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EXECUTIVE SUMMARY

The key accomplishments expected by the Judicial Reform Implementation Project (Project, or JRIP), and the tasks achieved during this quarter included the following:

Legal framework in place to support an independent and efficient judiciary:

- The Project met December 22nd – 23rd, 2008 with the Ministry of Justice (MOJ) working group, to assist in drafting six sub-regulations under the Law on Court Services
- A commitment was made by the Project to provide technical support to the MOJ working group responsible for drafting the implementation manual for the Court Book of Rules
- The Project met with court leaders and reviewed options for engaging a foreign expert that would provide a methodology for calculating the court's cost per case required for processing civil and criminal cases
- The methodology for assessment of labor and commercial cases was presented and approved by the MOJ

Automated case management and information system embedded and utilized in the courts:

- Court nomenclatures that will be used for the Automated Court Case Management and Information System (ACCMIS) were finalized
- The ACCMIS vendor, EduSoft, trained the 50 trainers that will be responsible for training 2,500 court staff on the operation of the ACCMIS software
- To ensure existing court data will not be lost, EduSoft developed the necessary software to assist Basic Courts in Bitola and Veles transfer existing electronic case data from their legacy systems to the new ACCMIS
- The ACCMIS software was tested by selected court users in Basic Court Ohrid as well as in the Supreme Court
- The ACCMIS model was demonstrated to the Minister of Justice and the President of the Supreme Court. This event included efforts to date and future planned activities, a practical demonstration of the functionalities of the software, and a question and answer session
- Since no major irregularities were discovered during ACCMIS testing, it was concluded that implementation of the software will begin in early 2009.

Fully functioning and high performing Administrative Office of the Courts:

- On October 8th, 2008 the Project and the Supreme Court conducted a conference to present the findings of the Finance and Budget Study prepared by US expert, Dr. Deborah Botch
- An action planning workgroup met on October 9th and 10th, 2008 to outline a specific action plan for implementation of the Budget and Finance Study recommendations
- On December 9th, 2008 the Project delivered to the President of the Court Budget Council, the Macedonian Judicial Budget and Finance Study Conference and Action Planning Workshop report that included 29 recommendations for better budgeting and financial management in the courts

Effective system for enforcement of court decisions:

- On October 1st, 2008 the Project supported the MOJ in conducting a meeting for president judges which presented a strategy for purging and transferring pending enforcement cases from the courts to enforcement agents
- The process of registering old enforcement cases was completed with 246,277 cases registered by November 15th, 2008

- Preparations continued for the December 31st, 2008 transfer of enforcement cases from the courts to enforcement agents
- A legislative drafting committee for amending the Law on Enforcement was established on October 30th, 2008. This team will include the Project's Legal Reform and Framework Manager, Nena Ivanovska
- The Project agreed to engage an expert to conduct a workshop for the Chamber of Enforcement Agents on disciplinary procedures for enforcement agents, and a workshop for the MOJ Sector that oversees the work of enforcement agents, public notaries and mediators

Court staff education program in place at the Academy for Training of Judges and Public Prosecutors:

- On December 23rd, 2008 court administration staff received training in customer service, ethics, time management, case flow management, information and communications management, and novelties in Macedonian legal reforms
- The training curriculum and complete training materials from this session were given to the JTA for their use in future court staff trainings to be delivered by the JTA

Open and transparent Courts:

- The second public users' satisfaction survey was completed in all basic courts. The final results show an eight percent increase in the overall effectiveness of the courts
- The Project delivered the last of the four Public and Media Relations trainings for Public Information Officers (PIOs) in the courts
- The second issue of the newsletter of the Administrative Office of the Court Budget Council (AO) was delivered to 350 court employees and other interested parties
- Twelve new articles were placed on the JRIP web site (www.jrip.org) during the quarter, which explain the primary activities and accomplishments of the Project

1. IMPLEMENTATION OF NEW REFORMS

1.1 LAW ON ENFORCEMENT

A system of private enforcement agents was introduced under the Law on Enforcement. The problem of inefficient enforcement procedures in the courts should end in 2009, when old enforcement cases will be transferred to private enforcement agents.

New Methodology for Filing and Purging Enforcement Cases

The process of registering old enforcement cases in the basic courts Skopje 2, Tetovo, Gostivar, Prilep and Kumanovo was finalized in the reporting period. Between April 15th and November 15th, 246,277 cases were registered. The percentage of cases that qualified for transfer to enforcement agents varied from court to court. In Skopje 2, 18 percent qualified, in Tetovo 17 percent, Kumanovo 36 percent, Prilep 45 percent, and Gostivar 33.5 percent.

On October 1st, the MOJ, with support of the Project, organized a meeting on the status of old enforcement cases to present the strategy for purging and transferring cases from the courts to the enforcement agents. The meeting was attended by president judges of 25 Basic Courts, three Appellate Courts, one Supreme Court judge, representatives of the Chamber of Enforcement Agents, and USAID. At the meeting, the Minister of Justice urged the judges to mobilize more resources in the process of registration of enforcement cases. He asked the courts to strengthen their enforcement departments by assigning additional

judges in order to expedite the enforcement of judgments and decrease the number of cases by the end of the year.

After the meeting, JRIP completed the final analysis of the backlogged cases. This was based on the updated information submitted by 17 basic courts to the MOJ during October. In these courts 200,580 cases were registered and included were 25,434 enforceable court decisions, 17,990 enforceable misdemeanor cases, 4,591 enforceable criminal cases, and 152,565 enforceable authentic titles. The creditors paid the court fees in 46 percent of the registered enforcement cases. In total 446,857 cases were registered by the courts and Project's legal interns, which is 68% of all backlogged cases.

A legislative drafting committee for amending the Law on Enforcement was appointed by the MOJ on October 30th. The committee consisted of 14 members, including JRIP's Legal Framework and Reforms Manager, Nena Ivanovska. The amendments concerning the transfer of cases from courts to enforcement agents were determined of highest priority because as of January 1st, 2009 courts will no longer have jurisdiction over the enforcement of cases. The MOJ decided that only these amendments would be reviewed by the Parliament as part of regular procedure. The amendments regarding the disciplinary responsibility and supervision of the enforcement agents, however, will be finalized at a later stage.

In Parliament's session on December 30th, it was decided that amendments to the Law on Enforcement should be first discussed at a public debate in order to have the experts' and citizens' opinion. These suggestions will be reviewed by the Ministry of Justice before the final text of the amendments is presented to Parliament.

The draft amendments were translated by the Project and sent for an expert opinion to the Dutch consultant Jos Uitdehaag, who has worked with the previous project on introducing the private enforcement system in Macedonia.

Capacity Building of the Chamber

The capacity building activities originally planned for this quarter were postponed to the first quarter of 2009 due to the busy schedule of the Chamber. The local partner organization, the Center for Institutional Development (CIRa), will deliver trainings for the Chamber on Project Cycle Management and Financial Management.

Also, JRIP continues to support building the professional skills of the employees and Board of the Chamber of Enforcement Agents and employees from the MOJ Sector that oversee the work of enforcement agents, public notaries and mediators (MOJ Supervisory Sector). In the future period, JRIP will engage Mr. Jos Uitdehaag to deliver a workshop on disciplinary procedure for enforcement agents, and a two-day workshop on supervision for the employees of the MOJ Supervisory Sector.

In March 2009, JRIP will organize a strategic planning workshop for the MOJ Supervisory Sector. The activities of the Sector are an integral part of the MOJ's overall Strategic Plan that is updated annually.

1.2 LAW ON COURTS

Assessment of labor and commercial cases

During this quarter, the methodology for assessment of labor and commercial cases was presented and approved by the MOJ. From January until March 2009, the assessment will be implemented in the Basic Court Skopje 2 and Basic Court Bitola.

On November 28th the Project met with Judge Sande Zikov, from Skopje 2 Basic Court, and discussed the major challenges that labor judges face in processing labor cases and the specifics of labor disputes that need to be addressed during the assessment. According to the plan, JRIP will conduct interviews with all eight judges from the labor department of this court.

1.3 LAW ON ACADEMY FOR TRAINING JUDGES AND PUBLIC PROSECUTORS

During the reporting period, the Project provided support for trainings organized by the Academy for Training Judges and Public Prosecutors (JTA). The Court Administration training for the Appellate Court Gostivar and the Administrative Court was held on December 23rd, 2008. Sixteen court employees took part in the training, which explored the topics of case flow management, ethics, time management, customer service, and communication technology. The training provided as well first-hand information on the novelties of the legal reforms in Macedonia.

The training was of great importance for the two courts. It was the first formal training for these court employees and should contribute to the future development of courts into strong professional institutions.

For this training, the Project provided trainers, educational materials, training venue, logistics and translation costs, while the JTA contributed trainers. The training curriculum and the complete training materials were delivered to the JTA for their use in the future non-judicial training programs.

In the upcoming period, JRIP will work with the JTA and the AO to organize the Council for Court Services orientation training and the Court Administration and Court Administrators training.

1.4 LAW ON COURT SERVICES

The Law on Court Services was enacted by the Parliament on July 25th, 2008. It was published in the Official Gazette of the Republic of Macedonia on August 4th.

During this quarter, the Project supported the MOJ in the process of drafting the six sub-regulations under the Law on Court Services, which must be enacted by February 15th, 2009. The first drafts were prepared by December 22nd, 2008.

On December 22nd and 23rd in Mavrovo, JRIP organized a working session to finalize the sub-regulations. The working group consisted of three employees from the MOJ, two JRIP staff members, a representative from the Court Service Council, a representative from the Court Budget Council, three court administrators, and a representative from the Agency of Civil Servants.

In January 2009, the Project and MOJ will organize a follow-up information session with a larger group from the judiciary, providing information on the contents of the new sub regulations.

1.5 COURT BOOK OF RULES

The Project is strongly committed to providing technical support to the MOJ in the process of drafting the implementation manual of the Court Book of Rules. It was agreed that four informative meetings will be organized in different appellate regions. These meetings will collect the necessary information and identify the current inconsistencies in the implementation of the Court Book of Rules. The tentative dates for these meetings are the first two weeks of February 2009. The drafting process therefore could start in March 2009. These meetings will help determine whether the working group should draft a manual or amend the existing provisions of the Court Book of Rules and will include members that were previously involved in drafting the Court Book of Rules.

1.6 OTHER LAWS AND AMENDMENTS

Law on Court Taxes

On November 12th, JRIP attended a meeting organized by the Cabinet of the Deputy President of the Government in charge of economic affairs. At this meeting, it was explained that the Government plans to conduct an assessment of the real costs incurred in court procedures to provide a basis for corrections to the Law on Court Taxes. JRIP offered to engage a foreign expert to provide a methodology for calculating the costs in civil and criminal procedures. The Project plans to carry out this consultancy in the next quarter.

The assessment of the real costs is also relevant for the Budget and Finance Study's recommendation 4, which suggests case-based estimation models be developed by the AO, in order to support budget preparation and analysis.

Civil Procedure Law

The MOJ requested the Project assistance with an assessment of the Law on Civil Procedure, enacted by the Parliament in 2005. The Project will organize several round-tables in the four appellate regions where judges will discuss implementation of the law. The conclusions will serve as a basis for possible amendments of the law.

Law on Judicial Council of the Republic of Macedonia

On July 24th, Parliament passed the latest amendments to the Law on Court Budget transferring court budgeting responsibilities from the Supreme Court to the Judicial Council. With this decision, the Administrative Office (AO) and the Court Budget Council (CBC) will move to the Judicial Council. Project activities with the Judicial Council will be redefined to reflect functions of the AO being transferred to this institution.

2. IMPROVEMENT IN COURT PRACTICES AND MATERIAL RESOURCES

2.1 IMPROVED COURT ADMINISTRATION PRACTICES

Improved AO Strategic Planning and Operational Capacity

On November 17th, the Project organized a coordination meeting with the Supreme Court and the AO. Sonja Gruevska, the General Secretary of the Supreme Court, Lidija Tanevska-Jadrovaska, the Head of the Cabinet of the Chief Judge and Silvija Janevska, assigned AO liaison, participated in the meeting. The major topics of discussion during the meeting were

ACCMIS development, implementation of the Budget and Finance Study recommendations, Public Users Satisfaction Survey, trainings for Public Information Officers in the courts, sub-regulations to the Law on Court Services and future cooperation with the JTA.

At the December 30th coordination meeting with the assigned AO liaison, Silvija Janevska, the Project was asked to develop a methodology for determining cost per case. The formal request will be presented by the Court Budget Council (CBC) during the first part of January, 2009.

During the reporting period, the Project supported the AO in the second public user satisfaction survey. The final results of the survey revealed that 78 percent of respondents agreed, or strongly agreed, that the courts performed effectively. This result shows an 8 percent increase compared to the first survey and surpassed the 72 percent target set for the second survey. The results of the Public User Satisfaction Survey were presented to the president judges on the day the survey was conducted. Based on the results, each court identified potential areas of improvement or designed a plan to sustain their good results.

The final results of the Survey, a brief version of the needs assessment and the media presentation options were shared with AO representatives Ana Cicakovska, Silvija Janevska, as well as Supreme Court representative, Lidija Tanevska-Jadrovka at the December 3rd coordination meeting. Materials were also shared with the Chief Justice, Jovo Vangleovski. The results of the Survey were presented to the court employees in the latest AO Newsletter as well as with all Court Budget Council (CBC) members. The CBC, at its December 29th session noted the importance of the survey and its continuance. During the same session, the CBC concluded that the results needed to be published.

Training sessions were held with the AO to make this activity self-sustainable by strengthening the ability of the AO and the courts to conduct future surveys and use the results to improve court operations.

AO Staff Specialization

The Head of the Legal Department of the AO, Maja Klifova, finished her contract period in October 2008. Srecko Mitovski returned to this position after successfully graduating from the new judges' school. A new liaison in the area of case backlog reduction and human resource management should be appointed as soon as the AO is transferred to the Judicial Council.

The Project continues to coordinate the area of automation, AO website contents and the newsletter through the AO team member, Maja Hadzi Kimova. Lidija Velkovska was designated to work with the Project's communications coordinator on the AO newsletter. A product of this coordination and training is the second AO newsletter. Long and short-term strategies were also discussed with these staff members with the goal of strengthening the operational capacity of the AO.

2.2 IMPROVEMENT OF PUBLIC ACCESS, SERVICE AND INFORMATION

Public Information Officers (PIOs)

From September until November 2008, the Project delivered four trainings in Public and Media Relations for the Public Information Officers (PIOs) in the courts. The Project trained 58 participants from the four appellate regions: Stip, Skopje, Bitola and Gostivar. During the trainings, 28 PIOs and their 24 assistants learned how to present their work to the public, how to communicate with the media and how to work on improving their image. Besides the basic and appellate courts, the trainings involved representatives of the Academy for

Training Judges and Public Prosecutors, Administrative Office of the Court Budget Council, the Administrative Court, the Supreme Court, the Ministry of Justice and the Project. The training topics included:

- Current coverage of the work of the judiciary in the media
- The concept of PIOs in the courts
- Public relations-elements and their importance
- Basic communication and presentation skills
- Introduction to the media system in Macedonia
- Tools for communication with the media
- Press-releases
- Interviews
- Organizing a press-conference
- Public relations strategies

The trainings were highly interactive and provided full participation of all PIOs and their assistants. They provided practical skills and knowledge that could be immediately transferred in their everyday work.

Participants expressed a high level of satisfaction with the trainings. The average training evaluation, on a scale from 1 (the lowest) to 5 (the highest), was 4.9.

The trainings were delivered by Jelena Janevska, JRIP's Communications Coordinator and a partner trainer from the Macedonian Institute for Media (MIM).

The PIO trainings had a very strong influence on the work of the PIOs in the courts. As a follow-up to the training, President Judge Dobrila Kacarska from Basic Court Skopje 1, with the help of the Project's Communications Coordinator developed a press release in October. This included the results of the recent Public Users Satisfaction Survey and was published in the daily newspapers Utrinski Vesnik and Vest. Judge Liljana Sitnikovska, PIO from Basic Court Kavadarci, requested Project's feedback on the quality of this court's publication. In November and December, both Judge Antoaneta Dimovska, from Basic Court Skopje 2, and Zaklina Doveden, the court administrator from Basic Court Struga contacted the Project and were provided guidance in designing a press-release.

Press-clippings for the last two months showed an increase by 37 percent in the number of articles that deal with the work of the judiciary. From June to September, 14 percent of the judiciary-related articles dealt with the work of the judiciary, while the remaining were articles related to specific trials.

After the PIO trainings, the JTA, due to high interest from judges, asked for additional copies of the training materials. Ten hard-copy training sets were delivered for further use, as well as electronic files for future printing/copying. Lists of participants of all four trainings were sent to the JTA for documentation of the training hours.

AO Newsletter

The second issue of the AO Newsletter was developed and printed in December. The Project's communications coordinator worked with AO's representative, Lidija Velkovska, on developing the topics of the Newsletter. The second issue in twelve pages covered the following topics:

- Address by the Chief Justice Jovo Vangelovski, President of the Court Budget Council
- Findings and recommendations of the budget and finance study
- Trainings for Public Information Officers in the courts

- Ireland study tour
- 14 basic court new websites and new AO website
- New Q10 results
- ACCMIS activities
- Transfer of AO to the Court Council
- Gross salaries as of January 1st, 2009
- Internet access and dynamic websites for the courts
- Facility improvements in the courts
- Anniversary rewards for the judges
- New employment in the courts
- Increased budget for the judiciary with the re-balancing of the budget
- The work of the internal revision in the judiciary

The AO Newsletter was printed and 350 copies were distributed to all courts on December 26th. JRIP funded the printing and distribution of the Newsletter.

Judicial Reform Implementation Project Communications

The website of the Judicial Reform Implementation Project is regularly updated with articles and photos of the Project's activities. Twelve new articles were placed on the website this quarter. Four Project success stories were sent to USAID for consideration for their newsletter and web site.

The Project developed and printed a one-page Fact Sheet that will be used to promote the Project's efforts in strengthening the role of the judiciary in Macedonia.

Two press releases were prepared for the Supreme Court. They covered the Budget and Finance Conference, as well as, the results of the new Public User's Satisfaction Survey. The Project's communications coordinator regularly attends the monthly USAID communications meetings. On December 2nd the Project hosted this meeting.

2.3 COURT FINANCING

On October 8th the Project and the Supreme Court organized a conference on budgeting and financial management in the Macedonia Judiciary. Over 80 representatives of the Macedonia courts, Court Budget Council, Ministry of Justice, Ministry of Finance, representatives of the Macedonia Parliament and USAID attended the conference, which presented the findings of the Finance and Budget Study for the judiciary prepared by US expert, Dr. Debora Botch.

After the conference on October 9th and 10th, a working group worked with the consultant to develop a draft budget and action plan to implement the recommendations of the study.

On November 23rd the Project received the final report of the Macedonia Judiciary Budget and Finance Study Conference and Action Planning Workshop from US consultant Dr. Deborah Botch. On December 9th it was presented to the CBC President and the Chief Justice for approval and implementation. At the next CBC session, the report and the action plan will be presented to all CBC members.

The AO reviewed the report and presented their priorities for 2009:

- Development of a cost per case methodology and its implementation
- Centralized procurement

- Employment of several technical assistance support members to the Council for Court Services
- Development of a budget and finance strategy for the judiciary
- Enactment of four AO support regional positions

In the upcoming period the Project will focus on supporting implementation of the key recommendations of the study.

2.4 COURT COMPUTERIZATION

Nomenclature Reconciliation

By the end of October, the ACCMIS vendor EduSoft had collected and unified the court nomenclatures from the various systems used in the courts. Through three working sessions organized by the Project at the end of October, the court nomenclatures were matched with the ones developed by the courts' expert group.

In October the Project reviewed nomenclature issues with the newly established Administrative Court. It was decided that the expert group will redevelop the nomenclatures in the area of the administrative law.

During October, EduSoft worked on the existing court nomenclatures in basic courts Bitola and Veles. These two courts are using different case processing software and were supported by EduSoft during the process of matching their court nomenclatures with those developed by the expert group.

In November the finalized version of the court nomenclatures was built into the ACCMIS initial testing and implementation release. Since the Judicial Council is still working on defining unified consolidated statistical reports, additional changes might be necessary once these reports are officially introduced.

The Project sent an official letter to the MOJ requesting other nomenclatures and data from non-court institutions. In response, MOJ provided lists of licensed lawyers, mediators, translators and enforcement agents. From the State Statistical Agency, the Project received code tables and nomenclatures on countries, nationalities, municipalities, places, classifications of education, businesses, trades, etc. to be used in ACCMIS as lists of predefined choices (nomenclatures). All materials were forwarded to subcontractor EduSoft and were built into the ACCMS model.

Automated Court Case Management and Information System (ACCMIS)

- Training of trainers and end-users

EduSoft prepared a detailed plan for the 50 trainers who will provide on-site training for end-users. From October to December, all trainers were trained on ACCMIS and its functions.

Draft versions of the training manuals were prepared for the ACCMIS application, as well as, for the courts' ICT support staff.

- Transferring existing electronic data from legacy systems

All the relevant data structures from the basic courts in Veles and Bitola were identified, extracted and analyzed. It was concluded that for these two courts, which use different legacy systems for court case tracking, two unique and separate nomenclature matching procedures were needed.

During November EduSoft worked in Basic Court Bitola migrating old data from Paradox legacy systems. Findings showed that almost 50 percent of the old cases are outdated and thus will not be migrated into ACCMIS. Most of the remaining cases already exist in the Integrated Court Information System (ICIS) so the migration will be easy. The software that will be used for migration of the existing case records was tested and proved successful.

- Verification of the ACCMIS model and its technical documentation

In October EduSoft developed and presented the initial ACCMIS model with the accompanying technical documentation. To ensure the highest quality, the model was also presented to the focus group consisting of 35 experienced court practitioners for their expert opinion. Over three days, the focus group members, registry clerks, typists, note-takers, judges' assistants, court secretaries, and judges analyzed the ACCMIS screens one by one. They checked their content, identified missing or redundant entry fields, corrected titles and labels, and checked terminology and procedural logics.

The court practitioners agreed that the proposed model provides the necessary input and output for the majority of the data. In accordance with the defined regulations for managing court cases and the Court Book of Rules, it is believed that the model covers all processing and reporting aspects.

- Development of the actual ACCMIS software

Focus group's comments and suggestions were used to further develop and modify the ACCMIS model in November. Some of these suggestions were incorporated in the model, while others will be incorporated in later stages depending on the appropriate legislative changes.

Another component encompassed in software development, is the creation of predefined templates for statistical reports. This part of the software development heavily relies on the outcome of the Judicial Council working group, which was working on defining the contents, forms and layouts of the reports that each court will have to submit in a unified and standardized manner. Although it was planned that this group would finish their work in September 2008, due to the complexity of this task the deadline has been extended. JRIP and EduSoft were used at the disposal of the working group. This provided assistance, to speed up the process, as well as, secure the correctness of the ACCMIS statistical and reporting modules. The hope is for the working group to finalize the template for basic and appellate courts soon enough to be included in the first implementation version of ACCMIS. An exception will be made for the templates for the Supreme Court and the Administrative Court, which will differ from other court reports.

- Demonstration of ACCMIS model

On December 4th, 2008 the Project organized a demonstration of the ACCMIS model to the Minister of Justice and the President of the Supreme Court. The agenda for this event included a brief introduction of the ACCMIS activity, the efforts to date and future activities, a practical demonstration of the functionalities of the software, a question and answers session, and an open discussion session. Both the Minister and the President Judge were satisfied with the model, the options it offers and the activities implemented so far. They also emphasized that this is one of the key reforms in the judiciary and has the full support of the government. The President of the Supreme Court and the Minister of Justice requested and received a copy of the contractual agreement with EduSoft.

- Functional testing of ACCMIS

All preparations for the testing of ACCMIS were completed by the end of November. The Executive Committee agreed that Basic Court Ohrid was the most suitable testing location. The actual testing was performed from December 1st to December 19th, 2008.

The goal of the testing was to check the technical and functional correctness of the ACCMIS software application. These tests also determined compatibility and interoperability with the existing courts computer hardware, as well as, software and communication infrastructure. The testing was conducted simultaneously in two different locations, firstly in Skopje at the computer center of the Supreme Court, and additionally in Basic Court Ohrid.

The Supreme Court in Skopje is the central location and root-domain of all Macedonian courts and was used to test the following:

- a) Simulation of conducting remote installation of ACCMIS from a server machine in Skopje to a server machine located in Ohrid. Also the simulation of accessing the remote site and its remote maintenance (diagnostic and repair). It also tested the capability for remote interventions which is important for functional reliability and sustainability of the ACCMIS in 40 different locations throughout the country.
- b) Simulation of centralized maintenance of unified and standardized court code tables (nomenclatures) through an ACCMIS module for centralized nomenclatures. This module allows part of the nomenclatures to be maintained or updated by the staff at the central location, while the other part of the nomenclatures can be remotely updated by external staff in other judicial institutions. The same module allows each court to promptly and automatically download copies of the latest updates of the nomenclatures and unify usage throughout the judicial system.
- c) Simulation of electronic exchange of data between courts for sending and forwarding documents and court cases, as well as, making backup copies of each court's own electronic data.

At this location, testing participants were the ICT employees of the Supreme Court computer center.

Basic Court Ohrid served as a remote site and had the complete ACCMIS package installed on its server machine.

The testing was performed by seventeen court employees involved in all phases of case processing: registry clerks, typists, judges' assistants, judges and IT staff. In total, 130 tests were conducted, covering all three major types of court case procedures: civil, criminal and misdemeanor.

EduSoft actively participated in the testing process by having three teams of ICT professionals present on the two testing sites and at EduSoft's computer laboratory. JRIP closely monitored the testing process and visited all testing sites. For each test, appropriate forms were completed which described the results, the eventual irregularities, suggestions for improvement, and comments. EduSoft reviewed them and provided the needed changes and modifications. For some suggestions, however, decisions will have to be made by judicial branch leaders such as the Supreme Court, Judicial Council and the Ministry of Justice.

Since the testing of ACCMIS proved successful, the activities will continue as planned and the software will begin implementation at the beginning of 2009.

3. ADMINISTRATIVE TASKS

DPK Project Officer

In October the DPK Home Office announced that Sergio Zegarra will be replacing Dennis McCormick as the DPK Project Officer.

Processing Project Consultants

During this quarter, the Project hosted Dr. Deborah Botch as a court budget and financial expert. Dr. Botch provided short-term technical assistance to present the results of the Court Budget and Financing Study and assisted the judiciary to create an action plan to implement the recommendations of the study. This consultancy began on October 5th and ended on October 11th, 2008.

4. SUMMARY OF PLANNED ACTIVITIES FOR NEXT QUARTER:

JANUARY TO MARCH 2009

DATES	# OF DAYS	COURSE / ACTIVITY	DIRECTED TO	LOCATION	RESOURCES
COMPONENT A: IMPLEMENTATION OF NEW REFORMS					
Task 1: Assistance in implementation of Law on Courts					
January – March	Ongoing	Assessment of labor cases in trial courts Skopje 2 And Bitola	Basic Court	Skopje, Bitola	Ivanovska, Businoska,
Task 2: Assistance in implementation of Law on Judicial Council					
January - March	Ongoing	Assist with transition of CBC/AO from Supreme Court to Judicial Council	CBC, AO, JC	Skopje: Supreme Court and JC offices	Ivanovska, Businoska
Task 3: Assistance in implementation of Law on Enforcement					
January – June	3	Draft communications strategy for the Managing Board of the Chamber of Enforcement Agents	Chamber of Enforcement Agents	Chamber and JRIP offices, Skopje	Ivanovska, Businoska, MIM, Janevska
January – February	2	Training in Project Cycle Management for the Chamber of Enforcement Agents	Chamber of Enforcement Agents	Ohrid	Ivanovska, Lazareska-Gerovska, Businoska
February – July	Ongoing	Assist trial courts, Chamber and MOJ in transfer of old enforcement cases from courts to enforcement agent offices	Trial courts	Enforcement agents offices	Ivanovska, Businoska, Lazareska- Gerovska
February – March	2	Assist MOJ/Chamber in training of newly appointed enforcement agents if requested by the MOJ	MOJ, Chamber of Enforcement Agents	Skopje	Ivanovska, Lazareska-Gerovska, European expert TBD

DATES	# OF DAYS	COURSE / ACTIVITY	DIRECTED TO	LOCATION	RESOURCES
COMPONENT A: IMPLEMENTATION OF NEW REFORMS					
February	Ongoing	Training with president judges regarding changes in the Law on Enforcement	MOJ, Chamber of Enforcement agent	Skopje	Ivanovska Bushinoska Jos Uitdehaag
Task 4: Assistance in implementation of the Law on Academy for Training of Judges and Public Prosecutors					
January – February	Ongoing	Further on coordination on building and strengthening the capacity of the JTA (Component B)	JTA	Skopje	Juncker, Stojanova-Ribaroski, Ivanovska, Mehmedi
Task 5: Assistance in implementation of the Law on Court Services					
January	1	Information session on draft sub regulations under the law	Court administration	Appellate Court Skopje	Ivanovska, Bushinoska Prokopenko
Task 6: Assistance in implementation of the Law on Civil Procedure					
March-April	4	Information sessions at four Appellate courts	Courts , MOJ	Appellate Court Skopje, Bitola, Shtip and Gostivar	Ivanovska, Bushinoska
Task 7: Develop Methodology for Cost Case Analyses					
January – March	30	Prepare Methodology for Cost Case Analyses	Administrative Office of Court Budget Council	Skopje	Joseph Traficanti, Jr Nena Ivanovska Keti Bushinoska
Task 8: Follow up on Implementation of Court Book of Rules					
February	4	Meetings with court president and court administrators at Appellate court level	Court administration	Appellate Court Skopje, Bitola, Shtip and Gostivar	Ivanovska, Bushinoska Prokopenko Administrative Inspectorate

DATES	# OF DAYS	COURSE / ACTIVITY	DIRECTED TO	LOCATION	RESOURCES
COMPONENT B: IMPROVEMENT IN COURT PRACTICES AND MATERIAL RESOURCES					
Task 1: Improved Court Administration Practices					
January-March	Ongoing	Engage in regular coordination meetings with the AO/CBC and designated staff to continue to build capacity of the AO	AO/CBC	AO	Juncker, Stojanova-Ribaroski, Mehmedi
January-March	3	Engage in monthly coordination meetings with the Supreme Court (including: AO representative, Supreme Court General Secretary and the Head of Chief Justice cabinet)	Supreme Court and Macedonia judiciary overall	Supreme Court	Juncker, Stojanova-Ribaroski

DATES	# OF DAYS	COURSE / ACTIVITY	DIRECTED TO	LOCATION	RESOURCES
COMPONENT B: IMPROVEMENT IN COURT PRACTICES AND MATERIAL RESOURCES					
January-March	Ongoing	Assist the effort of AO in continuation of the Public User Satisfaction Survey as a self sustained activity	All courts, court users and court employees	AO offices and all Basic Courts	Stojanova-Ribaroski, Mehmedi, Janevska
January-March	3	Engage in regular coordination meetings with the Court Services Council	Court Services Council	Court Services Council	Juncker, Stojanova-Ribaroski, Mehmedi
February	1	Court Services Council orientation training	Court Services Council	Skopje	Juncker, Stojanova-Ribaroski, Mehmedi, Consultant
October-December	Ongoing	Weekly coordination meetings between the Project and the MOJ	MOJ and all courts	JRIP or MOJ offices	JRIP team
January-March	Ongoing	Development of specialization among AO staff in case flow management, human resources, financial management, ICT, public access, public user satisfaction, and court facilities	AO staff	AO and JRIP offices	Juncker, Stojanova-Ribaroski, Janevska, Mehmedi,
January-March	Ongoing	Working with the Appellate Court Bitola to enhance the case flow and backlog reduction programs begun with MCMP and replicate throughout the appellate court area	Basic courts of the appellate courts region Bitola	Appellate Court Bitola	Juncker, Stojanova-Ribaroski, Mehmedi
January-March	5	Assist Academy in curriculum development for trainings of courts' staff in core competencies (case flow management, ethics, customer service)	Academy	Skopje and regionally	Juncker, Stojanova-Ribaroski, Mehmedi, Janevska, Ivanovska
October - December	Ongoing	Technical assistance to administrators and staff of Administrative Court, if requested in capacity building and transferring data electronically from Supreme Court	Administrative Court, Supreme Court	Supreme Court, Administrative Court	Ivanovska, Tagasovski
February (during the Court Administrators training)	5	Pass the developed Macedonia court services employee handbook blueprint before the Council of Court Administration for further development	Council of Court Administration and all courts	JRIP	Juncker, Stojanova- Ribaroski, Mehmedi
February	4	Organize the training of Court Secretaries in their transition to Court Administrators when Law on Court services enacted (with Component A)	Academy, AO, Court Secretaries/Court Administrators	Academy, Skopje	Juncker, Stojanova-Ribaroski, Tagasovski, Ivanovska, Janevska, Consultant
Task 2: Court Financing					
January-March	Ongoing	Implementation of the recommendations presented through the Macedonia Judiciary Budget and Finance Study	CBC,AO, MOF, MOJ, Parliament, courts	Skopje	JRIP team

DATES	# OF DAYS	COURSE / ACTIVITY	DIRECTED TO	LOCATION	RESOURCES
COMPONENT B: IMPROVEMENT IN COURT PRACTICES AND MATERIAL RESOURCES					
Task 3: Court Computerization					
January – March	Ongoing	Bi-weekly automation steering committee meeting overseeing the development of the Automated Case Management System	MOJ, AO, Supreme Court IT, and all courts	JRIP or MOJ offices	Tagasovski, JRIP team
January	20	Work with vendor on inspection of courts technical capacity to receive ACCMIS installation; conduct analysis, review progress and adjust time frames if necessary	MOJ, Courts	JRIP premises, , EduSoft, all courts	Tagasovski, JRIP team and EduSoft experts
January – March	Ongoing	Work with MOJ and SC on analyzing, and reviewing ICT needs for improvement technical environment in courts; eventual preparation of technical tender documentation	MOJ, Supreme Court, all courts	JRIP offices, MOJ, Supreme Court	Tagasovski, JRIP team
January – March	Ongoing	Monitoring and evaluating ACCMIS implementation (deployment, on-site installations and trainings)	All courts,	JRIP offices, all court, EduSoft	Tagasovski, JRIP team and EduSoft experts
Task 4: Communications					
January	5	Design, printing and distribution of leaflet on court and media relationship, promotion of PIOs in the courts	Courts, citizens, media	JRIP offices	Janevska
March	4	Training session in communications under the court administration training	Courts	Skopje	Janevska, Stojanova Ribaroski
January-June	5	Development of PR strategy for the Chamber of Enforcement Agents	Chamber of Enforcement Agents	Skopje	Janevska, MIM
January-March	5	Planning for the PIO study-tour	PIOs	JRIP offices	Janevska, Juncker
February-March	8	Design, printing and distribution of brochure on preparing a press release	PIOs, other court staff	JRIP offices	Janevska
February-March	7	Preparation of the concept for advanced trainings for PIOs	PIOs	JRIP offices	Janevska
March	7	Preparation of Issue 3 of AO Newsletter (upon AO's request)	Courts	JRIP offices, AO	Janevska, AO
January-March	7	Support to PIOs in preparing press-releases, etc.	Courts	JRIP offices	Janevska
January-March	15	JRIP's communication issues (preparing articles, reports, website update, press-clipping, etc.)	JRIP	JRIP offices	Janevska

5. PROBLEMS AND REMEDIAL ACTIONS

In October, the Project was informed that the Director of the Administrative Office of the Court Budget Council (AO) was suspended from performing her duties at the Supreme Court, and that Silvija Janevska would be the Project's contact person for AO matters. Since that time, the Project has held regular coordination meetings with Ms. Janevska and included in those meetings Sonja Gruevska, General Secretary of the Supreme Court, and Lidija Tanevska-Jadrovska, Head of the Support Department for the Chief Justice. It is vital that the Project continue to have a strong professional relationship of trust and confidence with the AO and the Chief Justice to assure that the Project's work plans will be supported by the Supreme Court.

On January 1st, 2009 responsibility for the Administrative Office of the Court Budget Council will move from the Supreme Court to the Judicial Council. For this reason, it has been difficult to set coordination meetings for planned activities involving the Supreme Court and the Administrative Office such as the suggested follow up activities on recommendations from the Budget and Finance Study. The Project is compensating for this by increased telephone coordination and written correspondence.

In early October issues arose regarding the MOJ's concern with the ACCMIS effort and the choice of EduSoft as the vendor for this initiative. Meetings were held with USAID Mission Director Michael Fritz who communicated with the Ministry and resolved doubts about the issues. The ACCMIS initiative is proceeding as scheduled. To further clarify issues, on December 4th, 2008, the Project held a meeting with Chief Justice Vangelovski, and Minister of Justice Mihajlo Manevski to provide a demonstration of the ACCMIS product and request that a court Information and Communications Committee be established.

The project continues to experience difficulty regarding the hardware infrastructure needed to take full advantage of the ACCMIS software. Specifically, the need for updated servers, routers, switches, as well as, related updates to the local and wide area networks. The MOJ has reported that they are arranging for another donor to supply this hardware. The Project, however, is concerned that these updates will not be in place when the ACCMIS is implemented. This will cause slow user response time and related connectivity issues. The Project will continue to closely monitor this situation and, if needed, propose alternative ways for these infrastructure updates to be fulfilled.

On January 1st, 2009 court secretaries in Macedonia will become court administrators and the scope of their work will be enhanced. To assist with this transition, JRIP is working with the Judicial Training Academy in planning training sessions early in 2009 which will help build the capacity of court administrators for these added responsibilities.