The MCP Scorecard 2 includes second eight new participant courts that joint EROL MCP on the Yr2 Q4.

<sup>20</sup> As foreseen on the new LoC the Branch Courts operate under the Basic Courts which

<sup>21</sup> During this year EROL added Ferizaj Basic Court – Branch of Sterpce to the MCP activities.

5	Develop and implement a plan for compliance with case processing time standards	1	1	1	1	1	1	1	1	0
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
<b>TOTAL:</b>		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.
	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.

Key Standard	Scoring	
	Score	Criteria
	2	Court Training Plan developed and implemented. During the Y 2 Q1, Q2 and Q3 EROL conducted a significant number of training programs for court staff relevant to the implementation of the new court structure. Trainings were focused on change management, case transfer, new case registers, communications, time stamps, data base use and statistics.
	3	Results of implementation reviewed.
Maintain and update open and closed case files accurately and chronologically	0	No written plan for file management.
	1	Status of current file management assessed and deficiencies noted.
	2	Plan for case record maintenance, updating, and routing with accountability noted adopted. EROL MCP developed a database program that will streamline the workflow, as well as enable the KJC Sec and Courts in collecting more reliable and accurate statistical data.
	3	Status of file management reviewed.
Develop and implement a plan for reduction of case backlogs in all types of cases	0	No formal plan for backlog reduction/prevention.
	1	Assessment of current case backlog completed. Through database and data entry personnel the EROL MCP is collecting data for all pending cases. At this stage the courts are able to identify cases by party name and filing date.
	2	Plan for reducing backlog, with targets and responsibilities, adopted.
	3	Case backlog reassessment completed and changes to the plan undertaken.
Develop and implement a plan for compliance with case processing time standards	0	No formal plan for compliance with case processing time standards.
	1	Assessment of case processing procedures completed. Through database and data entry personnel EROL MCP is collecting data of all pending cases as well as cases with a disposition date after 2013. At this stage the courts are not able to identify cases by disposition date since data entry process is ongoing.
	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.

Key Standard	Scoring	
	Score	Criteria
	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.
	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).

Key Standard	Scoring	
	Score	Criteria
	2	Plan for improvement to eliminate barriers to access developed. Designs for refurbished facilities increased the number of courtrooms by 100% over current court use. This increase will enable more members of the public to attend open hearings and court sessions. In each of the refurbishment designs is foreseen increase of the court rooms up 100% more that currently court use. So, the increase of the court rooms which enable courts to receive more public to the open hearings. Courts successfully continued publishing court hearings through the monitors on public area.
	3	Accessibility reassessed and plan modified based on new information.