ANNUAL WORK PLAN

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

Year 3
(September 10, 2009 – July 15, 2010)
Submitted to USAID
August 10, 2009 by
DPK Consulting – A Division of ARD, Inc.
Skopje, Macedonia

YEAR THREE 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 or 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. During the remaining 10 months, the Project will keep investing efforts to accomplish the following key objectives:

- Complete full implementation of the Automated Court Case Management and Information System (ACCMIS) throughout Macedonia
- Strengthening the capacity of the Administrative Office (AO) to manage the courts
- Development of a professional cadre of court administrators and court administration support staff in Macedonia

This 2010 Work Plan for JRIP is organized as follows:

1. Overall Project Management
2. Component A – Implementation of New Reforms
3. Component B – Improvement of Court Practices and Material Resources

The following outline constitutes the Third Annual Plan to achieve these overall goals.

1. OVERALL PROJECT MANAGEMENT

Throughout Year 3 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 (MOUs), Stakeholder Working Groups, Donor Coordination, and promotion of JRIP events and activities. Building on the efforts of previous years, in Year 3 JRIP will support and conclude 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, Judicial Council and the Ministry of Justice. Other project management coordination activities include:

- Support the Supreme Court in institutionalizing the court information and communications technology (ICT) planning committee that will develop the court's ICT strategy and make recommendations on ICT issues, including but not limited to enhancements and modifications in ACCMIS to ensure its sustainability
- Publicize and promote joint events and cooperation efforts of the Supreme Court, Judicial Council and Ministry of Justice
- Promote the results and achievements of the Project and the legacy it leaves for the judiciary of Macedonia

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
1. Overall Project Management Tasks					
Partner Stakeholder and Counterpart Institution Coordination Working relationships, assistance strategies, and project implementation actions defined with Project counterparts Stakeholder working groups established in conjunction with the MOJ and/or the AO	Reinforce the separate MOUs between the Project and the Supreme Court and Ministry of Justice Memorandum of Understanding (MOU) established between the Administrative Office (AO) of the Court Budget Council (CBC), the Project and possibly Judicial Council Regular coordination with the Supreme Court on issues relating to ICT technology in the courts Regular coordination with the MOJ on legal drafting and implementation activities Regular coordination with the AO regarding policies and procedures for the AO	Ongoing throughout Year 3 September 2009 Ongoing throughout Year 3 Ongoing throughout Year 3	JRIP team	AO, JTA, MOJ, Supreme Court, Judicial Council	Project activities are realized in accordance with the roles and responsibilities set forth in the MOU's signed with Project partners and within the timelines of this work plan
Coordination of Project activities with other donor agencies	Regular updates on Project's activities through participation in coordination meetings and similar means of information sharing	October 2009 and ongoing	JRIP team	World Bank, OSCE, Council of Europe, EU delegation, EAR	
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	Ongoing throughout Year 3	Nena Ivanovska JRIP Team	Bar association, Public defenders, NGOs, Law schools, Private sector organizations, Enforcement agents,	Stakeholders' input considered and incorporated in draft laws and sub-regulations prepared with JRIP support and in Project activities

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	discussions of draft laws and sub-regulations organized by the Project or provide input through periodic meetings with JRIP staff			Mediators and public notaries	
Communications: Justice sector counterparts, donors, stakeholders, and public are informed of Project activities, results and achievements	Various communication activities and tools: regular update of JRIP's website, develop publications, videos, press-releases, organize presentations in the media, etc.	Ongoing	Jelena Janevska JRIP Team		

2. COMPONENT A—IMPLEMENTATION OF NEW REFORMS

The focus of Year 3 will be to conclude activities and efforts on implementation of the legislation enacted under the National Strategy for Reform of the Justice System of the Republic of Macedonia 2004-2007. The Project will continue to follow the implementation of legislation that directly affects court efficiency, such as: Law on Courts, Law on Judicial Council, Law on Enforcement, Law on Civil Procedure, and Law on Court Services. Special focus will be placed on finalizing the draft and enacting the Law on Case Management. The proper implementation of this law along with the fully functioning ACCMIS will mean a new era in effective and efficient court operation in Macedonia. One of the major tasks in Year 3 will be beginning the codification of civil legislation.

Throughout Year 3, JRIP will work closely with the Ministry of Justice, Judicial Council, Academy for Training of Judges and Public Prosecutors (Academy), Chamber of Enforcement Agents and other counterparts to assist with implementation of the 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, Supreme Court, courts of appeal, and basic courts, with each level requiring different specialized expertise. This law also introduced the specialized Administrative Court and the Appellate Court in Gostivar.

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 labor and commercial cases. In Year 2 the Project conducted a closed case survey of commercial

cases in Basic Courts Skopje 2 and Veles. The analysis clearly showed that the specialized department for commercial cases established in Basic Court Skopje 2 improved the efficiency in disposing of these types of cases. The analyses provided a set of recommendations for further improvement in the efficiency of these departments. The most important recommendation was to establish commercial departments in all trial courts with extended jurisdiction and provide specialized trainings for judges on subject matters related to commercial areas. The Project will work closely with these courts on implementation of new case management practices and proper usage of ACCMIS as a tool for improving overall efficiency in disposition of commercial cases.

The closed case survey of labor cases conducted by the Project in Basic Courts Skopje 2 and Bitola, identified bottlenecks and inefficiencies in processing and managing these cases. In Year 3, the Project will work with courts and focus on addressing these issues, including establishing time standards for processing labor cases.

The new Court Book of Procedures (CBP), enacted in June 2007, had as its goal unifying the case processing and management practices in all courts. Although the new CBP proscribes new and more efficient case processing practices, the courts in different appellate regions continued to use the old and inefficient way of processing cases. The project in year 2 worked on the development and roll-out of the ACCMIS. As of January 2010 all courts will use only the electronic case management system. To ensure the implementation and usage of ACCMIS, there is a need to redefine all court proceedings that were previously done manually and regulate electronic case recording and management. The Project, MOJ and the Supreme Court will work on amendments to the Court Book of Procedures.

The effective and efficient court case management system will be strengthened by the enactment and implementation of the Law on Case Management as well as the amending of the Law on Civil procedure.

Year 3 JRIP key activities to support implementation of the Law on Courts include:

- 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 commercial and labor cases;
- Organize working meetings with labor and commercial court judges from all extended jurisdiction courts to analyze case processing and share results and recommendations from the analyses;
- Develop Action Plans and establish committees that will follow implementation of the recommendations and actions for reducing labor and commercial case backlogs.

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 Years 1 and 2 the Project met with Judge Bekir Iseni, President of the Judicial Council and Mrs. Iskra Popova, the General Secretary. During the meetings, the Project offered its assistance in the areas that are not supported by other donors. However, the Judicial Council did not provide the Project with a proposal for assistance. The project made progress in Year 2 in establishing cooperation with the Judicial Council. Judge Vasil Grcev, new president of the Council (in 2009), appears to be open for cooperation with JRIP. The prospect for more permanent cooperation with Judicial Council and Supreme Court leaders will be more favorable after their participation in the US study tour (September 19 - October 3, 2009) and after the signing of a Memorandum of Understanding.

The Judicial Council for the first time in its mandate began performance evaluations of judges nationwide. The evaluation results were very positive when compared with the overall low efficiency and performance of courts/judges. The evaluations were done based on a sub regulation that was enacted by the Council in March 2008. The experiences and knowledge gained from the study our in New York and California will help the Judicial Council to reassess the current evaluation standards and adjust where needed the evaluation criteria.

In Year 3, the Project will focus its cooperation with the Council on the following areas:

- Reassess the current judge evaluation standards and amend the evaluation criteria; and
- Work with the Judicial Council to establish nationwide requirements for court reports and court statistics.

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 introduced a private enforcement system of civil judgments. The goal was to improve the efficient enforcement of creditors' rights that will serve to strengthen investor confidence leading to an improved climate for foreign and domestic investments. The courts had jurisdiction to resolve old enforcement cases before December 31, 2008. The current backlog of old enforcement cases is around 615,000. The Project, MOJ, and Chamber of Enforcement Agents (Chamber) in Year 1 developed a methodology for filtering and analyzing old cases in the courts. Fifteen volunteers in five pilot courts (Skopje 2, Prilep, Kumanovo, Tetovo and Gostivar) created an electronic registry of these cases. This electronic data helped in the design of changes and amendments to the Law on Enforcement (July 2009) and the Law on Civil Procedure (July 2009).
The transfer of cases from courts to the 68 enforcement agent's offices was postponed until July 2010 with the recently enacted changes and amendments to the Law on Enforcement (July 3, 2009). According to these amendments, the pending cases will be transferred to enforcement agents

in the same condition they were in at the court on the date of transfer. Courts must prepare an electronic inventory of case files along with a listing of expenses that were paid to the court by the creditor. The cases that were initiated with an enforcement title and have not received approval for enforcement by the court will transfer to the public notary. After approved by the notary, the case will transfer to the enforcement agent. The Project will work with the MOJ and trial courts to establish the procedure for a smooth transfer of these cases.

The Project in Year 1 and 2 worked closely with the Center for Institutional Development (a local non governmental organization, or NGO) on capacity building of the Chamber of Enforcement agents and the Ministry of Justice Sector that oversees the work of enforcement agents, public notaries and mediators. The Chamber received a series of trainings such as: Strategic Planning, Communication and Media Strategy, Effective Management Board, Project Design, and Project Management Cycle. The Sector received a series of trainings such as: team building, business communication, conflict resolution and effective and efficient customer service training.

Specific Year 3 activities will include the following:

- Facilitate a working session with the MOJ and president judges on planning and executing a transfer of pending enforcement cases from courts to enforcement agents;
- Assist selected courts (four to five) in the electronic registry of cases and prepare an inventory of case dockets which will help in smoothing the transfer of those cases to enforcement agents and public notaries;
- Prepare and execute an Action Plan for the electronic registry of old enforcement cases and migrate this data into ACCMIS data base once the infrastructure of court servers is upgraded Work closely with Judicial Council to ensure that Basic Court Skopje 2 receives help from additional judges (delegated from other courts) in order to secure a smooth transfer of 421.217 cases to enforcement agents/public notaries;
- Trainings on capacity building for the Steering Board and administrative staff of the Chamber that will help the organization to grow and become more effective and service oriented;
- Provide Stress management training for enforcement agents, their deputies and employees of the MOJ Sector;
- Assist in implementation of the Chamber's outreach and communications plan, which will result in building a better public image and respect for this new independent profession;
- Provide assistance to the MOJ in amending the Law on Enforcement in the area of supervision; and
- Facilitate a working session with president judges regarding implementation of the recent amendments to the Law on Enforcement.

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

Although, the Academy for Training Judges and Public Prosecutors (JTA) –established in 2006- adopted a training plan for court staff covering the period 2007 – 2009, it has not executed court administration training without external help. The Project has supported numerous trainings to court staff in cooperation with the JTA in the past few years. In Year 3, 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 the JTA to develop local faculties, which 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.

In Year 3, there will be a need for amendments to the Law on Academy for Training of Judges and Public Prosecutors in order to address the training needs for both court administration personnel and judges. The Project will provide expert assistance in drafting the new Law and will follow closely implementation of the training for court administration.

2.5 SUPPORT IMPLEMENTATION OF THE LAW ON COURT SERVICES

The law was adopted on July 25, 2008 and became operational on January 1, 2009. 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 Project assisted in drafting sub regulations that further regulate criteria for employment, evaluation, case management and usage of information technology in the courts.

The Project will continue working to improve the Law on Court Services by incorporating suggestions from four information sessions held at the appellate court level in late 2007 and early 2008. Special focus will be paid to incorporate provisions in the law that secure financial means to improve the status of court administration. These provisions existed in the draft law but the Ministry of Finance disagreed with them and that caused a six - month delay in the law's enactment. The Project supports implementation of this law by supporting the transition of court secretaries to court administrators through training in the core competences of financial, management, human resources management, technology case flow management etc.. The Project will assist in finalizing new sub regulation on criteria for promotion of court employees based on the employee performance evaluation results, competence and effectiveness at work (the only remaining sub-regulation that was not enacted under the law). The overall goal is to build competent, professional and accountable court administration staff.

Year 3 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 3 include:

- Support the MOJ working group to draft sub-regulation on career development of court administration;
- Support work of the Court Administration Council mandated in the Law on Court Service by providing series of capacity building trainings;
- Provide training for judges and court administrators on the procedures and the manner of evaluation of court employees; and
- Provide special training for court IT coordinators on implementation of the regulation on case management using information technology.

2.6 SUPPORT IMPLEMENTATION OF THE LAW ON CIVIL PROCEDURE

The former Macedonia Court Modernization Project (MCMP) worked closely with the MOJ and courts in reforming this key procedural law. The law was enacted in September 2005 and became effective on December 29, 2005. Trainings on the reformed law were provided to all civil judges. The Project's assessments of commercial and labor cases indicated that the trainings helped judges improve their efficiency and quality of decisions. The results in the first year of implementation of the new Law on Civil Procedure were good. However, there was a significant drop in efficiency and quality of judgments in the second and third year of the implementation (2007 and 2008). The assessment team recommended conducting another series of trainings for civil judges nationwide with focus on amendments to the law in 2009 and 2010.
The pilot project of court reporting will enable a full record of court hearings and help both basic and appellate court judges to prepare quality decisions. The Project will work closely with the Judicial Council to assure that basic Court Skopje 2 receives additional judges temporary reassigned from other courts to work on backlog reduction of commercial cases. The assessments also identified a need to unify practices at the appellate court level.

Year 3 activities will focus on amending this law in order to address bottlenecks in the procedures. The key issues addressed will include:

- Assist in drafting changes and amendments to the law;
- Conduct trainings on novelties introduced in the law;
- Conduct workshops to train trainers related to the new Law on Civil Procedure, in cooperation with the JTA;
- Provide equipment and conduct sufficient training and follow up on digital court reporting in selected courts (see section 3.4), and
- Facilitate workshops at the appellate court level to unify practices in implementation of the law.

2.7 SUPPORT ENACTING OF THE LAW ON CASE MANAGEMENT

The Project in Year 1 sponsored a specially designed study tour to the US National Center for State Courts for two representatives of the MOJ. The participants became aquatinted with the modern tools of case management and technology in the US courts. The participants shared their experience and knowledge gained on the study tour with the Minister of Justice and Prime Minister. The enactment of the Law on Case management along with the full implementation of the ACCMIS will help president judge/court administrator detect case delay issues at an early stage and help prevent backlog. The MOJ Work Plan for 2009 envisions drafting a Law on Case Management. The Project sponsored two offsite legislative drafting sessions and supported revision of the working draft of the law by an international expert consultant from the US, Judge Joseph Traficanti.

Year 3 activities will focus on:

- Finalizing draft Law on Case Management;
- On site expert review of the law by Judge Traficanti before entering the Parliament;
- Conduct draft law review sessions on appellate court level;

- Support implementation of the law through trainings for court personnel; and
- Support drafting sub regulations under the law.

2.8 SUPPORT CIVIL LAW CODIFICATION

The MCMP worked with MOJ on harmonization of legislation with EU laws and best practices. Between 2003- 2007 a number of laws were enacted and the Constitution of the Republic of Macedonia was amended to improve the independence of the judiciary. The focus of these new laws was to improve the efficiency and effectiveness of the court proceedings through increasing the pace of litigation. These laws were: Law on Courts, Law on Judicial Council, Law on Civil Procedure, Law on Administrative Disputes, and Law on Enforcement. These laws contribute toward more efficient court system.
There is a trend among EU member countries to codify their national civil legislation until the Codifying European Private Law is enacted. The most recent example of codification is Dutch Civil Code in 2001. The process of civil codification is long and starting this process during EU accession is the right way to achieve that goal.
The National Program for Approximation of the Macedonian Legislation with EU regulations (NPAA) envisions codification of the civil law -to be completed in the period 2010-2015. JRIP will have a significant influence on establishing the initial framework for an effective and efficient civil court system.

Year 3 activities will focus on:
- Participation in the central working group;
- Provide comparative reference materials;
- Contracting an EU expert in civil law; and
- Support drafting strategy for civil codification.

2.9. SUPPORT DRAFTING OF OTHER LAWS AND AMENDMENTS

The Project will provide limited support for the drafting of other laws and amendments in Year 3 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 JRIP and/or the former MCMP.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
2.1 Implementation of the Law on Courts					
Specialized labor and commercial departments in basic courts with extended jurisdiction functioning efficiently	Organize working meeting with judges from all extended jurisdiction courts and present results and recommendations from Closed Case Survey Analyses of commercial and labor cases	December 2009 –April2010	Nena Ivanovska Keti Businoska	MOJ, Basic Courts Skopje 2, Bitola and Veles Judicial Council of the RM	Analyses on closed case surveys presented to the MOJ and courts Committees that will follow implementation of recommendations of Closed Case Surveys established and functioning Backlog reduced with support of the delegated judges
2.2 Implementation of Law on Judicial Council					
Judicial Council „s capacity to evaluate and discipline judges improved	Provide independent evaluation of sub regulation on disciplinary procedure and procedure for evaluation of judges	November 2009	Nena Ivanovska Keti Bushinoska JRIP Team	Judicial Council	Report on experts findings delivered to Judicial Council for action / implementation
2.3 Implementation of Law on Enforcement (LoE)					
Development of effective Chamber of Enforcement Agents Development of an effective MOJ supervisory Sector An efficient enforcement system	Workshop with president judges on implementation of amendments to the Law enacted in 2008 and 2009 Stress management training for enforcement agents, deputy enforcement agents and employees of the MOJ Sector that overseas work of enforcement agents Facilitate joint meetings between the Chamber of Enforcement Agents and other government representatives on identifying, purging and transferring enforcement cases	December 2009 December 2009-March 2010 October 2009 – July 2010	Nena Ivanovska JRIP Team Consultant Local expert	Chamber of Enforcement Agents, MOJ, Chamber, Supreme Court Skopje 2 Basic Court MOJ Sector	President judges trained on latest changes on the Law on Enforcement

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
2.4 Implementation of Law on Academy for Training Judges and Public Prosecutors (Academy, or JTA)					
Academy has capacity to provide court administration training	Expert assessment to new draft Law on Academy Work with JTA workgroup on developing curriculum for court administration staff training	October 2009 – March 2010	JRIP Team Local expert	JTA	Court administration training program for 2010-2012 developed and implemented by JTA
2.5 Implementation of Law on Court Services					
Court Administrative Council mandate clarified and capacity increased	Technical assistance to the MOJ in legislative drafting of sub regulation on career development of court administration personnel Provide material and technical assistance to the newly established Court Administration Council	December 2009 January 2009 Throughout Year 3	Nena Ivanovska Keti Bushinoska Sam Juncker Filip Janiceski	MOJ, AO, Supreme Court, Other courts, Academy	Sub-regulation to the Law on Court Service enacted
2.6 Implementation of Law on Civil Procedure (LCP)					
Improve court efficiency in adjudicating civil cases	Support MOJ working group in legislative drafting activities Review and draft LCP changes in the four appellate regions to receive feedback from judges Training for all civil court judges on changes to the LCP Working sessions at the appellate court level to unify court practices in implementation of the law	October 2009-June 2010 November-December 2009 February –March 2010 March – May 2010	Nena Ivanovska Keti Bushinovska International and local trainers from JTA Vendor for digital court recording equipment	Basic courts, Appellate courts, MOJ, JTA	Amendment to the Law on Civil Procedure enacted 250 civil law judges trained on novelties introduced to the Law on Civil Procedure Committee for following implementation of the Law on Civil Procedure issue reports and recommendation twice a year

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
2.7 Implementation of Law on Case Management (LCM)					
Efficient case management used in all courts	Finalizing draft on Law on Case Management Discussions on draft law conducted in four appellate regions Assist courts in implementation of the Law on Case Management through round table discussions and effective use of the ACCMIS by means of technical assistance, discussion of best practices or possible sub regulations Support drafting sub regulations under the Law on Case Management	January 2010 February 2009 July 2010	Nena Ivanovska Keti Bushinovska Judge Joseph Traficanti and local trainers	Basic courts, Appellate courts, Supreme Court, MOJ	Law on Case Management enacted
2.8 Implementation of Civil Codification					
Efficient adjudication of civil cases	Participation in the MOJ central working group that is preparing the strategy for codification Reference material from EU Civil Code countries reviewed and shared with the counterpart List of international agreements and conventions relevant for new civil code provided to the MOJ working group	March-July 2010	Nena Ivanovska Keti Bushinoska Jan Vranken, Cvil expert from The Netherlands	MOJ, Chamber BAR,	Strategy and methodology for Civil Codification enacted

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

For Component B, the focus of Year 3 will be to conclude activities and efforts on implementation and will be focused on strengthening the independence and the efficiency of the Macedonia court system by working in the following critical areas:

- Efficient and effective court case flow with a focus on:

- Case flow management practices implementation in all Macedonia basic courts.
- Full implementation and usage of ACCMIS in courts.

- Efficient and effective court administration employees:
  - Enactment of the 2010-2012 Court Personal Training Program and assignment by the JTA of court administration faculty members as court administration trainers;
  - Court Administrators fulfill their role as court managers in all core areas competences;
  - Functional and strong Court Administration Association;
  - Functional and strong Court Services Council.
  - The AO of the CBC operating as an effective central administrative body for the judicial branch in supporting and accomplishing the non-judicial functions of the court.
- Stable and adequate funding of the Macedonia court system:
  - A fixed percentage for the judicial branch budget of the National Gross Domestic Product (GDP) and recommended changes in the Law on Budgets;
  - A 2010 – 2012 Strategic Plan for the judiciary approved by the CBC and a 2010 Action Plan implemented.

In addition, special attention will be placed on developing and increasing cooperation with the Judicial Council in areas such as: strategic planning, ethics, public and media relations, and court case statistical measurements. The close cooperation with the Supreme Court of Republic of Macedonia will be focused in areas such as information technology and court case statistical measurements and standards.

3.1 ENHANCED COURT ADMINISTRATION PRACTICES

Case flow management practices implemented in all basic courts. During the past two years JRIP has supported several concepts for replication of successful case flow management concepts. Due to leadership changes, non- existence of institutional memory and a lack of political will, this implementation was successfully replicated only in the appellate court region Bitola. At the end of Year 2, as the leadership changed, the will for successful court case backlog and delay reduction increased. Therefore JRIP will dedicate Year 3 to replication of the best backlog and delay reduction practices in all four appellate court regions.

All activities in this area will have the following purpose:

- Implemented and functional case flow management committees in all basic courts;
- Developed and implemented backlog and delay reduction plans; and
- Unified, through the Macedonia court system, statistical measurement tools.

Implementation of the successful case flow management concepts in all basic courts will set the stage for an efficient and effective Macedonian court system.

Enactment of the 2010-2012 court administration personnel training program and assignment of trained court administration faculty members by the JTA. The education and training of court personal is key and will lead to effective and efficient courts. Many laws (Law on Court Services, Law on Judicial Training Academy, Law on Court Budget), clearly mandate court administration staff training. Nevertheless this required training has not occurred. The JTA has developed, but has not fully implemented, the, initial three year Training Program for Court Administration. A lack of JTA capacities has caused it to implement this training program only through ad hoc donor support.

JRIP will work closely with the JTA Director assigned Advisory Committee to help the development and enactment of a real and implementable 2010-2012 court administration personnel training program. The goal of this program is to move the court employees' continuous education to the next level in both: quantitative (include more court employees and various positions) and qualitative (expand and improve the courses) sense.

Specifically, JRIPs Year 3 activities in this regard will focus on:

- Implementation of a court personnel training needs assessment as the basis for developing the 2010-2012 Court Personal Training Program and courses curriculums envisioned within that Program;
- Providing technical support for that process;
- Hiring a local expert to provide continuous mentoring and guidance to the JTA Advisory Committee through the process of developing the Court Personnel Training Program and the curriculums for courses envisioned within that Program.

Court Administrators fulfill their role as Court Managers Courts must be managed well so that judges and others acting in their stead and in their shadows can do justice. Increased caseloads set the need for a corps of trained court support staff working effectively so that judges can concentrate on their primary duty: judging.

The Republic of Macedonia adopted the Law on Court Services, which became effective on January 1, 2009. An important provision of the new law transitioned the former court secretaries in the largest courts to court administrators. This section of the law contemplates a professional staff to oversee and administer court operations including human resource, case management, backlog reduction, facilities management, technology and general overall court operations.

During Year 2, JRIP conducted several activities in support of transformation of existing court secretaries into pro-active and well-informed court administrators. These were designed as advanced trainings to enhance their knowledge, skills, and abilities in managing and administrating modern court operations. During this training the following issues were raised and concluded: backlog and delay reduction committees should be formed in all basic and appellate courts (please see: **Modern case flow management practices implemented in all basic courts, above)**; an array of computer-generated reports - "Management Tools" -should be developed; a short orientation training needs to be organized on performance evaluation to assure valid results and professional techniques.

Based upon this analysis JRIPs Year 3 activities in this area will focus on:

- Working through the president judges of each appellate region, establish backlog and delay reduction committees and develop backlog and delay reduction plans in all basic and appellate courts;
- Unification of human resource management practices in all Macedonian courts by organizing round tables chaired by the Court Administration Council;
- Active use of current court information technology applications by the court administrators, specifically, the Automated Budget Management System (ABMS) and ACCMIS, by organizing specialized trainings for the sections related to court administrator competences;
- Statistical reports unification throughout all Macedonia courts by organizing round tables chaired by the Judicial Council and the Supreme Court;
- Facilitate court administrator's input regarding needed changes in the Law on Court Services by organizing round tables chaired by the Court Services Council and the Court Administration Association.

Functional and strong Court Administration Association. The 2009 Law on Court Services regulates the status, rights, duties, responsibilities of court administration personnel. The Law is the instrument which transferred employees of the Macedonia courts from the executive to the judicial branch of government. The Court Administration Association (CAA or Association), established under the Law on Court Services, was constituted as a voluntary, non-political and non-profit association in June 2009. The Association's primary objectives are protection of court administration employee rights, interests, and professional development. JRIP activities in Year 3 are directed towards strengthening the Association for the 1070 court administration members. During year 3 JRIP will focus on capacity building activities in support of the CAA.
JRIPs specific activities in this area will encompass:

- An organizational needs assessment showing the current strengths of the organization as well as areas needing improvement;
- A strategic planning development session to help the Association define its priorities for the upcoming period;
- Organizing and support round tables chaired by the Court Services Council and the Court Administration Association on needed changes in the Law;
- Help in producing a high-quality CAA newsletter / web site;

Functional Court Services Council. The most significant resource of any justice system is people. While technological advances have helped to increase office productivity and effectiveness, people remain the most important office resource. Personnel expenditures often compromise more than 80 percent of the office budget. Often the most important administrative decisions involve the employment cycle of recruitment, selection, performance evaluation, promotion, and discharge of staff.

The Law on Court Services mandates a new administrative body, the Court Administration Council (CAC or Council). The Council will lead in the human resource management sector and its work directly affects the courts ability to support the bench.

During year 2, through an initial orientation session and an in house consultancy, JRIP assisted the new Court Services Council in establishing a clear vision of its mission and the means to attain it. The activity was the first capacity building exercise for the nine members of the Council and began the process of building it as a new and independent institution envisioned in the Law on Court Services.

Specific Year 3 activities will be focused on:

- Strengthening Court Services Council (CSC) capacities through providing specialized training for the only employee of the office. Strengthening the organizational capacities of this employee is a key to an effective and efficient Council.
- Providing limited material funds in support of the functional and operational CSC. The equipment will include telecommunication package and office equipment for the one full time CSC support staff.
- Support establishment and functioning of sub-committees within the CSC to address key startup process issues. Sub-committees would be considered for the following areas: legislation and rule changes and formal agreements with the Agency for Civil Servants and the court budget council for transfer of data.
- Support to Law on Court Services changes regarding areas where the CSC and courts have faced problems and unresolved issues remain. This will be done by organizing round tables chaired by the Court Administration Association. The round table conclusions will be presented to the MOJ as proposed changes to the Law on Court Services.

The Administrative Office (AO) of the Court Budget Council (CBC) as an effective central administrative body for the judicial branch in supporting and accomplishing the non-judicial functions of the court. The project will continue to invest in the development of the AO to carry out its functions fully and effectively, but will also support the CBC itself to enhance financial management and court budgeting. This will include support for the CBC's acceptance of the "Macedonia Judiciary Budget and Finance Study". The CBC has committed to the implementation of the 29 study recommendations. During Year 3, the Project will support implementation of the urgent and key recommendations to achieve successful court budgeting that will respond to the real and immediate needs of the courts. The development of the AO into an effective, high performing body capable of overseeing the administration of the entire court system at the national level is a key objective of the Project. The first two years of the Project were dedicated to institutional strengthening and capacity building of this body. Namely, a variety of trainings and consultancy (customer service, case flow management etc.) were conducted with AO staff. Also, some critical documents and studies were produced with JRIP' assistance, such as the Court Budget Study and Cost per Case Study.

In Year 3 the efforts will be put on supporting the AO and CBC in respect of implementation and finalization the ongoing activities, and successful application of the lessons learned as well as the knowledge and skills obtained during the previous two years. Special emphasize will be placed in two important areas:

- Achieving stable and adequate funding for the judicial branch, through:
  - Assisting the AO in preparation and justification of the annual budget along with the "budget story" as an expended narrative to accompany the budget request**.** Courts budget in the past were based on patterns of spending and failed to adapt to changes in caseloads of different courts. There is an absence of transparent and objective criteria that would help the courts predict their needs, and to justify their "need". In order to

ensure that courts financial projections are properly and sufficiently set and applied, for the first time direct consultations with the designated persons from the courts will be conducted to prepare grounded annual budget request that will address the real needs of the courts.

- Assisting the AO in development of budget preparation guidelines and formats. A local professional budget expert will be provided to assist in development of guidelines and formats to be used by the court financial staff when making budget requests. The annual instruction package will include cost projection methods, standards and formats for classifying budget increase requests and guidelines for explaining and justifying budget increases or decreases. Specialized guidelines for estimating costs related to future capital investments will be developed.
- Assist the AO in development and presentation of draft standardized policies, procedures and forms in budget and financial operations. The Internal Act for Enforcement Control of the Court Budget sets forth written procedures for all budget areas that must be followed by AO and courts. However, the practice shows that this sub regulation needs to be redrafted and improved. Thus, AO/CBC in conjunction with JRIP' assistance will undertake and finish this activity in Year 3 of the Project. Also, a Finance and Budgeting Orientation Manual/Handbook for the President Judges and Court Administrators will be developed.
- Guiding the AO and CBC in adoption and implementation of a strategic planning process that will be integrated with the budget process to ensure that budget requests are aligned with strategic priorities and consistent with requirements of the Law on Budgets. This law prescribes an obligation from the President of CBC to submit a compulsory strategic plan on judicial branch as a budget user. JRIP will support the judicial branch leadership's intention to employ a strategic planning process integrated with the budget process to ensure that budget requests are aligned with strategic priorities and objectives. Ultimately, a mid-term Strategic Plan for Judicial Branch (2010-2012) will be produced, adopted by CBC, and presented and submitted to the designated authorities by the President of CBC.
- Assisting the AO and CBC to prepare an analysis on determining the fixed percentage of GDP/National Budget needed for financing the judicial branch. These are the recommendations of the Subcommittee on Justice, Freedom and Security between Macedonia and EU this would reinforce, support and justify the judicial branch efforts for increasing its budget. A local expertise will be commissioned by JRIP to support the CBC/AO in developing this document.
- Developing the capacities, skills and knowledge of CBC members in all competency areas. JRIP will conduct at least one comprehensive capacity building event with combination of international and local expertise in order to achieve skillful leadership from top officials in the judiciary that are responsible for managing the court budget.
- Weekly mentoring and in-service training support to designated AO staff. Moreover, on all capacity building events envisaged for court administration or CBC, AO staff will be actively involved. Special attention will be placed on all new employees hired by the AO.
- Assisting the AO/CBC in improving communications between court budget users through more effective use of the ABMS by organizing trainings of the new ICT employees in the courts**.** There is a need for training the ICT staff regarding technical support of ABMS. It is envisaged the training will commence when ICT staff is hired in all or most of the courts. The training will be conducted by the original software vendor.
- Supporting the implementation of the Action Plan developed in response to the Project's budget and finance study. During Year 2, in line with the proposed "next steps" by JRIP consultant Dr. Deborah Botch in the Court Budgeting Study, the CBC reviewed and accepted that study. Moreover, the CBC committed to implement all 29 recommendations and created an implementation Action Plan. Within the plan, the CBC decided which recommendations were of the highest importance and should be implemented immediately. Some of the recommendations have

already been independently implemented, some will be implemented during 2009, and the rest will be implemented between 2010- 2012, in accordance with CBC's Strategic Plan.

The Year 3 joint activities in this area will focus on implementation of specific recommendations planned to be realized within this timeframe, pursuant to the Action Plan. Implementing most of the above mentioned activities under this section would automatically lead to realization of 14 recommendations from the Court Budget Study. Specifically:

- The preparation of the budget request with a strong narrative justification (Rec. No. 6 and 7)
- Budget forms and guidelines development (Rec. No. 1)
- A creation of strategic planning for judicial branch (Rec. No. 20, 22, 23, 24, 25 and 26)
- Cost per Case Analysis (Rec. No. 4)
- Training the Court Administrators on budget and finance (Rec. No. 28)
- Analysis on determining fixed percentage of the GDP/National budget for financing the judicial branch (Rec. No. 9)
- Orientation Handbook/Manual for President Judges and Court Administrators (Rec. No. 11)
- ABMS training of the ICT courts staff (Rec. No. 12).

In addition, some of the activities planned for the previous Project's years are not fulfilled or have been modified or replaced. Instead, as noted above, other more critical activities will be supported.

- Enhancing judicial independence through improving Judicial Council's functions and capacities**.** During Year 2 fruitful and coordinated cooperation occurred between Judicial Council and JRIP. Cooperation with the Judicial Council is at the initial stage, the Memorandum of Understanding is to be signed and increased cooperation is expected. The following activities are planned to occur in the final year of the Project:
  - A US study tour for high level judicial branch personnel will be conducted, with special focus on the Judicial Council's mandate, leadership component, and best practices. As a result of the study tour, it is expected that the participants will greatly contribute to the improvement of the justice system and judicial reforms in many areas, such are budgeting and finance, case and court management, operational management and leadership,
  - Assisting the Judicial Council build a Code of Ethics for this institution that will provide respect for the principles of objectivity and independence in the work of the Council, as well as confidentiality of Judicial Council data. JRIP will heavily support the Judicial Council's effort to develop this document, based on best international standards and practices.
  - The Judicial Council has requested assistance with strategic and organizational management. Prior to any capacity building and institutional strengthening a strategic planning process will be employed within the Council. It will identify the strengths and weaknesses of the institution and define key short and midterm goals, including development of the 2010 Judicial Council Action Plan. The strategic planning will clearly define the mission and vision, identify strengths, weaknesses, opportunities and threats, set up priorities and determine strategic goals and activities. One of the priority areas is making the judiciary more open and transparent to the public. JRIP will provide interactive training in Public and Media Relations for the members of the Judicial Council, which will increase their awareness of the need for transparency and will enhance their skills to successfully work with the public.

- The Judicial Council has requested assistance with unification of the statistical reports on court work and application of the performance indicators within the process of evaluation of courts. Performance indicators show policymakers and system managers, in numerical form, whether individual judges, courts and overall judicial system are meeting the goals established within the judicial reforms. International practice defines 4 major purposes for collecting and using the performance indictors, known as a "court tools":
    - To allow effective strategic planning for the long term development of the judicial system;
    - To allow effective management of the courts;
    - To allow annual and mid-term budget in;, and
    - To ensure transparency and accountability by providing stakeholders within the court system and in the public at large with accurate and timely information.
- The Administrative Office of the Judicial Council will be included in the Working Group for developing the Training Program for Court Administration under the auspices of the Judicial Training Academy.
- Limited material support will be provided for the Judicial Council and its AO, especially to support the work of the new employees in the AO.

3.2 IMPROVEMENT OF PUBLIC ACCESS, SERVICES AND INFORMATION

A priority area identified by the President of the Supreme Court is making the courts more transparent and accessible to the public. During Years 1 and 2, the Project introduced the concept of Public Information Officers (PIOs) in the courts, as a mechanism for fostering more open and transparent courts. The Project provided four basic and two advanced trainings in Public and Media Relations for all PIOs, printed educational materials and provided ongoing mentoring and technical assistance to help the PIOs perform their role. The Project also supported the AO in publishing three issues of their Newsletter.

In Year 3, the Project will continue to support the judiciary to become more transparent and open to the public. The Project will continue to implement the concept of PIOs in the courts, as mandated by the Court Book of Rules. The judges appointed to serve in this role (usually the president judge or other appointed judge) will receive additional training needed to perform their tasks, together with on-going technical assistance, educational materials, networking opportunities and support from the Project. To ensure sustainability of the PIO concept, the Project will train ten PIOs as trainers who will then be used as Judicial Training Academy (JTA) trainers in public and media relations for the judiciary. The Project will support the Judicial Council and the AO to develop their skills in public relations, and will help them regularly update their websites. An AO Newsletter will be published and distributed to all courts twice annually. Year 3 activities will include:

- Provide advanced training to the PIOs in public and media relations;
- Provide training for trainers in public and media relations for a group of PIOs;
- Support a study tour for a group of PIOs in Public and Media Relations for the judiciary;

- Provide technical assistance to the PIOs in implementing their tasks;
- Organize networking meeting of PIOs;
- Produce and distribute public and media relations publications of interest for the PIOs;
- Organizing annual awards for the best PIO;
- Support the Judicial Council to develop its capacities in the area of public relations;
- Support to the JTA in initiating activities that foster public trust and confidence in the courts;
- Work with the Judicial Council and the AO on regular updates of their websites;
- Help the AO produce high-quality newsletters;
- Facilitate the dissemination of successful court practices shared with other courts, the AO and the Supreme Court;
- Support courts in organizing public events to mark March 31st, the "National Day of the Judiciary"
- 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 COMPUTERIZATION

At the beginning of 2008, the MOJ and Supreme Court made a policy decision to automate the case management in the courts by designing and implementing an Automated Court Case Management and Information System (ACCMIS). Based on the Memorandum of Understanding that USAID signed with MOJ and the Supreme Court, JRIP:

- 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;
- Selected the best bidder and awarded the contract to the company EduSoft;
- Coordinated and managed the analysis, designing and construction of the ACCMIS software product;
- Coordinated and managed the on-site acceptance testing of the ACCMIS product;
- Coordinated and managed product deployment, including individual installation, set up, configuration, and transferring relevant existing data from legacy systems in 32 of the 33 courts in Macedonia;
- Coordinated and supervised on-site trainings of over 2,200 court users;
- Organized meetings with the President of the Supreme Court and MOJ to coordinate implementation activities;
- Made ACCMIS operational by introducing it into daily court usage by the end of Year 2; and
- By the end of Year 2, the newly established Supreme Court ICT Committee was to begin management of ACCMIS by assuming that function from the established JRIP Executive Action Group. However, this transition of ACCMIS management has progressed slowly. The Supreme Court ICT

Committee and its subcommittees in charge for standardization and improvement of ACCMIS usage still completely rely on JRIP and have not succeed in making any significant progress in taking over the management of ACCMIS.

Successful completion of ACCMIS implementation is one of the Project's highest priorities in Year 3. 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 functioning of ACCMIS, and further reliability and sustainability of ICT in the judicial branch, was the establishment of a Court ICT Committee. At the close of Year 2, this Supreme Court Committee was to begin overseeing the development, implementation and sustainability of ACCMIS and coordinating its further integration into the broader judicial branch ICT infrastructure. This goal was not achieved. In year 3, the Project will again emphasize this and push for an active and enthusiastic Supreme Court technology oversight committee.

Due to equipment and connectivity problems that go beyond the Project's responsibilities, the implementation of and on-site training on ACCMIS in the Appellate Court Gostivar and Misdemeanor Department of Basic Court Skopje 1 were not executed. If, before the end of Year 3, the minimum infrastructure requirements at these courts are met, JRIP will organize installation, user on-site trainings and implementation of ACCMIS at these court locations.

In addition to courts, in Year 3 JRIP, with the selected IT vendor, will install ACCMIS and train users in the ICT Center of the MOJ, the Judicial Council and the JTA.

When Year 3 ends, the ACCMIS vendor, EduSoft, will support ACCMIS users and maintain the system for the next 5 years.

Specific Year 3 activities will focus on:

- Phase 1: Transition period of dual court case management, i.e. recordkeeping manually on paper and electronically on computer. The goal is by the end of 2009 all electronic records in ACCMIS will be updated with relevant data from paper registry books. Ultimately, on January 1st, 2010 courts should implement case management solely in electronic form through ACCMIS.
- Phase 2: Further improve ACCMIS' existing functionalities by enhancing it with new features and capabilities. The goal is to unveil the full potential of ICT in the judiciary. This will depend upon the progress in courts regulative, organizational and technical environments, and will pave the way for deeper integration into the broader ICT infrastructure and electronic data exchange with relevant justice system partners.

- Phase 3: Warranty period ending in 2011, followed by a 5 year post-warranty maintenance period ending in 2016. By the end of first half of JRIP's Year 3, i.e. in Phase 1, by achieving a certain level of integrity and consistency between paper and electronic data, courts will also be able to begin with automatic:
  - Creation of regular monthly reports and statistics;
  - Generation of daily schedules for hearings and courtrooms; and
  - Redaction of court decisions for public posting.

By the end of Year 3, JRIP will work on establishing electronic data exchange procedures between ACCMIS and different counterpart's systems. JRIP will specifically foster data exchange procedures with and between the following:

- Judicial Council, for which a special modification of ACCMIS will be prepared;
- Judicial system entities, specially between courts and the Judicial Council; and
- Financial and human resources software applications of the courts (ABMS software provided to the CBC/AO by USAID);

3.4 AUTOMATION AND MATERIAL SUPPORT

In Year 3, JRIP will provide modest material support to improve court practices that will enhance the effectiveness of ACCMIS. JRIP's support will focus on the following:

- Collaboratively establish action plans to make modest upgrades in computer software, equipment and material to courts ;
- As ACCMIS progresses into regular daily usage in the courts, the Project will procure some of the items listed in the action plans. However, it is expected that the Macedonian Government will substantially contribute in upgrading and improving the overall ICT conditions in the judiciary;
- Upgrading the Supreme Court and basic courts' websites with additional ACCMIS relevant internet services that will enhance the transparency and efficiency of case management; and

In Year 2, in line with the gradual introduction of ICT in the courts aimed at modernizing court proceedings and increasing efficiency, transparency, and the decision making processes, JRIP prepared the E-Court Recording Report, which contained recommendations for Macedonian courts. The Report was shared with the Supreme Court, Judicial Council, Ministry of Justice, and all court administrators from whom the Project received very positive feedback. In year 3, JRIP will focus on the following activities:

- Improve court efficiency and court record reliability. In line with introduction of the information technology tools in the Macedonian court system JRIP intends to provide equipment for digital recording of court hearings in limited number of courtrooms throughout the country. Namely, electronic court recording (E-recording) provides more efficient use of court resources, saves time, eliminates transcription errors and provides better service to the public by providing low cost and readily available records of court hearings;
- Establish a committee/workgroup that will check and provide the legal basis for implementation of E-Court Recording;
- Procure and install the equipment in courtrooms throughout Macedonia as determined with USAID;
- Provide focused training and produce a progress report with recommendations for further implementation of the project in other courts; and

- Prepare a Best Practices manual for utilizing the equipment.

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
3.1 Enhanced Court Administration Practices					
Increased court case flow effectiveness through implementation of modern and successful pilot court case flow management practices in all basic and appellate courts	Support the delegation of successful case flow management practices by the four Appellate Court President Judge in all basic and appellate courts by organizing regular meetings/conferences in individual courts, among appellate court region basic courts, and nation wide	September 2009 and ongoing	Sam Juncker Gordana S. Ribaroski Filip Janiceski JRIP team	Basic and appellate courts	Backlog and delay reduction plans developed and implemented Case data for creation of reports unified through ACCMIS.
Increased court administration employees efficiency through an enhanced training	Hire a local expert to provide continuous mentoring and guidance to the JTA Advisory Committee through the process of developing the Court Personnel Training Program and the curriculums for courses envisioned within the Program. Provide technical support to the JTA Advisory Committee and the local expert Provide a list on trained court administration professionals that will fulfill the Law on JTA requirements to become faculty members	February 2010 February 2010 April 2010	Sam Juncker Gordana S. Ribaroski Filip Janiceski Local expert JRIP team	JTA JTA Advisory Committee Macedonia courts	2010-2012 Court Personal Training Program enacted and trained court administration faculty members assigned by the Judicial Training Academy.
Efficient and effective judicial administration enacted through corps of trained Court Administrators Efficient and effective performance of key	Area of support: Case flow management Support the court administrators in managing the work of the backlog and delay reduction committees and the development of the backlog and delay reduction plans by providing day to day consultations	February 2010	Sam Juncker Gordana S. Ribaroski Filip Janiceski Ljupco Tagasovski JRIP team	Appellate and basic courts	Backlog and delay reduction plans developed and implemented Unified court system statistical measurement tools developed and used

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
competences by court administrators	Statistical reports unification throughout all Macedonia courts by organizing round table chaired by the Judicial Council	March 2010		Macedonia Court Judicial Council	Unified practices in the section of employment, including testing and interviews, disciplinary procedures, material liability determination, evaluation and termination of employment adopted in all Macedonia courts
	Area of support: HR management Unification and standardization of current human resource management practices throughout all Macedonia courts by organizing round table chaired by the Court Administration Council	February 2010		Court Administration Council	
	Area of support: IT management active use of current court information technology applications by court administrators, specifically, of ABMS and ACCMIS by organizing specialized trainings for the critical sections as identified by Court Administrators	February 2010		AO/CBC	Regular, day to day, use of ABMS and ACCMIS functions
	Support in presentation of changes in the Law on Court Service in correlation with the court administrator position competences/ practices by organizing round table chaired by the Court Services Council and the Court Administration Association.	March 2010		Court Services Council and the Court Administration Association.	Specific suggestions on changes, in the field of unification and standardization of court administration practices, sent to the MOJ as proposal for change to the 2009 Law on Court Services
Efficient court system through a strong and effective Court Administration Association (CAA)	Support an organizational needs assessment showing the current strengths of the organization as well as areas of improvement for this young Association	January 2010	Sam Juncker Gordana S. Ribaroski Filip Janiceski Two local	Court Administration Association	CAA developed Strategic Plan and 2010 Action Plan set clear vision of its mission and the means to attain it

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	Support a three phase strategic planning development process to help the Association define its priorities for the upcoming period Support a round table on changes in the Law on Court Service in correlation with the Court Administration Association Help in producing a high-quality newsletter and web site;	February 2010 February 2010 March 2010 and ongoing	experts JRIP team		Specific suggestions on changes of the 2009 Law on Court Services presented to the MOJ Court Administration Association newsletter distributed and users informed of CAA activities and work outputs Active CAA web site users informed of CAA undertaken activities and work outputs
Efficient and effective performance of Court Services Council key competences	Provide specialized training for the only employee of the Administrative Office of the Court Services Council Provide minimum furniture and automation equipment needed for the operations of the office and the Council Support establishment and functioning of sub-committees within the Court Service Council to address key startup process issues. Sub-committees would be considered for the following suggested areas: Legislation and rule changes; Formal agreements with the Agency for Civil Servants and the CBC for transfer of data; and development (perhaps with AO) of an employee handbook Support to Law on Court Services on	September 2009 and ongoing	Sam Juncker Gordana S. Ribaroski Filip Janiceski	Agency for Civil Servants	Court Services Council employee trained in all clerical, ministerial, office and administrative tasks Minimum equipment provided to the Court Services Council Sub-committees within the Court Service Council established and operating Specific suggestions on changes, unification and standardization of court administration practices sent to MOJ as proposals for changes in the 2009 Law on Court Services Formal agreement with the

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	areas were CSC and courts have faced problems and issues remain unresolved, by organizing round tables chaired by the Court Services Council and the Court Administration Association				Agency for Civil Servants and the CBC for transfer of human resources data Employee Handbook in a process of development
Achieve stable and adequate funding for Macedonian judicial branch in line with the courts' real needs Enhanced administrative and management capacities of the Administrative Office (AO) and court Budget Council (CBC) CBC management capabilities developed regarding the financial system, procedures, and analytical capability to monitor and exercise their functions	Assist the AO in preparation and justification of the annual judicial branch budget along with a budget story as an expanded narrative to accompany the budget request Assist the AO in development of budget preparation guidelines and formats 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 prescribed in the Internal Act for Enforcement Control of the courts budget Guide the AO in adoption and implementation of a strategic planning process that will include the budget process to ensure that budget requests are aligned with strategic priorities and consistent with the requirements of the Law on Budgets	September 2009 September 2009 and onwards October 2009 and onwards	Sam Juncker Filip Janiceski Local Finance Experts JRIP Staff Sam Juncker Gordana Stojanova-Ribaroski Filip Janiceski Local Finance Experts JRIP Staff Sam Juncker Filip Janiceski Local Finance Experts JRIP Staff	Achieved Court administration association Macedonian courts AO CBC	Stable and adequate funding for Macedonian judicial branch in line with the courts' real needs Standardized policies, procedures and forms developed and operational in budget and financial operations, facilities administration, public access, information technology, human resources and case flow management areas prescribed in the Internal Act for Enforcement Control of the courts budget Budget plan approved

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	Basic and advanced capacity building sessions for members of the CBC	October 2009 and onwards	Sam Juncker Filip Janiceski International Expert JRIP Staff		CBC members capacity to manage improved as a result of two basic and advanced capacity building trainings
	Assist the AO and CBC to develop an "Analysis for determining fixed percentage of the GDP/National budget on financing the judicial branch"	January – April 2010	Sam Juncker Gordana Stojanova-Ribaroski Filip Janiceski Local Short Term Expert JRIP Staff		Court budget tied to a fixed percentage of the GDP/National budget
	Assist in and support of the implementation of specific recommendations of the Court Budget and Finance Study in accordance with the Action Plan for implementation adopted by CBC in April 2009	September 2009 and onwards	Sam Juncker Gordana Stojanova-Ribaroski Filip Janiceski Local Short Term Expert JRIP Staff		The 29 Court Budget and Finance Study recommendations implemented by the CBC
Improve Judicial Council's functions and capacities	Conduct a US study tour for high level judicial branch personnel Conduct seminars and workshops for transferring the knowledge gained from the US study tour experience to other officials within judiciary, and support the development and implementation of action plans to apply the lessons learned and tools acquired in the US study tour	September – October 2009 October 2009 and onwards	Sam Juncker Filip Janiceski JRIP staff International Consultant	Judicial Council, Supreme Court, Judicial Training Academy, Appellate Court Stip Judicial Council, Supreme Court,	Management and leadership skills of the JC members improved Working relations between various bodies within judiciary enhanced MOU between JRIP and Judicial Council signed

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	Support the Judicial Council in its first strategic planning cycle Assisting the Judicial Council to develop a Code of Ethics for the Judicial Council members Support the work of the Judicial Council to unify statistical reports on court work and to apply performance indicators to evaluate court work			Judicial Training Academy, Appellate Courts. Basic courts	Strategic Planning cycle of the Judicial Council conducted and Strategy, Action Plan and Annual Plan for 2010 produced and adopted Code of Ethics for the Judicial Council members produced and adopted by Judicial Council Statistical Templates for the Courts Reports using performance indicators developed and regularly utilized Guidelines for the president judges developed and implemented on how to apply performance indicators during planning, managing and budgeting
3.2 Improvement of Public Access, Services and Information					
Effective court communication with the media and public	Provide one advanced training in public and media relations for the Public Information Officers (PIOs) in the courts Provide training for trainers for a group of PIOs Technical assistance to the PIOs in implementing their tasks (i.e. support in preparing press-releases) Study-tour for PIOs	October 2009 October – November 2009 Ongoing March 2010	Jelena Janevska, Macedonian Institute for Media, JRIP team	JTA, Basic courts	27 appointed Public Information Officers in the basic courts trained in public and media relations 9 selected PIOs available to provide JTA sponsored media relations trainings By 30% increased presence of the PIOs in the media

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
	Support a PIOs networking meeting	March 2010			Created network of PIOs, experiences and best practices shared in one network meeting
	Publish public relations and media publications (i.e. on interviews, press conferences, etc.)	December 2009 and March 2010			2 public and media relations brochures developed and distributed (i.e. on interviews, press conferences, etc.)
	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	Ongoing			
	Annual award for the best PIO	April 2010			The first annual award event held and the prize for the best PIO awarded
	Provide training and mentoring to the Judicial Council in public and media relations	Ongoing			Increased capacities of the Judicial Council to publicly promote its work
Updated public information provided through the websites of the AO and the Judicial Council	Work with the Judicial Council and the AO to regularly update their websites	Ongoing	Jelena Janevska	Judicial Council, AO	Not less than 10 new articles posted on the websites
Information on the AO, its work and successes periodically provided to the courts	Train the AO staff on development of bi-annual Newsletter	Ongoing	Jelena Janevska	AO	2 AO newsletters produced and distributed 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	Ongoing	Sam Juncker Filip Janiceski Jelena Janevska JRIP Team	Supreme Court, Judicial Council, AO, Basic courts	Key successful court practices posted on the AO and basic courts' web sites

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
3.3 Court Computerization					
Improving court efficiency in case processing and management – Phase 1: Firmly establish ACCMIS as the automated tool concurrent and synchronized with the current manual case processing system	Support implementation of ACCMIS as the regular tool in courts' daily operation. Phase-1 will be the transition period of dual court case management, i.e. recordkeeping manually on paper and electronically on computer. This activity also encompasses assisting selected courts by hiring short-term freelance typist for entering data By the end of 2009 activities will be focused on supporting the building of ACCMIS electronic data bases and maintaining them with relevant data from the paper registry, achieving complete integrity and consistency between paper and electronic data Along with maintaining consistency between paper and electronic data, support the practical usage of the cumulated electronic data for generating various reports and schedules	June through December 2009 October – December 2009	Ljupco Tagasovski, JRIP team, ACCMIS vendor	Basic courts, Supreme Court, Judicial Council	By October 2009 in 33 courts all pending case data from the paper registry accurately transferred into ACCMIS Throughout the transition period, June-December 2009, all electronic data entered in ACCMIS will also be maintained consistent with relevant data from the paper registry At the end of December 2009 no 2010 registry books will be opened or used By the end of the Project all 33 courts start using ACCMIS for creation of regular monthly reports and statistic By the end of the Project all 33 courts start using ACCMIS for displaying automatically on wall-mounted monitors their daily schedules for hearings, courtrooms and judges

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Improving court efficiency in case processing and management - Phase 2: Abandoning paper registries and switching to only electronic case processing and management	Support courts as of January 1st, 2010 to carry out case management only and solely in electronic form through ACCMIS Support further improvement of ACCMIS usage in courts by introducing advanced usage of existing functionalities and enhancing ACCMIS with new features and capabilities Work with Judicial Council Work group on implementation of a modification of ACCMIS especially developed for Judicial Council specific needs Special modification of ACCMIS and ABMS, so courts can share appropriate internal data among courts, for example between basic and appellate courts and among various software applications within the same court	January through June 2010 February – June 2010 November 2009 – March 2010	Ljupco Tagasovski, JRIP team, ACCMIS vendor	ACCMIS vendor, All courts, Judicial Council, Ministry of Justice	In 33 courts paper registries are not used and case management is done completely electronically through ACCMIS. Implementation of ACCMIS modification for Judicial Council specific needs In 33 courts the module for electronic data exchange with Judicial Council is implemented In 33 courts the module for electronic data exchange among courts is implemented In 33 courts the module for electronic data exchange with ABMS is implemented
3.4 Automation and material support					
Technical environment appropriate for implementation of ACCMIS as regular tool in court daily operation.	Create action plan for making modest upgrades in computer software, equipment and material to courts in order to provide conditions for ACCMIS usage Procurement of the items listed in the action plan, such as computers, printers, monitors, routers, switches, users licenses, etc.	October – December 2009 January –March 2010	Sam Juncker Ljupco Tagasovski JRIP team	ACCMIS vendor, Supreme Court, AO, MOJ,	Collaboratively established action plan, concurrences and approvals obtained Acquisition of the items listed in the upgrade action plan

WORK PLAN GOALS	ACTIVITIES	TIMELINE	RESOURCES	PROJECT COUNTERPARTS	OUTPUTS AND RESULTS
Improved court efficiency and court records reliability	Establish a stakeholder workgroup/committee to review and address legal and technical aspects to ensure the implementation and sustainability of a digital audio recording system in the courts	September 2009	Sam Juncker Ljupco Tagasovski Filip Janiceski	Supreme Court, MOJ, JC, Appellate courts, Basic courts	Court Book of Rules, Law on Civil procedure, Law on Criminal procedure, Law on Case Management amended to mandate and regulate the usage of digital court recording
	Procurement and installation of the equipment Provide focused training	February-March 2010 April – June 2010			Equipment purchased and installed in 30 selected courts 30 e-recording operators training completed
	Produce a progress report with recommendations for further application in other courts	June 2010			Report submitted with recommendation(s) for further application of e-recording technology
	Produce a Best Practices manual for utilizing the equipment	June 2010			Best Practices manual distributed