

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



**Year 2  
(September 10, 2008 – September 9, 2009)**  
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## **1. YEAR TWO 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 (the Project) is uniquely positioned to help Macedonia's judiciary build on existing momentum and achieve its goal of becoming an independent judiciary meeting European standards. During the remaining 22 months, the Project will keep investing efforts to 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

The following outline constitutes the Second Annual Plan to achieve these overall goals. It is possible that not all activities of the Project will be active during the second year; as appropriate, they will be brought into the third year plan.

### **1.1 OVERALL PROJECT MANAGEMENT**

Throughout Year 2 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 2 JRIP will seek to renew and refocus the Memorandums of Understanding (MOUs) signed with the 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. 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:

- Support the Supreme Court in establishing a court information and communications technology (ICT) planning committee that will develop the court's ICT strategy and make recommendations on ICT issues
- Publicize and promote joint events and cooperation efforts of the Supreme Court and Ministry of Justice
- Enhance the 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>					
<p>Partner Stakeholder and Counterpart Institution Coordination</p> <p>Working relationships, assistance strategies, and project implementation actions defined with Project counterparts</p> <p>Stakeholder working groups established in conjunction with the MOJ and/or the AO</p>	<p>Reinforce the separate MOUs between the Project and the Supreme Court and Ministry of Justice</p> <p>Memorandum of Understanding (MOU) established between the AO, the Project and possibly Judicial Council following clarification of the decision on transfer of the AO to the Judicial Council</p> <p>Meet on a quarterly basis under the auspices of the Supreme Court and/or the MOJ to review and make recommendations on issues relating to ICT technology in the courts</p> <p>Meet on a weekly 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 development of policies and procedures for the AO. Provide support to innovations provided in the Court Book of Rules</p>	<p>Ongoing throughout Year 2</p> <p>Following legislative determination on transfer of the AO</p> <p>Ongoing throughout Year 2</p> <p>Ongoing throughout Year 2</p>	<p>JRIP team</p>	<p>AO, Training Academy, MOJ, Supreme Court, Judicial Council</p>	<p>Project activities are realized in accordance with the roles and responsibilities set forth in the MOU's signed with Project's partners and within the timelines of this work plan</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
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 the MOJ, promote co-operation and collaborative working relationships with all donors engaged in reforms in the justice sector	October 2008 and ongoing	JRIP team	World Bank, OSCE, Council of Europe, EU delegation and EAR	Regular updates on Project's activities through participation in coordination meetings and other means of information sharing
Consultations with court users; establishment of collaborative relationships with reform-oriented organizations	Facilitate discussions and activities such as: role of judges; postponements; processing case time frames, failures to appear; making hearings more meaningful; rules of conduct; court settlements; and mediation  Stakeholders participate in public discussions of draft laws and sub-regulations organized by the Project or provide input through periodic meetings with JRIP staff	Ongoing throughout Year 2	Nena Ivanovska JRIP Team	Bar Association, public defenders, NGOs, law schools, private sector organizations, enforcement agents, mediators and public notaries	Stakeholders' input considered and incorporated in draft laws and sub-regulation prepared by JRIP
Communications: keep justice sector counterparts, donors, and stakeholders informed of Project activities and successes on a regular basis	Maintain and update the JRIP website	October 2008 and updated on an ongoing basis	Jelena Janevska JRIP Team		Project activities, results, and best practices regularly posted on the JRIP website

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

The focus of Year 2 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 2, JRIP will work closely with the Ministry of Justice, Appellate Court Gostivar, Academy for Training Judges and Public Prosecutors (Academy), 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. During Year 1 the Project visited the Administrative Court and offered assistance as the court began operations. The court has had a very slow start up, due to a lack of human and material resources. Not all judges were appointed and court assistants still have not been selected. The court's computers are not connected and lack software necessary to transfer the appropriate database from the Supreme Court to this court. The project has offered to help with a website design, however this assistance cannot be provide until the court gets its domain from the Supreme Court. Many of these problems also apply to the Appellate Court Gostivar. In Year 2, the Project in cooperation with the Judicial Training Academy will provide training for judges and court personnel in case flow management, time management, ethics, customer service, and on the new case management system.

The Law on Courts established specialized departments in the courts with extended jurisdiction that, in addition to the new Law on Civil Procedure, were expected to provide for a speedier resolution of specific types of cases. These intended effects were not accomplished. Allegedly the most critical situation is with the labor and commercial cases. In order to get a clear understanding of the impediments still causing backlogs and to strengthen the efficiency of the courts with extended jurisdiction, the Project will work with labor and commercial departments of a few courts on determining the average processing time of labor and commercial cases by analyzing cases that were filed and closed between January 1, 2006 and June 30, 2008. It is expected that the results of the analyses will indicate possible bottlenecks in the Law on Civil Procedure to be addressed by changes in the Law or/and subjective weaknesses such as poor case management, judge's reluctance to fully exercise the means provided by the Law, etc. The Project and MOJ will then use these results to advise courts on implementing backlog reduction activities. JRIP will also facilitate meetings to share with other courts the positive experiences of labor and commercial departments that have had success in timely disposition of cases.

The Project and MOJ will also develop a manual for implementation of the Court Book of Procedures, sub-regulation to the Law on Courts. The Court Book of Procedures is currently interpreted many ways, which results in many different court processing practices and inconsistent application of its provisions. Once implemented the manual will help address such inconsistencies and provide for unification of court practices in all areas regulated by the Court Book of Procedures. If needed, prior to drafting the manual and in cooperation with the MOJ, the Project will initiate amendments to the

Court Book of Procedures to overcome possible gaps that may prevent proper implementation and usage of the new Automated Court Case Management and Information System (ACCMIS).

Year 2 JRIP key activities to support implementation of the Law on Courts include:

- Trainings of Gostivar Appellate Court staff and judges on case flow management, time management, ethics and customer service
- Trainings of Administrative Court staff and judges on case flow management, time management, ethics and customer service
- Work with the Supreme Court and the AO to establish court case flow committees to implement and monitor backlog and delay reduction programs to improve the timely disposition of specialized cases
- Identifying bottlenecks in the processing of labor cases (in Skopje 2 and Bitola) and commercial cases (in Skopje 2 and Shtip) as well as current time standards for processing of these cases in pilot courts in order to establish nationwide standards for commercial and labor cases
- Organizing working meetings with labor and commercial court judges from all extended jurisdiction courts and sharing results and recommendations from the analyses
- Developing Action Plans and establishing committees that will follow implementation of the recommendations and actions for reducing labor and commercial case backlogs
- Amending as needed the Court Book of Procedures (CBP) and drafting a manual to unify the implementation of the CBP throughout the court 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 the Judicial Council as an independent and non-partisan body that is mandated to elect, evaluate, discipline and dismiss judges. This body will need assistance as it realigns its existing criteria governing the selection, evaluation and dismissal of judges.

During Year 1, the Project met with Judge Bekir Iseni, President of the Judicial Council and Mrs. Iskra Popova, its General Secretary. During the meeting, the Project offered its assistance in the areas that are not supported by other donors. However, the Judicial Council has not provided the Project with a proposal for assistance.

In Year 2, the Project will reaffirm its offer to assist with an independent review of the sub regulations on disciplinary procedures for judges and criteria for determining permanent loss of capacity of a judge to hold office.

## 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 enforcement cases by December 31, 2008. The current backlog of old enforcement cases is around 615,000. The Project, MOJ and Chamber of Enforcement Agents in the first year developed a methodology for filtering and purging old cases in the courts. Fifteen volunteers in five pilot courts (Skopje, Prilep, Kumanovo, Tetovo and Gostivar) created an electronic registry of these cases. This electronic data will help the process of transferring cases from courts to enforcement agents' offices. This action is necessary in order to prevent disruption of the enforcement agents' work when this large number of old enforcement cases, approximately 615,000, is eventually transferred to the 56 enforcement agent offices.

The Chamber of Enforcement Agents was established in 2006 as a professional organization that protects the interests of the enforcement agent profession. A needs assessment, conducted in 2006, identified areas where this organization needs capacity building assistance. In 2009, the Project will follow up on this needs assessment by supporting training on strategic planning, communications, and assisting the Chamber to develop an annual financial plan.

Specific Year 2 activities will include the following:

- Disseminate effective procedures from five pilot courts to all basic courts for assessing, purging, and transferring enforcement cases
- Assist the MOJ to amend the Law on Enforcement and regulate transferring enforcement cases from courts to enforcement agents' offices
- Trainings on capacity building for the Steering Board and administrative staff of the Chamber of Enforcement Agents (Chamber) that will help the organization to grow and become more effective and service oriented
- Assist in development of the Chamber's outreach and communications plan, which will result in building a better public image and respect for this new independent profession
- Work with the Chamber to develop recommendations for a sustainable annual training curriculum for enforcement agents and assist in conducting that training
- Provide assistance to the MOJ in amending the Law on Enforcement in the area of supervision
- Assist the Chamber and MOJ Sector for oversight to develop a manual on supervision
- Facilitate a working session in 2008 with president judges regarding implementation of the Law on Enforcement

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

The Academy for Training Judges and Public Prosecutors (JTA), since its establishment in 2006, has not executed court administration training without external help although it has adopted a training plan for court staff covering the period 2007 - 2009. The Project has provided numerous trainings to court staff in cooperation with the JTA in the past few years. In Year 2, the Project will focus on the creation and delivery of trainings for court administrators and, as part of its mandate to assist with sustainability, will work closely with JTA to develop local faculties, who will continue teaching these courses in the future. This additional work with the JTA will include designing curriculum for court staff training and mentoring designated faculty in delivery of that training.

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

The former Macedonian Court Modernization Project (MCMP) and the MOJ worked on drafting the Law on Court Service. The Project has continued to improve the draft text of the law 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 by transitioning court employees from the executive to the judicial branch. It 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 Law on Court Service was adopted on July 25, 2008 and will become operational on January 1, 2009. The law envisions that six sub regulations will be prepared and enacted within six months from the date the law was published (by February 13, 2009). The Project will support implementation of this law by supporting the transition of court secretaries to court administrators. The Project will also assist in drafting and implementing the sub regulations with a special focus on criteria for employment, evaluation and promotion of court employees, case management and usage of information technology in the courts. The overall goal is to build competent, professional and accountable court administration staff.

Year 2 activities to assist implementation of the Law on Court Service will address key organizational changes and legal issues necessary for the Macedonian government to successfully implement a separate career track for court administration. The key issues and activities that will be addressed in Year 2 include:

- Support the MOJ working group to draft six sub-regulations
- Organize public discussion on draft sub regulations to get feedback from court personnel
- Support the establishment and work of the Court Administration Council mandated in the Law on Court Service

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

The Project will provide limited support for the drafting of other laws and amendments in Year 2 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.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>2.1 Implementation of the Law on Courts</b>					
Appellate Court Gostivar introduces practices for efficient case flow management	Training of Gostivar Appellate Court judges and staff on case flow management and court administration. See Section 3.1 et seq.	September 2009	Gordana S. Ribaroski Hanis Mehmedi Sam Juncker Jelena Janevska	Appellate Court Gostivar, AO, Academy	16 judges and court professional staff trained on case flow management
Specialized labor and commercial departments in basic courts with extended jurisdiction functioning efficiently	<p>Conduct Closed Case Survey on labor cases in Basic Courts Skopje 2 and Bitola and commercial case in Basic Courts Skopje 2 and Shtip, filled and disposed between January 2004 and December 2008</p> <p>Organize working meeting with judges from all extended jurisdiction courts and present results and recommendations from Closed Case Survey Analyses</p>	December 2008 and June 2009	Nena Ivanovska Keti Businoska	MOJ, Basic Courts Skopje 2, Bitola and Shtip	<p>Analyses on closed case survey and recommendations prepared</p> <p>Committee that will follow implementation of recommendations of Closed Case Survey established</p>
Uniform implementation of Court Book of Procedures	<p>Assist the MOJ in development of a manual on effective implementation of the CBP</p> <p>Organize information session and get feedback from courts</p> <p>Print and distribute Court Book of Procedures Manual</p>	<p>March and ongoing throughout Year 2</p> <p>April - June 2009</p>	Nena Ivanovska Keti Bushinoska Gordana S. Ribaroski Hanis Mehmedi JRIP Team	Supreme Court, MOJ, AO	Court Book of Procedures manual printed and distributed to court administration employees

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>2.2 Implementation of Law on Judicial Council</b>					
Judicial Council functions in transparent manner	Provide independent evaluation on sub regulations on disciplinary procedure and procedure for initiating and determining loss of capacity to hold judicial office	March 2009	Nena Ivanovska Keti Bushinoska JRIP Team	Supreme Court, AO, Judicial Council	Report on experts findings delivered to Judicial Council for action / implementation
<b>2.3 Implementation of Law on Enforcement</b>					
Development of effective Chamber of Enforcement Agents	Train the executive board members and administrative staff of the Chamber on financial planning and Annual Plan Development	January-April 2009	Nena Ivanovska JRIP Team Consultant Local expert	Chamber of Enforcement Agents, MOJ, Chamber, Supreme Court, Skopje 2 Basic Court	Chamber strategic, financial plan and annual plan adopted
Development of an effective MOJ supervisory Sector	Train Chamber personnel on writing of Communication Strategy as part of the Strategic Plan	January 2009			Public outreach and communications strategy adopted
Efficient and effective transfer of old court enforcement cases from courts to enforcement agents	European experts conduct training on EU standards on supervision for the MOJ supervisory Sectors employees	January - February 2009			MOJ personnel trained on EU standards for supervision Manual for supervision adopted
	Workshop with president judges on implementation on amendments to the Law in 2008	March 2009			President judges trained on latest changes on the Law on Enforcement
	Facilitate joint meetings between the Chamber of Enforcement Agents and other government representatives on identifying, purging and transferring enforcement cases	October - December 31, 2008			A methodology for filtering and purging old court enforcement cases implemented in the courts
	Provide an expert to assist Chamber of Enforcement agents and MOJ supervisory Sector in legislative drafting of manual for supervision				

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>2.4 Implementation of Law on Academy for Training Judges and Public Prosecutors (Academy)</b>					
Academy has capacity to provide court administration training	Jointly with the Academy conduct court administration trainings and develop a cadre of trainers	January – June 2009	JRIP team	Academy for Training of judges and public prosecutors	150 judges and court personnel trained on case flow management and court administration under the auspices of the Academy
<b>2.5 Implementation of Law on Court Services</b>					
Effective court administration structures and professional court administrators imbedded in the court system	<p>Technical assistance to the MOJ in legislative drafting of sub regulations</p> <p>Organize public discussion on draft sub regulation to receive input from court employees</p> <p>Support establishment of court administrators by training current court secretaries to assume new competences introduced in the Law in cooperation with the Academy and the AO</p>	<p>December 2008</p> <p>January 2009 Throughout Year 2</p>	<p>Nena Ivanovska</p> <p>Sam Juncker</p> <p>Gordana S. Ribaroski</p>	<p>MOJ, AO , Supreme Court and other courts Academy</p>	<p>Sub-regulations to the Law on Court Service enacted</p> <p>21 court administrators trained on new court administration competencies</p>

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### **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 of the courts. In order to implement sustainable reforms in court administration, as contemplated in the Law on Court Services, it will be necessary to develop: an automated case flow management and information system that can be maintained within the court's resources; effective coordination among all justice sector stakeholders; strong management role of court administrators; effective dissemination of information among the courts on successes and best practices; and successful court budgeting process to ensure confidence and credibility between branches. Year 2 activities in these areas will include the following goals and activities:

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

- Assist the AO in the development and implementation of its immediate, mid-term, and long-term strategic plan
- Work with the AO staff, the Supreme Court, and the Council of Court Administration to create 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, public access, implementation of human resource capabilities, and case flow management
- Assist the AO in development and presentation of draft standardized policy and procedure forms
- Assist the AO/CBC in improving communications between court budget users through more effective use of the Automated Budget Management System (ABMS)
- Assist the AO in sharing knowledge, skills and abilities gained on the court administration best practices study visit to Ireland
- Assist the AO in adopting a system to allocate their work tasks based on areas of specialization
- Present options to the 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 strengthen AO's capacity to identify individual court budgetary and operational priorities

The development of the Administrative Office as an effective central administrative body for the judicial branch that supports non-judicial functions is a focus area of the Project. The amendments of the Law on Court Budget introduce changes in the Court Budget Council and by extension in the Administrative Office and its scope of work; these changes will be effective as of January 1<sup>st</sup>, 2009. The Project will implement the activities for Year 2 in cooperation with and support of the new President of the Court Budget Council, who is also the President of the Judicial Council.

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

- Provide technical support to the Supreme Court on reviewing monthly and annual reports
- In collaboration with the Supreme Court and the AO, implement a unified case backlog and delay reduction plan template and action plan for nationwide implementation
- In collaboration with the Ministry of Justice and the Supreme Court, develop and implement required sub regulations
- Working with the courts, develop Differentiated Case Management (DCM) and similar procedures
- Develop weighted caseload concepts for inclusion in training courses to be developed by the Supreme Court, Academy and the AO

During Year 1, the Project trained two AO representatives in case flow management and presented the successful pilot court backlog and delay reduction program to the General Secretary of the Supreme Court. The presentation included all pilot court backlog and delay reduction practices with the final results, statistical report templates, suggestions on specific case flow, and templates of backlog and delay reduction plans. Upon the request of the General Secretary of the Supreme Court, the Project presented several options for nationwide implementation of the backlog and delay reduction program. These were also shared with then Chief Justice Dane Iliev; who since the announcement of his departure has become a quiet supporter of the program.

The heart of court efficiency is effective case flow management and case delay reduction principles and the implementation of effective backlog and delay reduction programs. During Year 2, the Project will again try to replicate the successful pilot court backlog and delay reduction program by working with the new Chief Justice or directly working with interested courts or appellate regions. In Year 2, the Project will provide the needed support to the new leader of the court system, Chief Justice Jovan Vangelovski, in this backlog and delay reduction effort.

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

JRIP will:

- Develop training curricula for court administrators and provide workshops incorporating draft backlog and delay reduction action plans, 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 emphasizing the need for court leaders and managers to cooperate for effective and efficient courts
- Provide workshops on development of court practices and harmonization of existing daily work practices of court administrators
- Provide limited material support to courts to support improved case flow management as needed, such as ICT, furniture, office equipment etc.
- In cooperation with the Academy, present case flow management training to untrained judges and staff of the new Administrative Court and the Appellate Court Gostivar
- Train senior non-judicial staff and future court administrators on court management information available through the ACCMIS

The Law on Court Service passed the Parliament on July 25, 2008, and will be implemented as of January 1, 2008. This law is considered to be a precondition for the formal support to all activities presented in the section above. Therefore, many of the specified activities listed above, although originally planned in Year 1 Work Plan, will be implemented in Year 2 of the Project, due to the delay in the adoption of this law.

### **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. During Year 1, the Project supported the development of websites for 24 basic courts, which provide information on the key court functions and activities. Promotional material for the websites was designed, printed and distributed to all courts to spread the information on the website in the community. The Project also developed a website for the Administrative Office of the Court Budget Council and printed the first issue of the AO's newsletter.

In coordination with the activities described in "Court Administration," Section 3.1 (above), Year 2 priorities will be placed on making the case filing process more transparent through implementation of the Automated Court Case Management and Information System (ACCMIS) and its capacity to feed the MOJ's kiosks and video bins located in the courts. This will allow court performance data to be more readily available to the public and successful reforms regularly documented and disseminated among the courts. In Year 2, the Project will continue to support the judiciary to become more transparent and open to the public. The concept of Public Information Officers in the courts will be implemented, as mandated by the Court Book of Rules. The judges appointed to serve in this role (usually the president judge) will receive the training needed to perform their tasks, together with on-going technical assistance, educational materials, networking opportunities and support from the Project. Basic courts and the AO will be supported to regularly update their websites. An AO Newsletter will be published and distributed to all courts twice annually. Year 2 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 for court staff and provide logistical support in planning and organizing activities
- Provide technical assistance to the Supreme Court, the court presidents, and the new Council of Court Administration to develop standards, initiatives, and accountability mechanisms related to quality of customer service
- Providing trainings to the public information officers (PIOs) and court administrators in public and media relations
- Provide technical assistance to the PIOs in implementing their tasks
- Apply through World Learning for a study-tour for PIOs in the courts - if that application is not approved, consider funding it with Project funds
- Organize networking meeting of PIOs
- Produce and distribute leaflet on "Court and Media Relationships"
- Produce and distribute public and media relations publications of interest for the PIOs

- Assist the Supreme Court and the AO to undertake a leadership role in presenting Public Users Satisfaction Survey results
- Assist in development of a public user satisfaction activity plan, based on Public User Satisfaction Survey results

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

- Work with the basic courts, the AO and the Supreme Court on promotion and regular update of court websites
- Work with the AO on the promotion and regular update of the AO website
- Help the AO produce high-quality newsletters
- Facilitate the dissemination of successful court practices shared with other courts, the AO and the Supreme Court
- Where appropriate, financially support PIO's publications and other efforts to promote transparency and enhance public trust and confidence in the courts

### **3.3 COURT FINANCING STUDY**

During Year 1, the Project conducted an assessment of current court financing practices in Macedonia. This study reviewed the current method by which the courts are financed, 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 also reviewed 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 provided 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. The study was conducted in cooperation with the Administrative Office, Supreme Court, Ministry of Justice, and Ministry of Finance. Year 2 activities in this area will include the following activities:

- Present findings and specific implementation recommendations of the budget and finance study to the AO, all CBC members, all president judges, Ministry of Finance representatives, representatives of the National Council that follows the implementation of the National Strategy for Reforms in the Justice System, members of the Legislative, Budget and Finance Committees of the Macedonia Parliament, and other justice system representatives that have influence on the court budget
- Support the development of an action plan and timelines for the next steps needed to improve the budget and financial levels and operations in the courts
- Support implementation of the action plan developed in response to the Project's budget and finance study

### 3.4 COURT COMPUTERIZATION

At the beginning of 2008, the Ministry of Justice officially informed the Project that a policy decision had been made to completely replace the existing Integrated Court Information System (ICIS) with a new Automated Court Case Management and Information System (ACCMIS). During 2008, the Project took the necessary steps to ensure the successful implementation of this system. In accordance to the Year 1 Work Plan, the Project:

- Established an ACCMIS governing structure led by an Executive Action Group,
- Initialized and assisted in conducting a nationwide inventory of ICT infrastructure in the courts,
- Developed and unified a set of court nomenclatures,
- Conducted a survey on desirable functionalities of ACCMIS,
- Prepared technical documentation and evaluation criteria and conducted the ACCMIS tender, and
- Selected the best bidder and awarded the contract to the company EduSoft.

Continuation of ACCMIS activities is one of the Project's highest priorities in Year 2. Challenges to successful implementation of ACCMIS include: ensuring that equipment and software are maintained and updated; ICT support is readily available to all courts; more accurate and consistent statistical reporting practices implemented 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 CBC will not be able to make objective management and budget decisions, the Judicial Council will not be able to objectively evaluate judges' performance, and the Supreme Court will not be able to objectively review the performance of all courts comparably.

The keystone to the successful implementation of ACCMIS, and essential for further reliability and sustainability of ICT in the judicial system, is the timely establishment of a Court ICT Committee. This Committee should also oversee the development, implementation and sustainability of ACCMIS and coordinate its further integration into the broader judicial branch ICT infrastructure.

In Year 2 JRIP, with the selected IT vendor, will develop and implement the customized ACCMIS software in 40 locations: the Information and Communication Technology (ICT) Center of the Ministry of Justice, the ICT Center of the Supreme Court, the Judicial Council, the Supreme Court, four appellate courts, 27 basic courts and four satellite courts, the Administrative Court and the Judicial Training Academy. The vendor will train ACCMIS users and maintain the system over the 5-year life-cycle period.

Specific Year 2 activities have the following two phases of ACCMIS activity:

- Phase 1: Development of ACCMIS including the following sub-phases: analysis, design, construction and acceptance testing

- Phase 2: Implementation of ACCMIS including the following sub-phases: installation, transferring existing data, training and making ACCMIS operational. (Phase 3: Warranty and post-warranty maintenance, will take place in Year 3 and beyond.)

ACCMIS development sub-phases of analysis, design, construction and acceptance testing will conclude with the Project's approval of the ACCMIS final version for distribution in multiple instances, and will include:

- Analysis sub-phase: Analysis of local specifics in court case processing will be the initial step in the ACCMIS development phase. The following will be analyzed: business rules, process model, logical database design, data dictionary plan, training plan, user guide plan, technical documentation plan, external agent interface plan, and data transfer plan (existing ICIS, Misdemeanor and Basic Court Veles). Special attention will be given to analyze and correctly understand the data structure of the existing tracking systems as a prerequisite for preparation of a transfer plan and developing custom-made software for one-time-use data transfer.
- Design sub-phase: will encompass external input-output design (menus, screens, reports), physical database design, data dictionary design, code tables design, training materials draft, user guide draft, technical documentation draft, external interface design, existing data transfer design, test plan and test data, language converter installed, communication and data transfer policy, technical architecture design, hardware and software acquisition recommendations, support staff recommendation and test environment setup.
- Construction sub-phase: ACCMIS created, built and approved. This will be the test database structure for code tables, program code and documentation comments in source code, program code initial tests, final training manuals and user guides and final technical documentation. Also it will include the following: external interface initial tests, data transfer process initial tests and recommendations on database archiving process, hardware and software purchases and optimal technical ICT support staff.
- Acceptance testing sub-phase: in selected courts acceptance testing will begin with setting up a testing environment (premises, hardware, software, LAN/WAN, train selected court practitioners as testers and creation of testing databases), testing the transfer protocols and accuracy of transferred data and continue through testing the actual ACCMIS program executable code and ensuring the correctness of the accompanied program source code. During testing issues will be identified and promptly corrected to eliminate any defects or deficiencies or other reported reasons for failure of the ACCMIS.

ACCMIS implementation phases of on-site installations, transferring existing data, and trainings will conclude with putting ACCMIS in production as the warranty period begins as follows:

- Installation sub-phase: will be conducted rapidly and effectively in all 40 sites throughout the country. It will require onsite fieldwork to accommodate ACCMIS to each court's individual specifics, hardware, software, computer network and users. Fine tuning of ACCMIS will be achieved by setting up and configuring each installation separately and appropriately.
- Transfer sub-phase: transferring a significant amount of accumulated valuable existing electronic data into the new ACCMIS system will be sensitive and complex. Courts need to keep reusable existing data in order to avoid spending time reentering that data manually into ACCMIS.

Transferring existing data will have to guarantee that ACCMIS will automatically recognize and load the existing data with the greatest possible accuracy.

- Training sub-phase: training 2,500 users scattered throughout Macedonia will be an extraordinary challenge, but pivotal for successful implementation of ACCMIS. Based on the experiences from conducted trainings in two pilot courts, it is envisioned that the average duration of training will be around two months per court, performed on-site in real court environments. Appropriate curricula, manuals, classes and training plans and schedules will be developed and approved. Synchronized and coordinated work plans of well organized and professional trainers will be needed throughout the country. The existence of an authorized implementation work group or at least a liaison person in each court will be essential.

### **3.5 AUTOMATION AND MATERIAL SUPPORT**

In Year 2, JRIP will provide modest material support to improve court practices that will enhance effectiveness of the newly ACCMIS including the following activities:

- Collaboratively establish action plans to make modest upgrades in computer software, equipment and material to courts in regard to ACCMIS
- As ACCMIS progresses toward successful implementation, the Project will procure some of the items listed in the update action plan (However, it is expected that the Macedonian Government will substantially contribute in upgrading and improving the overall ICT conditions in the judiciary)
- 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
- Upgrading Supreme Court's and basic courts' websites with additional ACCMIS relevant internet services that will enhance transparency and efficiency of case management

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	Lead the AO staff and judicial branch leadership through a strategic planning process in developing a 2009-2012 mid-term and long-term strategic plan	Beginning in October 2008 and continuing for 6 months	Sam Juncker Gordana S. Ribaroski JRIP team	AO, Court Budget Council, Courts	AO Strategic Plan of Action developed
	Work with AO, Supreme Court, the Council of Court Administration and the Courts to develop a judicial branch personnel system blueprint or outline	Ongoing throughout year	Sam Juncker Gordana S. Ribaroski Nena Ivanovska Hanis Mehmedi Keti Businoska	AO, Supreme Court, Council of Court Administration and the Courts	"Blueprint for Tomorrow: Judicial Sector Plan 2008-2010" produced including judicial branch personnel system.
	Assist the AO in development and presentation of drafts, standardized policies, procedures and forms, in budget and financial operations, facilities administration, public access, information technology, human resources and case flow management areas.	Ongoing throughout year	Sam Juncker Gordana S. Ribaroski Nena Ivanovska Ljupco Tagasovski JRIP team	AO/CBC	Specific policies, procedures and forms drafted and presented by the AO. The forms are used by all courts for their monthly and annual reporting.
Specialized staff from the AO and the Supreme Court supervise targeted issues in the courts	Strengthen AO/CBC capacities to advocate for financial resources and staff in the courts (see 3.3, Court Financing)	October 2008 and throughout Year 2	Sam Juncker Gordana S. Ribaroski JRIP team	AO/CBC, all court budget units/users	A more efficient AO which meets international standards of court management and operations

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	<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 human resource capabilities and case flow management. The assistance and the mentoring will be concentrated on fulfillment of goals specified in the AO/JRIP strategic plan of cooperation</p> <p>Provide limited commodity and equipment assistance to the AO to address priority needs as indicated</p> <p>Assist the AO to adopt allocation of tasks based on specialization of tasks within the AO<sup>1</sup></p> <p>Work with the AO, Supreme Court and the Academy to provide training and mentoring to appellate court secretaries to assume broader role in managing court administration at courts in their regions</p>	<p>Ongoing throughout Year</p> <p>Ongoing through September 2009</p> <p>TBD</p> <p>December 2008 and</p> <p>Ongoing through September 2009</p>	<p>Sam Juncker Gordana S. Ribaroski Nena Ivanovska Jelena Janevska JRIP team</p>	<p>AO/CBC</p> <p>AO/CBC</p> <p>AO, Supreme Court and Academy</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>AO has basic equipment (based on an assessment when the AO transfers to the Judicial Council) needed to perform effectively</p> <p>The AO provides regular support to courts on issues related to budget, human resources, ICT, etc.</p> <p>4 Appellate Court secretaries</p>

<sup>1</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: case flow 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 develops 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
	Present options to the AO for further development of court administrators, including possible regionalization of the AO assignments				trained to assume a broader role in court management in their appellate region
Effective and regular communication between the AO/CBC, Supreme Court and Council of Court Administration	Support the development and implementation of an action plan to integrate the operations of individual courts in the areas of ICT, budget, and other court operations needs	March 2009	Sam Juncker Gordana S. Ribaroski Ljupco Tagasovski Nena Ivanovska Jelena Janevska JRIP team	AO/CBC, Supreme Court, Council of Court Administration, MOJ	Standardized rules and procedures in place for each court to transmit IT, budget, and other operational needs of individual courts to AO/CBC, Supreme Court and Court Administration Council
The Supreme Court and Appellate Courts oversee case flow management to reduce delay in resolving cases	Support the Supreme Court and Appellate Courts in analyzing monthly and annual case flow management reports  In cooperation with the Supreme Court and the Appellate Courts, develop and implement, unified backlog and delay reduction template action plans for all courts	January 2009 and ongoing	Sam Juncker Gordana S. Ribaroski JRIP team	Supreme Court and Appellate Courts	Implementation of developed template for national-level backlog and delay reduction plans  Case flow management committees established in each court
Differentiated Case Management (DCM) and weighted caseload concepts introduced in courts	Work with stakeholders to conduct an assessment study on DCM and weighed caseload implementation  Work with stakeholders to develop a concrete implementation agenda	January 2009	Sam Juncker Gordana S. Ribaroski Nena Ivanovska Short term local consultant JRIP team	Supreme Court, Judicial Council, Judges Association, Academy, court administrators, court case flow management committees	An assessment study on DCM implementation conducted  Appropriate DCM, workload concepts and implementation plans developed

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Develop capacity of senior non-judicial staff and court administrators in all core competency areas of court management	<p>Develop training curriculum for court administrators</p> <p>Support court administrator workshops that will cover all core competency areas of court administration - backlog and delay reduction, public access, budget and finances, court facilities, IT and human resource management</p> <p>Four appellate court regional workshops on: court leaders and managers—essential cooperation for an effective and efficient court</p>	<p>October 2008</p> <p>January 2009</p> <p>May 2009</p>	<p>Sam Juncker Gordana S. Ribaroski JRIP team Consultant</p>	<p>Supreme Court,</p> <p>Supreme Court, AO/CBC,MOJ Academy and courts</p>	<p>Court Administrator curriculum developed</p> <p>In cooperation with the Academy, a cadre of court administrators trained</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 case flow management principles in each court</p> <p>4 regional workshops conducted on: court leaders and managers—essential cooperation for an effective and efficient court</p> <p>Court administrators practices shared</p>



WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Effective court communication with the media and public	<p>Provide 4 trainings in public and media relations for the Public Information Officers (PIOs) and court secretaries from the 4 appellate regions</p> <p>Leaflet on “Court and Media relationship” produced. The leaflet will also promote the PIOs in the courts.</p> <p>Technical assistance to the PIOs in implementing their tasks (i.e. support in preparing press-releases)</p> <p>Study-tour for PIOs</p> <p>Support a PIOs networking meeting</p> <p>Publish PR and media publications (i.e. on press releases, interviews, press conferences, etc.)</p> <p>Collect and share with PIOs (in training sessions) and the AO and Supreme Court (in monthly meetings) press clippings of all judiciary-related articles in two daily newspapers</p>	<p>October-November 2008</p> <p>October-December 2008</p> <p>On-going</p> <p>Spring or fall 2009</p> <p>October 2009</p> <p>May – September 2009</p> <p>On-going</p>	<p>Jelena Janevska, Macedonian Institute for Media, Sam Juncker, Keti Bushinovska, Hanis Mehmedi, Gordana S. Ribaroski, JRIP team</p>	<p>Supreme Court, AO, all basic courts</p>	<p>Appointed Public Information Officers in all basic courts trained in public and media relations</p> <p>A leaflet on “Court and Media Relationship” published and distributed in all basic courts.</p> <p>PIOs deliver sound messages to the public</p> <p>Increased skills of the PIOs as demonstrated by the increased number of court related articles in the media</p> <p>Created network of PIOs, experiences and best practices shared in 1 network meeting</p>
Updated public information provided through the AO website and court websites developed by JRIP	<p>Work with the courts, the AO and the IT Center in the Supreme Court on update and promotion of the websites</p>	<p>October 2008-October 2009</p>	<p>Jelena Janevska</p>	<p>Supreme Court, AO and basic courts</p>	<p>Updated information disseminated on AO and basic courts’ work</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Information on the AO, its work and successes periodically provided to the courts	Train the AO staff on development of bi-annual Newsletter	October-December 2008	Jelena Janevska, Sam Juncker JRIP Team	AO and Supreme Court	AO newsletters produced and distributed twice annually  Courts informed about the work of the AO
Dissemination of effective court practices	Successful court practices documented and shared with the other courts, the AO and Supreme Court	On-going	Sam Juncker Gordana S. Ribaroski  Jelena Janevska JRIP Team	Supreme Court, AO and basic courts	Key successful court practices posted on the AO and basic courts' web sites
<b>3.3 Court Financing Study</b>					
Higher levels of financing for court operations	Support the development of an action plan and timelines for the next steps needed to improve the budget and financial levels and operations in the courts  Raise public awareness of the findings and specific implementation recommendations of the budget and finance study  Support the implementation of the developed and adopted action plan	October 2008  October 2008  November 2008 and ongoing through Year 2	Sam Juncker Gordana S. Ribaroski Deborah Botch JRIP team	AO, CBC, Courts, MOF, National Council that follows the implementation of the National Strategy for Reforms in the Justice System, selected Members of Parliament, international donor community	Action plan and timelines for the next steps needed to improve the budget and financial levels and operations in the courts approved by the CBC  2010 court budget increased to 1.4% of the National Budget
Assist court in determining cost per case as prerequisite for adequate funding	Procure international expert to develop the methodology for determining average cost per case  Test methodology in two pilot courts Training of few court personnel on implementation of methodology for determining average cost per case	Throughout Year 2	Nena Ivanovska International expert JRIP Team	MOJ, Supreme Court AO, case flow committees	Methodology for determining average cost per case developed and shared with Supreme Court and AO of Judicial Council Number of court personnel trained on how to implement methodology

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>3.4 Court Computerization</b>					
ACCMIS development – Phase 1	<p>Analyzing sub-phase - Identifying participant entities, their characteristics, flow of actions, case management rules and regulations</p> <p>Designing sub-phase - Designing and defining data storage and interfaces for inputs and outputs</p> <p>Constructing sub-phase for building the actual ACCMIS software</p> <p>Acceptance testing sub-phase - preparing and setting up a testing environment, performing the actual testing of ACCMIS software executables, identifying and fixing problems, and re-testing</p>	<p>September 2008</p> <p>October 2008</p> <p>October 2008</p> <p>November - December 2008</p>	<p>Ljupco Tagasovski, JRIP team, ACCMIS vendor</p>	<p>All basic courts, Supreme Court, Judicial Council, Ministry of Justice, State Statistical Agency</p>	<p>Technical documentation on entities and their attributes and interconnections, case management business rules and process model developed</p> <p>Logical and physical relational database design, data dictionary and layouts of input and output data forms defined and designed. Blue prints and technical documentation produced</p> <p>Source codes and accompanied executable codes for menus, data entry screens, output reports, statistics, interfaces for exchange data with external systems, software for data transfer constructed</p> <p>Testing plans developed. Testing environment prepared and set up. Actual testing performed. Encountered bugs and problems reported and documented. Defects identified during testing fixed and ACCMIS re-tested. ACCMIS final version approved for implementation</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	<p>Recommending solution for improving implementation and sustainability</p> <p>Developing user guides and training materials</p>	<p>December 2008 – January 2009</p> <p>December 2008 - January 2009</p>			<p>Database archiving process, needs for new hardware &amp; software acquisition and optimal technical ICT support staff recommended by vendor</p> <p>User guides and training materials developed</p> <p>All development (phase 1) deliverables signed off</p>
<p>ACCMIS implementation- Phase 2</p>	<p>Installation and setting up sub-phase conducted in all locations</p> <p>Existing data transfer sub-phase - uploading into ACCMIS old existing relevant electronic information</p> <p>Training sub-phase – on-site training of all ACCMIS users</p> <p>Production (going live) sub-phase – making ACCMIS functional in all courts</p>	<p>February 2009 – March 2009</p> <p>February 2009 – March 2009</p> <p>March 2009 – August 2009</p> <p>September 2009</p>	<p>Ljupco Tagasovski, JRIP team</p>	<p>ACCMIS vendor, courts, Supreme Court, Judicial Council, Ministry of Justice, Training Academy for Judges and prosecutors</p>	<p>ACCMIS installed on 32 court servers and set up appropriately to each court's network</p> <p>Data from old applications correctly uploaded and transferred into ACCMIS</p> <p>2,200 ACCMIS users successfully trained</p> <p>ACCMIS made functional and effectively used in each court's daily operations. Warranty period begun.</p>

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
<b>3.5 Automation and material support</b>					
Action plan for modest upgrades of software, equipment in courts	<p>Create action plan for making modest upgrades in computer software, equipment and material to courts in regard to ACCMIS</p> <p>Procurement of some items listed in the action plan, such as servers, routers, switches, etc.</p>	<p>February 2009</p> <p>May 2009</p>	<p>Sam Juncker Ljupco Tagasovski</p>	<p>ACCMIS vendor, Supreme Court, AO, Ministry of Justice,</p>	<p>Collaboratively established action plan</p> <p>Acquisition of some of the items listed in the upgrade action plan, such as servers, routers, switches, etc.</p>
Accurate and complete record of court proceedings	<p>Review the use of electronic court recording in Basic Courts Skopje 1 and Gevgelija and assess the costs and benefits of verbatim recording systems</p> <p>Determine feasibility of installing and implementing appropriate systems in the basic courts</p>	September 2009	<p>Sam Juncker Ljupco Tagasovski Gordana S. Ribaroski Hanis Mehmedi</p>	<p>AO, Supreme Court and MOJ</p>	<p>Report and recommendations on implementation of electronic court recording equipment in basic courts completed</p>
Up-to-date state of the art Supreme Court web site	Analyze options for upgrading court websites with internet services directly linked with the ACCMIS	September 2009	<p>Ljupco Tagasovski JRIP team</p>	<p>ACCMIS vendor, Supreme Court, AO, Ministry of Justice,</p>	<p>Plan adopted by Supreme Court for upgrading its website</p> <p>Supreme Court web site updated and operational</p>