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USAID/MACEDONIA JUDICIAL STRENGTHENING PROJECT

END OF YEAR QUARTERLY REPORT: OCTOBER – DECEMBER 2012



Dojran Lake - Macedonia

January 17, 2013

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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LIST OF ACRONYMS

ABMS	Automated Budget Management System
ACCMIS	Automated Court Case Management and Information System
AO	Administrative Office of the Court Budget Council
CAA	Court Administration Association
CBC	Court Budget Council
CBR	Court Book of Rules
CIRa	Center for Institutional Development (Macedonia)
COP	Chief of Party
COR	Contracting Officer's Representative
CSC	Court Services Council
CSO	Civil society organization
DCOP	Deputy Chief of Party
DCM	Differentiated case management
ELSA	European Law Students' Association
EU	European Union
GOM	Government of Macedonia
HAC	High Administrative Court
IDEAS	Investment Development and Export Advancement Support Project
IR	Intermediate Result
IT	Information technology
JC	Judicial Council of the Republic of Macedonia
JSP	Judicial Strengthening Project
JTA	Academy for Judges and Public Prosecutors (also known as Judicial Training Academy)
LPA	Legal Professional Association
MJA	Macedonian Judges' Association
MLA	Macedonian Lawyers' Association
MOF	Ministry of Finance
MOJ	Ministry of Justice
MYLA	Macedonian Young Lawyers' Association
NGO	Nongovernmental organization
OSCE	Organization for Security and Co-operation in Europe
RFP	Request for proposal
STA	Senior Technical Advisor
Tt DPK	Tetra Tech DPK
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

(Achievements throughout 2012)

JSP RESULTS AREAS

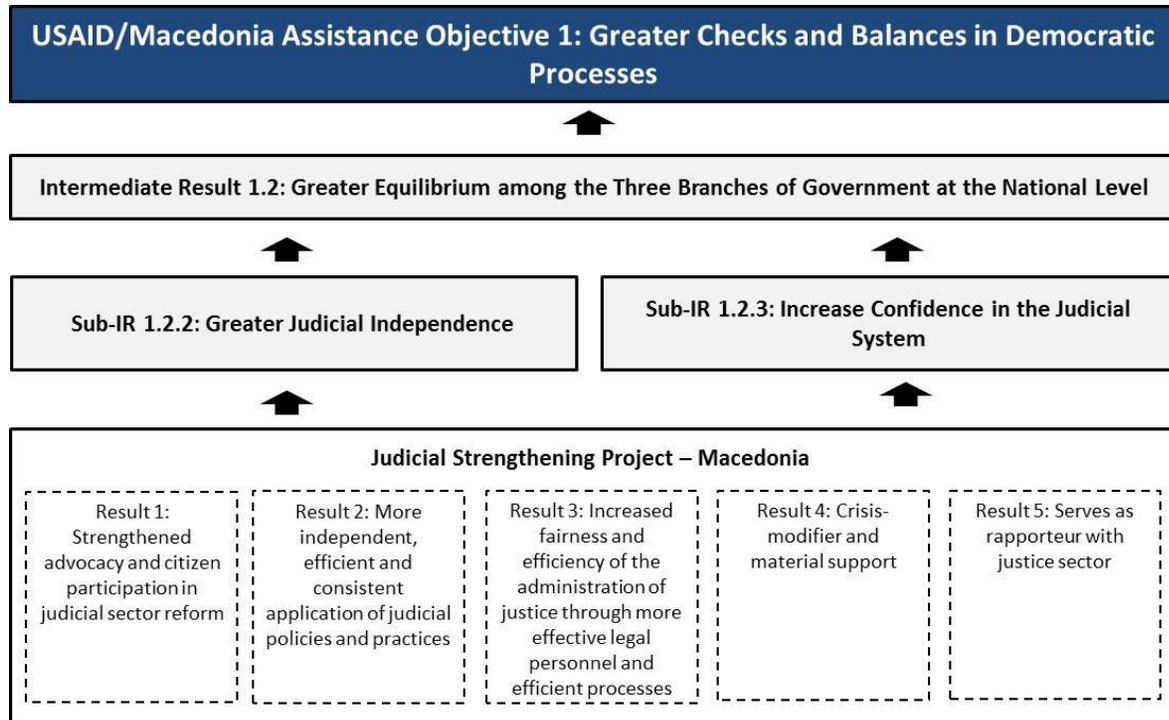
The United States Agency for International Development (USAID)/Macedonia Judicial Strengthening Project (JSP) employs a results-driven approach to its planning and programming. In Year II, the project will continue to focus on five key results:

- Result 1: Strengthened advocacy and citizen participation in judicial sector reform
- Result 2: More independent, efficient, and consistent application of judicial policies and practices
- Result 3: Increased fairness and efficiency of the administration of justice through more effective legal personnel and efficient processes
- Result 4: Crisis-modifier and material support
- Result 5: Serving as *rapporteur* with justice sector.

These five results areas contribute to the USAID Foreign Assistance Framework for Macedonia.

USAID RESULTS FRAMEWORK

The JSP supports the USAID/Macedonia Assistance Objective 1: Greater Checks and Balances in Democratic Processes. Under this Assistance Objective, the project supports Intermediate Result (IR) 1.2: Greater Equilibrium among the Three Branches of Government at the National Level. Specifically, JSP works toward Sub-IR 1.2.2: Greater Judicial Independence; and Sub-IR 1.2.3: Increased Confidence in the Judicial System. The chart below illustrates the conceptual linkages between the JSP and the USAID/Macedonia Framework.



BACKGROUND

After gaining independence in 1991, Macedonia took steps to integrate an independent judiciary and the rule of law into its constitution and statutes. In 2001, it assumed obligations related to the harmonization of its national legislation with European Union (EU) law and committed to the overall reform of the justice system. The movement toward reform began in earnest more than 10 years ago, when significant donor assistance became available.

The significant steps taken to integrate an independent judiciary and the rule of law into its constitution and statutes since 1991 include the following:

- **2001:** Macedonia signed the Stabilization and Association Agreement with the European Union committing it to harmonizing its legislation with EU law
- **2004:** the government adopted the National Strategy for Reform of the Justice System, aimed at establishing a functional, independent, and autonomous judiciary and public prosecution system
- **2005:** the government enacted amendments to the Constitution, giving authority the Judicial Council and Public Prosecutor's Council and allowing courts to specialize and improve efficiency
- **2006:** the judiciary implemented a private bailiff system to enforce court decisions and established the Judiciary Training Academy to promote merit-based selection for judges and public prosecutors
- **2008:** the Law on Court Service was enacted, granting the judiciary responsibility for court administration and human resources
- **2009:** the judiciary deployed an automated case-management system in all courts, streamlining case processing and reducing backlog
- **2010:** the Law on Court Budget strengthened the financial independence of the judiciary.

As an offshoot of the legal framework reforms, several institutions critical to the seamless operations and administration of the courts have been established within the judiciary. These institutions include: the Court Budget Council (CBC); the Court Services Council (CSC); the Judicial Council of the Republic of Macedonia; the Administrative Office (AO) of the CBC; the Academy for Training of Judges and Public Prosecutors; and the Case Processing and Backlog Committees of the Court. Several organizations within the justice sector also have the potential of supporting and providing a voice for an independent judiciary. They include: the Macedonian Judges Association (MJA); the Macedonian Bar Association; the Macedonian Young Lawyers Association; and the Court Administration Association (CAA).

In addition, there are several civil society organizations (CSOs) that could potentially assist in enhancing the role of an independent judiciary and support the principals of the rule of law.

Several the organizations, associations, and chambers mentioned above are relatively newly formed. Others are older, venerable organizations. Most, however, have not reached their full potential and are in need of capacity building to enable them to serve their members and constituencies better and to become more-effective advocates for a truly independent judiciary.

It was against this backdrop that the JSP was conceived. On November 23, 2011, a contract was signed between Tetra Tech DPK (Tt DPK) and USAID with the goal of furthering the judicial-

branch reforms by strengthening the capacities of institutions and judicial actors to support an independent, efficient, and sustainable judiciary.

START-UP AND PRELIMINARY ACTIVITIES

The chief of party (COP) arrived in Macedonia on December 11, 2011, and was settled into permanent quarters by December 16. Home Office Senior Technical Advisor (STA) Jason Schwarz also arrived in Macedonia on December 11 to assist with the project start-up and work plan drafting process. An orientation meeting with USAID was held on December 16 attended by COP Joseph Traficanti, Deputy Chief of Party (DCOP) Nena Ivanovska, and STA Schwarz, USAID Contracting Officer's Representative (COR) Antoaneta Skartova and Michael Stievater, Director of the USAID/Macedonia Democracy and Local Governance Office.

The JSP staff was engaged in the usual start-up activities during the first two months of operation, including finding and renting office space, hiring staff, purchasing computers, services, and furniture and other equipment through the required public procurement process.

The JSP team held a series of preparatory and introductory meetings with key decision makers and policy makers in the Macedonian judicial sector, including the important partners such as the MJA, the Judicial Council of the Republic of Macedonia (JC), and the Academy for the Training of Judges and Prosecutors. Other key actors met with included the president of the JC, (and *ex officio* president of the CBC) the director of the AO of the CBC, (which comes under the umbrella of the JC), the president of the Supreme Court, the president of the Court Service Council, the chief of cabinet of the Supreme Court, and president judges of the appellate regions.

During these introductory meetings, the COP and DCOP presented an overview of the JSP's mission and objectives and ascertained the priorities of the project's partners. This information set the priorities for the finalization and approval of the first year work plan, which included topics important to the judicial policy makers and decision makers such as needs-based budgets, court budget accounting development, staffing guidelines, civil service reforms, e-service, electronic court recording, and administrative and management reforms.

Important meetings were also held with several legal professional associations (LPAs) and CSOs in preparation for implementing the requirements of Result 1, which focuses on the capacity building and sustainability of those groups. These meetings provided important insight into which associations would be in need of resources to strengthen their organizations and make them valuable voices in advocating for the independence of the judiciary and the rule of law. This background work identified 11 organizations that met the criteria for United States Government (USG)/JSP intervention.

Meetings were held also with a number of other donors and projects to assist in identifying gaps in support for the Macedonian judiciary and to eliminate overlap in providing assistance. These included the Organization for Security and Co-operation in Europe, the European Union (EU), the Open Society Institute, and the World Bank and its local project, BASME, which conducted an assessment of the needs of the Macedonian judiciary.

RESULT 1: STRENGTHENED ADVOCACY AND CITIZEN PARTICIPATION IN JUDICIAL SECTOR REFORM

In accordance with the first year work plan, the JSP began the effort to assist selected LPAs and CSOs in providing better services to their members and in advocating for their interests. The goal

is to foster the demand side of judicial reform and build pressure on the Government of Macedonia and judicial leadership to undertake reforms that advance judicial independence and effectiveness. As a first step, potential JSP partner organizations were assessed to determine which are independent from political parties, able to mobilize their memberships, and have the potential to be a key player in initiating national reform campaigns, and 11 organizations and associations that would be eligible for JSP assistance were identified.¹

In phase one, the project performed a short focused assessment of LPAs and CSOs to identify the nature, membership, membership services, and activities of these 11 judicial-sector organizations to identify those that are effective or potentially effective in terms of their ability to advocate for judicial sector reform and be a key player in initiating national reform campaigns. From that assessment, completed on April 2, 2012, the JSP identified three organizations that were targets of opportunity for improved advocacy. These are the MJA, the CAA, and the Macedonian Young Lawyers Association (MYLA).

In phase two, an in-depth assessment of the three selected associations was conducted to identify performance gaps and needs in order to tailor capacity-building assistance to the needs of each organization. Following the in-depth assessment, the project developed an action plan outlining the process and setting up benchmarks for equipping these organizations with the skills needed to effectively contribute to the dialogue on judicial-sector reforms and to advocate on behalf of their members.

Both of these phases were conducted by a subcontractor, the Macedonian Center for Institutional Development (CIRa), which was selected through a public procurement process.

After discussion with and approval of the COR, the JSP proceeded to phase three, which includes activities specifically designed to enhance the capacity of the three selected organizations, in accordance with the proposed action plan.

The third phase includes training and workshops for the three targeted organizations mentioned above. The plan requires, at a minimum, 31 trainings and workshops customized for each of the three targeted LPAs. The topics fall into ten distinct categories:

- Maintaining and building membership base;
- Service delivery;
- Public relations and media marketing;
- External cooperation and networking;
- Advocacy and lobbying;
- Fundraising and income generation and financial stability;
- Strategic analysis and planning;
- Governance, leadership, and decision making;
- Human resource management; and
- Financial planning.

¹ Macedonian Judges Association, Macedonian Young Lawyers Association, Macedonian Lawyers Association, Court Administration Association, Association of Public Prosecutors, Chamber of Enforcement Agents, Notary Chamber of the Republic of Macedonia, Chamber of Mediators, All for Fair Trails, Center for Civil Communication, and the European Law Students' Association.

These are to be conducted from October 2012 through August 2013, but in no circumstances later than October 30, 2013.

The procurement plan for phase three was distributed to potential vendors and posted on the USAID/Macedonia web site, the web site of the implementer, Tt DPK, and the JSP web site. After evaluation and reference check, Mesacons/Embra was selected as the subcontractor. The trainings and workshops are ongoing as of the date of this writing. The JSP staff monitors the events, the subcontractor files monthly reports, and coordination meetings are held with the subcontractor. Reports from the target organizations have been positive and Mesacons/Embra has been very flexible, scheduling the events to accommodate the targeted associations' schedules.

Other Assistance to Selected Organizations

In addition to the capacity and sustainability initiatives offered to the three targeted organizations, as described above, the JSP is committed to providing *ad hoc* development assistance to other nongovernmental organizations (NGOs) and CSOs working in the judicial sector. Civil, political, and economic societies are instrumental to the success of the rule-of-law efforts. Accordingly, the JSP has taken steps to integrate these groups into the overall fabric of Result 1. During the first year, the JSP has provided support and assistance to partner NGOs/CSOs in the following events, activities, and assistance:

- Roundtable discussion on "Application of Article 10 of the European Convention of Human Rights and the Defamation Laws of the Republic of Macedonia"
- Training on "Identifying and applying for EU funds and programs"
- Roundtable discussion on "Responsibilities of state administrative bodies for the duration of administrative procedures in relation to the protection of the right of trial within a reasonable time"
- "Preparation for Trainings and Workshops" for NGOs and judicial branch agencies
- Preparation and publication of public Information brochures in collaboration with the European Law Students' Association (ELSA)
- Support in obtaining an intern for the CAA
- Notification of available grants and support in preparing proposals as requested²

RESULT 2: MORE INDEPENDENT, EFFICIENT, AND CONSISTENT APPLICATION OF JUDICIAL POLICIES AND PRACTICES

This result focuses on supporting and sustaining reforms that strengthen judicial independence and promote more effective and accountable operations of judicial-sector institutions and the courts. The project has worked toward strengthening the institutional capacity of various judicial governance bodies to work on new legislation and policies that allow the judiciary to be more autonomous, accountable, transparent, and effective. It has also worked on fostering communication and cooperation between justice-sector actors and institutions.

Review and Advocacy of Laws by Judiciary in Cooperation with the Macedonian Judges Association

The JSP has supported discussion groups at the request of the MJA. The goal is to encourage the judiciary to be proactive in proposing laws and amendments, and in opposing laws compromising

² The CSO All for Fair Trials obtained a significant grant as a result of JSP assistance.

judicial independence and efficiency. Through roundtables and forums, amendments will be recommended and harmonization encouraged. Advocacy efforts to implement changes in the laws or to defeat laws that have a negative impact on the judiciary, the rule of law, or the independence of the judiciary will be stimulated by these activities.

The first of a series of roundtables was held on June 7, 2012, on the subject of decriminalization of the Macedonian laws on defamation. The roundtable included a mix of judges, journalists, and lawyers. The second roundtable took place on July 12, 2012, and was entitled “Responsibility of State Administrative Bodies for the Duration of Administrative Procedures” in relation to the protection of the rights of trial within a reasonable time.” The roundtable included judges from the Administrative and High Administrative Courts and civil servants involved in resolving administrative cases. Additional roundtables are planned with the MJA in the second year of the project.

Judicial Branch Forum

The first Judicial Branch Forum was facilitated by the JSP in November 2012. Participants included the top policy makers and decision makers of the judiciary in the Republic of Macedonia, and included the acting chief justice,³ the president of the JC, the president of the Court Service Council, the Director of the Academy for Judges and Prosecutors, the president of the CBC,⁴ the four presidents of the appellate regions, the presidents of the High Administrative and Administrative Courts, the head of the AO of the CBC, the president of the MJA, representing the judges of the Republic, and the president of the CAA.

The roundtable discussion focused on the achievements of judicial reform to date and the needs of the judiciary going forward. Special emphasis was placed on how the current laws are working and what gaps need to be filled.

The forum is the first time since the restructuring of the courts and court administration that the top policy makers and decision makers were brought together in a formal situation to discuss relevant judicial policy issues. This offered an opportunity to foster communication and collaboration between the high-level actors. This group, collectively, has the potential to become a powerful voice for the judicial branch. The consensus of those who were present was that this forum should take place on a quarterly basis. The project will organize and support the second meeting in early spring.

Strengthening Judicial Administration and Management Systems, Procedures, and Capacities

The project was charged with conducting an assessment of existing judicial administration and management systems, procedures, and capacities to identify procedural impediments and performance weaknesses within the courts. An array of new institutions has been created within the judiciary, including the JC, the Academy for Judges and Public Prosecutors, the CBC, the AO, the CSC, and committees addressing specific subjects such as automation of case management. All of these changes are designed to work together to streamline and modernize the judicial process. The assessment resulted in five long-term recommendations and seven interim recommendations. The project and its partners have evaluated these recommendations. They are being considered and

³ The position of president of the Supreme Court (Chief Justice) was filled on the day of the forum by acting president judge Milka Stefkova.

⁴ The president of the Judicial Council is *ex officio* president of the CBC.

some have already been implemented by the AO of the CBC, the CSC, the CAA, and the Forum, with the assistance of the JSP.

Court Staffing Study and Recommended Staffing Guidelines

The JSP undertook a study to support the development of staffing guidelines. An international court-staffing expert was retained to develop the methodology for developing the guidelines. Three alternate methodologies were developed, from which one will be chosen by the CSC. JSP staff conducted follow-up meetings with the Supreme Court Information Technology (IT) Department and individual users to review the capability of the Automated Court Case Management Information System (ACCMIS) to support the methodologies recommended in the report. During the project's first year the courts' database was populated with enough information to allow each of the methodologies to be tested. A working group will be convened in year two to compare results obtained using each of the methodologies recommended for consideration. The working group will complete the final stage, produce the "Staffing Guidelines for the Courts of the Republic of Macedonia" and pass it on to the decision makers and policy makers for approval.

Training for Members of the Court Budget Council

The CBC president and the Head of the AO requested that the project conduct training for members of the CBC on the preparation of the courts' budget. This is needed because of the appointment of new members, and will also serve as a refresher for incumbents in light of the global financial situation and current budget shortfalls. The training was facilitated by Judge Bert Maan, an international expert from the Netherlands who has worked in Macedonia on a number of previous occasions. The training entitled "Budget Preparation and Execution" took place on May 8, 2012. The objective of the training was to assist the CBC members in performing their individual and collective roles as members of the CBC. On May 9, Judge Maan presented a workshop on court management entitled "Managing Courts in Need" to president judges and court administrators.

Support for the Administrative Office of the Court Budget Council

Development of Needs-Based Budgets

Preparing and presenting an adequately supported budget increases the independence of the judiciary. Each court can request from the CBC a budget based on need, supported by a credible justification. ACCMIS and the Automated Budget Management System (ABMS) make this possible. The AO of the CBC, in cooperation with the project, selected six pilot courts to develop needs-based budgets supported by accurate data from the ACCMIS database. With assistance from the JSP, the pilot courts were successful in developing and filing proposed budgets that were supported by empirical data from ACCMIS and the ABMS. The work plan for year two of the project envisions implementation in all courts in time for the next budget request, towards the end of 2013.

Support for Court Accountants

In order to be able to develop budget proposals based on high-quality and comparable financial data, courts must implement unified accounting practices. At the request of and under the guidance of the head of the AO of the CBC, on June 13 and 14, 2012, JSP sponsored a workshop for selected accountants to develop "Guidelines for Unified Accounting Practices". The objective was to provide high-quality, transparent, and comparable information for financial reports and other bookkeeping data, which would help the accountants and judicial management in their daily decision-making processes.

The ABMS was developed with support of prior USAID projects in Macedonia. This system can be used as an inventory record, basic assets register, and register for all human resources issues for court employees. All components of this system are being used, except for entering basic assets. Therefore, in cooperation with the AO of CBC, on October 18, 2012, the JSP supported training entitled “Entering Court Assets in the Automated Budget Management System” for all 34 courts’ accountants. The objective of this training was to develop the skills of the accountants in using the ABMS to promote full usage and implementation of the ABMS in all courts.

The work plan for year two of the project envisions a roundtable for a selected group of judges and accountants to support the standardization of supporting accounting documents, courts’ financial reports and training on preparation of final annual accounts for all court accountants.

Support for Court Service Council and Court Administrators

Despite the legal framework intended to give the judiciary direct responsibility over the management of court administration and increased control over its human resources, human-resource management has not been standardized throughout the 34 courts in the Republic of Macedonia, and its effectiveness varies from court to court. To address this issue, the JSP, in cooperation with the CSC and the CAA, supported three workshops aimed at improving human-resources management in the courts and develop unified procedures and criteria for hiring non-judicial staff and conducting disciplinary procedures. Participants included the members of the CSC, 20 court administrators, and representatives of the AO of the CBC..

As a result of these workshops, three sub-regulations were developed and presented to the Ministry of Justice (MOJ), which is the responsible authority to adopt these regulations. The sub-regulation on conducting apprenticeship exams and the sub-regulation on hiring through internal announcements will be adopted as integral parts of the existing sub-regulation on selection and hiring court employees. The sub-regulation for conducting disciplinary procedures will be presented to the CSC for its approval.

A human-resources manual for court administrators was also developed as a guidance document for the court administrators and their staffs. During year one of the project, the JSP made the necessary preparations to arrange for the publication of this document and is awaiting final approval by the CSC.

RESULT 3: INCREASED FAIRNESS AND EFFICIENCY OF THE ADMINISTRATION OF JUSTICE THROUGH MORE EFFECTIVE LEGAL PERSONNEL AND EFFICIENT PROCESSES

This result addresses weaknesses in the administration of justice due to uneven professional capacities of judicial and non-judicial staff and the delivery of training to improve professional standards and performance and improve court efficiency in processing cases.

Develop and Implement Targeted Specialized Trainings for Judges, Court Administrative Executives, and Court Staff

The latest changes in the Law on Courts (2010) and the Law on Judicial Council (2010), as well as the Law on Case Management (2010), assign very specific responsibilities to president judges regarding management of their courts, managing court finances, and reporting to the JC.

Training for President Judges and Court Administrators on Court Management

At the request of the president of the CBC and the JC, the JSP prepared a tailored training on court management for president judges and court administrators. The JSP retained Dutch expert, Judge Bert Maan, to develop and implement a curriculum for specialized training on “Managing Courts in Need” for president judges and court administrators. Judge Maan and local experts invited attention to the challenges of court administration and management during difficult fiscal times. The topics included the following:

- Managing courts in need
- Management of court finances
- Management of court administration
- Transparency and accountability
- Access to free public information.

The JSP collaborated with the Training Academy for Judges and Prosecutors and a local USAID project, Investment Development and Export Advancement Support Project (IDEAS), to plan and implement a roundtable to develop recommendations for training in commercial law. IDEAS is a USAID project dedicated to the business community.

The roundtable on identifying the needs for continuous education of judges in the area of commercial law was held on November 22, 2012, in Skopje. The goal of the roundtable was to collect opinions on needs for specialized training for commercial judges, and to develop recommendations for specialized trainings. The attendees were commercial judges from selected basic and appellate courts, commercial lawyers, and representatives from the business community. Based on the recommendations obtained at the roundtable, the Academy has proposed a number of topics to include in its training curriculum for 2013. The project has agreed with the director of the Academy to support a number of Academy programs in 2013.

Improve Caseload Processing and Reduce Backlog of Cases

Appellate Region-wide Working Meetings

In cooperation with the JC and the AO of the CBC and the president judges of the appellate regions, the JSP organized roundtables in support of the “needs-based budget” concept and other topics. The meetings focused on a number of topics, including case processing, the backlog of cases, courts’ case-processing committees, and the court team. As a result of these meetings, activities were launched that specifically addressed the resolution of cases and the effective functioning of the case-processing committees. These are explained more fully below.

Pilot Courts Selected

The project contributed to increasing the courts’ productivity, reducing backlogs, and improving case-processing methods. Accordingly, six pilot courts were selected in the first year of the project and focused on two areas: (1) the establishment of model needs-based budgets; and (2) the reduction of case backlogs by tracking clearance rates, i.e. the ratio of cases resolved relative to the number of cases filed.

Working Committee to Develop Standardized Practices for Courts' Case-Processing Committees

The Law on Case Management requires each court to have a case-processing committee. These bodies are the essential to the expeditious resolution of cases and to the reduction of the backlog of cases. Some court committees do not operate efficiently, nor do all the committees interpret their responsibilities in a consistent manner.

A select working committee of local court experts was established by the JSP and devised a model monthly report required to be submitted to the president judges and a model of internal procedures for the committee for each court. Both are required by law but are inconsistent and ineffective in most courts. After the final drafts were agreed upon by the committee they were forwarded to the JC for approval and instructions for their use.

Second year JSP plans include the support of training to be given in each appellate region with a “train-the-trainers” element. Recipients of this training from each region will then be tasked with training their colleagues in the courts with the greatest backlog of cases.

Support for Judicial Sector Automation

Macedonia has made great strides in the area of court automation. One of the key successes achieved, with previous USAID support, is the automation of case management and court records through the implementation of ACCMIS. As of January 1, 2010, ACCMIS replaced manual case processing and improved time-consuming court procedures. It also improved court transparency and data reliability. Application of ACCMIS is an ongoing process, which invites continual support to fill gaps and fulfill expectations.

Assessment of Court Automation

The project retained a local IT expert, to assess the use of ACCMIS and other court automation, and to identify and report on impediments to its use by the courts and other users. The expert revealed the needs and gaps in the otherwise robust system and assisted in facilitating a meeting of court IT personnel as described below. She also prepared the terms of reference for the database warehouse, also described below.

ACCMIS Database Warehouse and Statistical Interface Software

The JSP, together with the JC, is developing an ACCMIS database warehouse and statistical interface software that will generate more precise and targeted statistical reports for the courts. These specialized reports are needed by the JC and the European Commission for Efficiency of Justice as part of Macedonia's integration with EU judicial standards. Coordination meetings with the vendor, EduSoft, as well as the president of the JC and the JSP DCOP, resulted in the finalization of the format and contents of the reports that will be produced by the database warehouse software. It will be installed and tested during January 21 13.

Automation for the High Administrative Court

The ACCMIS system has been in use in 33 courts since January 2010. In November 2010, following the latest changes in the Law on Courts, the High Administrative Court (HAC) was established to decide appeals on decisions brought by the Administrative Court. The initial ACCMIS application was not projected to be used in this court. Further development of ACCMIS is necessary to upgrade the system and enable processing of cases in the HAC. The JSP has committed to underwriting the cost of an upgrade to ACCMIS, including testing, installation, and training for users

in the HAC. The project retained a sole source vendor and prepared the documentation required for approval. Implementation in the court is expected by February 28, 2013.

Computers and Security Cameras requested by Gostivar Appellate Court

Judge Hajdari Ekrem Shefajet, president of the Gostivar Appellate Court, requested security cameras and a number of computers and other equipment for the court. On November 30, 2012, the JSP COP, the court administration coordinator, the JSP technical/logistic coordinator, and the COR visited the court to evaluate the request and discuss the justification with the president judge and the court administrator. After thorough analysis, the request was approved, procurement procedures were followed, and the equipment was installed in the court by the end of December.

Supreme Court Coordination Committee for Improving Use of ACCMIS

The Committee for Improving Use of ACCMIS meets regularly and JSP staff attends the meetings to facilitate coordination between the committee and courts. The committee working on developing uniform nomenclatures for court decisions in criminal, civil, administrative, and non-contested procedures is close to finalizing its work. In addition, an ACCMIS committee was established to develop a protocol for electronic delivery of summons, an initiative that the project will provide technical support to.

Roundtable and Coordination Meeting for Courts' IT Staff

On May 31, 2012, the JSP organized a roundtable discussion for IT staff from all courts in Macedonia. The objective was to promote cooperation, coordination, and communication among IT staff, and promote the use of ACCMIS and other automation technology utilized by the courts.

The assessment report by the project's local IT expert made a number of recommendations for enhancing and refining the use of ACCMIS by improving the software's data collection and report functions. The assessment also recommended that the courts' IT staffing is brought up to international standards and that IT personnel are more fully supported by court administration and management. Accordingly, it is important to bring the courts' IT support staff together periodically to share updates, experiences, problems, concerns, and solutions. Another roundtable will be scheduled early in year two of the project.

Electronic Digital Recording of Court Hearings and Trials

In the closing days of the USAID Judicial Reform Implementation Project (JRIP), electronic recording devices were installed in 80 courtrooms in Macedonia. However, little use has been made of these devices for a variety of operational and training reasons. The JSP is committed to moving forward with expanding the use of the devices, which contribute to openness and transparency and protect the judge and staff against unjustified criticism. In cooperation with Judge Ljubica Kolic, head of the civil department of Skopje II, and the JC, a procedure was developed that would help overcome objections to the use of these tools from some appellate judges. This process calls for the recording of the full hearing, combined with the judge dictating a summary of testimony and arguments into the record, with the summary being recorded by the court typist (in addition to the actual audio recording).

This process was vetted with the president of the judicial council and sub-regulations were submitted to the MOJ to permit its adoption. A decision was also taken to conduct future training. Accordingly, the revised protocol will be institutionalized and training will take place in two pilot courts between January 20 and February 15, 2013. Thereafter training and full implementation will

take place in the other venues in which the devices were installed. Full implementation is expected by September 30, 2013.

ANNUAL DATA ON PERFORMANCE INDICATORS

Summary of Performance by Indicator in 2012	
Indicator	Target Result
Number of USG-assisted campaigns and programs to enhance public understanding, NGO support, and media coverage of judicial independence and accountability	Target 2 Result 3
Number of project-supported LPAs and CSOs with increased capacity	Target TBD Result 10
Number of policies changed or laws passed consistent with the agendas of justice-sector CSOs (or proposed negative changes defeated)	Target 1 Result 1
Number of legal institutions and associations supported by USG	Target 3 Result 7
Number of USG-assisted courts with improved case management	Target 8 Result 34
Number of policies/laws passed or changed to comply with the agenda of judicial-sector authorities and actors (or proposed negative changes defeated)	Target 2 Result 2
Number of courts that develop needs-based budgets	Target Result 1
Public trust in the judiciary	Target 21% Result 24%
Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management	Target 105.55% Result TBD
Public perception of court efficiency	Target 20% Result 26.8%
Number of justice-sector personnel who received training with USG assistance	Target 250 Result 786
Number of legal courses or curricula developed with USG assistance	Target 2 Result 4

I. INTRODUCTION

The United States Agency for International Development (USAID)/Macedonia Judicial Strengthening Project (JSP) is an ambitious four-year endeavor that started in November 2011. The overarching objective of the project is to help the Macedonian judiciary to evolve as an independent, self-governing, effective, and accountable branch of government capable of meeting the needs of citizens, businesses, and organizations for prompt and impartial protection of their rights and adjudication of their legal disputes.

This fourth quarterly report focuses on the progress and implementation of programmatic activities and tasks aimed at delivering the results required under the Tetra Tech DPK (Tt DPK) contract with USAID. As required by the contract, this quarterly report contains an executive summary “with all achievements throughout the year”. A brief description of the objectives, areas of work, project activities, and expected results follow.

1.1 OBJECTIVES

The overarching objectives of the project are to strengthen the role of the judiciary in the separation of powers and to develop broad-based support for rule of law and judicial-sector reform. More specifically, the project focuses on supporting the development of professional associations in the justice sector, developing effective court governance systems and practices, and improving the efficiency and quality of justice.

1.2 AREAS OF WORK

The project’s main components are outlined below.

1.2.1 Advocacy and Citizen Participation in Judicial Sector Reforms

Support the development of the capacities of professional associations in the justice sector to play a leadership role in efforts to reform the justice system and to advocate for the interest of their members; and increase public awareness and participation in the justice-sector reforms and rule-of-law issues.

1.2.2 Independent, Efficient, and Consistent Application of Judicial-sector Policies and Practices

Develop effective court governance systems and practices; increase the role of the judiciary in preparing laws and policies governing the branch; and establish regular coordination and consensus-building on key issues among judicial institutions; promote more effective and accountable operation of judicial-sector institutions and courts; improve court operations through innovation and technology; and design and apply performance standards.

1.2.3 Effective Legal Personnel and Efficient Processes

Improve efficiency and quality of justice by providing specialized trainings to judges, and by developing and applying national time standards for case processing; build capacities of court personnel to provide efficient services to court users.

1.3 PROJECT ACTIVITIES

The project provides technical and managerial experience to key counterparts in the judiciary; legal professional associations (LPAs) and civil society organizations (CSOs) active in the judicial sector.

The range of support includes a combination of targeted long-term technical assistance, advisory services, project initiatives, and other forms of assistance identified as necessary for each of the results prescribed. Key activities and tasks include the following:

- Identifying and supporting key civil society and professional associations in their efforts to promote civil society support for the rule of law and an independent judiciary
- Building capacity of designated LPAs
- Assist designated LPAs and CSOs in supporting laws, policies, and practices that support judicial independence
- Identifying gaps and/or idiosyncrasies in policies and practices of judicial administration and management and support reform
- Building leadership and management capacities
- Supporting the development of needs-based budgets for the courts
- Supporting education for various sectors of the judicial sector, including president judges, court administrators, and court staff to enhance efficiency and timeliness.

1.4 PROJECT RESULTS FRAMEWORK

The JSP supports USAID/Macedonia's Assistance Objective 1: Greater Checks and Balances in Democratic Processes. The project specifically targets Intermediate Result (IR) 1.2: Greater Equilibrium among the Three Branches of Government at the National Level, by supporting Sub-IR 1.2.2: Greater Judicial Independence and sub-IR 1.2.3: Increased Confidence in the Judicial System.

The project will also include activities specifically focusing on improving court efficiency and quality in adjudicating commercial disputes to contribute to the accomplishment of Assistance Objective 3: Increased Job-Creating Private Sector Growth in Targeted Sectors, and more specifically IR 3.1: Improved Business Environment in Critical Areas of Investment as envisioned in the Mission Strategy.

The JSP also supports Program Area 2.1: Rule of Law and Human Rights under the United States Government (USG) Foreign Assistance program objective on Governing Justly and Democratically, and the following program element and sub-elements:

- Program Element 2.1.3: Justice System
 - Sub-Element 2.1.3.1: Justice System Actors
 - Sub-Element 2.1.3.2. Operations of Institutions and Actors.

1.4.1 Project Results Areas

Within the results framework, the project's main results areas are as follows:

- Result 1: Strengthened advocacy and citizen participation in judicial sector reform
- Result 2: More independent, efficient, and consistent application of judicial policies and practices
- Result 3: Increased fairness and efficiency of the administration of justice through more effective legal personnel and efficient processes.

Two crosscutting results are woven into this report in Results 1, 2 and 3:

- Result 4: Crisis-modifier and material support
- Result 5: Serving as *rapporteur* with the justice sector.

II. PROGRAM-RELATED ACTIVITIES AND TASKS

2.1 RESULT 1: STRENGTHENED ADVOCACY AND CITIZEN PARTICIPATION IN JUDICIAL SECTOR REFORM

2.1.1 Requirement 1.1: A Short, Focused Assessment, Baseline Survey, and Resulting Action Plan on Justice Sector LPAs and CSOs, and the Role they can Play in Strengthening the Rule of Law in Macedonia

The JSP assists selected LPAs and CSOs in providing better services to their members and advocate for their members' interests. The goal is to foster the demand side of judicial reform and build pressure on the Government of Macedonia (GOM) and judicial leadership to undertake reforms that advance judicial independence and effectiveness. The project identified relevant professional associations and CSOs willing and able to advocate for judicial reform. During the first year of implementation, the JSP has been focusing on assessing and strengthening the capacity of the organizations selected.

The short focused initial assessment of the organizational needs of 11 professional organizations and CSOs was completed earlier in the project by the selected subcontractor, --The Center for Institutional Development (CIRa). Three organizations were selected for phase two of the assessment. The selected organizations are:

- The Macedonian Judges' Association (MJA);
- The Macedonian Young Lawyers' Association (MYLA); and
- The Court Administration Association (CAA).

In phase two, CIRa assessed the performance of the three selected organizations to identify performance gaps and to recommend training and technical assistance packages customized to the needs of each.

The objectives of the second phase of the organizational and performance assessment process were to:

- Prepare a comprehensive set of performance assessment instruments and a capacity-building process and present them to the three selected organizations;
- Conduct a performance assessment of the selected organizations' leadership and personnel; and

- Prepare an organizational assessment of the performance of the LPAs and CSOs and present it to JSP staff members for consideration.

The JSP team then initiated the third phase of the capacity-building initiative as required by contract Requirement 1.2.

2.1.2 Requirement 1.2: Per the Findings of Requirement 1.1, the Capacity of at Least Two Judicial Sector Professional Associations are Improved

Pursuant to contract Requirement 1.2 and after discussion with and approval of the Contracting Officer's Representative (COR), the JSP proceeded to implement phase three, which includes activities designed to enhance the capacity of the selected organizations. Phase three includes a series of trainings and workshops from October 2012 through August 2013, but in no circumstances later than October 30, 2013.

After posting a Request for Proposal (RFP) for delivery of the trainings and workshops and evaluation of the responses by JSP staff, Mesacons/Embra (Embra) was selected and a subcontract was signed on October 15. Embra submitted its work plan and deliverables schedule to the JSP on October 23, 2012. The JSP reviewed these documents on October 24, 2012, and submitted them to USAID. In accordance with the plan submitted by Embra (as amended), the first training took place on October 31 and November 1, 2012. The trainings and workshops will continue through August 30, 2013. However, if the subcontractor cannot complete its deliverables by August 2013 as a result of unforeseen circumstances, the JSP may reschedule activities to be completed no later than October 30, 2013.

The JSP staff has been overseeing the training/workshops. The reports by the participants have been very positive. The trainers and facilitators have been given high marks and the content has been appropriate and rich in substance.

As required, Embra filed its first monthly report with JSP on November 16, 2012, and its second on December 3, 2012. Coordination meetings between the JSP and Embra took place on October 15, November 16, and December 18, 2012. A coordination meeting was also held on December 7, 2012, that included representatives of CIRa, the company that conducted assessments in phases one and two of this initiative. The purpose of the meeting with CIRa was to ensure that Embra had all relevant information and baselines from phases one and two.

2.1.2.1 Macedonian Judges Association

Capacity Building and Sustainability Trainings and Workshops

The MJA is one of the organizations targeted for capacity and sustainability training to be delivered by the JSP subcontractor, Embra. To date, the MJA has received the following training:

Activity/Deliverable	Activity Description	Start Date	Finish Date	Trainers
Two Trainings on: 1. Advocacy and Lobbying (1.5 days) 2. Project Planning, Design and Implementation / Project Cycle Management (3 days)	<ul style="list-style-type: none"> ▪ Preparation of the trainings and workshop materials ▪ Implementation of the trainings and workshop ▪ Evaluation of the trainings and workshop 	Oct. 31, 2012	Nov. 1, 2012	Marjan Tanushevski
		Nov. 6, 2012	Nov. 8 2012	Denis Zernovski

2.1.2.2 Court Administration Association

Capacity Building and Sustainability Trainings and Workshops

The CAA is a relatively new organization, with approximately 1,200 members. It is comprised of court employees.

After the initial CIRa assessment, the CAA was chosen as one of the three organizations in need of targeted assistance to strengthen and build institutional capacity. As described above, the CAA has agreed to a series of trainings and workshops to be conducted through the JSP subcontractor, Embra.

The trainings/workshops conducted to date were as follows:

Activity/Deliverable	Activity Description	Start Date	Finish Date	Trainers
One Workshop on: Developing New Strategic Plan 2013-2015 (3 days)	<ul style="list-style-type: none"> ▪ Preparation of the trainings and workshop materials ▪ Implementation of the trainings and workshop ▪ Evaluation of the trainings and workshop 	Nov. 19, 2012	Nov. 21, 2012	Hari Shutoski
		Nov. 29, 2012	Nov. 30, 2012	Marjan Tanushevski

Support for Publication and Office Assistant to Support the CAA

In addition to the trainings and workshops, assistance is afforded by the JSP from time to time as need dictates. The initial and follow-on assessment of the CAA conducted by CIRa from February to May 2012 identified problems in the functioning of this young professional association. One of the shortcomings is the lack of professional personnel and the lack of a functioning administrative office. One of the primary recommendations from CIRa was for this LPA to establish an



CAA Training

stipend applicable is pending.

administrative office and to separate the executive and governance roles. Toward that end, the project has agreed to support the hiring of an unpaid assistant to provide support in the day-to-day operations of the CAA. The assistant will be strictly a voluntary arrangement with a small stipend, in lieu of expenses, to be paid by the project. During this quarter the JSP assisted the CAA in posting an advertisement for this position and in screening and interviewing applicants. A candidate, Ms. Kristina Stezoska, was selected and will begin her *pro bono* assistance on January 15, 2013. A decision on the rate of

Also envisioned for the CAA is a JSP-supported publication for distribution to the association's members. This will be made possible by the assistance given by the *pro bono* associate.

Other support for the CAA has included the implementation of workshops along with the Court Services Council (CSC). These have resulted in the development of proposed sub-regulations to the Law on Court Services (described in detail in Section 2.2.2.1 below).

The CAA office assistant will also attend the capacity-building trainings and workshops given by Embra. This will further strengthen the capacity of this association and support its daily work.

2.1.2.3 Macedonian Young Lawyers Association

MYLA is an LPA that provides continuing legal education for young lawyers and works to promote and improve the lawyers' profession in Macedonia. MYLA also works to promote access to public information and supports the establishment of a free legal-aid system.

Capacity Building and Sustainability Trainings and Workshops

MYLA was one of the organizations targeted for capacity and sustainability training conducted by Embra. Representatives of MYLA, the CAA, and the MJA had their first coordination meeting with Embra on October 19, 2012, and developed a schedule for the first round of trainings and workshops. To date, one workshop and one training have been conducted for MYLA, as follows:

Activity/Deliverable	Activity Description	Start Date	Finish Date	Trainers
One Workshop on: Developing New Strategic Plan 2013-2015 (3 days)	<ul style="list-style-type: none"> ▪ Preparation of the trainings and workshop materials ▪ Implementation of the trainings and workshop 	Nov. 6, 2012	Nov. 8, 2012	Hari Shutoski
One Training on: Advocacy and Lobbying	<ul style="list-style-type: none"> ▪ Evaluation of the trainings and workshop 	Dec 15, 2012	Dec. 16, 2012	Marjan Tanushevski

2.1.2.4 Other Capacity Building Support for LPAs and CSOs

Assistance to Selected Organizations in Identifying and Applying for Grants

In this quarter (October-December 2012), JSP legal professional and civil society partner organizations had an opportunity to apply for grants up to \$15,000. The USAID/Civil Society Project issued a call for applications on October 19, 2012. The goal of this grant is to provide financial support for the development of mutual projects, partnership, or networking among CSOs. The project alerted partner organizations about this grant opportunity and reiterated its offer to assist them in development of the grant application. The deadline for the application was November 15, 2012. Only MYLA applied, submitting two grant proposals that were not successful.

Off-shore Study Tour for LPAs and CSOs

During this reporting period, planning started for a study tour to take place between mid-March and April 30, 2013. Approximately eight participants will be selected from the membership of the LPAs and CSOs that the JSP has been working with and is supporting. The study tour will provide participants with an opportunity to learn how LPAs and CSOs function and support the judiciary. They will learn how to organize targeted advocacy campaigns, draft laws, and lobby for their enactment.

This activity requires a fair and open procurement process to select an implementing partner. The JSP prepared the Scope of Work and RFP. In December 2012 the RFP was posted on the JSP web site and a procurement site selected by the Tt DPK home office, and was sent to ten vendors known to supply such services.

The solicitation requires the vendor to propose two alternative study tours in two countries, i.e. the UK and Estonia, and Sweden and Estonia. Depending on the quality of the technical and cost proposals, and the relative benefits versus cost of each, the project will select the pair of countries that offers the best value for the client and beneficiaries. The JSP will continue the process of selecting participants and arranging the logistics.

Publications and Public Information by MYLA

On November 13, 2012, the JSP DCOP, Nena Ivanovska, met with the executive director of MYLA to discuss a request for financial support in publishing a flyer and brochure for the organization. The informational flyer will be designed to attract new members to the association and to strengthen the participation of existing members. The brochure will be designed to promote the association internationally and assist in establishing a regional network with similar legal professional associations. MYLA will prepare the publications; the JSP will assume the cost of printing and offer technical assistance for their design and distribution.

Macedonian Lawyers Association

The JSP met with members of the Macedonian Lawyers Association (MLA) to describe the project's activities, mission, and goals. The MLA is an organization of lawyers working in the commercial and business sectors. It is an active organization; it organizes two meetings or conferences each year, discusses current legal topics, and publishes a monthly newsletter, *Pravnik* (Lawyer). The MLA has completed an analysis of the duration of the commercial cases in the courts, and this analysis highlights the need for special commercial departments in the courts, and for continuous education and training for commercial judges and lawyers.

This organization has cooperated with the USAID project, Investment Development and Export Advancement Support (IDEAS), and the JSP in collecting information from business lawyers and the business community. The MLA had a significant role in the roundtable co-sponsored by the Training Academy for Judges and Prosecutors, IDEAS, and the JSP. This resulted in recommendations for a curriculum for commercial judges and lawyers, more fully described in section 2.3.1 below. This group will be useful in determining the future training needs of judges and lawyers in the commercial sector by helping to design the training courses. Members can be engaged as speakers on various issues. Both projects are committed to support the MLA in the framework of these trainings in commercial law, and to contribute to strengthening the institutional capacity and sustainability of this association.

2.1.3 Coordination Meeting with the Organization for Security and Co-operation in Europe (and other donors)

The chief of party (COP) and DCOP meet with the senior rule of law officer of the Organization for Security and Co-operation in Europe (OSCE) and other donor organizations from time to time as circumstances and needs for coordination warrant. On October 2, 2012, the JSP met with the representatives of the Ministry of Justice (MOJ) and the European Union (EU) to coordinate efforts on a potential Instrument for Pre-Accession Assistance (IPA) project which will support an independent, accountable, professional, and efficient judiciary. As a result of the meeting, there will be no donor overlap with the MJA or other beneficiary assistance, such as the Association of Public Prosecutors, when the EU Terms of Reference are prepared.

2.1.4 Coordination Meeting with President of the Judicial Council

The president of the Judicial Council of the Republic of Macedonia (JC) has taken a strong leadership role in the judiciary. President Judge Aleksandra Zafiroska has consulted the project on a number of issues, including the use of the Automated Court Case Management and Information System (ACCMIS), case processing and backlog reduction, the enhancement of software for the JC and the High Administrative Court (HAC), and the use of digital recording of court hearings. During this quarter the COP and DCOP have met, both formally and informally, with Judge Zafiroska on numerous occasions in an effort to coordinate the JSP's efforts with the judicial leadership. On December 5, 2012, Judge Zafiroska was elected as a member of the JC for the second six-year term. At the inauguration meeting of the JC on December 20, 2012, Judge Zafiroska was elected as the president of the Council with a two-year mandate.

2.2 RESULT 2: MORE INDEPENDENT, EFFICIENT, AND CONSISTENT APPLICATION OF JUDICIAL POLICIES AND PRACTICES

2.2.1 Requirement 2.1: Legal Framework and Judicial Branch Policies Strengthen Independence, Effectiveness, and Accountability of the Judicial System

2.2.1.1 Review and Advocacy of Laws by Judiciary

Macedonian Judge Association

The JSP has continued a series of discussion groups at the request of the MJA. The goal is to encourage the judiciary to be proactive in proposing laws and amendments, and in opposing laws compromising judicial independence and efficiency. Through roundtables and forums, amendments will be recommended and harmonization encouraged. Advocacy efforts to implement changes in the laws or to defeat laws that have a negative impact on the judiciary, the rule of law, or the independence of the judiciary will be stimulated by these activities.

The targeted participants for subsequent roundtables are CSOs that include reform-minded NGOs and LPAs, lawyers, and academics, and other reform-minded individuals. Networking and collaboration will be encouraged among the participants for further activities with judicial participation.

The JSP discussed possible dates for two public discussions with the president of the MJA. A discussion on "Implementation of Law on Civil Procedure" (with specific focus on issuing payment orders) was planned for September and then early October 2012. The president of the MJA, Supreme Court Judge Nikolovski, requested that this event be postponed because of important pressing issues at the Supreme Court, including the number of judicial vacancies that need to be filled. The JSP will continue to monitor the availability of Judge Nikolovski and the MJA.

Alternatively, in the event that the MJA and its president are unavailable, the JSP will engage two or more other LPAs for such discussions. In early January 2013 the JSP will identify interested LPAs, ascertain issues of interest to them, and proceed to facilitate roundtables or discussion groups on the topics.

The JSP will re-engage with the MJA when its timetable and that of its president permits.

On November 1, 2012, JSP's DCOP held a conference call with the director of the Academy for Judges and Public Prosecutors and the president of the MJA to discuss the possibility of sponsoring

a discussion group on judicial ethics in cooperation with the Academy, the JC, and the MJA. The project, at this time, intends to support this initiative by providing materials on ethics and judicial conduct from the US and EU countries, with more-formal activities possible in March 2013.

Judicial Branch Forum

The first Judicial Branch Forum took place on November 6, 2012. The participants invited for this forum included the top policy makers and decision makers of the judiciary in the Republic of Macedonia, and included the acting chief justice,⁵ the president of the JC, the president of the CSC, the director of the Academy for Judges and Prosecutors, the president of the Court Budget Council (CBC),⁶ the four presidents of the appellate regions, the presidents of the HAC and Administrative Court, the head of the Administrative Office (AO) of CBC, the president of the MJA representing the judges of the Republic, and the president of the CAA. Unfortunately, the director of the Academy, the president of the CSC, and the president of the HAC were unable to attend.

The roundtable discussion focused on achievements in judicial reform to date and the needs of the judiciary going forward. Special emphasis was placed on how the current laws are working and what gaps need to be filled.

This is the first time since the restructuring of the courts and court administration that the top policy makers and decision makers were brought together in a formal situation to discuss relevant judicial policy issues. This offered an opportunity to foster communication and collaboration between the high-level actors. This group has the potential to collectively become a powerful voice for the judicial branch. The consensus of those who were present was that this forum should be institutionalized and take place on a quarterly basis.



Judicial Branch Forum

2.2.2 Requirement 2.2: Administration and Management Rules, Policies and Procedures, Systems and Practices to Support a Modern Court System; Work with Judicial Sector Authorities and Actors to Establish Effective Governance and Operational Systems for Managing Court Resources – Budget, Human Resources, Facilities, Equipment Etc.; Strengthen Managerial Capabilities and Introduce Performance Standards

2.2.2.1 Strengthening Judicial Administration and Management Systems, Procedures, and Capacities

Background

The project was charged with conducting an assessment of existing judicial administration and management systems, procedures, and capacities to identify procedural impediments and performance weaknesses within the courts. An array of new institutions has been created within the judiciary, including the JC, the Academy, the CBC, the AO, the CSC, and committees addressing specific subjects, such as automation of case management. All of these changes are designed to work together to streamline and modernize the judicial process. The assessment made

⁵ At the time of this writing the position of president of the Supreme Court (Chief Justice) is held by Acting President Judge Milka Stefkova. The appointment of a new president of the Supreme Court is pending.

⁶ The president of the JC is *ex officio* president of the Court Budget Council.

five long-term recommendations and seven interim recommendations. These recommendations have been evaluated by the project and working partners. They are being considered, and some have already been implemented by the AO of the CBC, the CSC, the CAA, and the Forum with the assistance of the JSP.

Recommendations included permanently establishing the authority and responsibility for judicial administration in the judiciary, expanding administrative policies, and developing new ones. The assessment underscored the need for a robust leadership and administration of the Macedonian judiciary. These and other recommendations address the key issues facing the judiciary, including the absence of effective governance systems and lack of management capacity exacerbated by poor communication/coordination within the judicial sector. These systems are underdeveloped and have been targeted by the project for in-depth development by various initiatives described in this report.

Court Service Council and Court Administrators

Since the beginning of the project the JSP has supported the CSC and the AO of the CBC with a number of important initiatives. These activities are now coming to fruition and finalization with the support and guidance of the JSP. The JSP's ongoing support includes the development of sub-regulations in hiring and discipline of court employees. In addition to prescribed hiring practices, the sub-regulation will include sections on internal announcements for hiring employees from within the courts and examinations for apprentices entering court service. The MOJ has received comments on the draft sub-regulations from the Government Legislative Secretariat. It is expected that the Minister of Justice will sign off on these sub-regulations and send them for publishing in the Official Gazette in early January 2013.

The sub-regulations on conducting apprenticeship exams and on hiring through internal announcements will be adopted as an integral part of the existing sub-regulation on selection and hiring court employees. The sub-regulation on conducting disciplinary procedures was presented to the CSC for enactment at its next session.

With JSP support, a human resources manual for court administrators was also developed as a guidance document for the court administrators and their staffs. During this quarter the JSP made the necessary preparations for the publication of this document and final CSC approval was given in late December. The publication – Manual for Conducting Employment Procedure for Court Employees – will be printed in early January 2013 and distributed to the courts in electronic form via e-mail and as printed copies.

Development of Needs-based Budgets

In consultation with the head of the AO of the CBC, the major JSP activities concluded successfully in early December 2012 with the submission of the budget to the Ministry of Finance (MOF) for final review. In the JSP's second-year work plan, the project proposes to continue activities to strengthen the capacity of the AO and the courts through preparation of needs-based budgets. It is envisioned that the emphasis going forward will be to identify and directly assist those courts deemed to be weak or deficient in needs-based budget preparation and to have full compliance with needs-based budget regulations by the end of 2013.

Support for Court Accountants

The head of the AO has also requested that the JSP support a roundtable discussion on standardization of supporting accounting documents, and courts' financial reports in mid-January 2013. The target group for this roundtable will be a select group of accountants and judges. The input of judges is important because of the need for symmetry between certain actions by the judges and the requirements of the court accounts (e.g. an order for expert testimony requires that the accountants enter correct fiscal information into the courts' financial database.)



Court Accountants workshop

Guidelines for Unified Accounting Practices

The JSP sponsored three workshops with selected accountants to develop “*Guidelines for Unified Accounting Practices*.” The objective of the workshops was to enhance the skills of the accountants and build a common understanding of the basic assets in all courts in Macedonia, and to instruct them on how to enter data into the Automated Budget Management System (ABMS).

The latest workshop was conducted on October 18, 2012, in Veles. The topic of the workshop was “Entering Basic Assets in the ABMS.” The goal of the workshop was to enhance the ability of court accountants to enter basic assets into the ABMS, which will result in producing a consolidated annual account for the courts. Thirty-four participants attended, including accountants from 33 courts. The trainers were Mr. Maksim Acevski, Assistant Chief State Auditor from the State Audit Agency, and Ms. Maja Hadzi-Kimova, Head of the IT department of the AO of CBC. The participants debated how to unify accounting practices across courts. The head of the AO of CBC informed the participants that all of them are required to enter their basic assets into ABMS by December 1, 2012.

During this quarter the project has been developing plans with the head of the AO to support development of the final draft guidelines with all 34 courts, taking into consideration that all courts must approve these guidelines. Once the courts have approved the guidelines they will be sent to the State Audit Agency and the MOF. The AO of the CBC requested support for publishing guidelines, presenting them to the state auditors, and distributing them to all courts and other relevant judicial institutions. The anticipated date for publication is late January 2013.

2.2.2.2 Support of Public Information/Education Activities

Student Visits to Courts and Informational Publication for Students

In support of improved transparency, understanding, and information about the judicial branch, the JSP plans to sponsor student visits to a number of courts in Macedonia over the life of the project. Plans were developed during this quarter to sponsor visits for high school students to Basic Court



Students visit Basic Court Tetovo

Bitola and Basic Court Tetovo along with the distribution of an informational publication.

The JSP has teamed-up with the European Law Students' Association (ELSA) which has, at the project's request, produced an informational brochure geared towards high school students. The brochure describes the judicial branch, the structure of the Macedonian courts, their function, and their jurisdictions. The brochure has been printed by the

project and will be distributed to the students visiting the courts as well as to other citizens. The first school visit took place on December 24, 2012, at the Basic Court Tetovo, and included presentations by the president judge, court staff, and ELSA representatives. The ELSA authors presented the brochure in a very professional manner and the presentation was well received by the Tetovo students, who apparently had no previous knowledge of the judicial system. The local students also expressed pleasure with the tour of the courts, especially their visit to the courtrooms. The next student visit will take place on January 31, 2013, at the Basic and Appellate Courts Shtip with an additional student visits in Bitola on a date to be determined.

ELSA is currently working on a second publication on the subject of juvenile justice, which the JSP has agreed to print and distribute along with other student court visits.

Judicial Practice Bulletin for the Bitola Appellate Court

A publication was developed by the Appellate Court Bitola that refers to decisions on civil and criminal case and conclusions from working meetings from the civil departments of the four appellate courts in Macedonia. The bulletin underlines the importance of the unification of court decisions of appellate court councils as well as consistent application of the law by all judges. It provides valuable insight, improves transparency and communication, and leads to harmonization of court practices and decisions. In this quarter, the JSP agreed to assist this effort by supporting the printing and distribution of this document to all judges and courts in Macedonia. The printing will take place in January 2013 and distribution will follow.

2.2.2.3 Differentiated Case Management – Consultancy

The Macedonian judiciary made positive progress in the reduction of pending cases and significantly reduced the number of backlog cases. The positive trend is the result of several factors, such as the adoption of the new Law on Civil Procedure, divestiture of enforcement cases to enforcement agents and uncontested inheritance cases and payment orders to notaries, and better training and more scrupulous oversight by the Supreme Court and the JC. This increase in the efficiency was reflected in an EU progress report for 2012.

However, there is more to be done to bring about a truly efficient system. During November 2012, the JSP staff decided that if was necessary for a US-based consultant to work on differentiated case management (DCM) for the courts of Macedonia. The project started the recruitment and approval process, and the JSP anticipates that the DCM consultancy activity will begin on or about February 5, 2013, with the arrival of an international expert, Mr. Marcus Zimmer. The consultant will work with the judges and court personnel to develop a DCM system for the Macedonian courts, and will prepare a scope of work and action plan for developing a National Standard for Case Resolution.

2.2.2.4 Harmonization of Civil and Criminal Court Proceedings

The JSP has agreed to organize and support three to four working meetings a year for president judges, heads of departments, and selected judges from the four appellate courts to discuss the harmonization of civil and criminal court decisions from the appellate regions. One of the weaknesses of the Macedonian judicial system is an inconsistent application of the laws within courts and sometimes between councils of the same court. Different councils can reach different decisions although applying the same articles of the law. This causes legal uncertainty and decreases public trust and confidence in the judiciary.

The goal of these ongoing working meetings is to bring to a conclusion a number of questions raised by civil and criminal court departments. The third event⁷ was held on November 5, 2012, in cooperation with the president judges of the appellate regions and the Academy. These sessions provide a useful tool for judges of the basic and appellate courts, promoting more consistent decisions across the regions.

The project originally planned to support publication of 20 copies of the Judicial Practice Bulletin of the Appellate Court Bitola. However, recognizing a need for harmonization of court decisions at the appellate level, the project obtained consent from the Appellate Court Bitola to publish 700 copies of this Bulletin and distribute them to all judges in the country. The Bulletin will be published and distributed to all courts in late January 2013.

2.3 RESULT 3: INCREASED FAIRNESS AND EFFICIENCY OF THE ADMINISTRATION OF JUSTICE THROUGH MORE EFFECTIVE LEGAL PERSONNEL AND EFFICIENT PROCESSES

2.3.1 Requirement 3.1: Develop and Implement Targeted Specialized Trainings for Judges, Court Administrative Executives, and Court Staff

A roundtable on identifying the needs for continuous education of judges in the area of commercial law was held on November 22, 2012, in Skopje. It was implemented in cooperation with USAID's IDEAS project and the Academy. The goal of the roundtable was to collect opinions about specialized training needs for commercial judges and to develop recommendations for specialized trainings. The attendees were commercial judges from selected basic and appellate courts, commercial lawyers, and representatives from the business community. Thirty-eight participants attended. Specific suggestions for specialized training included: expert testimony, international agreements, good business practices, financial instruments and accounting categories, bank operations, enforcement clauses in agreements, construction disputes, cadastre, property issues, evidence quality, managing the procedure for new judges, and the specialization of commercial judges.

Subsequent to the roundtable, on December 12, 2012, the COP had a coordination meeting with the director of the Academy and several courses were identified for possible support from the JSP during 2013.

2.3.2 Requirement 3.2: Improve Caseload Processing and Reduce Backlog of Cases

There has been much progress in case disposition and backlog reduction in most courts. However, gaps remain. The Law on Case Management requires that each court has a case-processing committee. These bodies are the key to expeditious resolution of cases as well as the reduction of case backlogs. However, experience has shown that not all committees operate efficiently and not all of the committees interpret their responsibilities in the same manner.

Accordingly, the JSP embarked on an initiative to address this issue and enhance the capabilities of case-processing committees. To launch the initiative, the JSP assembled a select committee of local experts to analyze the gaps and formulate solutions.

⁷ The JSP supported two of these three events and will support those in the future.



The first meeting of Case-processing committee

The first meeting of the select committee took place on November 20, 2012. The group began the process of identifying issues and gaps in the current system of tracking cases with a view to establishing protocols and procedures for unifying the work of the courts' committees and maximizing their effectiveness. A subcommittee was formulated to develop a draft model "monthly report" and "internal procedures" required by the law.

The committee convened again on December 17, 2012, when the subcommittee reported its progress on developing model monthly reports and internal procedures. After spirited debate and a number of suggestions and compromises, a final draft of each document was assembled. These were submitted to the entire committee for further review.

The next steps in this area include assembling the elements of a training to be given in each appellate region with a "train-the-trainers" element. Selected court personnel from each region will then be tasked with training in the courts with the greatest backlog of cases, with support from the JSP. As part of this endeavor, the JSP continued to work with its six pilot courts on important topics such as needs-based budgets and case processing and backlog reduction (as measured by the clearance rate, which is the ratio of cases resolved to cases filed). The pilot courts are Basic Courts Skopje I, Bitola, Shtip, Tetovo, and Veles, and the Appellate Court, Skopje.

2.3.3 Support for Judicial Sector Automation

ACCMIS Database Warehouse and Statistical Interface Software

The JSP, together with the JC, is developing an ACCMIS database warehouse and statistical interface software that will generate more precise and targeted statistical reports for the courts. These specialized reports are needed by the JC and the European Commission for Efficiency of Justice as part of Macedonia's integration with EU judicial standards. Coordination meetings between the vendor, EduSoft, the president of the JC, and the JSP DCOP took place on November 1 and 9, 2012, with the goal of finalizing the format and contents of the reports that will be produced by the software. The JSP DCOP has had regular communication with EduSoft to ensure the deliverables are submitted on time. The product has been developed and was demonstrated on December 13, 2012. On December 26, 2012, IT administrators from all four appellate courts and three IT administrators from the Supreme Court received training on how to create statistical reports using data from ACCMIS. The system is currently being tested and is expected to be operational no later than January 15, 2013. The vendor is required to deliver the source code for the system to the project on January 15, 2013.

Supreme Court Coordination Committee for Improving Use of ACCMIS

The Committee for Improving Use of ACCMIS meets regularly and JSP staff attends the meetings to facilitate coordination between the committee and courts. The committee working on developing uniform nomenclatures for court decisions in criminal, civil, administrative, and non-contested procedures is close to finalizing its work. In addition, an ACCMIS committee was established to develop a protocol for electronic court delivery of summons. Judge Stojance Ribarev was named as president of that committee. This committee was tasked to develop this protocol in December 2012 and January 2013.

Automation for High Administrative Court (HAC)

The ACCMIS system has been in use in all 33 courts since January 2010. With the latest changes in the Law on Courts, a new court, the HAC was established in November 2010 to adjudicate appeals on decisions brought by the Administrative Court. The initial ACCMIS application was not projected to be used in this court. Further development of ACCMIS is necessary to upgrade the system and enable processing of cases in the HAC. The JSP has committed to underwriting the cost of an upgrade to ACCMIS, including testing, installation, and training for users in the HAC. A sole source vendor has been selected and a contract was signed on December 31, 2012. This contract covers development and installation of the application. Roll-out of the application in the HAC is expected by April 30, 2013.

Electronic Digital Recording of Court Hearings and Trials

On November 27, 2012, Judge Ljubica Kolic, Mr. Slavica Zerajik from the Ministry of Justice, Mr. Goran Mitev from EduSoft, a representative of ICS Consulting Engineering (ICS), and Ms. Nena



Electronic Digital Recording of Court Hearings

Ivanovska and Mr. Ivan Mojsov from the JSP attended a meeting at Skopje II Basic Court to test the electronic recording system. The system was tested in a courtroom; the test included making an audio recording of proceedings and saving the minutes of the hearing to the ACCMIS electronic case file. The system that will be used has become known as a “hybrid” system since it incorporates some elements of the previously used manual system together with the audio recording element of electronic recording.

This was done to address issues raised by some appellate judges.

The following conclusions were made from the test:

- ICS will prepare a list of all the features that the recording system offers the courts;
- ICS will prepare a draft provision for the Court Book of Rules (CBR) on the duties of the typist during the electronic recording of cases; and
- ICS and EduSoft will work on the integration of the recording system and ACCMIS to allow written minutes from the hearing to be entered in the case docket.

The draft text of the CBR provisions was sent to all participants that attended this meeting for their comments and input. The MOJ and the working group reviewed the proposed provisions of the CBR and presented them to the Minister of Justice on Friday, November 30, 2012. Based on these efforts, the Minister will present the status of implementation of the electronic court recording to the Judicial Reform Council at a meeting scheduled for December 4, 2012. The draft CBR was sent on December 14, 2012, to all courts in the country for their review and comments. The finalization of the text of CBR and its enactment is anticipated in late January 2013.

The full implementation of electronic recording requires additional training of the judges and some court staff. Accordingly, the project began the process of procurement for these training. It is anticipated that a contract will be signed with ICS in mid-January 2013.

It is expected that training in two pilot courts (Basic Courts Bitola and Veles) will take place in January and February 2013 and that training in all courts will take place from February 15 to May 31, 2013. Full implementation will be completed by September 30, 2013.

Request for Computers and Security Cameras by Appellate Court Gostivar

Judge Hajdari Ekrem Shefajet, president of the Gostivar Appellate Court, requested security cameras and a number of computers and other items of equipment for the court. On November 30, 2012, the JSP COP, court administration coordinator, the JSP technical/logistic coordinator, and the COR visited the court to evaluate the request and discuss the justification with the president judge and the court administrator. The JSP has agreed to honor the request in part. Installation of court security cameras, two printers, a scanner, and two PCs was begun on December 19, 2012, and will be completed in January 2013.

III. EVENTS AND ACTIVITIES

CUMULATIVE TO DECEMBER 31, 2012

(Disaggregated by gender)

No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement
					M	F	
1	Presentation of Court Administration Expert Report at Day of the Judiciary	April 6, 2012	Supreme Court of Republic of Macedonia (RM), Judicial Council of RM, Court Presidents, & Court Administrators	87	49%	51%	Result 2.2.1
2	Performance Assessment Workshop for the Macedonian Court Administration Association	April 24, 2012	Court Administration Association & Center for Institutional Development	8	62%	38%	Result 1.1.3
3	Performance Assessment Workshop for the Macedonian Young Lawyers' Association	April 27, 2012	Macedonian Young Lawyers' Association & Center for Institutional Development	11	64%	36%	Result 1.1.3
4	Performance Assessment Workshop for the Macedonian Judges' Association	May 7, 2012	Macedonian Judges' Association & Center for Institutional Development	7	86%	14%	Result 1.1.3
5	Budget Preparation and Execution	May 8, 2012	Court Budget Council and its Administrative Office	13	46%	54%	Result 3.1
6	Managing Court in Need	May 9, 2012	President Judges & Court Administrators of all 34 courts	60	58%	42%	Result 3.1
7	Harmonization of Civil Court Decisions in the Appellate Court Region	May 11, 2012	President Judges & Heads of Department from the four Appellate Courts	54*	20%*	80%*	Result 2.2.4 & 2.2.7

8	Training Needs Assessment for Commercial Judges and Commercial Lawyers	May 18, 2012	Commercial Judges & Commercial Lawyers	16	6%	94%	Result 3.1.1
9	Employment, Evaluation and Disciplinary Procedures of Court Employees	May 21–22, 2012	Court Service Council & Court Administration Association	30	43%	57%	Result 2.2
10	Use of ACCMIS (and other automation technology utilized by the courts)	May 31, 2012	Supreme Court IT Department	44	61%	39%	Result 2.2
11	Roundtable Discussion on "Application of Article 10 of the European Convention of Human Rights and the Defamation Laws of the Republic of Macedonia"	June 7, 2012	Macedonian Judges' Association & Association of Journalists of Macedonia	36	39%	61%	Result 1.2.3
12	Developing Guidelines for Court Budget Users in Unified Accounting Practices	June 13–14, 2012	Court Budget Council	13	8%	92%	Result 2.2
13	Training on "Identifying and Applying for EU Funds and Programs"	June 26, 2012	Legal Professional Organizations and Civil Society Organizations included in the performance assessment	10	60%	40%	Result 1.2.2
14	Training on "Identifying and Applying for EU Funds and Programs"	June 27, 2012	Legal Professional Organizations and Civil Society Organizations included in the performance assessment	17	41%	59%	Result 1.2.2
15	Projection and Budget Planning	July 9, 2012	Court Budget Council	56	41%	59%	Result 2.2
16	Projection and Budget Planning	July 10, 2012	Court Budget Council	39	46%	54%	Result 2.2

17	Roundtable Discussion on "Responsibilities of State Administrative Bodies for the Duration of Administrative Procedures in Relation to the Protection of the Right of Trial within a Reasonable Time"	July 12, 2012	Macedonian Judges' Association	30	30%	70%	Result 1.2.3
18	Employment, Evaluation and Disciplinary Procedures of Court Employees	July 12–13, 2012	Court Service Council & Court Administration Association	22	45%	55%	Result 2.2
19	Working Meeting of the Courts of the Appellate Region Bitola on "Using ACCMIS and Other Data to Support Needs-based Budgets, Improve Caseload Processing and Reduce Backlog of Cases"	Sept. 14, 2012	Court Budget Council, Appellate Courts	19	53%	47%	Result 2.2 & 3.2
20	Working meeting of the courts of the Appellate region Shtip on "Using ACCMIS and other data to support needs-based budgets, improve caseload processing and reduce backlog of cases"	Sept. 24, 2012	Court Budget Council, Appellate Courts	16	62%	38%	Result 2.2 & 3.2
21	Working Meeting of the Courts of the Appellate Regions Skopje and Gostivar on "Using ACCMIS and Other Data to Support Needs-based Budgets, Improve Caseload Processing and Reduce Backlog of Cases"	Sept. 28, 2012	Court Budget Council, Appellate Courts	22	55%	45%	Result 2.2 & 3.2
22	Preparation of Training/Workshop	Sept. 18, 2012	MJA, JTA, CBC, CSC, JC, CAA	11	27% (3)	73% (8)	Result 1.2
23	Training on Public Procurement and Obtaining Licenses by the Bureau for Public Procurement	2 weeks during Sept., 2012	JC, AO of the CBC	2	50%	50%	Result 3.1

24	Roundtable Discussion on “Hiring and Evaluating, Conducting Disciplinary Procedures, and Conducting Apprenticeship exams for Non-judicial Staff”	Oct. 4–5, 2012	Court Service Council & Court Administration Association	15	40%	60%	Result 2.2
25	Entering Basic Assets in the Automated Budget Management System (ABMS)	October 18, 2012	Court Budget Council	34	24% (8)	76% (26)	Result 2.2
26	Advocacy and Lobbying for the Macedonian Judges’ Association	Oct. 31–Nov. 1, 2012	Mesacons/ Embra, MJA	5	20% (1)	80% (4)	Result 1
27	Developing a New Strategic Plan for the Period 2013–2015 for MYLA	Nov. 2–4, 2012	Mesacons / Embra, MYLA	9	33% (3)	67% (6)	Result 1
28	Harmonization of Practices of Courts’ Civil Departments	Nov. 5, 2012	Appellate Courts	25	48% (12)	52% (13)	Result 2
29	Judicial Branch Forum	Nov. 6, 2012	SC, CBC, AO of the CBC, JC, CAA, Administrative Court, High Administrative Court, President Judges of the four appellate regions, MJA, JTA, CSC	10	50% (5)	50% (5)	Result 2.1
30	Project Planning, Design and Implementation / Project Cycle Management for MJA	Nov. 6–8, 2012	Mesacons/ Embra, MJA	7	29% (2)	71% (5)	Result 1
31	Developing a New Strategic Plan for CAA	Nov. 19–21, 2012	Mesacons/ Embra, CAA	11	64% (7)	36% (4)	Result 1
32	Identification of Training Needs for Judges in the Area of Commercial Law	Nov. 22, 2012	USAID project IDEAS, JTA, business chambers	38	39% (15)	61% (23)	Result 3

33	Advocacy and Lobbying for the Court Administration Association	Nov. 29–30, 2012	Mesacons/ Embra, CAA	10	50% (5)	50% (5)	Result I
34	Advocacy and Lobbying for MYLA	Dec. 15–16, 2012	Mesacons/ Embra, MYLA	8	50% (4)	50% (4)	Result I
	Total			795	44%	56%	

* Estimated numbers

IV. ADMINISTRATIVE AND PERSONNEL MATTERS

4.1 VACANCY OF PROJECT ATTORNEY POSITION

A minor issue in the last report was the resignation of the project attorney, Ms. Kristina Cuculoska. After this resignation, the project immediately posted an advertisement for a replacement in the newspaper and on some local web sites. The project received several résumés, and selected the best ones. The JSP interviewed candidates and made a final decision to replace the former project attorney. The selected candidate was Mr. Ivan Mojsov, who started in the position on December 1, 2012, immediately after the JSP received rate approval from USAID.

V. DISABILITY INCLUSIVE DEVELOPMENT

The JSP is fully committed to the needs of the disabled and to making the necessary adjustments to assure full participation by all in the project programs and events. This includes the targeted participants of JSP events as well as facilitators and trainers who may have a disability

The COP has directed that all staff be alert to the needs of all participants in the JSP programs and events and that all requests for assistance or accommodation be directed to the COP or the DCOP. All events to be held in hotels in Macedonia, or elsewhere on study tours, will be directed to hotels or other venues with the fullest array of accommodation for disabled people.

The COP requested the JSP staff to conduct an internet survey of the most prominent hotels in Macedonia that the project may use for trainings, roundtables, forums, etc. Unfortunately, according to the websites, not one single hotel in Macedonia can satisfy all the criteria necessary to be considered fully accessible to the disabled. The information will be used by the JSP to select venues which are most accessible. The JSP will also be pro-active in ascertaining from partners, counterparts and stakeholders, when a disabled person is expected to be included in the targeted audience for a project event.

The JSP approach will include being pro-active in identifying all forms of disability. Reasonable accommodation will be made to the extent possible within project resources.

During the next quarter the JSP will strive to include the disabled community in at least one function involving the courts, the rule of law and justice issues. Tentative plans have been discussed with the COR and the discussion of various practical options are under active consideration; e.g. involving the disabled community in court visits in conjunction with at least one civil society organization with which the JSP works.

VI. FINANCIAL QUARTERLY REPORT

USAID/Macedonia/Judicial Strengthening Project

Contract No: AID-165-C-12-00001

Contractor: Tetra Tech DPK

Date: Fourth Quarterly

Report 2012

PROJECT LINE ITEM – BASE PERIOD PLUS OPTION	(1) APPROVED BUDGET TO DATE	(2) TOTAL CLAIMED THROUGH LAST REQUEST	(3) EXPENSES CLAIMED THIS PERIOD	(4) * SUSPENDED EXPENSES	(5) TOTAL EXPENSES TO DATE	(6) BALANCE AVAILABLE REMAINING
TOTAL ESTIMATED TECHNICAL ASSISTANCE	\$3,470,526	\$846,750	\$101,651	\$0	\$948,404	\$2,522,125
FIXED FEE	\$225,584	\$50,806	\$6,099	\$0	\$56,905	\$168,679
TOTAL COSTS	\$3,696,110	\$897,556	\$107,751	\$0	\$1,005,307	\$2,690,803

VII. ISSUES OR PROBLEMS AFFECTING THE DELIVERY OR TIMING OF SERVICES

Problems have been minimal and in the nature of those to be expected in the regular course of business. None have been extraordinary and all have been addressed and resolved.

VIII. ANNEXES

Summary of Performance by Indicator in 2012		
Indicator	Target	Result
Number of USG-assisted campaigns and programs to enhance public understanding, NGO support, and media coverage of judicial independence and accountability	Target 2	Result 3
Number of project-supported LPAs and CSOs with increased capacity	Target TBD	Result 10
Number of policies changed or laws passed consistent with the agendas of justice-sector CSOs (or proposed negative changes defeated)	Target 1	Result 1
Number of legal institutions and associations supported by USG	Target 3	Result 7
Number of USG-assisted courts with improved case management	Target 8	Result 34
Number of policies/laws passed or changed to comply with the agenda of judicial-sector authorities and actors (or proposed negative changes defeated)	Target 2	Result 2
Number of courts that develop needs-based budgets	Target	Result 1
Public trust in the judiciary	Target 21%	Result 24%
Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management	Target 105.55%	Result TBD
Public perception of court efficiency	Target 20%	Result 26.8%
Number of justice-sector personnel who received training with USG assistance	Target 250	Result 786
Number of legal courses or curricula developed with USG assistance	Target 2	Result 4

Result 1: Strengthened Advocacy and Citizen Participation in Judicial Sector Reform

Indicator: Number of USG-assisted campaigns and programs to enhance public understanding, NGO support, and media coverage of judicial independence and accountability (USG F Indicator 2.1.3-17)

#	Name of Campaign / Program	Counterpart Involved	Date	Medium of Communication
1	Brochure on the Organization of Court System	European Law Students' Association (ELSA)	November 2012	Brochure
2	Media coverage of the Roundtable Discussion on "Application of Article 10 of the European Convention of Human Rights and the Defamation Laws of the Republic of Macedonia"	Macedonian Judges' Association (MJA)	June 2012	Electronic media coverage
3	Informative flyer for the Administrative Court for the European Day of Justice	Administrative Court (AC)	October 2012	Flyer
Total 3 Campaigns				
Target 2 Campaigns				
Achievement Exceeded Target by 1 Campaign				

Result 1: Strengthened Advocacy and Citizen Participation in Judicial Sector Reform

Indicator: Number of project-supported LPAs and CSOs with increased capacity

#	Name of CSO / LPA	Capacity Built	Type of Support Provided	Date	Geographic Location
1	Court Administration Association (CAA)	Organizational & Strategic	Training & Workshops on Organization Development	Continuing	National
2	Macedonian Judges' Association (MJA)	Organizational & Strategic	Training & Workshops on Organization Development	Continuing	National
3	Macedonian Young Lawyers Association (MYLA)	Organizational & Strategic	Training & Workshops on Organization Development	Continuing	National
4	All For Fair Trials	Fundraising	Grant Writing Assistance	June 2012	National
5	European Law Students' Association (ELSA)	Advocacy & Print Media	Brochure Design	November 2012	National
6	Court Administration Association (CAA)	Fundraising	Training on EU Funding	June 2012	National
7	Macedonian Judges' Association (MJA)	Fundraising	Training on EU Funding	June 2012	National
8	Macedonian Young Lawyers' Association (MYLA)	Fundraising	Training on EU Funding	June 2012	National
9	All For Fair Trials	Fundraising	Training on EU Funding	June 2012	National
10	European Law Students Association (ELSA)	Fundraising	Training on EU Funding	June 2012	National
11	Macedonian Lawyers' Association (MLA)	Fundraising	Training on EU Funding	June 2012	National
12	Chamber of Enforcement Agents of the Republic of Macedonia (RM) (CEARM)	Fundraising	Training on EU Funding	June 2012	National
13	Chamber of Mediators of RM	Fundraising	Training on EU Funding	June 2012	National
14	Notary Chamber of RM	Fundraising	Training on EU Funding	June 2012	National
15	Center for Civil Communications (CCC)	Fundraising	Training on EU Funding	June 2012	National
Total 5 LPAs and CSOs Supported					
Target TBD in Performance-management Plan					
Achievement 10 LPAs and CSOs Supported					

Result 1: Strengthened Advocacy and Citizen Participation in Judicial Sector Reform

Indicator: Number of policies changed or laws passed consistent with the agenda of justice-sector CSOs (or proposed negative changes defeated)

#	Name of the Law / Policy	Type of Law / Policy	Objective of Law / Policy	Passed or Changed?	Date
1	Apprenticeship Exam	Sub-regulation	Improves Employment, Evaluation, and Disciplinary Procedures for Court Employees	Pending	July & October 2012
2	Hiring by Internal Announcement	Sub-regulation	Improves Employment, Evaluation, and Disciplinary Procedures for Court Employees	Pending	July & October 2012
3	Hiring and Selection Procedures	Manual	Improves Employment, Evaluation, and Disciplinary Procedures for Court Employees	Passed	July & October 2012
Total		2 Policies pending Change and			
Target		1 Policy Changed			
Achievement		100% of Target			

Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

Indicator: Number of legal institutions and associations supported by USG

#	Name of Legal Institution	Type of Support Provided	Date(s)
1	Court Budget Council (CBC)	Training on "Budget Preparation and Execution"; Workshop for "Developing Guidelines for Court Budget Users in Unified Accounting Practices"; Training on "Projection and Budget Planning"; Training on "Using ACCMIS and other data to support Needs-based Budgets, Improve Caseload Processing and Reduce Backlog of Cases"; Training on public procurement and obtaining licenses by the Bureau for Public Procurement; Accountant Training on "Entering Basic Assets in the Automated Budget Management System (ABMS)"	May 2012, June 2012, July 2012, September 2012, October 2012
2	Administrative Office of the Court Budget Council (AO)	Training on "Budget Preparation and Execution"; Workshop for "Developing Guidelines for Court Budget Users in Unified Accounting Practices"; Training on public procurement and obtaining licenses by the Bureau for Public Procurement; Accountant Training on "Entering Basic Assets in the Automated Budget Management System (ABMS)"	May 2012, June 2012, September 2012, October 2012
3	Academy for Judges and Public Prosecutors (JTA)	Roundtable for Training Needs Assessment for Commercial Judges and Commercial Lawyers; Roundtable on "Identification of Training Needs for Judges in the Area of Commercial Law"	May 2012, November 2012
4	Court Services Council (CSC)	Workshop on "Employment, Evaluation, and Disciplinary Procedures of Court Employees"; Workshop on "Employment, Evaluation, and Disciplinary Procedures of Court Employees"; Workshop on "Hiring and Evaluating, Conducting Disciplinary Procedures, and Conducting Apprenticeship Exams for Non-judicial Staff"	May 2012, July 2012, October 2012
5	Court Administration Association (CAA)	Workshop on "Employment, Evaluation, and Disciplinary Procedures of Court Employees"; Workshop on "Employment, Evaluation, and Disciplinary Procedures of Court Employees"; Workshop on "Hiring and Evaluating, Conducting Disciplinary Procedures, and Conducting Apprenticeship Exams for Non-judicial Staff"	May 2012, July 2012, October 2012
6	Macedonian Judges' Association (MJA)	Roundtable Discussion on "Application of Article 10 of the European Convention of Human Rights and the Defamation Laws of the Republic of Macedonia"; Roundtable discussion on "Responsibilities of State Administrative Bodies for the Duration of Administrative Procedures in Relation to the Protection of the Right of Trial within a Reasonable Time"	June 2012, July 2012
7	Judicial Council (JC)	Training on public procurement and obtaining licenses by the Bureau for Public Procurement; Working meeting on "Developing Protocols for the Operation of Courts' Working Committees"	September 2012, November 2012
Total		7 Institutions / Associations Supported	
Target		3 Institutions / Associations Supported	
Achievement		Exceeded Target by 4 Institutions / Associations	

Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

Indicator: Number of USG-assisted courts with improved case management

#	Name Court	Type of Assistance Provided	Date(s)
1	Supreme Court of the Republic of Macedonia	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
2	Higher Administrative Court	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
3	Administrative Court	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
4	Appellate Court Skopje	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
5	Appellate Court Bitola	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
6	Appellate Court Shtip	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
7	Appellate Court Gostivar	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
8	Basic Court Skopje I	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
9	Basic Court Skopje II	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
10	Basic Court Veles	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
11	Basic Court Gevgelija	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
12	Basic Court Gostivar	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
13	Basic Court Debar	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
14	Basic Court Kavadarci	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
15	Basic Court Kratovo	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
16	Basic Court Kriva Palanka	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
17	Basic Court Kumanovo	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
18	Basic Court Negotino	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
19	Basic Court Tetovo	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012

20	Basic Court Bitola	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
21	Basic Court Kicevo	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
22	Basic Court Krushevo	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
23	Basic Court Ohrid	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
24	Basic Court Prilep	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
25	Basic Court Resen	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
26	Basic Court Struga	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
27	Basic Court Berovo	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
28	Basic Court Vinica	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
29	Basic Court Delchevo	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
30	Basic Court Kochani	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
31	Basic Court Radovish	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
32	Basic Court Sveti Nikole	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
33	Basic Court Strumica	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
34	Basic Court Shtip	Training on "Managing Court in Need"; Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"; Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	May 2012, November 2012
Total 34 Courts			
Target 8 Courts			
Achievement Exceeded Target by 26 Courts			

Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

Indicator: Number of policies/laws passed or changed to comply with the agenda of judicial-sector authorities and actors (or proposed negative changes defeated)

#	Name of the Law / Policy	Type of Law / Policy	Objective of Law / Policy	Passed or Changed?	Date
1	Accounting Protocols	Protocol	Developing Guidelines for Court Budget Users in Unified Accounting Practices	Passed	June 2012
2	New Criteria for Budget Preparation, reflecting the planned number of new filings and dispositions for next 3 years	Criteria	Enhanced Budgeting for Courts	Changed	July 2012
3	Internal Procedures for the Operation of Courts' Working Committees	Procedure	Better Protocols for the Operation of Court Working Committees	Pending	November 2012
Total 2 Policies Passed or Changed, 1 Policy Pending					
Target 2 Policies Passed or Changed, and 1 Policy Pending					
Achievement Target Achieved					

Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

Indicator: Number of courts that develop needs-based budgets

#	Name Court	Type of Assistance Provided	Date(s)
1	Basic Court Veles	Technical assistance to develop needs-based budgets	August 2012
2	Basic Court Bitola	Technical assistance to develop needs-based budgets	August 2012
3	Basic Court Shtip	Technical assistance to develop needs-based budgets	August 2012
4	Basic Court Tetovo	Technical assistance to develop needs-based budgets	August 2012
5	Appellate Court Skopje	Technical assistance to develop needs-based budgets	August 2012
Total 5 Courts			
Target 5 Courts			
Achievement 100% of Target			

Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

Indicator: Public Trust in the Judiciary

#	Name of Survey	Survey Question	% in 2012	% in 2011
1	USAID Democracy and Governance Survey	Percentage of survey respondents who responded "I trust" and "I fully trust" to the question "To what extent do you trust the courts?"	24%	21%
Total 24%				
Target 21%				
Achievement Exceeded Target by +3%				

Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

Indicator: Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management

#	Indicator	Court Type	% in 2012	Baseline %*
1	Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management (ACCMIS)	Basic Court Tetovo, Basic Court Bitola, Basic Court Veles, Basic Court Shtip, Basic Court Skopje, Appellate Court Skopje	TBD in January 2013	105.55%
Total TBD in January 2013				
Target 105.55%				
Achievement TBD in February 2013 after the courts' annual reports are made available				

*Baseline is average of 2011 clearance rate for 6 pilot courts: Basic Courts Veles, Skopje I, Tetovo, Bitola, and Shtip and Appellate Court, Skopje

Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

Indicator: Public perception of court efficiency

#	Name of Survey	Survey Question	% in 2012	% in 2011
1	USAID Democracy and Governance Survey	Percentage of survey respondents who responded "rather yes" and "yes" to the question "Do you think the courts in our country resolve cases in a timely manner?"	26.8%	20%
Total			26.8%	
Target			20%	
Achievement Exceeded Target by +6.8%				

Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

Indicator: Number of justice sector personnel who received training with USG assistance (USG F Indicator 2.1.2-7)

#	Name of Training	Type of Personnel Trained	Date	Women	Men	Total Trained
1	Presentation of Court Administration Expert Report at Day of the Judiciary	Judges, court administrators, members of JC	April 2012	44	43	87
2	Workshop for Performance Assessment of the Macedonian Court Administration Association (CAA)	Court administrators and staff	April 2012	3	5	8
3	Workshop for Performance Assessment of the Macedonian Young Lawyers' Association (MYLA)	Lawyers/Advocates	April 2012	4	7	11
4	Workshop for Performance Assessment of the Macedonian Judges' Association (MJA)	Judges	May 2012	1	6	7
5	Training on "Budget Preparation and Execution"	Judges	May 2012	7	6	13
6	Training on "Managing Court in Need"	Judges, court administrators	May 2012	25	35	60
7	Harmonization of Civil Court Decisions in the Appellate Court Region	Judges	May 2012	43	11	54
8	Roundtable for Training Needs Assessment for Commercial Judges and Commercial Lawyers	Judges, lawyers/advocates	May 2012	15	1	16
9	Workshop on "Employment, Evaluation, and Disciplinary Procedures of Court Employees"	Court administrators	May 2012	17	13	30
10	Roundtable on "Use of ACCMIS and Other Automation Technology Utilized by the Courts"	Court IT administrators	May 2012	17	27	44
11	Roundtable Discussion on "Application of Article 10 of the European Convention of Human Rights and the Defamation Laws of the Republic of Macedonia"	Judges	June 2012	22	14	36
12	Workshop on "Developing Guidelines for Court Budget Users in Unified Accounting Practices"	Court accountants	June 2012	12	1	13
13	Training on "Identifying and Applying for EU Funds and Programs"	Lawyers/advocates, court administrators and staff	June 2012	4	6	10
14	Training on "Identifying and Applying for EU Funds and Programs"	Lawyers/advocates, court administrators and staff	June 2012	10	7	17
15	Training on "Projection and Budget Planning"	President judges, judges-heads of court departments, court administrators, court accountants	July 2012	33	23	56
16	Training on "Projection and Budget Planning"	President judges, judges-heads of court departments, court administrators, court accountants	July 2012	21	18	39
17	Roundtable Discussion on "Responsibilities of State Administrative	Judges	July 2012	21	9	30

	Bodies for the Duration of Administrative Procedures in Relation to the Protection of the Right of Trial within a Reasonable Time"					
18	Workshop on "Employment, Evaluation, and Disciplinary Procedures of Court Employees"	Court administrators	July 2012	12	10	22
19	Working Meeting of the Courts of the Appellate Region Bitola on "Using ACCMIS and Other Data to Support Needs-based Budgets, Improve Caseload Processing, and Reduce Backlog of Cases"	President judges, judges-heads of court departments, and court administrators	September 2012	9	10	19
20	Working Meeting of the Courts of the Appellate Region Shtip on "Using ACCMIS and Other Data to Support Needs-based Budgets, Improve Caseload Processing, and Reduce Backlog of Cases"	President judges, judges-heads of court departments, and court administrators	September 2012	6	10	16
21	Working Meeting of the Courts of the Appellate Regions Skopje & Gostivar on "Using ACCMIS and Other Data to Support Needs-based Budgets, Improve Caseload processing, and Reduce Backlog of Cases"	President judges, judges-heads of court departments, and court administrators	September 2012	10	12	22
22	Preparation of Training/Workshop	MJA, AO, JC, JTA, CAA, and CSC staff	September 2012	8	3	11
23	Training on public procurement and obtaining licenses by the Bureau for Public Procurement	JC and AO staff	September 2012	1	1	2
24	Workshop on "Hiring and Evaluating, Conducting Disciplinary Procedures, and Conducting Apprenticeship exams for Non-judicial Staff"	Court administrators	October 2012	9	6	15
25	Accountant Training on "Entering Basic Assets in the Automated Budget Management System (ABMS)"	Court accountants	October 2012	26	8	34
26	Training on "Advocacy and Lobbying" for the MJA (Embrea training)	Judges	Oct. 31–Nov. 1, 2012	4	1	5
27	Workshop on "Developing a New Strategic Plan for 2013–2015" for MYLA (Embrea training)	Lawyers/advocates	November 2012	6	3	9
28	Roundtable on "Harmonization of Practices of Courts' Civil Departments"	Judges	November 2012	13	12	25
29	Judicial Branch Forum	Judges and court administrators	November 2012	5	5	10
30	Workshop on "Project Planning, Design, and Implementation/Project Cycle Management" for MJA (Embrea training)	Judges	November 2012	5	2	7
31	Workshop on "Developing a New Strategic Plan" for CAA (EMBREA training)	Court staff	November 2012	4	7	11
32	Working meeting on "Developing Protocols for the Operation of Courts' Working Committees"	Judges, court administrators	November 2012	6	3	9
33	Roundtable on "Identification of Training Needs for Judges in the Area of Commercial Law"	Judges, lawyers/advocates	November 2012	23	15	38
Total 786 Justice Sector Personnel Trained (446 women and 340 men)						
Target 250						
Achievement Exceeded target by 314.4%						

Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

Indicator: Number of legal courses or curricula developed with USG assistance

#	Name of Legal Course Developed	Type of Legal Course	Objective of Legal Course	Date Developed
1	Budget Preparation and Execution	Training	Tailored training for members of the CBC in order to be able to create, advocate for, and have oversight over the expenditures of courts' annual budgets.	May 8, 2012
2	Managing Court in Need	Training	Specialized training for president judges and court administrators for management of their courts, managing court finances, and reporting each year to the Judicial Council.	May 9, 2012
3	Responsibilities of State Administrative Bodies for the Duration of Administrative Procedures in Relation to the Protection of the Right of Trial within a Reasonable Time'	Roundtable	Raised awareness concerning the importance of the legal concept of "trial in a reasonable time," and improved understanding of the responsibilities of the administrative judges and central and local administration for the long duration of the procedure.	July 12, 2012
4	Identification of Training Needs for Judges in the Area of Commercial Law	Roundtable for training needs assessment	Based on this roundtable, out of 21 proposed topics, 15 legal courses were included the JTA Curriculum for 2013 (12 for commercial law and 3 for civil).	November 22, 2012
Total 4 Legal Courses or Curricula				
Target 2 Legal Courses				
Achievement Exceeded the Target by 2 Legal Courses or Curricula				