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# USAID/MACEDONIA JUDICIAL STRENGTHENING PROJECT

QUARTERLY REPORT: JULY-SEPTEMBER 2013

Vodici holidays in the village of  
Bitushe, Macedonia



October 2013

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**QUARTERLY REPORT: JULY – SEPTEMBER 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

<b>AC</b>	Appellate Court
<b>AO</b>	Administrative Office of the Court Budget Council
<b>ACCMIS</b>	Automated Court Case Management and Information System
<b>ABMS</b>	Automated Budget Management System
<b>BAR</b>	Bar Association of the Republic of Macedonia
<b>BC</b>	Basic Court
<b>CAA</b>	Court Administration Association
<b>CBC</b>	Court Budget Council
<b>CIRa</b>	Center for Institutional Development (Macedonia)
<b>COP</b>	Chief of Party
<b>COR</b>	Contracting Officer's Representative
<b>CSC</b>	Court Services Council
<b>CSO</b>	Civil society organization
<b>DCOP</b>	Deputy Chief of Party
<b>ELSA</b>	European Law Students' Association
<b>EU</b>	European Union
<b>GOM</b>	Government of Macedonia
<b>HO</b>	Home Office
<b>ICT</b>	Information and Communication Technology
<b>JC</b>	Judicial Council of the Republic of Macedonia
<b>JSP</b>	Judicial Strengthening Project
<b>JTA</b>	Academy for Judges and Public Prosecutors (also known as Judicial Training Academy or the Academy)
<b>LPA</b>	Legal Professional Association
<b>MJA</b>	Macedonian Judges' Association
<b>MLA</b>	Macedonian Lawyers' Association
<b>PAR</b>	Performance assessment report
<b>PMP</b>	Performance-management plan
<b>RFQ</b>	Request for quotation
<b>STA</b>	Senior Technical Advisor
<b>Tt DPK</b>	Tetra Tech DPK
<b>USAID</b>	United States Agency for International Development
<b>USG</b>	United States Government

# 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 quarterly report for April through June of 2013 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. A brief description of the objectives, areas of work, project activities, and expected results follow.

## I.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.

## I.2 AREAS OF WORK

The project's main components are outlined below.

### I.2.1 *Advocacy and Citizen Participation in Judicial Sector Reforms*

The JSP supports 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 increases public awareness and participation in the justice-sector reforms and rule-of-law issues.

### I.2.2 **Independent, Efficient, and Consistent Application of Judicial-sector Policies and Practices**

The JSP develops effective court governance systems and practices; increase the role of the judiciary in preparing laws and policies governing the branch; establishes regular coordination and consensus-building on key issues among judicial institutions; promotes more effective and accountable operation of judicial-sector institutions and courts; improve court operations through innovation and technology; and designs and applies performance standards.

### I.2.3 **Effective Legal Personnel and Efficient Processes**

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

## I.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

## **I.4 PROJECT RESULTS FRAMEWORK**

The USAID/Macedonia JSP employs a results-driven approach to its planning and programming.

### **I.4.1 JSP Results Areas**

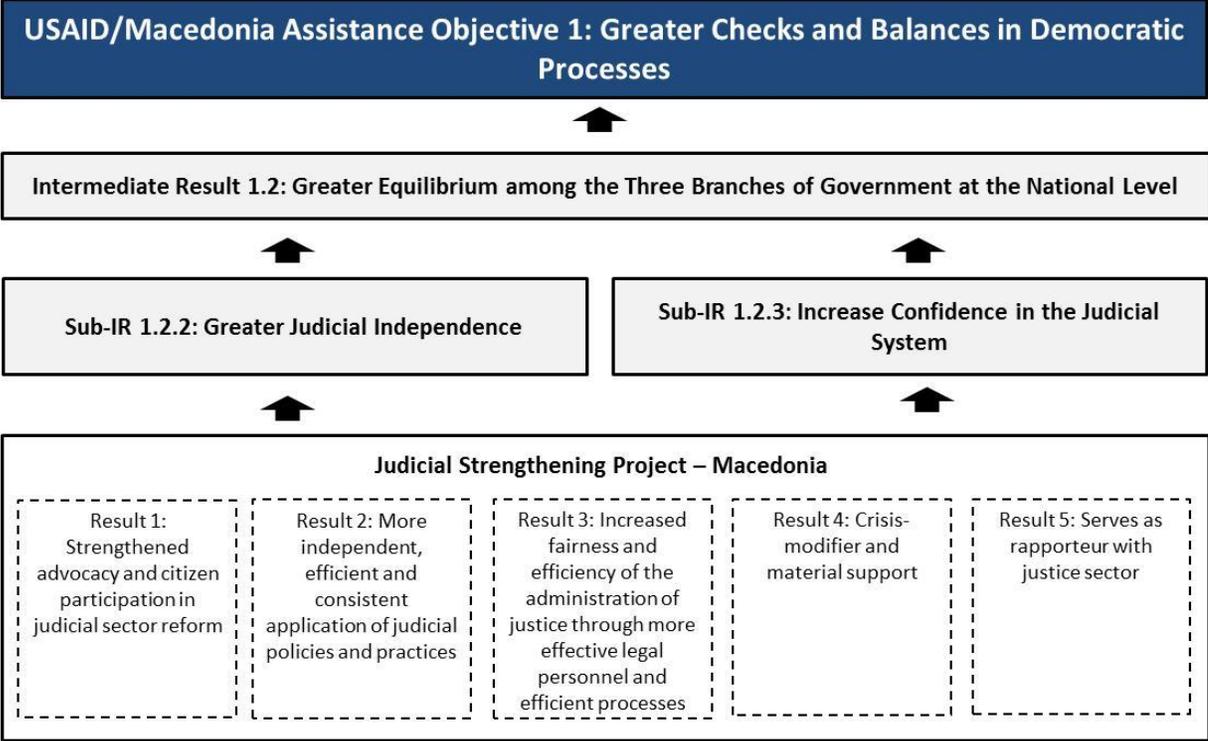
In Year II, the project will continue to focus on five key results:

- 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.

### **I.4.2 USAID Results Framework**

The JSP supports the USAID/Macedonia Assistance Objective I: 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.



# 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 completed a focused initial assessment of the organizational needs of 11 professional organizations and CSOs, using a subcontractor, the Macedonian Center for Institutional Development (CIRa). JSP selected three organizations for phase II of the assessment:

- The Macedonian Judges Association (MJA), which represents most of the judges in Macedonia. It is active in providing a forum for discussion of various issues facing society, such as the public discussion on the Law on Defamation and key areas of case processing through the Administrative and High Administrative Court.
- The Macedonian Young Lawyers Association (MYLA), which is a LPA that provides continuing legal education for young lawyers and works to promote and advance the legal profession in Macedonia. MYLA promotes access to public information and supports the establishment of a free legal aid system.
- The Court Administration Association (CAA), which represents approximately 1200 court employees and is very active in proposing and writing new rules and sub-regulations and advocating for reform.

In Phase II, 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.

### 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

The JSP proceeded with the implementation of Phase III, which started in October 2012 and will be completed on October 23, 2013. Phase III activities includes a series of training and workshops to enhance the capacity of the selected organizations. JSP is overseeing the presentation of these workshops implemented by JSP sub-contractor Mesacons/Embra (Embra). It should be noted that the MJA declined to participate in some of the trainings that were originally agreed upon. JSP filled this vacancy with other

LPA and CSOs in order to ensure that the overall capacity building program for judicial sector LPAs and CSOs continues to reach beneficiaries and achieve its objectives.

### 2.1.2.1 Trainings and Workshops for LPAs for Third Quarter of 2013

Activity/Deliverable	Counterparts	Activity Description	Start Date	Finish Date
Workshop on Developing Membership Base Strengthening Strategies for the other 8 NGOs	All for Fair Trials Coalition, ELSA, Chamber of Mediators, Chamber of Enforcement Agents, Notary Chamber	Preparation of the trainings and workshop materials	Sept. 4, 2013	Sept. 5, 2013
Workshop on Organizational Design for MYLA	MYLA		Sept. 10, 2013	Sept. 11, 2013
Workshop on Provision for Effective and Efficient Services with Focus on Members for the other 8 NGOs	All for Fair Trials Coalition, ELSA, Chamber of Mediators, Chamber of Enforcement Agents, Notary Chamber	Implementation of the trainings and workshop	Sept. 12, 2013	Sept. 13, 2013
Training in Management and Leadership Skills for MYLA	MYLA	Evaluation of the trainings and workshop	Sept. 20, 2013	Sept. 21, 2013
Developing Organizational and Financial Sustainability Plans	MYLA		Sep. 24, 2013	Sep. 25, 2013

### 2.1.3 Other Capacity Building Support for LPAs and CSOs

#### 2.1.3.1 Macedonian Judges Association

During this quarter the JSP met several times with Judge Nikolovski, president of the Macedonian Judges Association (MJA), to discuss future cooperation and support. Two areas of support emerged. It was agreed that JSP will support a roundtable for lawyers and judges to discuss issues arising for judges and lawyers in court proceedings. The title of the event is: “Roundtable on Court Proceedings and Court Efficiency” and will take place on November 7.



Macedonian Judges Association Training

In March 2013, the project organized a roundtable discussion with NGOs, LPAs and Public Prosecutors to provide a space in which participants could raise their concerns and issues regarding practices, proceedings and efficiency experienced in the courts. The conclusions and recommendations from this roundtable were presented to the leaders of the judiciary at the Judicial Branch Forum (Forum) on June 19-20, 2013. The Forum members concluded that the conclusions and recommendations opined by the lawyers’ group be displayed on the MJA’s web for feedback from judges. It was also concluded that JSP should organize the second roundtable discussion on the same topic for judges, attorneys, and representatives of the Judicial Council and the Ministry of Justice. The participants will be invited to discuss current implementation of the laws on Civil Procedure, Case Management and Criminal Procedure and identify loopholes that need to be addressed in the future revisions of these laws.

The participants, through their active participation in the discussion, will assist the project in identifying shortcomings in the work of the courts, offer constructive suggestions for overcoming shortcomings and suggest improvements, and propose concrete ideas for amending laws related to court procedures.

The second topic discussed and agreed upon is JSP assistance in the development of a Judicial Ethics Advisory Committee within the MJA. This initiative of the MJA was developed after hearing the benefits to judges and the practice in some US jurisdictions at the Judicial Branch Forum. The JSP arranged a meeting between Judge Nikolovski and US consultant, Judge Michael Kavanagh -a retired judge from New York State, former member of the NYS Judicial Ethics Advisory Committee and well versed in the topic of judicial ethics.

At a meeting on June 18, arranged at the request of Judge Nikolovski, Judge Kavanagh elaborated on the judicial ethics system in New York State, including the setup, jurisdiction and differences between the Judicial Ethics Advisory Committee and the New York State Commission on Judicial Conduct. The Advisory Committee is a body that is composed of judges who advise judges on all matters regarding ethics and ethical conduct, without the power and jurisdiction to investigate and sanction breaches of the Code of Conduct. The Commission is the body is composed of Judges, Lawyers and ordinary citizens, and it is the body that investigates and sanctions judges' misconduct and enforces the Code of Conduct.

Judge Nikolovski is interested in creating a Judicial Ethics Advisory Committee as it will provide Macedonian judges with the ability to receive clear answers to ethical dilemmas and guide them in their conduct, both in and out of their judicial environment. The framework for this entity needs to be drafted with sub-regulations to guide the work of the committee and ensure fewer complaints of judges' behavior.

Details of the cooperation will be decided upon in early October and assistance will begin and continue in the project's third year.

#### ***2.1.3.2 Court Administration Association***

As described above, CAA was chosen as one of the associations for targeted training to enhance their capability as an organization and to assure long-term sustainability. From November 19, 2012 to October 25, 2013 key members of the organization attended all of the trainings designated for CAA and implemented with the JSP sub-contractor Embra. There were 11 training/workshops specifically designed for CAA and three training workshops jointly held with other LPAs being supported by JSP, for a total of 14.

The project also continued support of CAA, and other interested LPAs, in the development of a broad-based coalition to support the rule of law and an independent judiciary. The development of the broad-based coalition is described in more detail in section 2.1.3.9 of this report.

#### ***2.1.3.3 Macedonian Young Lawyers Association***

As described above, the MYLA was chosen as one of the associations for targeted training to enhance their capability as an organization and to assure long-term sustainability. From November 2, 2012 to October 4, 2013 key members of the organization attended all of the trainings designated for MYLA and implemented with the JSP sub-contractor, Embra. There were 11 training/workshops specifically designed for MYLA and two training workshops jointly held with other LPAs being supported by JSP, for a total of 13.

During August and into September JSP assisted MYLA in developing a concept paper and proposal for a potential grant from USAID through the Development Grants Program (DGP). This invitation was directed to private and voluntary organizations based in the United States and local Non-Governmental Organizations (NGO). The purpose of this grant is to foster sustainable grassroots development through the support of local development initiatives and capacity strengthening. The effort proved successful and

MYLA was one of those chosen to submit a formal proposal. During this reporting period and into October, the JSP will continue to support MYLA in the preparation of the proposal.

In addition, the project continued its support of MYLA and other interested LPAs in the development of a broad-based coalition to support the rule of law and an independent judiciary. During August this included assisting MYLA in the development of a code of ethics for the coalition. Documents and materials were sent to MYLA in support of this effort. A proposed code of ethics was developed and sent to JSP for review and possible revisions, after discussion with the other founding members – European Law Students Association (ELSA), Court Administration Association (CAA), and All For Fair Trials (AFFT). Due to internal issues within AFFT, it is uncertain whether the organization will continue. The issues involve the apparent absence of key personnel as well as problems with its funding sources. More details about the development of the broad-based coalition are described in section 2.1.3.9 of this report.

#### **2.1.3.4 Macedonian Lawyers Association**

The Macedonian Lawyers Association (MLA) is an organization of lawyers working in the commercial and business sectors. It organizes two meetings or conferences each year, to discuss current legal topics, and publishes a monthly newsletter, *Pravnik* (Lawyer).

The MLA is one of the LPAs which took part in the roundtable discussion organized for lawyers involved in litigation sponsored by JSP in March 2013. The conclusions of the roundtable were presented at the last Judicial Branch Forum, which recommended discussing them at a forum of judges and lawyers as a way to provide an opportunity to exchange views on court proceedings and practices and to discuss the various laws affecting those practices and procedures.

The project will support a follow-up roundtable by the MJA on November 7. This will include lawyers, including five MLA members and judges as described more fully in Section 2.1.3.1 above.

#### **2.1.3.5 Public Prosecutors Association**

During this quarter, JSP continued cooperation with the Public Prosecutors Association (PPA) assisting with the revision of its website and publication of a newsletter. The upgrading of the website is now complete and JSP staff was given a demonstration on September 24 by the vendor selected for the upgrade. Suggestions were made on some minor issues to be considered by the association. The next phase involves populating the website and translating its content into English. Users of the website (both public and members) will have the option of either Macedonian or English. The project will recommend to the PPA that a version be printed in Albanian, as well.

A draft of the brochure was prepared by PPA members and staff and will serve as a means of information-sharing and promoting the association. It is currently being reviewed and edited by JSP staff. This publication will foster visibility and enhance the public relations of the PPA. The JSP will print 500 copies in Macedonian and English which will be distributed to PPA membership, interested institutions, associations, and the media. Both the website and brochure is expected to be completed in October. The project will recommend that a version be printed in Albanian, as well.

#### **2.1.3.6 European Law Students Association**

During August the project supported ELSA with technical advice and material support for upgrading the organization's web-site. On August 27 the project's ICT expert and project attorney met with ELSA president, Ana Velkovska, to plan this revision. It was concluded that the configuration of the webpage will have two sectors. The first will be designed for public use and will contain general information, activities and contact information. The second sector will be designed for access only by members in

good standing. This section will provide member access to certain documents and applications, including access to the Student Trainee Exchange Program (STEP) sponsored by ELSA International. STEP makes it possible for law students and young lawyers to gain working experience abroad.

This website will provide tools to fill applications and forms online as well as to send the documents electronically, once reviewed by local ELSA personnel, to the international association. In addition the web-site will provide documents and forms required by those matriculated in the State law schools. The second sector will also feature tools for the membership to share contacts as well as to start discussions and blog about different topics. Plans are also being developed for the payment of membership dues online.



The JSP supported ELSA’s efforts to enhance public information and education through the publication of two brochures. The first brochure was designed for civic education for high school level students to help them understand the structure of government, the courts, and the legal process.

The second brochure entitled *Juvenile Justice System—Prevention Instead of Punishing* was designed to provide an overview of the system for juvenile justice in the Republic of Macedonia, with an emphasis on prevention instead of punishment. The brochure is targeted to ELSA members, courts, high school students and other interested institutions and associations. The text within the brochure was written by ELSA members, and the draft was reviewed and approved by Judge Lazar Nanev, an expert in the juvenile justice system. A total of 1,500 copies of the brochure were printed. During this reporting period the project staff coordinated with ELSA and the Basic Court (BC) Kavadarci in the planning of the debut presentation and distribution of the publication at the BC Kavadarci. The event is scheduled for October 25 in cooperation with Judge Nanev. Additional presentations will be scheduled throughout the fall and winter months.

### **2.1.3.7 Macedonian Bar Association**

The Macedonian Bar Association (MBA) is an autonomous and independent public service organization, which provides legal assistance, according to the Law on the Bar and other regulations. The MBA recently elected a new president and board members and the new administration is genuinely interested in JSP support.

As it did with other targeted LPAs, JSP sent information to the MBA about possible USAID grants, and the need for an initial concept paper. JSP also offered assistance in the concept preparation phase. The MBA acknowledged receipt and indicated they would apply.

This is one of the organizations that embraced the Embra training when MJA withdraw from participating. Members of the MBA attended three Embra trainings/workshops since joining the program and will attend one additional one in October.

The JSP’s Deputy Chief of Party (DCOP) attended a meeting with the president of the MBA on September 3 to discuss possible future cooperation and support. MBA requested JSP to provide assistance in the following areas:

- Technical assistance in upgrading computer hardware
- Website enhancement
- Organization of study visits from the Balkan region
- Trainings for attorneys on Law of Civil Procedure

- Support dissemination of judicial practices (printed and website accessibility)
- The specifics of these requests are currently under consideration by project staff and USAID

### **2.1.3.8 Chamber of Enforcement Agents**

On July 31, JSP staff met with representatives of the Chamber of Enforcement Agents (Chamber). The Chamber oversees the actions of enforcement agents throughout Macedonia, acts on ethics complaints and works towards enhancing the image and reputation of the profession. The chamber requested that the project support training geared towards building good *rapport* and communication with the media. The object is to more fully inform the public of the work and procedures of enforcement agents and to strengthen the image of the profession and its important role in society. The DCOP and project attorney attended a second coordination meeting with the Chamber at its offices on August 30. At the request of the Chamber the project agreed to support a portion of a two-day informational session of Chamber members and journalists to provide accurate information about the work of enforcement agents, their profession, challenges and obstacles. JSP will provide support for the attendance of up to 15 journalists at this assembly scheduled for October 25 and 26.

### **2.1.3.9 Building Broad-Based Coalition of LPAs**

Following the study tour to Estonia and Sweden in April of 2013 for seven members of AFFT, MYLA, CAA and ELSA, JSP supported an event at which the participants from the LPAs and CSOs study tour shared the experiences and knowledge gained with their colleagues from other associations. The assemblage discussed, among other items, forming a broad-based coalition to act as a watchdog in the area of the judiciary, based on similar coalitions in Estonia and Sweden.

In August, the project supported the creation of the coalition by coordinating with the major actors and supplying them with materials and documents as needed. In addition to the drafts of the paperwork required to formally create the coalition, MYLA submitted for JSP review and comment a draft code of ethics for the nascent organization. The development of a code of ethics is in accordance with the Memorandum of Cooperation and Declaration for Establishment of Council of Promoting the Rule of Law in Macedonia previously agreed upon by the coalition members.

During this reporting period, JSP began preliminary discussions with the Kaizen Group, a US company specializing in building and strengthening civil society advocacy and participation in government, including the judicial sector. Preliminary negotiations with Kaizen resulted in a revised SOW. The plan for support envisions two one week sessions at which Kaizen professionals will work with the participating organizations to enhance their effectiveness in the Macedonian judicial and legislative environment and to provide specialized training in outreach to members as well as lobbying and advocacy tools to support the rule of law and an independent judiciary.

## **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 the Judiciary**

##### ***Judicial Branch Forum***

The Judicial Branch Forum provides an opportunity for the leaders of judicial branch institutions and associations to discuss the progress, current status and next steps in the implementation of the judicial

reforms in Macedonia. These topics are important to the ultimate achievement of the reform goals (i.e., establishment of the judiciary as a fully independent, effective and self-governed branch of government capable of upholding the rule of law and providing timely and quality services to all citizens of the Republic of Macedonia).

The fourth Forum was planned during this quarter and will be held on October 17 and 18. It will be a two day event and will provide an opportunity for court leaders to concentrate on important systemic issues and concerns in a casual atmosphere away from the busy routines of their courthouses and offices. The proposed agenda includes:

- Methodology for Court Statistics – Implementation
- Information technology systems of the courts in the Netherlands and Slovenia – impressions of the study tour – September 23-October 3, 2013
- Harmonization of the monthly reports of the working committees and the annual reports of the courts
- Presentation of the implemented projects of the Court Administration Association
- Judicial Code of Ethics – proposal and its harmonization with the GRECO<sup>1</sup> recommendations
- Court budgeting in the Netherlands – impressions of the study tour – September 23-27, 2013
- Other topics of discretion of members



Judicial Branch Forum

### **Judicial Practice Bulletin for Appellate Courts Shtip and Gostivar**

The project supported the printing of a Judicial Practice Bulletin for the Appellate Courts of Shtip and Gostivar at the request of the president judges of each court. The bulletins provide rationale for, and underline the importance of, unification of the work of judges. This publication provides valuable insight and improved transparency as well as communication among judges. The support of these publications assists all courts in harmonizing court practice in the Republic of Macedonia. Seven hundred copies of each bulletin were printed and were distributed to appellate courts for distribution to all judges during August. Previously, JSP supported the publication of the Judicial Practice Bulletin of the Appellate Court Bitola.

At a meeting on August 29, Judge Arsenievska, president of the Appellate Court (AC) Skopje, provided copies of a Judicial Practice Bulletin for her appellate region that was prepared “in-house” by the court and contains the elements of those prepared by the other regions. In addition, the results of previous harmonization meetings with Judges from all regions were included in the Skopje AC version. JSP agreed that, at the end of the year, the project will support the printing of two of the AC Skopje bulletins cumulatively with the end-of-year bulletin prepared by the court.

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<sup>1</sup> Groupe d'Etats contre la corruption (GRECO) (an agency of the Council of Europe)

## **Harmonization of Decisions of Appellate Regions**

Part of the project's ongoing cooperation and assistance to the Judicial Training Academy is the support of a leadership team for the harmonization of court decisions. The group, which comprises the four appellate region president judges and heads of departments, meets quarterly to discuss and harmonize important decisions. The initiative is led by the Academy with the project's logistical support. One of the weaknesses noted is an inconsistent application of the laws in different appellate regions and sometimes between courts of the same appellate region. Different decisions can be reached in different courts although applying the same articles of the laws. This causes legal uncertainty and decreases public trust and confidence in the judiciary. The goal of these working meetings is to discuss and bring to a conclusion a number of questions raised by the court departments. The result provides judges in the first instance courts with an opportunity to decide cases by applying current laws and be guided by the conclusions reached at these harmonization meetings at the appellate level.

During this reporting period plans were developed for the next harmonization meeting in October. However, at the request of the Academy, it has now been postponed to a date to be determined in November.

The conclusions from all harmonization meetings will be published in a bulletin at the end of the year. This transparency will foster greater public confidence in the judiciary by providing an identifiable basis for trust in the courts.

## **2.3. 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**

### **2.3.1 Strengthening Judicial Administration and Management Systems, Procedures, and Capacities**

#### **2.3.1.1 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 Judicial Council (JC), the Academy, Court Budget Council (CBC), Administrative Office of the CBC (AO), Court Services Council (CSC), and committees addressing specific subjects, such as the automation of case management. These changes are designed to work together to streamline and modernize the judicial process. The assessment made five long-term recommendations and seven interim recommendations. Both the project and its working partners evaluated these recommendations. Some are under consideration, while others have already been implemented by AO, CSC, CAA, and the Forum, with the technical assistance of JSP.

Recommendations include a permanent establishment of 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, as well as other recommendations, address 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 the various initiatives described in this report.

### 2.3.1.2 Development of Job Descriptions

The JSP supported working groups to enhance and create job descriptions for certain employment areas. As a result of these endeavors there are now three new draft job descriptions covering IT staff. These were posted on the ICT blog maintained by the courts' ICT experts for comment. This final task has been completed.

During a session for training on Free Access to Public Information and Communication with Clients in the Courts, held on July 12 and 13, the assembled group of public information officers created a model job description for court officials designated for sharing information with the public.

This document along, with the three ICT job descriptions, has been finalized and will be submitted to the Court Service Council for adoption during October.

### 2.3.1.3 Public Information Officers Training



Public Information Officers Training

The training on “Free Access to Public Information/Communication with Clients in the Courts” was held on July 12-13, 2013 in Kavadarci, through the support of JSP and in cooperation with the Academy. The training was designed for courts' officials designated for sharing public information, consistent to the Law on Free Access to Public Information. The trainers were Ms. Jelena Janevska, Mr. Kiril Efremovski and Ms. Jordanka Stojkova - representative of the Commission for Protection of the Right for Free Access to Public Information.

Nineteen participants attended; two of the participants were judges and the rest were professional court employees (i.e. court clerks). The participants raised the issue of distinguishing public information from other types of information. Often the public and media require information which is not categorized as public under the Law on Free Access to Public Information. Also, the participants emphasized the need for close cooperation between the officials designated for sharing public information, courts' public relations offices and courts' spokespersons, since all of them constitute three important aspects of the openness and transparency of the work of the courts. The courts' practice since the enactment of the Law on Free Access to Public Information in 2006 has shown that most requests for providing information are received by the courts in writing, and that courts have not faced particular problems in providing the information within the deadlines set forth by the law.

### 2.3.1.4 Judicial Council Employee Code of Ethics

The project assisted the general secretary of the JC in finalizing the Judicial Council Employee Code of Ethics. JSP staff, working with the general secretary, completed the final revisions of the code which was adopted by the JC at a meeting in July.

### 2.3.1.5 Court Service Council

The work of the CSC has developed its' capacities as a new, independent institution and performs tasks in the area of judicial human resources. The Law on Court Services establishes the CSC and imposes crucial and important tasks including the promotion of the planning process, internal communication,

coordination, teamwork and cooperation with the courts. It provides effective and efficient services, according to the CSC's jurisdiction.

Because of the legal requirement of rotational change of the CSC membership every five years, the Council has to compile a record of the five years of operations under each membership and clearly outline future activities.

Accordingly, during September the president of the CSC, Sonja Gruevska, requested JSP assistance for compiling a record of CSC's previous activities and to support trainings for incumbent and new CSC members. These activities are now in the planning stages and will become part of the JSP work plan for its third year to be implemented in December.

These events will contribute to increasing the efficiency and effectiveness of the CSC and greater satisfaction of the users of its services.

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

#### **3.1.1 Requirement 3.1 Develop and implement targeted specialized trainings for judges, court administrative executives and court staff**

##### **3.1.1.1 Training on Mediation and Arbitration**

The JSP reaffirmed its commitment with the Academy to support a training entitled "Mediation and Arbitration" for commercial judges. Judges Arem and Punt from the Netherlands accepted JSP's invitation to present at this training. Efficient, fair, and consistent application of the law is of critical importance for developing a favorable business climate and attracting investment. The business community and potential investors perceive court inefficiency and inconsistency in commercial cases as an impediment to investing in Macedonia. The Law on Civil Procedure (amendments from 2010) was designed to reduce the time spent on individual cases by judges and decrease the number of cases that are resolved by a court decision by promoting larger use of mediation especially in commercial disputes, which are most eligible for mediation. Although there have been significant improvements in case resolution, gaps remain and the system has not reached optimum potential, particularly in the specialized commercial departments. Moreover, the skills of the mediators to settle cases in the commercial area remain generally low.

Judge Bart Punt brings extensive experience in lecturing on a regular basis on subjects of judicial procedure, administration of justice, and arbitration He has been an Arbitrator via the Netherlands Arbitration Institute. Judge Arem brings similar skills in the area of Mediation.

During August and September the project staff and home office completed the technical approvals, rate approvals and planning for this activity. Training materials have been received and are being translated in preparation for the event, which will take place on October 28 and 29.

##### **3.1.1.2 Study Tour II for Court Administrators and Court Staff**



Study Tour II

The second JSP study tour took place from September 23 to October 3 and focused on increasing the capacities and skills of the court administrators and court staff. The program stressed coordination and communication among various justice sector actors and institutions in order to strengthen judicial independence and more effective and accountable court operations. Areas of focus included court administration and management, budgeting and finance,

case flow management, backlog reduction, human resources, court facilities, information communication technology and archiving. The official agenda for the study tour is annexed to this report as Attachment A.

### 3.1.1.3 Judicial Leadership Conference: Modern-day Judicial Leadership and Management



Judicial Leadership Conference  
There are a number of excellent leaders in the courts but leadership is not consistent and the concept of the courthouse and courtroom “team” has not been adequately developed or effectively advanced in most courts in Macedonia. Accordingly, in cooperation with the Academy, JSP supported a program to develop modern-day leadership concepts and to demonstrate to court actors the technical as well as the practical skills necessary for leadership in a modern day court system. The program was conducted on September 17 and 18, 2013 and included the concept of working together to achieve common goals and results including individual, institutional and team results. It consisted of modules that clarified team roles and procedures and the necessary elements of a cohesive team. The training highlighted benefits of working as a team and clear communication between team members, delegation, team self-assessment, correcting problems, dealing with difficult people, resolving disputes in the work environment, building organizational skills, motivating court staff, accountability, and transparency among other leadership skills. In addition, there was a segment on Comparative Practices in Appellate Courts in the US and the Netherlands, a segment on Equal Access to the Courts for Persons with Disabilities and Judges Impact on Public Perception of the Judiciary. Beside local presenters there were presentations by three international experts, Judge Bert Maan from the Netherlands and JSP COP Judge Joseph Traficanti and Judge Michael Kavanagh, both of the US. The conference was well attended by more than 90 president judges, judges who are heads of departments and court administrators.

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

As described more fully in Section 2.1.3.1 above, the observations and conclusions of lawyers from a public discussion on court proceedings and court efficiency were posted on the MJA website for judicial comments. Further, JSP has agreed to support a “Roundtable on Court Proceedings and Court Efficiency”. The COP and project attorney met with the MJA president, Judge Nikolovski, on August 21 to coordinate the event, which will take place on November 7. Since the coordination meeting with the MJA president, the project has developed, along with MJA, a list of participants, a draft agenda and a consolidated list of topics which will be shared with the participants in anticipation of the November 7 event.

#### 3.2.1 Support for Judicial Sector Automation

##### *Electronic Digital Recording of Court Hearings and Trials`*



Digital Recording

In the closing days of the USAID Judicial Reform Implementation Project (JRIP), electronic recording devices were installed in 80 courtrooms in Macedonia. The JSP is committed to expanding the use of the devices, which contribute to openness and transparency and protect the judge and staff against unjustified criticism. 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.

The Court Book of Rules was amended, effective on May 18, 2013, to clarify procedures for the use of electronic court recording (ECR) of court hearings. JSP was informed that the courts need additional assistance to fully comply with the law. A review of current readiness has revealed that additional training was necessary as well as integration of updated software into the system; both of which have now been completed

The JSP has provided support for an “in-house” ECR coordinator at BC Skopje II due to the court’s workload which includes certain high-profile cases from the entire country. The recruitment and approval process to hire the ECR coordinator took place during September. After a screening and interview process, Nikola Bojcevski was selected to fill this position. After an initial one month pro-bono service, a one year contract was signed with this expert to commence his work in October. The court and its judges will benefit from the presence and assistance of this coordinator who will support full utilization of the ECR Femida software and hardware. The coordinator will provide continuous “in-house” training and daily support to the users of ECR.

### **Upgrade of Automated Budget Management System**

The Automated Budget Management System (ABMS) is the successful budget software program pioneered by the previous USAID-funded Macedonia Court Modernization Project. It has been integrated with Automated Court Case Management Information System (ACCMIS) and is the mainstay of the Macedonian courts’ budgeting and finance.

The CBC requested an upgrade of the ABMS due to a number of changes in the laws and sub-regulations norming judicial budgeting, finance and human resources. JSP addressed the issue through a sole source contact with the original vendor. This procurement will not only address the need for upgrading the ABMS software but also allow for the creation of a complete dossier of the staff, including history of changes, complete calculation of gross salaries, taxes, benefits, and records of basic assets, calculation of depreciation and revalorization, and assets inventory.

The upgrade will be completed on or before November 15 and the vendor, Ultra, will assist the personnel of the AO of the CBC in applying the installed upgrades which is scheduled to be accomplished no later than December 15, 2013.

### **3.2.3 Coordination Meetings**

#### ***President of the Judicial Council***

Both the JSP COP and DCOP continued regular communications with the president of the JC to coordinate the efforts of the project with JC and the CBC activities and to support the various disciplines within the judicial branch. Among the topics discussed was a request from the JC to upgrade the ABMS so as to provide more focused reporting and integration with ACCMIS. Also discussed in August and September was the updating the Judiciary Strategic Plan. Judge Zafiroska has approved this initiative and JSP will conduct a public procurement to obtain a vendor capable of the task.

#### ***President of the MJA***

The JSP COP and project attorney met with Judge Nikolovski on August 21 to plan the “Roundtable on Court Proceedings and Court Efficiency” as more fully described in Section 3.2.1 above. It is tentatively scheduled for November 7 as described in Sections 3.2 and 2.1.3.1 above.

Also discussed on September 18 was the possibility of creating a Judicial Ethics Advisory Committee to assist the judges in adhering to the Code of Judicial Ethics. It was agreed to put this topic on the agenda of the Judicial Branch Forum for October 17 and 18 as well as the overall topic of possible amendments to the Codex of Judicial Ethics for Macedonian judges to comply with the requirements of GRECO and advance Macedonia in its quest for European Union membership.

#### ***Director of the Academy for Training of Judges and Public Prosecutors***

On August 19 and 29, the COP and the project court administration coordinator met with Judge Aneta Arnaudovska for the purpose of continued planning for the “Judicial Leadership Conference: Modern-day Judicial Leadership and Management” to be jointly sponsored on September 17 and 18. The agenda was agreed upon as well as final decisions on attendees and training modules. The event included presentations from three foreign experts, Judge Bert Maan from the Netherlands, Judge Michael Kavanagh and COP, Judge Joseph Traficanti, both from the US. Several local experts also took part in the presentations and workshops including a representative of Polio Plus who presented a segment on “Access to the Courts by Persons with Disabilities”.

#### ***President of the Court Service Council***

The Court Service Council (CSC) is a body created by law which is responsible for overseeing most human resource issues within the court system. It reviews disciplinary proceedings in appeals from actions of the individual courts and is responsible for the systemization of court personnel including job descriptions and testing. The president of the CSC, Ms. Sonja Gruevska met with the COP on September 17 and requested assistance for training new and incumbent members of the CSC. JSP has agreed to the request in concept and will proceed with further development of the plan for implementation during October.

#### ***Director of Association for Emancipation, Solidarity and Equality of Women in the Republic of Macedonia (ESE) Jasminka Friscic***

The object of this meeting held on September 11 was to determine if this NGO was in need of assistance in their important mission. The director, Ms. Friscic was open to collaboration on a limited basis since ESA has additional donor support. However, in contemplating the JSP third year work plan, it appears that there are some areas in which limited support can be offered as follows:

- i. Review the laws in collaboration with judges and domestic violence experts
- ii. Propose amendments to existing laws, if any, as needed
- iii. Support Domestic Violence NGO(s) with Public Information Campaign
- iv. Develop judicial bench book for judges involved in DV cases
- v. Development of the concept of a specialized DV unit in the public prosecutor’s office

These and other possibilities will be fully discussed internally and any agreement for cooperation and support will be inserted in the third year work plan after discussion with the project's Contracting Officer's Representative (COR).

**European Union Representative, Manfredas Limantas**

The COP and COR met with the EU representative in Macedonia, Manfredas Limantas on September 10. It was a periodic routine meeting for a mutual exchange of information to assure that the various projects and initiatives of the EU and JSP are coordinated and do not overlap. No significant conflicts or overlap were found and each was made fully aware of the other's activities going forward.

**Chamber of Mediators President Zoran Petkovic-Bakli and US Consultant, Judge Michael Kavanagh**

On September 16, the president of the Chamber of Mediators met with Judge Kavanagh, a US consultant to discuss ways of enhancing the use of mediation in the Republic of Macedonia. The consultant, in his report made recommendations to assist the Chamber in raising the level of trust in the mediation process. These are being considered in the preparation of the third year work plan.

# III. DISABILITY INCLUSIVE DEVELOPMENT

USAID has taken steps to encourage USAID funded projects to be aware of the needs for people with disabilities and special needs. In Macedonia, this segment of the population faces challenges including lack of awareness and little accessible infrastructure. The project has been pro-active in advancing these objectives in ways previously reported including reaching out to people with disabilities as presenters at events and being ready to provide reasonable accommodations as needed. In addition, JSP reached out to schools, which serve children with special needs and has included students from those schools in some events noted earlier in this report. JSP also conducted a survey to determine which hotels are disability compliant which are therefore eligible to be used for JSP events.

During this quarter, the project supported a Judicial Leadership Conference on September 17 and 18. The event was attended by the top court leaders as well as virtually all president judges, court administrators and judges who serve as heads of the civil and criminal departments of the courts. Over 100 participants were in attendance. As part of the two-day agenda a module was included entitled “Equal Access to Courts for Persons with Disabilities” The presenters were Ms Elena Kochoska from the NGO known as Polio Plus and JSP COP Judge Joseph Traficanti. It should be noted that the presenter, Ms Kochoka, is herself a person with disabilities. Topics included an overview of the laws of Macedonia regarding access for people with disabilities as well as international norms established by the EU and the UN through treaties. The program included a section on disabled people as active participants and the issue of special protection vs. an inclusive approach for education, employment, social life, transport, accessibility, political participation and the like. The program prompted thought and discussion on what court leaders and judges could do to advance the rights of people with disabilities including education of court staff about accessibility and communication. It was opined that disabled persons should be encouraged to train to become lawyers and judges.

An unintended positive result is that Ms Kochoska was asked by members of ELSA, who were assisting the project staff in the management of the event, to present at a major ELSA event to be held in the fall.

# IV. EVENTS AND ACTIVITIES

The project is aware of the importance of accurate reporting of events. This quarterly report includes a matrix summarizing each event, training, forum, seminar, round table etc., along with pertinent descriptive information.

## Year II – November 2012 – November 2013

No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement	Evaluation Of 5
					M	F		
1	Training on “Advocacy & Lobbying” for the Court Administration Association (CAA)	November 29 <sup>th</sup> - 30 <sup>th</sup> 2012	MESACONS/EM BRA, CAA	10	5	5	Result 1.2	4.9
2	Working meeting on "Developing Protocols for the Operation of Courts Working Committees"	December 17, 2012	Judicial Council of RM	8	3	5	Result 2.2	/
3	Training on “Advocacy & Lobbying” for the Macedonian Young Lawyers Association (MYLA)	December 15-16, 2012	MESACONS/EM BRA, MYLA	8	4	4	Result 1.2	4.6
4	Promotion of ELSA brochure “Organization of the court system in RM” to high school students at the Basic Court Tetovo	December 24, 2012	ELSA, Basic Court Tetovo	80	N/A	N/A	Result 1.2	/
5	Training on “Project Planning, Design and Implementation / Project Cycle Management” for MYLA	January 17-19, 2013	MESACONS/EM BRA, MYLA	9	4	5	Result 1.2	4.1
6	Training on “Preparation of Final Annual Account”	January 18, 2013	Administrative Office of the Court Budget Council (AO of CBC)	36	6	30	Result 2.2	4.7
7	Training on “Establishing and Maintaining Partnership and Cooperation” for CAA	January 24-25, 2013	MESACONS/EM BRA, CAA	9	2	7	Result 1.2	5

8	Workshop on “Provision of Effective and Efficient Services” for CAA	January 31- February 1, 2013	MESACONS/EM BRA, CAA	8	4	4	Result 1.2	4.9
9	Training on “Practical Implementation of the Law on Civil Procedure with a Special Emphasis on the Provisions for Electronic Delivery / Implementation of the Law on Electronic Signature and Electronic Data”	February 1, 2013	Academy for Judges and Public Prosecutors (JTA)	48	10	38	Result 3.1	/
10	Workshop on “Preparation of Unified Payment Procedures and Guidelines upon Judges’ Order and other Accounting Documents”	February 4-5, 2013	AO of CBC	18	3	15	Result 2.2	/
11	Workshop on “Provision of Effective and Efficient Services” for MYLA	February 5-6, 2013	MESACONS/EM BRA, MYLA	9	4	5	Result 1.2	4.3
12	Training on “Disclosing Evidence, Quality of Evidence with Special Focus on the Expert Testimony / Financial Instruments as Evidence in Commercial Disputes”	February 15, 2013	JTA	28	9	17	Result 3.1	/
13	Promotion of ELSA brochure “Organization of the court system in RM” to high school students at BC Skopje 2	March 7, 2013	ELSA, BC Skopje 2	85	N/A	N/A	Result 1.2	/
14	Lecture of JSP COP at the Law School “Iustinianus Primus”	March 11, 2013	Law School “Iustinianus Primus”	40	N/A	N/A	N/A	/
15	Workshop on “Organizational & Management Skills” for CAA	February 19-20, 2013	MESACONS/EM BRA, CAA	10	4	6	Result 1.2	4.9

16	Training on “Project Planning, Design and Implementation/Project Cycle Management” for CAA	March 11-13, 2013	MESACONS/EM BRA, CAA	5	2	3	Result 1.2	4.9
17	Training on “Management and Leadership Skills” for CAA	March 14-15, 2013	MESACONS/EM BRA, CAA	15	8	7	Result 1.2	5.0
18	Training on “Media and Public Relations Strategies” for the Macedonian Judges Association (MJA)	March 18-19, 2013	MESACONS/EM BRA, MJA	7	5	2	Result 1.2	5.0
19	Training on “EU Funding Mechanisms” for CAA, MYLA and All for Fair Trials (AFT)	March 20-21, 2013	MESACONS/EM BRA, CAA, MYLA and AFT	23	10	13	Result 1.2	4.6
20	Training on “Media and Public Relations Strategies” for MYLA	March 26-27, 2013	MESACONS/EM BRA, MYLA	9	3	6	Result 1.2	4.6
21	Judicial Branch Forum (second meeting)	March 15, 2013	SC, CBC, AO of CBC, JC, CAA, Administrative Court, High Administrative Court, President Judges of the four appellate regions, MJA, JTA, CSC	10	4	6	Result 2.1	/
22	Working meeting for the courts of the appellate regions of Bitola & Gostivar on “Case Processing and Backlog Reduction”	March 18, 2013	Judicial Council, Appellate Courts	36	22	14	Result 2.2 & 3.2	/
23	Working meeting for the courts of the appellate regions of Skopje & Shtip on “Case Processing and Backlog Reduction”	March 21, 2013	Judicial Council, Appellate Courts	59	29	30	Result 2.2 & 3.2	/
24	Roundtable discussion for 4 NGOs on “Court Proceedings and Court Efficiency”	March 22, 2013	Macedonian Young Lawyers Association (MYLA), Macedonian Lawyers	34	18	16	Result 1.2	/

			Association (MLA), All for Fair Trials Coalition (AFT), and Public Prosecutors Association (PPA).					
25	Roundtable discussion for the IT staff from all courts in MK	March 26, 2013	Academy for Judges and Public Prosecutors (Academy) Supreme Court IT department	52	37	15	Result 2.2 & 3.1	4.0
26	Workshop on “Developing Membership Base Strengthening Strategies” for CAA	April 11-12, 2013	MESACONS/EM BRA, CAA	25	9	16	Result 1.2	4.6
27	Harmonization of Civil Court Decisions	April 12, 2013	Academy for Judges and Public Prosecutors, Appellate Courts	41	22	19	Result 2.2	/
28	Training on “Mobilization of Local Resource” for MYLA	April 16-17, 2013	MESACONS/EM BRA, MYLA	7	3	4	Result 1.2	4.3
29	Study tour for NGOs	April 8-18, 2013	MYLA, MLA, AFT, ELSA & CAA	8	2	6	Result 3.1	/
30	Workshop on “Developing Membership Base Strengthening Strategies” for MYLA	April 24-25, 2013	MESACONS/EM BRA, MYLA	7	4	3	Result 1.2	4.3
31	Promotion of MYLA at the FON University	April 25, 2013	MYLA	30	N/A	N/A	Result 1.2	/
32	Workshop on “Organizational and Management Skills” for MJA	April 29-30, 2013	MESACONS/EM BRA, MJA	11	8	3	Result 1.2	4.5

33	Meeting with the participants in the Study Tour	May 17, 2013	MYLA, MLA, AFT, ELSA & CAA	21	11	10	Result 3.1	/
34	CAA Annual Assembly	May 22-23, 2013	CAA	55	21	34	Result 2.2	/
35	Promotion of ELSA brochure "Organization of the court system in RM" to high school students at the Basic Court Veles	June 4, 2013	ELSA, Basic Court Veles	40	N/A	N/A	Result 1.2	/
36	Judicial Branch Forum (third meeting)	June 19-20, 2013	SC, CBC, AO of CBC, JC, CAA, Administrative Court, High Administrative Court, President Judges of the four appellate regions, MJA, JTA, CSC	8	3	5	Result 2.1	/
37	Training for "EU Funding Mechanisms" for other NGOs	June 24-25, 2013	MESACONS/EMBRA, NGOs	10	3	7	Result 1.2	<sup>2</sup>
38	Working Meeting for Implementation of the Action Plans of the Study Tour in Sweden & Estonia	July 4-5, 2013	Study Tour participants	6	2	4	Result 1.2	/
39	Working Meeting with court administrators of basic courts with extended jurisdiction	July 10, 2013	Court Budget Council	13	7	6	Result 2.2	/
40	Training for judges and court staff responsible for sharing public information	July 12-13, 2013	Academy for Judges and Public Prosecutors, all courts	19	7	12	Result 2.2	4.9
41.	Workshop on "Developing Membership Base Strengthening Strategies" for the other	September 4-5, 2013	MESACONS/EMBRA, NGOs	11	3	8	Result 1.2	

<sup>2</sup> Evaluation for EMBRA trainings until the end of October will be provided upon submission of EMBRA Report

	8 NGOs							
42.	Workshop on “Organizational Design” for MYLA	September 10-11, 2013	MESACONS/ EMBRA, MYLA	8	3	5	Result 1.2	
43.	Workshop on “Provision for Effective and Efficient Services with Focus on Members” for the other 8 NGOs	September 12-13, 2013	MESACONS/ EMBRA, NGOs	11	3	8	Result 1.2	
44.	Leadership Conference	September 17-18, 2013	JTA, all courts	92	54	38	Result 3.1	
45.	Training in “Management and Leadership Skills” for MYLA	September 20-21, 2013	MESACONS/ EMBRA, MYLA	9	5	4	Result 1.2	
46.	Training on “Developing Organizational and Financial Sustainability Plans” for MYLA	September 24-25, 2013	MESACONS/ EMBRA, MYLA	4	3	1	Result 1.2	
47.	Study tour for court administration in the Netherlands & Slovenia	September 23-October 3, 2013	Court administration and staff	8	5	3	Result 3.1	/
48.	Training on “Human Resource and Volunteer Management” for MYLA & CAA	October 3-4, 2013	MESACONS/ EMBRA, MYLA & CAA	17	13	4	Result 1.2	
49.	Training on “Developing Financial Management and Sustainability Plans” for CAA	October 15-16, 2013	MESACONS/ EMBRA, CAA	12	9	3	Result 1.2	
50.	Court Couriers Training	October 16, 2013	JTA, all courts	56	55	1	Result 3.1	

51.	Judicial Branch Forum (fourth meeting)	October 17-18, 2013	SC, CBC, AO of CBC, JC, CAA, Administrative Court, High Administrative Court, President Judges of the four appellate regions, MJA, JTA, CSC	14	7	7	Result 2.1	/
<b>Total</b>				<b>1199</b>	<b>458*</b>	<b>464*</b>		

*\* The sum of men/women participants is not equivalent with the total No. of participants, because for some of the events the gender breakdown is not known.*

# V. ADMINISTRATIVE AND PERSONNEL MATTERS

## **5.1 Staff Coordination of Budget Projections and Evaluation of Work Plan and Progress on the Project Management Plan for 2013 by JSP Professional Staff**

During September, JSP continued its policy of internal coordination meeting to assess budget expenditures to date and to assist the finance administrator in coordinating project resources with projected activities, events and study tours. In addition, a list of tasks and activities were made as a preliminary third year work plan which will be completed and filed with USAID in mid-October.

## **5.2 Hiring additional staff**

On or about November 15, the COP, Joseph Traficanti will complete his full-time assignment with JSP. As planned, a local person will be hired to assist the new COP, Nena Ivanovska. A job description will be prepared and posting made to fill the position in early November.



# **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.