

**ANNUAL WORK PLAN**  
**FOR THE**  
**JUDICIAL REFORM IMPLEMENTATION PROJECT**  
**Indefinite Quantity Contract: No. DFD-I-00-04-00173-00 Task Order No. 03**



**2008**  
Submitted to USAID  
March 18, 2008 by  
DPK Consulting  
Skopje, Macedonia

## 1. YEAR ONE WORK PLAN

Consistent, predictable, and transparent application of the law by independent, impartial, and efficient courts is critical to Macedonia's ability to ensure equitable treatment and respect for basic human rights for all citizens, attract foreign investment, and promote private sector development. The Judicial Reform Implementation Project (JRIP) is uniquely positioned to help Macedonia's judiciary build on existing momentum and achieve its goal of becoming an independent judiciary meeting European standards. Over the course of the 3-year contract period, we will accomplish the following key objectives:

- Implementation of a functioning, utilized case management system in the Macedonian Courts
- Strengthening the capacity of the Administrative Office to manage the courts
- Development of a professional cadre of court administrators in Macedonia

In the following we have outlined the First Annual Plan to achieve these overall goals. Not all activities of the project will be active during the first year. They will be brought into the second and third year plans as appropriate.

### 1. Overall Project Management

Throughout year 1, JRIP will work to promote dialogue, coordination, and collaboration with and among key government counterpart institutions, other donor organizations, and NGOs engaged in judicial reform activities through Memorandums of Understanding, Stakeholder Working Groups, Donor Coordination, and promotion of JRIP events and activities. Building on the efforts of the previous MCMP, in year 1 JRIP will seek to renew and refocus Memorandums of Understanding (MOUs) with the Administrative Office, Supreme Court, and the Ministry of Justice (MOJ) in order to promote dialogue and consensus regarding JRIP activities to support overall large-scale institutional and organizational reform goals and priorities. Consistent with MCMP practices, JRIP will also continue to serve as an intermediary to facilitate improved coordination and dialogue between the Supreme Court and Ministry of Justice and work to establish a 3-way MOU between the institutions and the project. Other project management coordination activities include:

- Establish and convene working groups for Court Information and Communications Technology (ICT)
- Publicize and promote joint events and cooperation efforts of the Supreme Court and Ministry of Justice
- Establish JRIP website to promote project activities and accomplishments, and share best practices with justice sector counterparts and donor agencies

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>1. Overall Project Management Tasks</b>					
Partner Stakeholder and Counterpart Institution Coordination	Three-Way MOU drafted between the Supreme Court, Ministry of Justice and the Project Public meeting organized following agreement on 3 way MOU	March 2008	JRIP team	AO, Academy, MOJ, Supreme Court, Judicial Council and Administrative Court	MOUs drafted and executed  Cooperation and open flow of information among judiciary, executive branch and the project
Working relationships, assistance strategies, and project implementation actions defined with project counterparts	MOU established between the AO, the Project and possibly Judicial Council following decision on transfer of the AO to the Judicial Council	Following legislative determination on transfer of the AO			Information published among donors and key counterparts
Court Information and Communications Technology (ICT) Committee established	MOU established between the Academy and the Project				ICT committee established and case management software developed
Stakeholder working groups established in conjunction with the MOJ and/or the AO	MOU established between the Administrative Court and the Project (see also 2.1.1) Meet on a regular basis under the auspices of the Supreme Court and/or MOJ to review and make recommendations on issues relating to technology in the courts	February 2008 for Academy and Administrative Court following MOU with MOJ and Supreme Court			
	Meet on a regular basis to review and make recommendations on behalf of the Project on issues relating to legal reform Implementation of sub-regulations, unifying and standardizing court practice, and recommending changes or interpretations of the Civil and Criminal Codes necessary for improving backlog and delay reduction and implementation of IT. Provide input in review and	March 2008			

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	development of policies and procedures for the AO. Provide support to innovations provided in the Court Book of Rules				
Coordination of project activities with other donor agencies; Support efforts to coordinate donor assistance, if needed, and if support is not provided by other donors	As coordinated by and under the direction of USAID with MOJ promote co-operation and collaborative working relationships with all donors engaged in reforms in the justice sector	February 2008 and ongoing	JRIP team	AO, Academy, MOJ, Supreme Court, Judicial Council, Administrative Court	Information sharing regarding technical assistance to local organization in order not to overlap with other donor activities
Consultations with court users; Establishment of collaborative relationships with reform-oriented organizations	Facilitate discussions and activities such as: role of judges; postponements; failures to appear; making hearings more meaningful; rules of conduct; court settlements; and mediation	Ongoing throughout Year 1	Nena Ivanovska JRIP Team	Bar Association, public defenders, prosecutors, NGOS, law schools, private sector organizations	Receive stakeholder input to produce recommendations for making courts procedures more efficient and effective
Communications: Keep justice sector counterparts, donors, and stakeholders informed of Project activities and successes on a regular basis to strengthen and sustain judicial reform	Design and maintain JRIP website <sup>1</sup>	January 2008, and updated quarterly	JRIP Team Website sub-contract with local IT firm	MOJ Supreme Court / AO Judicial Council World Bank OSCE	Project activities, results, and best practices shared regularly with justice sector counterparts and other donors; transparency

<sup>1</sup> The original project proposal suggested updating the website from the earlier Court Modernization Project. However, that website was managed in the US, and it was decided, in consultation with USAID, that all websites should be designed and managed locally.

## **2. COMPONENT A—IMPLEMENTATION OF NEW REFORMS**

The focus of year 1 activities will be to provide critical follow-on efforts to the recently adopted laws and regulations including: Law on Courts, Judicial Council, Enforcement, and Court Book of Procedures. Throughout Year 1 JRIP will work closely with the Administrative Court, Court Committees, Rules and Practices Committee, Appellate Court Gostivar, Academy for Training Judges and Public Prosecutors (Academy), Ministry of Justice, Judicial Council, Chamber of Enforcement Agents and other counterparts to assist in the implementation of new reforms.

### **2.1 SUPPORT IMPLEMENTATION OF THE LAW ON COURTS**

The new Law on Courts was adopted in May 2006 and became effective on January 1, 2007. The courts are organized on three levels with each level requiring different specialized expertise. The law additionally introduced the specialized Administrative Court and the Appellate Court in Gostivar. The project will support work of these courts by training judge and court personal on a new case management system. The project's technical assistance with specialized departments will result in decreasing current backlog and improvement in overall court performance. It is essential that the Project, with MOJ and Supreme Court, helps develop a manual for implementation of the Court Book of Procedure and assist with uniform implementation of this sub regulation.

Year 1 JRIP goals to support implementation of the Law on Courts include:

#### **Support the new Administrative Court and Appellate Court Gostivar**

- Trainings to Administrative Court staff and judges involving caseload management, time management, ethics and customer service
- Trainings to court staff and judges in court administration and caseload management to support the establishment of Appellate Court of Gostivar

#### **Increased Specialization within Macedonian Courts**

- Work with the AO and General Secretary of the Supreme Court to establish court caseload committees to implement and monitor backlog and delay reduction programs to improve the timely disposition of specialized cases
- Provide technical assistance in identifying bottlenecks in processing of labor and commercial cases as well as current time standards for processing of these cases in two pilot courts resulting in established standards for commercial and labor cases
- Provide assistance to the specialized labor and commercial departments in Skopje 2 Basic Court to reduce case backlog and delays in commercial law, bankruptcy, and labor cases

## Implementation of Innovations Provided in the Court Book of Procedures

- Provide JRIP experts to participate in MOJ Committee on the Implementation of the Book of Procedures to assist gathering of information from caseload for the drafting of a manual on the effective implementation of the CBP
- Establish a new methodology and develop standard forms for collecting and dissemination of court data – a joint effort with the team that will determine the functional specification of the new case management system.

## 2.2 SUPPORT IMPLEMENTATION OF THE LAW ON JUDICIAL COUNCIL

The Law on Judicial Council of the Republic of Macedonia was adopted in May 2006 and became effective on September 1, 2006. The law introduces a Judicial Council as an independent and non partisan body that is tasked to elect, evaluate, discipline and dismiss judges. This body will need assistance in establishing criteria for selection, evaluation and dismissal of judges. The Project will complement the World Bank and other donors' effort to insure proper functioning of this independent body.

As needed, JRIP will assist in the implementation of the Law on Judicial Council in order to complement the efforts of other donors including possible adjustments to sub-regulations.

## 2.3 SUPPORT IMPLEMENTATION OF THE LAW ON ENFORCEMENT

The Law on Enforcement was adopted in May 2005 and became effective on May 26, 2006. This law introduces a private enforcement system of civil judgments. The goal of this system is to improve efficient enforcement and satisfaction of creditors' rights that will serve to strengthen investor confidence leading to an improved climate for foreign and domestic businesses. The courts have jurisdiction to resolve old cases by December 31, 2008 and the current backlog of old enforcement cases is around 500.000 cases. The Project, MOJ and Chamber of Enforcement Agents will introduce a methodology for filtering and purging old cases in the courts. This action is necessary in order to prevent disruption of the enforcement agents' work when this large number of old enforcement cases is eventually transferred to the forty-eight enforcement agent offices.

JRIP will work to assist the Chamber of Enforcement Agents to develop effective programs for improving case backlog delay reduction, public outreach, and training curriculum. Specific Year 1 activities will include the following:

- Identification of the functional needs for a Case Management System for the Chamber of Enforcement Agents and MOJ Department that oversees work of enforcement agents
- Provide the executive board of the chamber training on strategic planning and financial management
- Assistance to develop chamber's outreach and communications plan

- Assistance to support the establishment of a court committee to facilitate the transfer of old enforcement cases Facilitate joint meetings between Chamber of Enforcement Agents and MOJ, courts, and other stakeholders to reduce backlog of old enforcement cases
- Provide assistance and support for 3 or 4 pilot courts to assess backlog and to recommend methods for purging enforcement cases, and establishing procedures for transferring cases from the courts to enforcement agents
- Disseminate effective procedures for assessing, purging, and transferring enforcement cases
- Review existing functional software and hardware needs of the Chamber of Enforcement Agents and recommend upgrades to the current system to provide improved reporting to the MOJ
- Develop recommendations for annual training curriculum for enforcement agents and assist in conducting trainings
- Provide mentoring and guidance to the MOJ oversight department on appropriate supervision, policies and practices
- Facilitate working session with president judges regarding implementation of the recent changes on the Law on Enforcement

## **2.4 SUPPORT IMPLEMENTATION OF THE LAW ON ACADEMY FOR TRAINING OF JUDGES AND PUBLIC PROSECUTORS (ACADEMY)**

JRIP team will provide mentoring for in-service training to develop the local faculty of Academy for Training of Judges and Public Prosecutors to develop and deliver technical training programs. Year 1 activities will include:

- Assist in curriculum development in case flow management, court administration, differentiated caseload management
- Assist the Academy in the training of court staff
- Assistance to build Academy's capacity to plan, organize and deliver workshops and training for court administrators

## **2.5 SUPPORT IMPLEMENTATION OF THE LAW ON COURT SERVICES**

The Macedonian Court Modernization Project and the Ministry of Justice worked on drafting the Law on Court Services. The JRIP has continued to improve the draft text of the law since October 2007 by incorporating suggestions from four information sessions held at the appellate court level in late 2007 and early 2008. This law strengthens the independence of the judiciary through the transfer of state employees into judicial branch court administration employees. This law improves the status of court employees by introducing the following: a career merit system; defined criteria for employment and evaluation; the new management position of court administrator; and training and education of court administration staff.

The overall goal is to build competent professional and accountable court administration. The project will support implementation of this law by supporting the transition of court secretaries to court administrators. JRIP will also assist in drafting and implementing sub-regulations on criteria for employment, evaluation and promotion of court employees.

Year 1 JRIP activities to assist in the implementation of the Law on Court Services (when enacted) will address key organizational change and legal issues necessary for the Macedonian government to successfully implement a separate career for court administration. The key issues and activities that will be addressed in year 1 include:

- Technical assistance to MOJ legislative drafting working group to review proposed changes to draft law prior to its submission to Parliament in late February 2008
- Organization of workshops on improving court administration and action planning (also addressed in Component B 3.1 Enhance Court Administration Practices)
- Support MOJ working group on draft sub-regulations under the Law on Court Services.
- Assist the MOJ Committee and courts in revising and reviewing proposed sub-regulations

### **Support AO to Conduct Staffing Study**

- Assist in the establishment of the Administrative Council as required by the Law
- Provide comparative materials from other countries and consult with foreign experts to use the best practices in creating a personnel plan for the Macedonian Courts
- Assist in the development and implementation of a human resources department at the Administrative Office

### **Help Develop Elements of New Court Administration System in Local Courts working with the AO Focusing on:**

- Improving monitoring of court and judge performance and enhancing court leadership
- Increasing transparency of court operations and public user satisfaction through improved public communication and information
- Better management of budget and finances by the AO and courts
- Providing leadership on implementation of court IT issues in cooperation with the Court ICT Committee and MOJ

### **Develop Training Program to Support Separate Court Administrator Career Track**

- See Component B, Improvement of Court Practices and material Resources Activities 3.1-3.4

## **2.6 SUPPORT IMPLEMENTATION OF THE LAW ON JUDGES SALARIES**

The Law on Judges Salaries was effective on January 1, 2008. It is likely that provisions relating to compensation of judges will need to be revised or harmonized with the envisioned reforms relating to evaluation of judges.<sup>2</sup> Due to these circumstances specific activities relating to this law are not anticipated until Years 2 and 3.

## **2.7 SUPPORT DRAFTING OF OTHER LAWS AND AMENDMENTS**

JRIP will provide limited support for the drafting of other laws and amendments in year one depending on the potential impact these activities are likely to have on overall project objectives. The project will periodically review the need for drafting new laws and amendments in consultation with the MOJ and Supreme Court. This will be done keeping in mind that JRIP is an implementation project and any law drafting or revisions undertaken will require a nexus to implementation of existing laws and reforms realized under the former MCMP.

---

<sup>2</sup> See footnote 1.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>2.1 Implementation of the Law on Courts</b>					
Operational procedures and practices of Administrative Court developed and proper functioning of the Administrative Court	Develop MOU with Administrative Court defining JRIP plan of assistance <sup>3</sup> and cooperation with this court	March 2008	JRIP Team	Administrative Court, Supreme Court and MOJ	MOU with Administrative Court signed
	Assist the Administrative Court in planning and implementation of an automated caseload management system	June 2008 and ongoing	Ljupco Tagasovski Gordana Stojanova Nena Ivanovska		Court staff IT skills enhanced
	Support the MOJ in providing basic IT related training for Administrative Court	July – September 2008			Court staff IT skills enhanced
	Assist the Academy in training of court staff in core competencies, if appointed in Year 1	March and April 2008			Court staff trained to effectively administer and operate the new Administrative Court
	Assist the Academy to train Administrative Court judges and staff on caseload management and court administration. See Section 3.1 et seq.	September 2008 and ongoing	Gordana Stojanova Nena Ivanovska Sam Juncker Communciation Coordiantor	Administrative Court, Academy	All Administrative Court judges trained in caseload management and basic court administration
	Deliver trainings for non-judicial staff on: <ul style="list-style-type: none"> <li>▪ Caseload management</li> <li>▪ Time management</li> <li>▪ Ethics</li> <li>▪ Customer service</li> </ul>	February–June 2008			All Administrative Court staff trained in caseload management and basic court administration

<sup>3</sup> The Administrative Court will not have a sufficient administrative staff for providing support from the project until at least March 2008.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Support establishment and proper functioning of Appellate Court Gostivar	Assist the Training Academy train Appellate Court judges and staff on caseload management and court administration. See Section 3.1 et seq. Other assistance upon request	Throughout Year 1 January– September 2008	Gordana Stojanova Nena Ivanovska Ljupco Tagasovski Sam Juncker	Appellate Court Gostivar, AO, Supreme Court, MOJ	Efficiently functioning appellate court which uses modern methods of case management and court administration
Establishment and development of specialized departments	<p>Identify obstacles to timely disposition of specialized cases</p> <p>Assist in establishing a court caseload committee to implement and monitor a backlog and delay reduction program, and identify obstacles to resolving specialized cases</p> <p>Work with the labor and commercial cases in at least two courts to identify current caseload processing timeframes</p> <p>Assistance provided to the specialized departments of Skopje 2 Basic Court, as needed, on addressing delays in:</p> <ul style="list-style-type: none"> <li>▪ Commercial law and bankruptcy, and</li> <li>▪ Labor cases</li> </ul> <p>Assist Academy in trainings for specialized departments staff</p>	<p>April 2008 and ongoing</p> <p>May 2008 and ongoing</p> <p>May 2008 and ongoing</p> <p>May 2008 and ongoing</p>	<p>JRIP Team</p> <p>Nena Ivanovska JRIP Team</p>	<p>MOJ, Supreme Court, Administrative Court (AO)</p> <p>AO, Supreme Court, two courts processing labor and commercial cases</p>	<p>Backlog and delay reduction committee established in the courts</p> <p>Commercial and labor cases resolved within the timeframes by the Law on Civil Procedure</p> <p>Commercial and labor cases resolved within the timeframes defined by the Law on Civil Procedure</p>



WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>2.3 Implementation of Law on Enforcement</b>					
Case management system for the Chamber of Enforcement Agents functional	Identify the functional needs to upgrade the automated CMS for the Chamber of Enforcement Agents	March – April 2008	Nena Ivanovska JRIP Team Consultant	Chamber of Enforcement Agents, MOJ, Chamber, Supreme Court, Skopje 2 Basic Court	Case management system for the Chamber of Enforcement Agents upgraded resulting in better reporting to the MOJ and improved transparency
Development of effective Chamber of enforcement agents	Assist in Training the executive board of the chamber on strategic planning and financial management	January-February 2008	Local expert Skopje 2 Court Committee		Chamber strategic and financial plan adopted
Public outreach and communications strategy established	Trainings prepared by European experts for MOJ supervisory department employees	March-April 2008			Public outreach improved by court sponsored press releases and media attention
MOJ supervisory department's capacity to monitor performance of enforcement agents increased	Assist the Board of Enforcement Agents to prepare outreach and communications plan	February 2008 and continuing throughout Year 1			MOJ personnel trained on how to perform supervision
A methodology for filtering and purging old court enforcement cases developed and implemented in the courts	Facilitate joint meetings between the Chamber of Enforcement Agents and other government representatives on identifying, purging and transferring enforcement cases	February-March 2008			Old court enforcement cases reduced and transferred to Enforcement Agents by December 31, 2008
A functioning supervisory department of the MOJ	Assist 3 or 4 basic courts in identifying, purging, and transferring enforcement cases	February 2008 and continuing throughout Year 1			
	Formulate procedures for transfer of enforcement cases from all basic courts	Throughout Year 1			
	Disseminate effective transfer procedures for enforcement cases to all remaining courts	April 2008			

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	Document recommendations for eliminating the backlog of old enforcement cases  Assist the courts and Chamber to implement recommendations for filtering and purging the backlog of enforcement cases MOJ and Chamber of Enforcement Agents to develop manual for oversight process	Throughout Year 1  April – September 2008			
<b>2.4 Implementation of Law on Academy for Training Judges and Prosecutors (Academy)</b>					
Strengthened Training Academy; training curriculum for court staff implemented by Academy	Assist in the development of curriculum with two workshops on: <ul style="list-style-type: none"> <li>▪ Caseflow management</li> <li>▪ Court administration</li> </ul>	May – July 2008	Gordana Stojanova Nena Ivanovska Joseph Traficanti	Academy for Training	Two workshops conducted under the auspices of the Academy
Training for judges and court administrators in support of caseflow management	Assist Academy staff in planning and coordinating training for judges and court administrators in caseflow management and court administration	April – July 2008	Nena Ivanovska, Gordana Stojanova; Communication coordinador	Academy for Training	Judges and court administrators trained in caseflow management and basic court administration
<b>2.5 Implementation of Law on Court Services</b>					
Law on Court Services drafted and enacted	Technical assistance to MOJ in review and changes to the draft law prior to be submitted to Parliament	October 2007 – March 2008	Nena Ivanovska Sam Juncker Gordana Stojanova	AO, Supreme Court, MOJ, and Rules and Practices Committee	Draft Law on Court Services improved by inclusion of suggestions from various public discussions and information sessions addressing court staff concerns
Courts assisted in implementing the new law	Conduct workshops on implementation of court administrators and lead action planning, see Court Administration, Section 3.1 et seq.	After the new law is enacted  March–July 2008			Law on Court Services enacted

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Sub-regulations to the law developed	Facilitate discussions and recommendations from the Supreme Court, AO, and courts on draft sub-regulations for implementation of court administrators Support Planning and Change Management for Establishment of Court Administrators				Sub-regulations drafted
Human Resource Department established at AO  Staffing study of the non-judicial work force adopted after approval by CBC or other relevant body (long-term goal)	Supply reference material regarding a judicial branch human resources plan.  Assist in development and implementation of human resources department at the AO  Support AO in conducting a staffing study	October 2008	Nena Ivanovska Sam Juncker Gordana Stojanova Joseph Traficanti Consultant	AO JC Supreme Court Basic Courts Appellate Courts	Commencement of court staffing study by AO (long-term initiative for AO)
Court secretaries transitioned into professional court administrators	Assist the Academy and AO in training of court secretaries for their transition to their new role of court administrators	Throughout Year 1	Nena Ivanovska Sam Juncker Gordana Stojanova Joseph Traficanti	Academy AO Supreme Court Basic Courts Appellate Courts	New court administrators fully trained and operational in core court administration competencies
<b>2.6 Implementation of Law on Judges Salaries</b>					
An effective Law on Judges Salaries	Assist as necessary in implementation of the Law on Judges Salaries; support drafting of revisions when requested as the need arises	Throughout Year One	Nena Joe Traficanti	MOJ Judicial Council	Revised law adopted and implemented
<b>2.7 Other Laws and Amendments</b>					
Laws and regulations established which bring the Macedonian	Participate in the legislative MOJ working group drafting sessions upon request and agreement	TBD	Nena Ivanovska JRIP Team	MOJ, Supreme Court AO, caseflow committees	New laws or amendments relating to the justice sector drafted and implemented as needed

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Judiciary into harmonization with EU Standards	Organize public education campaigns following enactment of relevant new laws if requested	TBD			Public education campaign conducted as needed

### 3. COMPONENT B—IMPROVEMENT OF COURT PRACTICES AND MATERIAL RESOURCES

#### 3.1 ENHANCED COURT ADMINISTRATION PRACTICES

Parties within and outside the court system have identified the lack of modern court administration within the courts as a serious constraint to increased efficiency and operation of the courts. In order to implement sustainable reforms in court administration, as contemplated in the draft Law on Court Services, it will be necessary to develop: an automated information system that can be maintained within the courts’ resources; effective coordination among all justice sector stakeholders; strong management role of court administrators; and the effective dissemination of information among the courts on successes and best practices. Year 1 activities in these areas will include the following goals and activities:

#### **Develop Administrative Office as Effective Central Administrative Body for the Judicial Branch in Supporting and Accomplishing the Non-Judicial Functions of the Court**

- Provide strategic planning support services to AO and judicial branch leadership through the development of an immediate, mid-term, and long-term strategic plan
- Work with AO staff to strengthen institutional capacity through the creation of a judicial branch personnel system blueprint
- Provide weekly mentoring and in-service training support to designated AO staff in the field of budget and financial operations, administration development, implementation of human resource capabilities and caseload management
- Assist AO in development and presentation of draft, standardized policies and procedures forms
- Complete a study visit to a European court or professional court organization to learn more about international court administration best practices
- Assist the AO adopt allocation of tasks based on specialization of tasks within AO
- Present options to AO to further expand its capacity to train court administrators including the presentation of possible regionalization of the AO
- Assist in the development of an action plan to integrate operations with those of individual courts to strengthen AO capacity to identify individual court budgetary and operational needs

### **Collaboratively Develop New Practices for Streamlining Case Resolution and Reducing Case Backlog to Increase the Effectiveness of the Court**

- Provide technical support to the AO for on-site assistance to review monthly and annual reports submitted to the Supreme Court
- In collaboration with the Supreme Court and AO, implement unified backlog and delay reduction plan template and action plan for nationwide implementation
- Working with the ATJ, develop differentiated Case Management (DCM) and Triaging procedures
- Develop weighted caseload concepts for inclusion in training courses to be developed by the ATJ and AO

### **Strengthen Capacity of Senior Non-judicial Staff and Court Administrators to Fulfill Role as Court Managers**

- Develop training curricula and Court Administrators workshops incorporating development of draft delay reduction action plan, public access, budgeting and financial management, IT and human resource management and build upon best practices established under the earlier Court Modernization Project's pilot court program
- Conduct 4 appellate court regional workshops on: court leaders and managers
- Provide workshops on development of court practices and harmonization of existing daily work practices of court administrators
- Provide material support to courts to support improved caseload management as needed, such as ICT, office supplies, furniture, office equipment etc.
- In cooperation with the ATJ, present basic caseload management training to untrained judges and staff of the new Administrative Court
- In coordination with MOJ, conduct a training on ICIS in the Administrative Court addressing nomenclatures and data entry procedures

## **3.2 IMPROVEMENT OF PUBLIC ACCESS, SERVICES AND INFORMATION**

A priority area identified by the Chief Justice of the Supreme Court is making the courts more transparent and accessible to the public. The earlier Court Modernization Project worked to improve court transparency and accessibility through public user satisfaction surveys, newsletters, informational brochures, Supreme Court/Administrative Office website, public discussions on proposed changes in the law etc. The JRIP team will build on these earlier successes to institutionalize and make these innovations sustainable with AO management and oversight. In coordination with the activities described under "Court Administration," Year 1 priorities will be placed on making the case filing process more transparent, court performance data more readily available to the public and successful reforms regularly documented and disseminated among the courts. In consultation with the local courts, the JRIP team will assist in identifying and implementing ideas for making the courts more transparent to the public, such as posting; explanations about court functions; structure, operations and procedures at an information kiosk; fee schedules; codes of conduct (to be addressed in Year 2); etc. Year 1 activities will include:

## **Strengthening Customer Service Orientation to Enhance Public Trust and Confidence in the Courts**

- In cooperation with the Academy, provide onsite training and mentoring assistance to train trainers to deliver service training for court staff and provide logistical support in planning and organizing activities
- Provide technical assistance to AO and court presidents to develop standards, initiatives, and accountability mechanisms related to quality of customer service
- Working with the Academy, provide support to AO and president judges for training Public Information Officers (PIOs) as requested by the Court Book of Rules article 354
- Provide onsite training to designated court personnel to deal with the media, parties, and public requests for information
- In collaboration with president judges and court administrators develop public relation guidelines for practices and procedures for courts of Macedonia
- Assist AO in producing and distributing leaflet on “Court and Media relationships”
- Assist AO to develop and implement, in all basic courts, the court user satisfaction assessment tool developed under the CMP

## **Produce and Disseminate Public Information on Court Functions, Structure, and Operations and Procedures to Enhanced Pubic Trust and Confidence in the Courts**

- Help develop basic court web pages for each court that does not currently have information available through the Supreme Court website
- Help develop an AO webpage through either the Supreme Court or the Judicial Council
- Provide on-site assistance to AO to develop and implement a manageable format for producing newsletters in-house
- Facilitate the dissemination of successful court practices shared with other courts, AO and Supreme Court

### **3.3 COURT FINANCING STUDY**

JRIP will conduct an assessment of current court financing practices in Macedonia. This study will review the current method by which the courts are financed in Macedonia, review the current system of court fees and their relation to services provided, historical funding levels and trends for the judiciary, and the projected financial needs of the court system (short, medium, and long-term), with regard to both human and material resources. The study will also review the procedures by which funding is provided to the courts for payment of trial costs (such as costs of experts) and for the procurement of materials and services required for court operations. The study will also present and review options for court financing, including new or revised fee-for-service systems, and will look at how court financing is handled in other countries. The study will provide recommendations regarding means by which the basic system of financing for the judiciary can be restructured to provide greater levels of financing to it on a longer-term basis. This study will be conducted in cooperation with the Administrative Office, Supreme Court, Ministry of Justice, and Ministry of Finance.

### 3.4 COURT COMPUTERIZATION

Under the sub-regulations of the Book of Procedures, the MOJ requires that all court registers be automated by January 1, 2008. However, the MOJ's own IT strategy appropriately notes that "ICT systems are not largely accepted by the judges and administrative staff and are not integrated in their day to day activities." The MOJ is actively training intake staff in all courts on the Integrated Court Information System (ICIS), in which all register data is to be entered, and exerting strong leadership in requiring all courts to begin the process immediately of transitioning from manual to automated registers. However, consistent implementation will be a challenge.

The objective of the JRIP over the next 3 years is to assist Macedonia transition to a new Case Management System (CMS). Challenges to successful implementation of a new CMS include: ensuring that equipment and software are maintained and updated; IT support is readily available to all courts; improved statistical reporting practices for tracking and analyzing data ; and the development of a legal culture among all registry staff that ensures that case related data is entered in a consistent and standardized fashion. Without sufficient, reliable information, the AO will not be able to make objective management and budget decisions, the JC will not be able to objectively evaluate judge performance, and the Supreme Court will not be able to objectively review the performance of all courts comparably.

Per the MOJ's directive, the JRIP objective for computerization in Year 1 will be to help ensure that an appropriate inventory of computer equipment is completed. In addition specifications for a new CMS will be completed and a Request for Quotes (RFQ) process established. These efforts will include an in-depth review of MCMP's ICIS report.

Specific Year 1 activities will include:

#### **Develop a Master Plan for Judicial Automation in the Courts**

One of the major needs of the Macedonian judiciary is the development of a master plan to implement the overall automation strategy of the Ministry of Justice. The overall plan of the MOJ will naturally include all justice sector agencies. However, the Project's focus is on the judiciary. The master plan will be built by users and leaders within the court system with the assistance and support of JRIP. The Project will review results of user group evaluation of the current EAR/EU case tracking software and coordinate with existing national justice automation user groups to develop a 3-year judicial automation master plan

### **Complete Phase 1—Assessment of current IT Needs in the Courts**

- Provide comprehensive assessment report of IT infrastructure, Equipment, and Training Needs
- AO and MOJ review of recommendations from the MCMP on ICIS
- Establishment of a Court Communication Technology (ICT) Committee established as a permanent body under auspices of the Supreme Court and/or the MOJ
- Review of AO and MOJ collection instruments for inventory of IT infrastructure equipment and training needs in collaboration with the AO, Supreme Court IT Department, and the MOJ

### **Complete Phase 2—Formulate and Implement Model Computerization Plan for the Courts**

- Develop and monitor implementation of a Model Computerization Plan
- Court ICT Committee completes Model Computerization Plan identifying key requirements, and factors necessary for successful automation of the courts
- In collaboration with MOJ Working Group on integrated court information system nomenclatures, establish standardization of integrated court information system key caseflow monitoring data elements and system nomenclatures
- Provide assistance to AO and Supreme Court to develop key court case data elements essential for standardized statistical reporting
- Define technical specifications for software and hardware and training needs for roll out of court automation in year 2
- Identify court IT infrastructure needs including LAN, WAN, etc. required for new CMS
- Functional specification and draft Terms of Reference for new CMS system completed
- Identify potential US and local software vendors for procurement of equipment
- Hold a pre-bid conference to collect proposal and bids of potential vendors
- In collaboration with MOJ and Court ICT Committee evaluate bid proposal and award contract to develop case management system

## **3.5 AUTOMATION AND MATERIAL SUPPORT**

In Year 1 JRIP will provide modest material support to improve court practices that enhance transparency and effectiveness including the following activities:

- Collaboratively establish action plans to make modest upgrades in equipment and material to courts in year 2
- Complete study on the use of electronic court recording in Basic Court Skopje 1 and Gevgelija and assess the costs and benefits of verbatim recording equipment and determine feasibility of installing and implementing appropriate systems in basic courts based on report recommendations
- Assess options for upgrading legal and judicial information on Supreme Court website
- Provide Supreme Court and the AO expertise to develop expanded and more user friendly website for judges and legal practitioners to provide greater access to laws, case decisions, links, blogs, court practices, etc.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>3.1 Court Administration and Management</b>					
Enhanced administrative and management capacities of the Administrative Office and Courts	<p>Lead the AO staff and judicial branch leadership through a strategic planning process in developing mid-term and long-term strategic plans. Work with AO to develop a judicial branch personnel system blueprint or outline</p> <p>Provide individualized assistance and mentoring, on a weekly basis, to designated AO staff in the field of budget and financial operations, facilities administration, development and use of informational technology, development and implementation of a human resource capabilities and caseload management. The assistance and the mentoring will be concentrated on fulfillment of goals specified in the AO/JRIP strategic plan of cooperation</p> <p>Assist AO in development and presentation of draft, standardized policies, procedures and forms, in the human resource area.</p>	<p>Beginning in October 2007 and continuing for 6 months following the decision on transfer of the AO to the Judicial Council Within 2 months of enactment of the Law on Court Services and ongoing throughout year</p> <p>Ongoing throughout Year</p>	<p>Sam Juncker Gordana Stojanova</p> <p>Sam Juncker Gordana Stojanova JRIP team</p> <p>Sam Juncker Gordana Stojanova JRIP team</p>	<p>AO, Judicial Council, MOJ and Supreme Court</p> <p>AO, Supreme Court, Administrative Council</p> <p>AO, Supreme Court, Administrative Council</p>	<p>AO Strategic Plan of Action: "Blueprint for Tomorrow: Judicial Sector Plan 2008-2010" produced including judicial branch personnel system.</p> <p>Improved AO strategic planning capacity and operational capacity demonstrated by more efficient budget and statistical reports; AO personnel designated for specific areas of reform resulting in more effective budget process and enhanced court resources</p> <p>Specific policies, procedures and forms drafted and presented by the AO. These forms used by all courts for their monthly and annual reporting.</p> <p>AO has equipment needed to perform effectively</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<p>Specialized staff from the AO supervising targeted issues in the basic courts</p>	<p>Strengthen AO capacities to advocate for financial resources and staff in the courts (see 3.3, Court Financing)</p> <p>Provide limited commodity and equipment assistance to AO to address priority needs as needed</p> <p>Assist AO to adopt allocation of tasks based on specialization of tasks within the AO<sup>4</sup></p> <p>Work with AO staff to provide training and mentoring to appellate court secretaries to assume broader role in managing court administration at courts in their regions</p> <p>Present options to the AO for further development of court administrators, including possible regionalization of the AO</p>	<p>March 2008 and throughout Year 1</p> <p>Ongoing through September 2008</p> <p>TBD</p> <p>March and Ongoing through September 2008</p>	<p>Sam Juncker Gordana Stojanova</p> <p>Ljupco Tagasovski Communications Coordinator</p>	<p>AO, basic courts, Academy</p>	<p>A more efficient AO which meets international standards of court management and operations</p>

<sup>4</sup> As discussed with USAID, because of limited court administration capacities within the AO currently, it is preferable to divide tasks within the AO by specialization. Thus, responsibilities are divided in the areas of: caseload management, ICT, court facilities, finance and budgeting, personnel management, public access, etc. This approach will strengthen skills within the AO. Each staff person will focus on their areas of developed expertise in all of the courts. As AO staff are developed in their knowledge and capacity in all subject areas, the Project will work with the AO later in the Project to assign responsibilities by region.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Improved and standardized information mechanism for AO communications with the local courts	Develop action plan to integrate operations with those of individual courts to identify individual court's IT, budget, and other court operations needs	May 2008	Gordana Stojanova Ljupco Tagasovski Communications Coordinator	MOJ, AO, Supreme Court, Judicial Council	<p>Action plan clearly defining standardized mechanisms to be used in each court to transmit IT, budget, and other operational needs of individual courts</p> <p>Improved communications between the courts through more effective use of the ABMS application.</p>
Improved institutional capacity of AO and Supreme Court which administers oversight of caseload and all other court administration mandates.	Support the AO in analyzing monthly and annual reports submitted to the AO and Supreme Court With the support of the Supreme Court and AO, implement, unified, backlog and delay reduction template and action plan for nationwide implementation determined	<p>January 2008 and ongoing</p> <p>January 2008</p>	Sam Juncker Gordana Stojanova JRIP team	Supreme Court and AO	<p>Template for national-level backlog and delay reduction plans developed</p> <p>Caseload management committees established in each court</p> <p>Backlog and delay reduction plan adopted by each court</p> <p>Recommendations submitted to Supreme Court and AO to further strengthen case management and reduce delays and backlog</p> <p>Delay reduction mechanisms, 2008 goals and standardized evaluation reporting tools established and implemented in all Macedonia courts</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Differentiated Case Management (DCM) and weighted caseload concepts adopted and used in all basic courts	<p>Support stakeholders working group to develop guidelines for DCM within existing procedural framework</p> <p>Develop a set of courses, in cooperation with the Academy, on differentiated caseload management, alternative dispute resolution, individual and master calendars and application of weighted caseload concepts to assist the court administrators and caseload management committees in developing and implementing novel caseload management processes and practices</p>	<p>July 2008</p> <p>July 2008 and ongoing</p>	<p>Sam Juncker Gordana Stojanova Short term local consultant JRIP team</p>	<p>Supreme Court, Judicial Council, Judges Association, Academy, court administrators, court caseload management committees</p>	<p>DCM and weighted caseload training and guidelines developed</p> <p>Courts introduced to international standards for caseload management, techniques and tools which will be presented in a course on specific backlog and delay reduction tools</p>
Strengthened capacity of senior non-judicial staff and court administrators; capacity enhanced in areas of public access, trust and confidence, budget and finance, court facilities, IT and human resource and case management	<p>Develop training curricula for court administrators</p> <p>Support court administrators workshop incorporating development of a draft backlog and delay reduction action plan, public access, budget and finances, court facilities, IT and human resource management initiatives; build upon successfully implement MCMP pilot court experiences; considering each court's 2007 statistical report, tradition and individual court culture and needs. Workshop activity to include action planning exercises on specific reforms to be undertaken in the respective courts</p>	<p>January 2008</p> <p>February 2008 / following enactment of the Law on Court Services</p> <p>March 2008</p> <p>June 2008</p>	<p>Sam Juncker Gordana Stojanova JRIP team</p>	<p>Supreme Court, AO, Academy and courts</p>	<p>Court Administrator curricula developed</p> <p>In cooperation with the Academy, a cadre of court administrators training</p> <p>Specific action plans by court administrators presented and implemented in their respective courts.</p> <p>Court Administrator position effectively implemented as demonstrated by improved statistical reporting and introduction of caseload management principles in each court</p> <p>Four regional workshop conducted on development of new court practices and harmonization of existing, daily work conducted</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	<p>Four appellate court regional workshops on: court leaders and managers—essential cooperation for an effective and efficient court</p> <p>Workshop on development of new court practices and harmonization of existing, daily work practices of court administrators</p> <p>Limited material support to courts to support improved caseflow management as needed</p>	TBD			
Case management protocols and procedures established in the Administrative Court	<p>Present basic caseflow management training to untrained judges and staff of the new Administrative Court</p> <p>Limited material support to Administrative Court to support improved caseflow management as needed</p>	TBD as administrative staff are in place As soon as new administrative staff are in place	Sam Juncker Gordana Stojanova JRIP team	Supreme Court, AO and Academy	<p>Administrative judges and court staff trained in caseflow management</p> <p>Effective case tracking and management system implemented in the Administrative Court</p>
A National Court Improvement Program that will build upon the judicial reform strategy of Macedonia	Promote a wider representative group from all courts to build consensus and a critical mass of support through workshops for court administrators and on caseflow management, examining representative court data, exposing participants to best practices, discussing obstacles to improvement and engaging participants in action planning exercises	February–June 2008	Sam Juncker Gordana Stojanova JRIP team	Court committees, president judges, court administrators, AO, Supreme Court and Academy	National Court Improvement Program developed and accepted by the basic and appellate courts <sup>5</sup> , MOJ and Supreme Court

<sup>5</sup> The MOJ has implemented a Judicial Reform Strategy, which the project should build upon.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>3.2 Improvement of Public Access, Services and Information</b>					
<p>Development of strong customer service orientation in the courts</p> <p>Development of Public Information Officers (PIOs)</p>	<p>Assist in training trainers to deliver onsite customer service training for court staff and provide logistical support for trainings</p> <p>Work with AO and court presidents to develop standards, initiatives, and accountability mechanisms related to quality of customer service</p> <p>Working with the president judges, define appropriate approach for assisting AO in planning for development of PIO's. See Article 354, paragraphs 3-4 of the Court Book of Procedure</p> <p>Working with the president judges and court administrators on development of public relations guidelines, practices and procedures for the courts of Macedonia</p> <p>Work with president judges in designating a judge and/or a staff member to communicate to the public as PIO</p> <p>Provide training to designated persons on how to deal with the media, parties and public requests for information</p> <p>Leaflet on "Court and Media relationship" produced</p>	<p>March 2008</p> <p>June 2008</p> <p>September 2008</p> <p>June 2008</p>	<p>Sam Juncker Gordana Stojanova Communications Coordinator JRIP team</p>	<p>Supreme Court, AO, Academy, Council of Court Administration, president judges and court committees</p>	<p>In cooperation with the Academy, relevant court staff trained in each court on customer service</p> <p>Plan of action developed for implementation of PIO's in the courts</p> <p>Standardized PR procedures established and 31 designated PIO's trained on media relations</p> <p>A leaflet on "Court and Media Relationship" published and distributed to all President Judge and Court Administrators</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
A high level of court user satisfaction established	<p>Assist AO to develop and implement in all basic courts a court user satisfaction assessment tool</p> <p>Assist AO to meet and review with president judges and court administrators results of the public user satisfaction survey conducted, and define plans of action to enhance public user satisfaction</p>	<p>March 2008</p> <p>March 2008</p>	<p>Sam Juncker Gordana Stojanova Communication Coordinator</p>	<p>AO, Supreme Court and basic courts</p>	<p>Public user satisfaction tool implemented by AO in 27 basic courts</p> <p>Public user satisfaction areas for improvement identified and plans of action developed and reported by each basic court to the AO</p>
Public information provided through websites including court functions, structure, operation and procedures	<p>Develop basic court web pages for each court that does not have information available to the public through the Supreme Court website</p> <p>Develop an AO webpage through either the Supreme Court or Judicial Council, depending on the decision regarding the transfer of the AO and CBC</p>	<p>June 2008</p> <p>September 2008</p>	<p>Communication s Coordinator JRIP Team Vladimir Manasieski</p>	<p>Supreme Court, AO and basic courts</p>	<p>Information on court functions, structure, and operations disseminated AO webpage developed</p>
Newsletter periodically Published by the AO	<p>On-site project assistance provided to AO to develop and implement a manageable format for producing newsletters in-house</p>	<p>January and February 2008 and continuing throughout Year 1</p>	<p>Sam Juncker Gordana Stojanova Communication s Coordinator JRIP Team</p>	<p>AO and Supreme Court</p>	<p>AO and Supreme Court Staff responsible for producing newsletter designated</p> <p>AO newsletters produced and distributed twice annually</p>
Dissemination of effective court practices	<p>Successful court practices documented and shared with the other courts, AO and Supreme Court</p>	<p>September 2008</p>	<p>Sam Juncker Gordana Stojanova Communication s Coordinator JRIP Team</p>	<p>Supreme Court, AO and basic courts</p>	<p>Through the AO web site and newsletter, key successful court practices documented and shared with other courts and the public</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>3.3 Court Financing Study</b>					
<p>Higher levels of financing for court operations and streamlined budget process</p> <p>A public more aware of judicial processes and budgeting</p>	<p>Assessment of: current court financing practices in Macedonia; current system of court fees and their relation to services provided; historical funding levels and trends for the judiciary; projected financial needs of the current system (short, medium and long term), with regard to both human and material resources; procedures by which funds are provided to the courts for such costs as reimbursing experts and procuring materials and services; and practices of other European countries in managing court finances</p> <p>Public presentation to raise public awareness of the findings and recommendations of the budget study</p>	<p>September 2008</p>	<p>Sam Juncker Gordana Stojanova</p>	<p>AO, Supreme Court, MOJ and Ministry of Finance</p>	<p>Detailed report on the assessment completed</p> <p>Court Financing Study completed presenting options for court financing, including new or revised fee-for-service systems, recommendations regarding means by which the basic system of financing for the judiciary will result in higher levels of financing to it on a longer-term basis, and short-term recommendations on where court costs should be reduced</p> <p>Public awareness through a public presentation of the findings and recommendations of the study will be scheduled in collaboration with the AO and CBC to raise public attention of all three branches about the funding of the judiciary</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>3.4 Court Automation and Material Support</b>					
Master Plan for Judicial Automation	Review ICIS report completed by MCMP –September 2007; Review results of user group evaluation of EAR/EU case tracking software <sup>6</sup> . Conduct an inventory of all ICT equipment, develop an ICT plan, and implement that plan. Coordinate existing national justice automation user groups to develop 3-year judicial automation master plan <sup>7</sup>	February 2008 and ongoing	Ljupco Tagasovski AO SC IT MOJ	Macedonian Action Committee for Court Automation (MACCA), MOJ and AO	An ICT strategic plan for the courts developed
Phase 1-Assessment of IT Infrastructure, Equipment, and Training Needs	The AO and MOJ complete their review of recommendations from the MCMP on ICIS	November 2007	Ljupco Tagasovski Sam Juncker US or	Court ICT Committee, Supreme Court, AO and MOJ	Inventory of IT equipment and infrastructure completed  Assessment Report on IT

<sup>6</sup> The Review of the Integrated Court Information System (ICIS) in Selected Courts of the Republic of Macedonia was completed in September 2007. It notes in its recommendations to the Administrative Office of the Court Budget Council and the Ministry of Justice on pages 9-10 that “[s]everal years ago, ICIS was developed for the Republic of Macedonia. However, as this project began, ICIS was partially used in only three courts, Supreme Court, Skopje Appellate Court, and the Basic Court Skopje 1. Various other courts developed their own system(s) for case management and monitoring... [I]t may be better in the long run to address ICIS’s flaws, correct them in a practical way, and then use ICIS as a bridge to a new technology platform in the future.” However, the report warns on pages 21-22 that “fatal issues will arise if too much effort is spent attempting to automate the current manual system without first determining the usefulness of those manual practices... Past experience has taught court managers that wherever possible, it is best to start with basic functionality... Managers must guard against the dangers of attempting to move too fast...”

<sup>7</sup> As noted on page 6 of the MOJ’s Strategy for Justice Information and Communication Technology, 2007-2010, completed in July 2007, notes that the document “represents the intentions of the Ministry of Justice (MOJ) and the other justice institutions within the framework of the justice system (JS) in the Republic of Macedonia for full implementation of information and communication technology (ICT) in the justice system in the period 2007-2010... [T]he Working Group has defined the scope of work, whereby it has been concluded that the justice information system in the Republic of Macedonia encompasses 27 basic courts, 4 courts of appeals, the Administrative Court, and the Supreme Court of the Republic of Macedonia, 22 basic public prosecutor’s offices, 3 higher prosecutor’s offices, and the Public Prosecutor’s Office of RM, as well as 13 penitentiary institutions of RM located in 40 separate facilities throughout the state.”

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<p>Court computerization needs assessed</p> <p>Model computerization plan developed</p> <p>Integrated court information system key caseflow monitoring data elements and system nomenclatures standardized<sup>8</sup></p>	<p>Court Information and Communication Technology (ICT) Committee established as a permanent body under the auspices of the Supreme Court</p> <p>The Court ICT Committee completes its review of recommendations from the MCMP on ICIS</p> <p>Review with the AO and MOJ possible collection instruments for inventory of IT infrastructure, equipment and training needs in the courts</p> <p>Working with the AO, Supreme Court IT Department, and MOJ, assess inventory of IT infrastructure, equipment and training needs in the courts</p>	<p>February 2008</p> <p>December–January 2008</p> <p>February 2008</p>	<p>European consultants</p>		<p>Infrastructure, Equipment and Training Needs in the courts completed and submitted to the ICT Court Committee, Supreme Court and MOJ</p> <p>Court nomenclatures standardized</p>
<p>Phase 2 – Formulate and Implement Model Computerization Plan</p>	<p>Begin development and monitor the implementation of a Model Computerization Plan</p>	<p>February 2008</p>	<p>Sam Juncker Ljupco Tagaskovski Gordana</p>	<p>AO, Supreme Court, MOJ and court technology committee</p>	<p>Court ICT Committee established</p> <p>Model Computerization Plan completed</p>

<sup>8</sup> On page 28 of the **Review of the Integrated Court Information System (ICIS) in Selected Courts of the Republic of Macedonia**, the report notes: “Currently, there is no central ICIS database... This is so, because local courts enter nomenclatures in a variety of ways. This causes invalid statistical reports on the national level... The recommendations of MACCA are: 1. Nomenclatures are centralized. This refers to the step of creation and maintenance of nationwide defined nomenclatures...”

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	<p>Court ICT Committee completes a Model Computerization Plan and determines:</p> <ul style="list-style-type: none"> <li>▪ court functions which should be computerized to best improve efficiency, productivity and quality;</li> <li>▪ hardware and software configuration recommended to address those needs;</li> <li>▪ technical support requirements for such system;</li> <li>▪ associated database creation and maintenance requirements;</li> <li>▪ bridging of data requirements; and types of trainings required for judges and other court staff to support such system.</li> </ul>	<p>March 2008</p>	<p>Stojanova</p>		<p>Specifications for a new caseload management and information system developed</p> <p>Strategic plan for court technology developed</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<p>Standardization of integrated court information system key caseflow monitoring data elements and system nomenclatures</p>	<p>Work with the MOJ to facilitate MOJ working group on integrated court informational system nomenclatures</p>	<p>November 2007 to June 2008</p>	<p>Ljupco Tagaskovski Sam Juncker Gordana Stojanova</p>	<p>AO, Supreme Court, MOJ and court information, communication and technology committee</p>	<p>System of nomenclatures developed  List of Key Caseflow Monitoring Data Elements Adopted by the Court ICT Committee and AO Technical specifications completed</p>
	<p>Assist the AO and the Supreme Court to develop a list of key court case data elements, essential for standardized statistical reporting</p>	<p>March 2008</p>			
	<p>Work with the MOJ and Court ICT Committee to assess and determine additional court hardware, software and training needs</p>	<p>April 2008</p>	<p>Nena Ivanovska Intern Ljupco Tagaskovski Sam Juncker</p>	<p>AO, Supreme Court, MOJ, local courts and Court ICT Committee</p>	
	<p>Review computer hardware, LAN, WAN, and bandwidth needs, etc., for a new CMS, and compare those needs with the infrastructure currently available</p>	<p>April 2008</p>			
	<p>Complete desirable technical specifications for the new automated CMS. Draft Terms of Reference and functional specifications</p>	<p>May 2008</p>			
	<p>Assist the Court ICT Committee, local court committees and other justice system partners to develop desirable functional specifications for the automated case management system, e.g., case creation, case updating, indexing, notices, warrants, dispositions, statistical reporting, scheduling of events, exception reports, transfer of existing ICIS case-related data</p>	<p>May 2008</p>			

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
A caseflow management and information system to replace the current ICIS system	Creation of a software application for a new case management system  Support development of IT Help Desk	March–September 2008  March–September 2008	Ljupco Tagasovski Sam Juncker	AO, Court ICT Committee, Supreme Court, MOJ	Completed RFQ and commencement of tender process for a new CMS  Contract with a software company to modify, test and install the new CMS  IT Help Desk established
Verbatim Recording Systems installed in courts (long term)	Review the use of electronic court recording in Basic Courts Skopje 1 and Gevgelija and assess the costs and benefits of verbatim recording systems Determine feasibility of installing and implementing appropriate systems in the basic courts	September 2008	Ljupco Tagasovski Sam Juncker Joe Traficanti	AO, Supreme Court and MOJ	Report and Recommendations on Implementation of Electronic Court Recording Equipment in Basic Courts completed
Up-to-date state of the art Supreme Court web site	Analyze options for upgrading legal and judicial information on Supreme Court website Provide Supreme Court expertise to develop expanded and more user-friendly website for judges and legal practitioners, including laws, case decisions, links, blogs, court practice, etc.	July 2008 Beginning in September 2008	Ljupco Tagasovski Sam Juncker Joe Traficanti	Supreme Court	Plan adopted by Supreme Court for upgrading its website Supreme Court web site updated and operational