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# PROJECT COMPLETION REPORT

**ALBANIAN JUSTICE SECTOR STRENGTHENING PROJECT  
(JuST)**

August 30, 2015

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**ALBANIAN JUSTICE SECTOR STRENGTHENING PROJECT  
(JuST)**

**Contract No. 182-C-00-00105-00  
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## ACRONYMS

AJJ	Association of Journalists for Justice
CLCI	Center for Legal and Civic Initiatives
CLE	continuing legal education
CSO	civil society organization
DAR	digital audio recording
EU	European Union
HCJ	High Council of Justice
IAJ	International Association of Judges
ICMIS	integrated case management information system
IT	information technology
JuST	Albanian Justice Sector Strengthening Project
LSFJ	Law School for Journalists
NCA	National Chambers of Advocates
NCM	National Chamber of Mediators
NSA	National School of Advocates
OSCE	Organization for Security and Co-operation in Europe
PAKS	Automated Calendar Management System
UAJ	Union of Albanian Judges
UTLF	University of Tirana Law Faculty

## EXECUTIVE SUMMARY

Chemonics International is pleased to present this project completion report, summarizing the work and the results of the USAID-funded multifaceted, five-year, \$9,750,298 Albanian Justice Sector Strengthening Project (JuST). JuST focused on advancing U.S. objectives in strengthening the rule of law and good governance in Albania, with an emphasis on improving justice delivery and increasing public demand for accountability in the justice sector.

Albania is now well into its third decade of transition from communist rule to democratic governance. A powerful incentive driving this transition is the hope that one day Albania will be welcomed into the European Union (EU), ushering in a new age of rising prosperity and political stability. Prosperity and economic growth cannot thrive in an environment where the judiciary is perceived to favor powerful interests over the impartial application of law. JuST worked in three components to assist Albania in improving the environment of the justice sector, all of which focused on strengthening democratic institutions and establishing a rule-of-law culture. The first component engaged with courts and government institutions and sought to increase court transparency, fairness, and efficiency in the judicial system. The second component promoted civic engagement at the grassroots level to hold government institutions accountable. An important element of this civic engagement strategy was to strengthen the skills and ensure the independence of investigative journalists — a critical component in fighting corruption and improving performance among government institutions. The third component focused on justice system practitioners and was designed to improve legal training and education not only for law students, but also for practicing attorneys.

**Exhibit 1. Direct Support to Albanian Citizens**



## **Summary of Key Results, Component 1 – Court Transparency, Fairness, and Efficiency**

### **DIGITAL AUDIO RECORDING**

- Installed digital audio recording (DAR) equipment in all 38 courts in Albania, (including the new administrative courts) totaling 160 courtrooms.
- Digital audio recordings are now the official record, the recognized standard for accurate trial records. The Civil Procedure Code was amended to reflect this new reality. A unifying decision by the High Court in April 2015 removed all doubts about the status of audio recording in criminal trials.
- The project installed a central record archive for audio recording files in Tirana and connected and configured all courts for nightly back-ups of mission-critical data.
- Following the successful deployment of the central record archive for audio recordings, all judicial inspectors were trained on how to access court recordings from their office computers.
- The number of court hearings audio recorded continues to rise, with 15 courts now exceeding the 90 percent threshold.

### **COURT MANAGEMENT**

- The Court Calendar Management Application (PAKS+) was created and installed in the 35 Albanian courts using an integrated case management information system (ICMIS).
- In cooperation with the Organization for Security and Co-operation in Europe (OSCE), USAID's JuST project supported two pilot courts to demonstrate the application of "active case management" to reduce court delay and improve court efficiency in Kruja and Korçë. As the positive results became known, two more courts (Tropoja and Pukë) adopted similar techniques with equally positive results.

### **COURTS AND CITIZENS**

- USAID'S JuST project carried out several nationwide public-awareness campaigns on digital audio recording and the rights of citizens to obtain copies of these recordings.
- The project supported renovation of public information offices in three courts — Kavaja, Kurbin, and Pogradec — and worked with an international public service and information area expert to produce a set of standards to guide future projects, reinforcing an architectural and service standard for future courts.

### **MEDIATION AS ALTERNATIVE DISPUTE RESOLUTION**

- JuST implemented mediation programs in five courts — Durres, Korca, Gjirokaster, Permet, and Saranda — with 1,084 cases mediated nationwide and 868 resolved through the mediation process.
- The team prepared initial and advanced training curricula on commercial and family mediation and implemented several awareness campaigns on alternative dispute resolution.
- The project supported establishment and organizational strengthening of the National Chamber of Mediators (NCM).

## Summary of Key Results, Component 2 – Civic Engagement

### UNION OF ALBANIAN JUDGES

- Support to the Union of Albanian Judges (UAJ) has brought the organization international recognition, contributed to its sustainability and membership growth, and facilitated its active engagement in key policy issues for the independence of the judiciary.

### INVESTIGATIVE JOURNALISM

- JuST helped establish the Association of Journalists for Justice (AJJ), an organization dedicated to investigative reporting and tackling a series of issues in many Albanian government institutions. It supported the AJJ in partnering with the more-established investigative reporting centers in the region.
- The project helped establish an independent media venue, [www.investigim.al](http://www.investigim.al), to publish investigative reports (written and video) uncovering corruption. To date, 63 corruption-related cases have been published. 38 journalism students are now trained on investigative techniques and are playing an active role in producing investigative reports.

### CIVIL SOCIETY

- The project awarded 19 grants to civil society organizations (CSOs) that worked on issues related to women's issues, the environment, social services, DAR campaigns, public health, and exposing corruption through investigative journalism.

## Summary of Key Results, Component 3 – Education of the Legal Profession

### CONTINUING LEGAL EDUCATION FOR PROFESSIONALS

- JuST established the first Continuing Legal Education (CLE) Program in Albania and completed three years of CLE in six regional chambers: Vlorë, Durrës, Fier, Korçë, Shkodra, and Tirana. During the 3 years of the CLE pilot program 1,115 lawyers and assistant lawyers were trained.
- Early success of the CLE Program informed the establishment of the National School of Advocates (NSA). JuST assisted the NSA with organizational strategies while still in its first steps. The NSA immediately took up the initial training and trained over 750 assistant-lawyers over the past two years. NSA is expected to take over the continuing training of lawyers as well.
- The project team worked with the National Chamber of Advocates to draft legal provisions for amendments to the Law on the Legal Profession, which included making the CLE program mandatory for all attorneys.
- JuST helped establish the bar journal, *Avokatia*, which achieved sustainability by the seventh issue and is continuing to publish high-quality quarterly journals without USAID financial support.

### CLINICAL LEGAL EDUCATION AND OPPORTUNITIES FOR STUDENTS

- The team assisted the University of Tirana Law Faculty (UTLF) in establishing a legal clinic, which is officially part of the school's curriculum and is functioning as a legal aid provider to assist people in need with their court cases. So far, 152 students of the clinic, along with 15 volunteers at a local legal aid

provider (Center for Legal and Civic Initiatives [CLCI]), have taken part in trial preparation.

- Since its establishment, 258 students have enrolled in the Legal Clinic, and 52 individuals have sought assistance from clinic students.
- JuST organized the first Professional Internship Program for law school students at the State Advocate's Office in collaboration with the Ministry of Social Welfare and Youth and the State Advocate's Office. A total of 21 UTLF students engaged in the first six-month internship program, which included daily work in trial preparation and was supervised by state advocates.
- A searchable database of unifying Supreme Court decisions was completed in cooperation with the Magistrates School, and was launched on the 100<sup>th</sup> anniversary of Albanian Justice Day.

Last year, Albania achieved a significant milestone when ministers from EU member states, based on a recommendation of the European Commission, granted EU candidate status to Albania. Reaching this first step on the road to accession has been a long and arduous process, and much remains to be done. Often identified as the single most important priority for Albania's EU aspirations, judicial reform has been a major focus of assistance from USAID, as well as other international donors. Although EU annual progress reports have been critical of the justice sector,<sup>1</sup> USAID's investment and the Albanian government's strong commitment to court audio recording technology have been cited with favor in the two most recent EU progress reports<sup>2</sup> as one measure of progress toward higher standards of transparency and accountability in courts.

Key areas in the justice sector have shown measurable improvement. The most visible, but by no means only, change is in the courtrooms of Albania. No longer must parties rely on partial, handwritten summaries of their trials if they wish to exercise their appellate rights. Today, in all 160 courtrooms in 38 courts in Albania, state-of-the-art digital recording technology exists to provide a verbatim record, capturing not only the words but also the tone of the proceedings. Just the fact that trials are now recorded has enhanced the dignity and the solemnity of the process. Moreover, there are a growing number of courts (including Kruja, Korça, Tropoja, Puka, Lezha, and Kukës) committed to best practices of trial court management. By focusing their efforts on cutting down on the number of non-productive hearings and reducing court delay, these courts are now among the best in Europe when measured by the length of time from case filing to final disposition. Although there remain many problems to overcome, the changes are real, and building blocks are now firmly in place for improving the environment of the judicial sector, and as a result, eventually reversing the public's low regard for the judiciary.

Much has changed during the project, and JuST is leaving a legacy of positive contributions. Some of these contributions have transformed the way institutions operate and are likely to last far beyond USAID's assistance in Albania. This report

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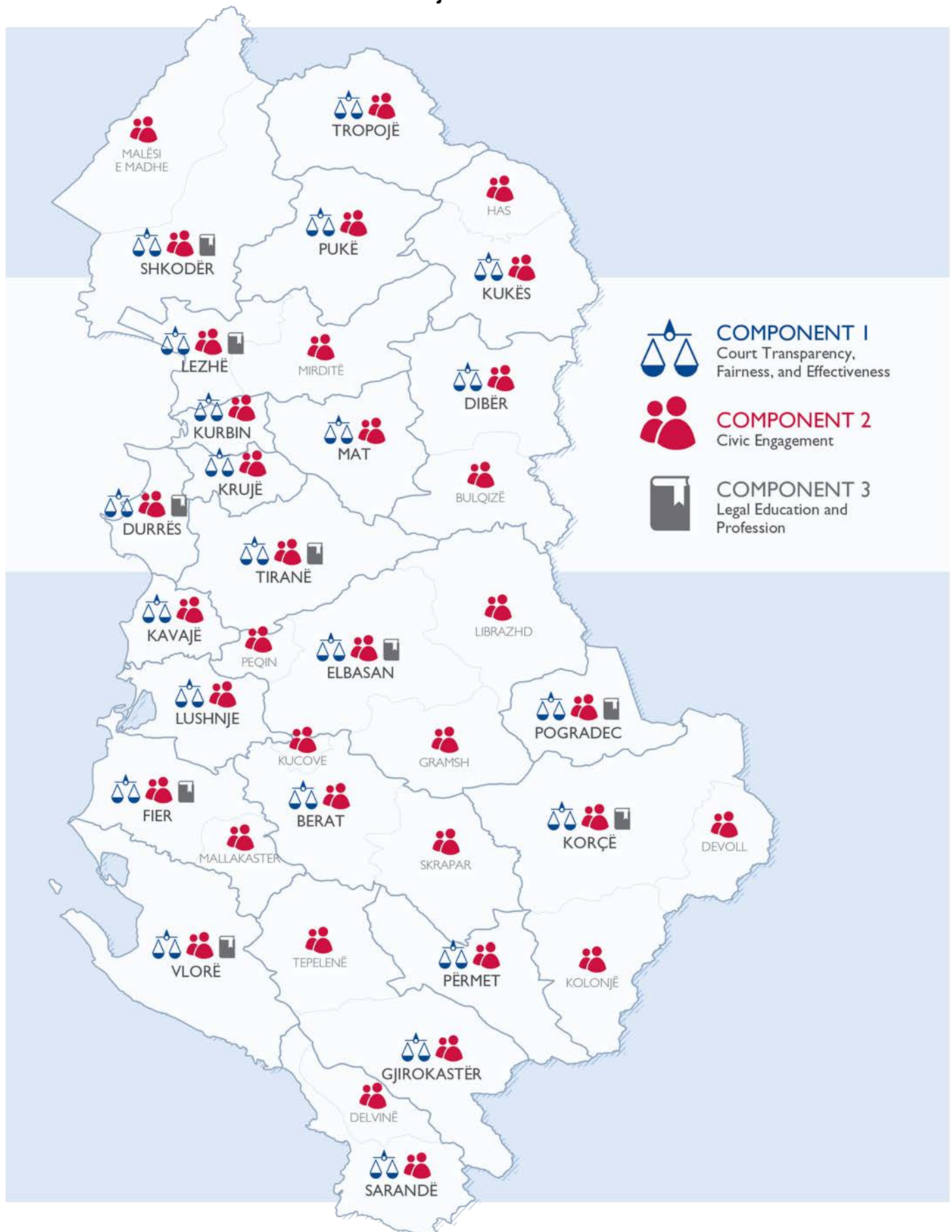
<sup>1</sup> The 2011 EU Progress Report noted the "climate of mistrust not only between political forces but also vis-à-vis State institutions" as well as continued "polarization between ruling majority and opposition." On the judiciary, the report noted that "no progress has been made in combating corruption within the judiciary," and "no further progress has been made as regards the independence of the judiciary."

<sup>2</sup> "Audio recording, which is already being used in 19 district and appeal courts, should be further extended." Albania 2013 Progress Report, page 38. See also the June 24, 2014, decision on candidate status.



describes how this was achieved, including accomplishments against the work plan, final status of benchmarks and tangible results, lessons learned during implementation, and suggested ways to resolve identified constraints. What implementation strategies were used? What techniques were used to encourage change? Why were they so successful in Albania? What lessons can be learned for future USAID projects? This final project summary focuses on the larger picture of what JuST is leaving behind after five years of committed work by a dedicated team of Albanian professionals, all sharing a common drive to make a positive contribution to their country.

**Exhibit 2. JuST Project Assistance Distribution**



## **COMPONENT 1**

### **Increased Court Transparency, Fairness, and Efficiency**

A lack of transparency in the judicial system in Albania is one of a number of factors that increase opportunities for corruption and undermine public confidence in the courts. The fairness of court proceedings is open to question when judges do not publish their decisions or articulate the basis for decisions. Moreover, the practice of conducting hearings behind closed doors (in private offices) with no verbatim record of what transpired further undermines confidence in the judiciary.

At a fundamental level, the rule of law requires a clear and consistent legal framework, where public officials and institutions are held accountable, disputes are settled peacefully and effectively, and citizens have confidence in the operations of their justice system. USAID assistance to Albania consists of strategies designed to bring justice sector institutions closer to these ideals. These ideals begin with improved due process, which requires a reviewable record — thus the need for record-making technology. Citizen confidence in the justice system requires transparency and openness — thus the emphasis on holding trials in public courtrooms. Public satisfaction with the administration of justice requires a level of efficiency and a basic belief in the fairness in court procedures — thus the encouragement to apply modern management principles to the processing of cases passing through the court system. These elements are inter-related, with success in one area yielding dividends in other areas. More accurate trial records, through the introduction of audio recording, immediately result in more transparency and eventually increase public trust in the judiciary.

To advance these rule-of-law aspirations, JuST has provided assistance toward a set of mutually reinforcing goals. The most visible legacy is without a doubt assistance to the institutions and courts of Albania in deploying digital audio recording technology, which for the first time produces a verbatim record of court proceedings. Because trials held in offices do not meet even minimum requirements for basic fairness and due process and produce no verbatim record, JuST proposed better case management techniques supported by software programs to help courts optimize available courtrooms. To assist courts in managing their workload and parties in resolving their legal disputes, JuST supported mediation as an alternative to litigation. JuST also introduced the concept of active case management to reduce the amount of time wasted on non-productive hearings. Finally, to promote better access for citizens to courts, JuST worked with the Office of Budget and Judicial Administration to support renovations of public spaces in three courts (Kavaja, Kurbin, and Pogradec), inaugurating new, state-of-the-art public information offices and in the process yielding a set of standards that will help the Albanian government with future customer-friendly construction projects.

These diverse activities support the larger objectives of increasing court transparency, fairness, and efficiency. Each will be described in this section, with emphasis on specific strategies and techniques used to secure full and sustainable implementation.

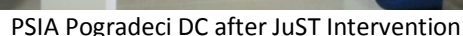
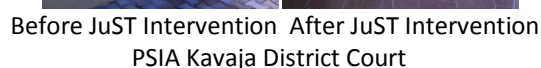
## Establish and Implement New Standards for Courts' PSIA

To ensure sustainability of the PSIA model already created of the Pogradeci, Kavaja, and Kurbini district courts, JuST collaborated with OAJB and a U.S. courthouse architect to prepare a set of design guidelines for PSIAs in Albanian courthouses.



One of JuST's areas of work was to enhance court public information capacities. The PSIA is an important component of a modern Albanian courthouse, where citizens can access court records and information, initiate filings, submit legal documents, and receive assistance from court administrative staff.

JuST renovated public spaces at the Kavaja and Kurbin district courts, transforming how these courts interact with the public. JuST also supported improvements to the public information function as part of a court renovation project in the Pogradec District Court.



## More Accurate Trial Records through Digital Audio Recording

A verbatim trial record is one of the key elements that define due process and fundamental fairness. Due process consists of a number of elements: notice of charges, the right to confront witnesses, reviewability, and the right to appeal. Without a verbatim record, the right of reviewability is seriously compromised.

### Pre-implementation Planning

#### KEY DAR SUCCESSES

- 784 justice sector personnel in courts received training.
- 81 percent of all cases heard by courts are being audio recorded.
- 100 percent of all courts in Albania are fully equipped with DAR equipment.
- All courts are backing up their audio recording files to a national server, providing greater data security and online access for authorized users.

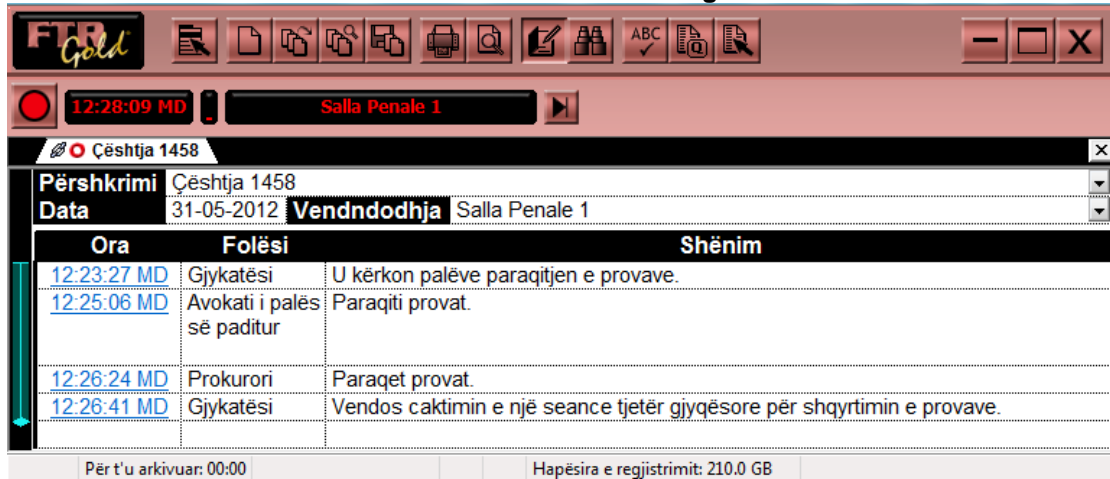
For a good idea and sound proposal in judicial reform to be successful, a great deal of analysis and preparation is required, followed by close engagement with empowered individuals who can actually make things happen.

Preparations for introducing audio recording began soon after the JuST project was launched. A needs assessment of every court (at the time, 114 courtrooms and 30 courts) in Albania was carried out in 2011 to obtain an accurate picture of the courts' use of technology, how they produced records of trials, and the technical infrastructure in each court building. A few courts had experience with analog audio recording, but by the time of the JuST assessment, no courts were recording trials, and previously supplied recording equipment was not being used. All courts were producing written summaries of court proceedings, with some still using handwritten reports produced by court secretaries. For the handful of courts with some level of audio recording equipment, the JuST team inquired about court staffers' and judges' experiences with audio recording, specifically, why they had stopped using it.

Based on this early assessment and analysis, the JuST team formulated an installation timetable and a general implementation strategy to guide future project activities with respect to the deployment of DAR equipment. Court practices needed to change so that making a verbatim record would become a routine practice, not an exception to the rule. This meant the equipment had to be installed in every courtroom. Unlike the previous experience with audio recording where only the court information technology (IT) specialist had the knowledge to operate the equipment, the technology had to be simple enough to operate by court secretaries as well. This conclusion required an Albanian-language interface with the digital recording software. Finally, to the extent possible, the digital audio solution needed to be something that would not conflict with the court case management system, or require duplicate entry of basic data. All of these conclusions emerged from the early court assessment and formed the basis for the functional requirements for a major procurement of digital audio recording equipment. Following a competitive process, For the Record was selected as the solution for providing equipment and software to Albanian courts.



**Exhibit 3. DAR Recording**



**JuST selected user-friendly software for audio recording and translated the user interface into Albanian.**

Selection of the initial implementers was as important as the selection of the right technology. Change is never easy, and court cultures are by nature resistant to new ways of doing things. It was clear early on that not everyone welcomed the idea that their every word would be recorded. The JuST team recognized the importance of selecting early-adopters who truly believed in the value of audio recording. Any early failure could provide ammunition to the naysayers and doom the entire effort. The district courts of Lezhë and Korçë were chosen based almost entirely on the leadership qualities and the interest shown by the two chief judges.

Another early step designed to promote successful implementation was a decision to modify the existing court case management software to permit court secretaries to begin the recording process within their normal workflow. Throughout the project, the JuST team has been sensitive to the role of court support staff and sought ways to enhance rather than impede their performance in carrying out their customary duties.

Part of pre-implementation planning involved producing a variety of public-awareness materials such as posters and signs to inform the public that sessions were being recorded and that they were entitled to a copy of the recording. The project also developed detailed procedures in consultation with court leaders, which included forms to standardize the process for parties to obtain a copy of the audio recording of their trial.

Following successful implementation of audio recording in the first two courts, JuST settled into a methodical routine of going court by court, first with installation of hardware and second with training of judges, court staff, and even court stakeholders, including prosecutors and lawyers.

### **Strategies for Successful Implementation of DAR**

JuST followed its basic strategy throughout the implementation phase. Sometimes issues that seemed problematic in the beginning faded in importance as more courts found the process to be straightforward. Over time, the benefits became obvious and resistance to change faded. Throughout the process, JuST remained flexible, yet adhered to a set of principles designed to achieve success.

## SNAPSHOT

# Standardization of Court Audio Record Copy for Public Distribution

The process of producing DAR copies for the public brought uniform procedures to all courts, conveying the explicit message that the public record of court proceedings is now available to the public.



DAR form displayed in the court.

USAID JuST

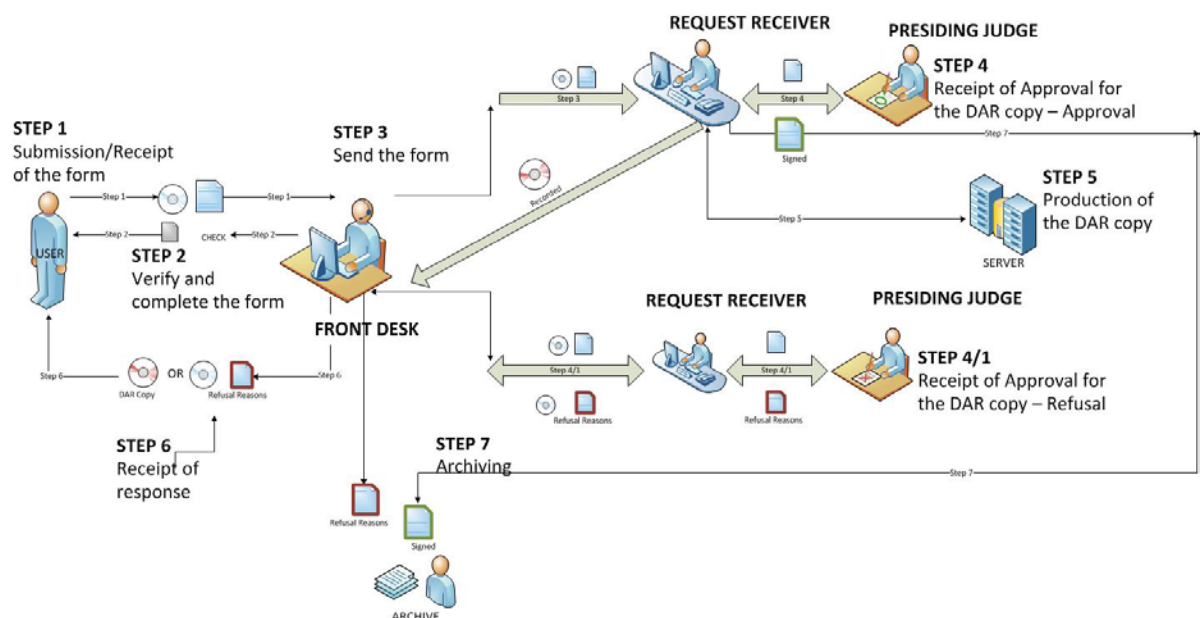
An important activity in the acceptance of digital audio recording and its transformative changes has been a targeted program to standardize the DAR copy production work process in the courts.

The main objectives of this program were:

- Unification of the procedure
- Efficiency and a clear assignment of tasks and time limits to the court
- Predictability and transparency to the public
- Opportunity for assessment and further improvement

As a result, a unified court procedure workflow and standard request form were developed by JuST, in consultation and with approval from the chief judges participating the project's advisory board meetings.

## COURT AUDIO RECORD PUBLIC DISTRIBUTION WORK FLOW



# REGJISTRIMI DIXHITAL AUDIO

NË SALLAT E GJYQIT, GJITHÇKA QË THUHET,  
TANI REGJISTROHET!



REGJISTRIMI AUDIO I SEANCEVE ËSHËT TASHMË NË DISPOZICIONIN TUAJ  
SI PJESË E DOSJES SË ÇËSHTJES GJYQËSORE

USAID

f t v

#RegjistrimiAudioNeGjykatë www.dhri.al

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PARAQITJA E KËRKESËS  
PËR KOPJE TË REGJISTRIMIT AUDIO  
TË SEANCËS GJYQËSORE NË SALLËN E GJYQIT

Sistemi i Regjistrimit Dixhital Audio (RDA), i shtrire në gjykatat shqiptare falë mbështetjes së USAID-it, mundëson regjistrimin audio të seancave gjyqësore të zhvilluara në sallën e gjyqit. Regjistrimi audio i seancave përshihet në dosjen e çështjes gjyqësore. Kërkesa për kopje të regjistrimit audio paraqitet përmes plotësimit të një formulari përkates, i cili gjendet pranë sekretariatit apo sportelit të shërbimit të gjykatës. Ai është i njëjtë për të gjitha gjykatat.

Kur kërkoni kopje të regjistrimit audio për një apo më shumë seanca që i përkasin të njëjtës çështje gjyqësore, është e mjaftueshme të plotësoni vetëm një formular. Kur bëhet fjalë për regjistrime audio të dy çështjeve të ndryshme, ju duhet të plotësoni dy formulare të veçanta.

Plotësimi i formularit bëhet si më poshtë dhe nuk kërkon më shumë se tre minuta.

 Fillimisht në formular plotësoni fushën: Emri i Gjykatës. Kur bëhet fjalë për një gjykatë të shkallës së parë, shkruani emrin e qytetit ku ajo ndodhet dhe/ose natyrën e çështjeve që mbulon, p.sh. 'Tiranë', 'Krimet e Rënda'. Shtoni fjalën 'Apeli' kur bëhet fjalë për një gjykatë apeli, p.sh. Apeli Tiranë, Apeli për Krimet të Rënda, etj.

Ngjitur me emrin e gjykatës, shënoni se cila është **DATA** kur depozitohet kërkesa, p.sh. 10 maj 2013 ose 10.05.2013.

 Pastaj plotësoni këtë fushë që janë të nevojshme për identifikimin e regjistrimit audio që kërkon. Që të lexohen sa më lehtë, rekomandohet shkruani me shkronja të mëdha. Fushat janë:

- o EMRAT E KALVEJ;
- o EMRI DHE MBIEMRI I GJYQITARIT TË ÇËSHTJES OSE I KRYETARIT TË TRUPIT GJYKUES;
- o DATA E SEANCËS (OSE DATAT E SEANCAVE) SË ÇËSHTJES GJYQËSORE;
- o NUMRI I ÇËSHTJES GJYQËSORE PËRKATËSE. NESE KETË NUMËR NUK E DIMI, JU MUND T'IA KËRKONI SEKRETARIT GJYQËSOR TË CILËT I DORËZONI FORMULARIN

☒ Në vijim shënoni me 'X' në kutinë përkatëse nëse ÇESHTJA ËSHTË  
NË GJYKIM (PO) OSE JO.

**Blotfram i lagare te intsigbrme**

KERSKE PER KOPJE TE REGJISTRIMT AUDIO		Aptit Force	10 maj 2003
Puesit: Likem Dambars & Erkeka Piroiti		Regjistrim: Sigura Arbet	Quesit: PO
Kohetja e krahut: 20.04.2003		Me i gjeturja me krahut: 8000-0034 2.47	Me i gjeturja me krahut: PO

☒ Më tej, zgjidhni njërin nga tre opsionet teknike për plotësimin e kërkesës duke shënuar 'X' në kutinë pranë opsionit që preferoni. Opsionet janë si më poshtë:

1. **Registritimi audio në format të zakonshëm** Në këtë opsion, registritimi audio i shërbimit zakonisht në format të zakonshëm audio, p.sh. muzikë, etj.
2. **Registritimi audio në formatin origjinal FTR** Ky është formati në të cilin sistemi tuaj registron audio të shërbimit në sallat e gjyqit. Ky format mundëson që të dëgjohen në mënyrë të izoluara registritimi nga secili përkatës mikrofonosor të sistemit RDA në sallë për përkatësitë i gjyqtarit, dy palëve dhe/ose përfaqësuesve të tyre, si dhe i dëshmimit. Por, ndryshe nga opsioni 1, ky registrim në



JuST Communication Director Rudina Mullahi, presenting DAR copies distribution workflow to the project's advisory board.

While presenting DAR implementation in his court at the Shkodra Regional Leadership Conference in 2015, the chief judge of the Shkodra District Court, Arben Zefi, said, “I was also encouraged from the impact that the DAR system has brought to the public. I was approached by a citizen who asked me specifically that all hearings should be audio recorded. Many such requests have come to the court thanks to the DAR public awareness campaign.”

JuST used different communications methods, including in-court posters, television and radio spots, informative seminars, and court open days, to publicize the benefits of audio recording and to make the public aware of its right to acquire audio records.



**Listening to users** has been a key to successful implementation of this new technology. JuST employed two parallel strategies to hear from users and achieve more buy-in.

The first strategy for listening to users was establishment of an advisory board for digital audio recording. The format that evolved for these quarterly meetings consisted of participation by policymakers from the principal institutional counterparts: the High Council of Justice (HCJ) and the Ministry of Justice. In addition, a revolving selection of chief judges regularly participated, from courts that had already gone through the installation and training process, as well as from courts scheduled for



The DAR Advisory Board was convened quarterly to identify problems and increase buy-in.

installation in the immediate future. This format was useful in two ways. It provided reassurance to future courts that the software was easy to use, the training was thorough, and the implementation process straightforward. Immediate benefits could be shared with still-skeptical peers. In addition to benefits to the primary implementers (chief judges) the meetings also kept high-level policymakers in tune with the practical issues being faced in the courts. In retrospect, this was important. It facilitated the issuance of guidance in the form of formal instructions from the Ministry of Justice, which assisted with implementation. It was one of many repeated messages “from the top” that digital audio recording was now a national priority and anything short of full implementation was simply not acceptable.

The second and related strategy for listening to users was introduction of a post-installation, post-training methodology to solicit feedback, incorporate suggestions, and reinforce the benefits of audio recording. Following the completion of equipment installation and training in each appellate judicial district, JuST organized district-wide regional conferences, inviting all judges, court secretaries, court chancellors, and IT specialists to participate. By the close of the project, six such events had been held in each of the appellate districts (Shkodra, Korçë, Durrës, Tirana, Vlora, and Gjirokastra). Judges, secretaries, court chancellors, and IT professionals participated in every regional conference, with attendance at nearly 100 percent for each. The importance of DAR as a government priority was continually reinforced by participation of the minister of justice and members of the HCJ at almost every



Courts Advisor Olta Lolo leads a discussion with court chancellors at a regional conference on DAR in Vlora.

gathering. New implementation steps, such as additional software for the convenience of users, were introduced based on feedback collected from the participants at each regional conference.

In addition to the exchanges on experiences in implementing and using DAR, the regional conferences always included a presentation of each court's performance as reflected by statistical reports and graphs developed by JuST and made available to courts and to inspectorates of the Ministry of Justice and the HCJ. This use of statistical data not only served to track implementation progress, but also was designed to incentivize and create peer pressure among court leaders to be among those courts publicly recognized as outstanding. The tables and charts depict the percentage of cases that are audio recorded. The highest-performing courts consistently maintain a 100 percent level. These good examples created a persuasive argument for the JuST training team when they entered a new court and encountered doubts about the feasibility of audio recording everything. Moreover, as chief judges realized that their statistics were being scrutinized each month by the HCJ and the Ministry of Justice, their commitment to full implementation increased. This was seen throughout a series of regional conferences and was especially evident by the end of the project when online access to audio records was made available to judicial inspectors.

#### ADDITIONAL SOFTWARE FOR COURTS

**Log Notes.** Software installed on every judge's computer that creates a time-stamped guide to permit easier review of audio recordings.

**Manager Software.** Installed on all secretaries' computers to permit development of audio recording copies from the convenience of the office, rather than requiring secretaries to return to the courtroom.

**PAKS+.** A calendar and reporting tool that connects ICMIS with DAR to allow court staff to efficiently schedule hearings and review use of the audio recording system in the court.

**Increasing public-awareness,** including awareness of the right to obtain recordings of public trials, was an important part of JuST's implementation strategy. In the final two years of the project, JuST, working through Albanian Legal and Territorial Research Institute, a local NGO, intensified its public outreach efforts through a program entitled Regional Campaign of Awareness and Advocacy for Digital Audio Recording in Courts. The campaign organized open court days in 16 courts where attendees could view a mock trial performed by law students to demonstrate the use of audio recording. At each event, chief judges of the courts, along with key court staff, made themselves available for questions. The campaign also included roundtables and public events in nine additional municipalities, as well as street promotional stands set up all over Albania to distribute printed and electronic materials. Finally, TV spots ran repeatedly on local and national TV stations, highlighting the existence of audio recording and the benefits to the public.

At every DAR public event, JuST articulated two simple goals or performance measures: First, that all court hearings should be held in courtrooms, and second, that all hearings should be recorded. Because a number of courts are, in fact, consistently meeting these goals, they can be held up as examples for courts that have not yet achieved this benchmark.

Close **attention to the legal framework** was another element of JuST's implementation strategy. From early in the project, it was clear that full

implementation would not be achieved without clear legal guidance. Skeptical judges were quick to assert that the use of DAR was not mandated by Albanian procedural codes. Therefore, JuST continually analyzed the legal issues, researching procedural approaches from other European countries, and drafting language to resolve legal questions. JuST drafted amendments to the Civil Procedure Code that required the use of DAR when available. These amendments were approved by the Albanian Parliament. The project drafted similar language for the Criminal Procedure Code and submitted it to the Ministry of Justice. An instruction setting forth detailed procedures for the use of DAR, along with managing and archiving rules, was drafted by JuST and approved by the minister of justice. Finally, a unifying decision of the Joint Colleges of the High Court in the final months of the project resolved all remaining issues, holding that in criminal proceedings, the audio recording is the official record. This ongoing focus on the legal framework proved to be an important element of the strategy to achieve full implementation of DAR.

One of the most important steps taken by JuST in its efforts for full implementation of DAR technology was **development of simple management reports** showing the extent of DAR implementation by court, by case type, or by judge. The initial idea for these reports was to provide support for the Ministry of Justice, which early on had issued a formal instruction requiring the use of DAR, including a requirement that the chancellor of each court report on implementation progress. The report designed by JuST enabled the chancellors to meet their new obligation. More importantly, it became a performance indicator for the courts themselves, unleashing their natural competitiveness to excel. Their performance, expressed in percentage terms, was easy to measure and easy to understand. It measured the number of cases recorded as a percentage of the total number of cases on the docket. Good courts quickly reached the 100 percent mark and were determined to remain there. Other courts aspired to reach this level, especially knowing that institutions (such as the Ministry of Justice and the HCJ) were monitoring their performance. It was clear to all that the principle from the reinventing government literature<sup>3</sup> — “what gets measured, gets done” — was at work in Albania.

During the final two years of the project, JuST focused on **reliably and securely backing up mission-critical data**: the audio recordings. As more installations were completed and as the legal framework evolved, it became essential to ensure data integrity and accessibility. To guarantee absolute reliability of each court’s data, JuST decided to install a central record archive where the data could be maintained with high levels of security. Centralizing the storage of data also opened the possibility of online access for authorized users, obviating the need for physical CDs to transmit the verbatim record. Online access would also mean that appellate judges or judicial inspectors would have immediate access to the audio recording when needed. After consultations with counterparts, the existing data center at the National Agency for Information Society was selected, based on its multiple levels of data protection. By the end of the project, each court was linked to this central record archive and was uploading data every evening. The final step in the audio recording infrastructure has solidified the technology as a permanent feature of Albanian judicial practice.

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<sup>3</sup> Osborne, David, and Ted Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*. Reading, MA: Addison-Wesley

## SNAPSHOT

# Supreme Court Unifies Criminal Practice of Audio Recording

The Supreme Court of Albania, sitting *en banc*, issues a unifying decision applicable in all courts establishing that audio recording itself (rather than the written summary) is the official record of the trial.



“Recently the Joint Colleges of the High Court took a very important decision to consider audio recording as a process in full compliance with the Criminal Procedure Code. Audio recording is a tool that substantially increases the performance, efficiency and transparency of trials.”

Chief Justice Xhezair Zaganjori

July 14, 2015

“In reply to the question raised for unification, the Joint Colleges reached the conclusion that keeping the minutes of the judicial hearings with audio and audio-video recording is not only in compliance with Article 115 and subsequent articles of the Criminal Procedure Code, but being foreseen by this article as one of the means to keep the minutes, increases the efficiency and guarantees the transparency in the judicial hearings by fulfilling in an exhaustive and autonomous way the documenting function of the procedural actions.”

Unifying Decision of the High Court  
No. 2, April 27, 2015

A legal milestone was recently achieved when the Supreme Court ruled that audio recording is now the official record in criminal trials. (Previous amendments to the Civil Procedure Code had resolved questions on the civil side.) The issue was joined when a three-judge panel of the Tirana Court of Appeals reversed a Tirana District Court decision on the grounds that the court secretary had neglected to write down the statement of a witness, notwithstanding the existence of the full audio recording of the witness’s statement in the file. The case was sent back to the Tirana District Court for a retrial by a new panel of judges, and the decision was appealed by the defendant to the Supreme Court.

The Supreme Court saw the need to unify the practice in criminal trials regarding the role of audio recording in documenting court hearings. JuST Chief of Party John Carver was invited to submit an *amicus curiae* brief to the Albanian Supreme Court in 2015. At the end of the hearing, the Joint Colleges of the Court, composed of 16 Supreme Court justices, ruled (with only one dissent) that the audio record of court proceedings is a procedural document and should be reviewed by the higher courts.



The unifying decision issued by the Supreme Court, due to its binding nature on the judges of the lower courts, puts an end to any possible contrary interpretation of the provisions of the Albanian Criminal Procedure Code.

50. Për sa më sipër, vendimi i gjykatës së apelit duhet të priset dhe çështja të dërgohet për rishqyrtim në gjykatën e apelit me trup tjetër gjyqësor, i cili, duhet të shqyrtojë shkaqet e ngritura në apel në bazë të parimit të procesit të rregullt e të drejtë, duke disponuar me dëgjimin verbalit audio ku paraqiten thëniet e dëshmitarëve të pyetur nga gjykata, të cilat kanë shërbyer për të si bazë e dhënies së vendimit përfundimtar, dhe gjykimin e çështjes sipas përcaktimit të konkluzioneve dhe të frymës së këtij vendimi.

#### PËR KËTO ARSYE:

Kolegjet e Bashkuara të Gjykatës së Lartë bazuar në nenin 438 dhe 441/ç të K.Pr.Penale

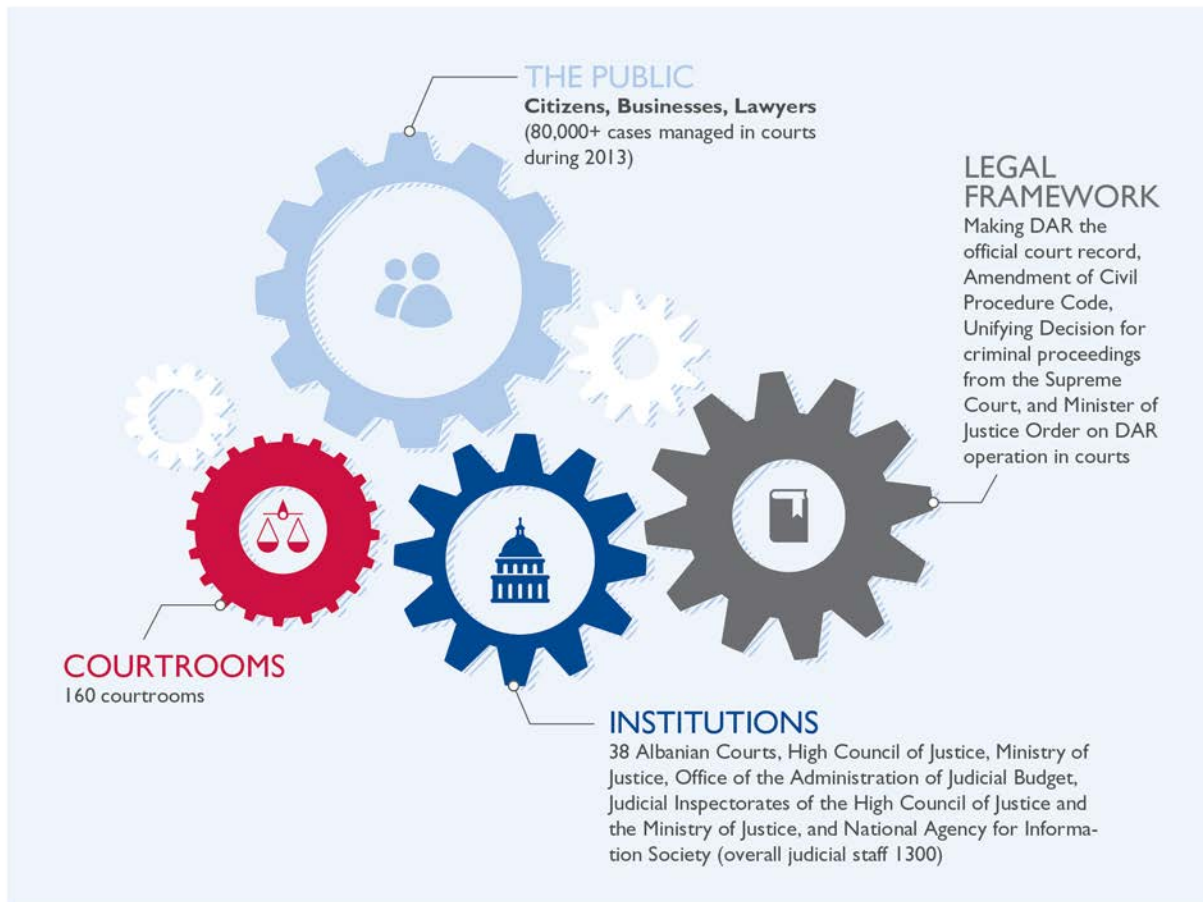
#### VENDOSËN

Prishjen e vendimit nr.50, datë 21.01.2015 të Gjykatës së Apelit Tiranë dhe kthimin e akteve për rishqyrtim në po atë gjykatë, me tjetër trup gjyqësor.  
Ky vendim është unifikues dhe dërgohet për botim në Fletoren Zyrtare.

Tiranë, më 27.04.2015



## Exhibit 4. How Digital Audio Recording Affects All Levels of the Judiciary System



### Government Buy-In of DAR Usage

USAID has long enjoyed support from the highest levels of the Albanian government. Institutional counterparts of JuST consistently welcomed and supported U.S. assistance for digital audio recording. As the project progressed and the benefits became evident, government support became even more vocal and committed. The installation of DAR was something political leaders could point to as evidence of progress toward EU standards of judicial accountability and transparency. Midway through the project, there was a change of governments, with the appointment of new ministers. Fortunately, the new minister of justice was as supportive of DAR as the previous minister. Over time, commitment for audio recording became embedded in all levels of the judiciary and the executive branch.

JuST's sustained emphasis on performance gained support among institutional partners in a variety of ways and at different levels of government. For example, at a hearing of the HCJ to take up reappointment of a chief judge for another term, several questions were focused on his court's use of audio recording. The chief judge was proud to report that his court consistently maintains its 100 percent usage of audio recording. He described the impact on court operations as "revolutionary," characterizing the technology as easy to use and essential for transparency. His appointment was approved for another four-year term.

The importance of consistently using DAR became a criterion in evaluating individual judges and courts, as shown by a recent example in which a judge was disciplined for not using the technology. Because procedural law now requires the use of audio recording technology when available, the Judicial Inspectorate of the HCJ is monitoring judicial compliance. JuST's support in the recent establishment of a nationwide central server for audio recording files, which comes with online connectivity for judicial inspectors to access trial recordings of, has provided better tools for monitoring compliance and evaluating judges. Word has spread that full implementation of audio recording is a factor to be considered in evaluating judicial performance. This is the effect that JuST sought to achieve in developing the PAKS+ reporting tool and in providing training to stakeholders on how to use the information. Providing online access and training to judicial inspectors is reinforcing the message that full and routine use of audio recording is expected of all judges in all courts.

As a final step to promote acceptance and understanding of the benefits of DAR, JuST installed audio and video recording in the moot courtrooms of the Magistrate School and the Law Faculty. JuST prepared and submitted training curricula for use of DAR to the Magistrate School responsible for training judges and prosecutors, as well as to the Ministry of Justice, responsible for training court chancellors and secretaries.

Although initially faced with considerable skepticism, it is now clear to almost everyone in Albania that DAR technology is bringing new levels of accountability to the judiciary and may eventually contribute to a better public perception of the courts. Illustrative of this change over time are statements from judges.<sup>4</sup> These opinions, voiced by judicial leaders, illustrate the extent of the changes brought about by the introduction of record-making technology.

**Exhibit 5. Cumulative DAR Assistance**

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Courthouses	0	7	12	6	13	38
Courtrooms	0	26	59	27	48	160
Court Staff Trained	0	154	420	99	151	784

<sup>4</sup> “The audio recording has established an important standard for increasing transparency in court sessions. It helps in the increase of the responsibility and accountability of judges not only regarding the law but also to the parties. The audio recording is a necessity in an environment with problematic perception of the public regarding the work of the judiciary, and for all the above mentioned reasons I would like to thank USAID JuST for their support to the judiciary in Albania,” Chief Judge Fatri Islamaj of the Tirana District Court.

“I was one of the most skeptical persons regarding the usage of audio recording for documenting the court sessions. I had a lot of questions and doubts, but now I am convinced that it has value. It helps in increasing the transparency, correctness, solemnity and fair implementation of the legal procedures. Meanwhile there have been no problems from its usage,” Gjovalin Pernoca, chief judge of the Serious Crimes Appellate Court.

“The usage of audio recording for documenting the court sessions is in compliance with the provisions of the Criminal Procedure Code. It is very easy to hear the audio recording. The recording turns out to be very important in criminal trials, especially during witness testimonies. They can speak now freely without the judge asking them to stop time after time in order to give time to the secretary to write down the testimony,” Judge Gerd Hoxha of the Tirana Criminal Court.

# SNAPSHOT

## Tracking Performance to Promote DAR Implementation

Focusing on performance proves to be a key factor in promoting full implementation of digital audio recording.

The following graphic depicts the percentage of hearings audio recorded by individual courts. Low usage generally is a result of not enough courtrooms.



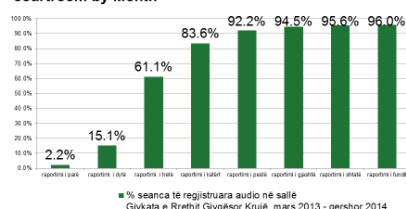
Hearings recorded in the Lezhë and in the Appellate Districts of Korçë and Durres: April – June 2014

Court	% of sessions audio recorded
Lezhë District Court (pilot)	70%
Korçë District Court	100%
Pogradec District Court	92%
Korçë Appellate Court	100%
Durres District Court	32%
Kavajë District Court	48%
Elbasan District Court	5%
Durres Appellate Court	89%

The chart below depicts the percentage of cases audio recorded during the implementation phase in Kruja. By the 4<sup>th</sup> month, almost all cases are being recorded.



Example: Percentage growth in the use of DAR in the courtroom by Month



The information in these charts can be generated at any time, and is updated monthly. The results are shared monthly with the Ministry of Justice and the High Council of Justice.

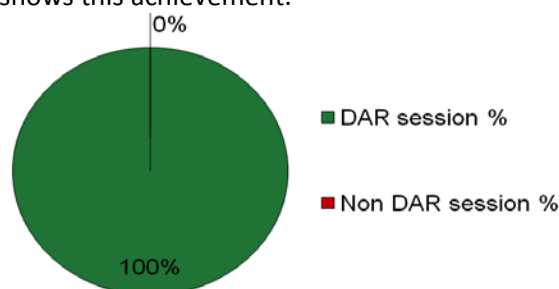
The development of PAKS+ has proven to be a significant factor that has contributed to the success in reaching full implementation of audio recording. This software, which evolved from a courtroom calendaring application designed by JuST, links court scheduling data with audio recording data. The software can produce tables and charts depicting the use of audio recording technology by court, courtroom, judge, or case type.

Raport për përdorimin e sistemit të regjistrimit audio nga çdo gjyqtar në periudhën 21/3/2015 - 29/05/2015  
Gjykata e Rrethit Gjyqësor Përmet

Gjyqtar	Nr. i seancave audio	Nr. i seancave në sallë	Nr. i seancave në zyrë	Totali i seancave të mbajtura	% e seancave audio
Dritan Hasani	141	141	0	141	100 %
Ornela Naqellari	103	103	0	103	100 %
Pashk Gjaci	86	86	0	86	100 %
Rezarta Aliu	51	54	0	54	94 %
<b>4 gjyqtar</b>	<b>381 audio</b>	<b>384 në sallë</b>	<b>0 në zyrë</b>	<b>384 në total</b>	<b>99.2 %</b>

The graphic above presents the DAR usage report by judge.

Presenting the tables and charts from PAKS+ became a regular part of the format for the regional court leadership conferences. The effect was profound. For example, at the Gjirakatra Regional Conference, following the presentation of each court's performance, Pashk Gjaci, chief judge of the Përmet District Court, acknowledged to the group that his court's initial performance following DAR installation was not satisfactory, and he pledged improvement. He announced to his colleagues that his court would have 100 percent usage of DAR by the next reporting period. The following chart shows this achievement.

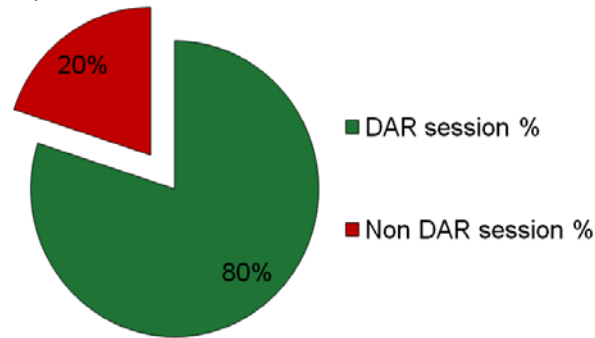


At the Shkodra Court Leadership Regional Meeting in 2015, the chief inspector of the High Council of Justice, Mrs. Xhaferllari, said "The inspectorate has started to verify to what extent the judges actually use the DAR system. Chief Judges now report once a month to the High Council of Justice regarding the implementation of the system in their respective courts. Therefore, if we will find judges with a low percent of usage, our inspectors will identify the causes for such a low percentage. Although the Inspectorate acknowledges the limitations in court infrastructure (lack of courtrooms), it will not tolerate any open non-usage of DAR."

The Ministry of Justice conducted a DAR implementation analysis based on PAKS+ results and instructed the courts to take immediate measures for the usage of the system, emphasizing that noncompliance with the procedural

disposition (DAR is now the official court record in civil and criminal proceedings) will result in the initiation of administrative and legal disciplinary measures against judges.

Overall usage of DAR in the country is running at 80 percent of all sessions nationwide, as depicted in the following chart. The gap between current performance and 100 percent full implementation is a direct result of an inadequate number of courtrooms in the three largest courts of Albania. These deficiencies in courtroom infrastructure are being addressed by the Albanian government, with new courtrooms planned for those courts that do not yet meet the Albanian standard of one courtroom per two judges.





In July 2015, JuST organized one of its final public events designed to inaugurate the central record archive (implemented in 2015) and to convey a single message to ensure sustainability of DAR. The message was that court audio recordings will be scrutinized to investigate citizen complaints and to assist in regular evaluation of judges. The chief judges from every court in Albania were the primary audience. The key vehicle for delivering the message was a demonstration by two judicial inspectors showing how they can access the audio recordings of specific court sessions to carry out their inspections. Minister of Justice Nasip Naço, Chief Justice Xhezair Zaganjori, and U.S. Ambassador Donald Lu, also attended to reinforce the message. The minister of justice reminded participants of a recent case where he had called for removal of a judge based on the judge's refusal to use audio recording technology available in his courtroom.<sup>5</sup> Chief Justice Zaganjori discussed a recent unifying decision of the High Court that removes all doubt that audio recording is now the official record in criminal cases.<sup>6</sup> Finally, Mr. Lu repeated his message that the Albanian public deserves a judicial system free of corruption. The demonstration by two judicial inspectors, paired with speeches from these high-level political figures, was a powerful reminder to court leaders that judges will now be held to a greater standard of accountability, thanks to the existence of audio recording technology, coupled with easy access by judicial inspectors. Honest, hardworking judges understand and appreciate the fact that their good practices are open to scrutiny. In the long run, the quality of the judiciary will rise as a direct result of this technology.

As the project draws to a close, JuST is pleased to report that sustainability has been achieved. The legal framework now fully supports the idea that audio recording is the official record of the trial. First, amendments to the Procedure Code resolved all issues on the civil side. Then, the Supreme Court issued a unifying decision noting that “the Joint Colleges reach the conclusion that keeping the minutes of the judicial hearings with audio and audio-video recording, not only is in compliance with the article 115 and

subsequent ones of the Criminal Procedure Code, but ... increases the efficiency and guarantees the transparency in the judicial hearings.”<sup>7</sup> The efforts in installing equipment, training users, and promoting good practices have led to permanent changes in the way courts operate. Albania now has a cadre of JuST-trained IT personnel in each court who are familiar with network configuration and product support. Moreover, JuST has left a package of manuals and training guides with each court and the Ministry of Justice. Equipment breakdowns have been minimal, and warranties have been transferred to the Office of Administration and Judicial Budget. The office has allocated funds for routine computer maintenance and replacement. Finally, JuST has installed DAR training (with video) in the School of Magistrates and the Law Faculty and has supplied curricula for future justice system practitioners.

#### SUPREME COURT UNIFIES DAR PRACTICE IN ALBANIAN COURTS

“Recently the Joint Colleges of the High Court took a very important decision to consider the audio recording as a process in full compliance with the Criminal Procedure Code. The audio recording is a tool that increases substantially the performance, efficiency and transparency of trials.”

— Chief Justice Xhezair Zaganjori  
at the inauguration of the central record  
archive, July 14, 2015

<sup>5</sup> Citing the PAKS+ report developed by JuST, the minister noted that the audio recording system was used in only 3.9 percent of the cases before that judge.

<sup>6</sup> The chief justice noted with favor the consultations with JuST, and the *amicus curiae* brief submitted by the JuST chief of party.

<sup>7</sup> Unifying Decision of the High Court No. 2, April 27, 2015.

## SNAPSHOT

# JuST Connects Court Audio Recordings to Central Data Center

**Adding higher security and greater efficiency, JuST links each court server to a high-capacity central server**

The architecture has been configured so that data (audio records and “Log Notes”) transfer will be conducted automatically every day after close of business from court servers to the central data center.



JuST, in collaboration with the Ministry of Justice, prepared and submitted to NAIS the Terms and Reference for the Installation and Configuration of the Central Archive. The ToR are in compliance with the DCM No. 945 dated on 2.11.2012 for the Approval of the Regulation for Administering the State Databases regarding availability, integrity, and confidentiality.

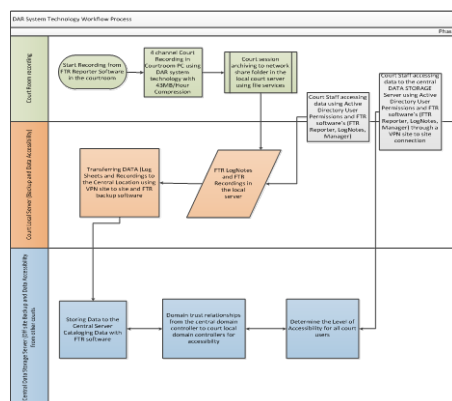


Diagram representing the central

As with any other court record, higher courts and judicial inspectors often need access to the official audio recording of a trial. Previously, that access required locating a physical CD and playing it from a desktop computer. Production of CDs for every court case imposed certain costs on court budgets, required time to produce them, and did not take advantage of modern methods for maintaining and transmitting electronic records. To make full use of the digital audio recording technology installed in all Albanian courts, JuST, in cooperation with the Ministry of Justice, decided to eliminate the requirement for producing CDs in every case and move directly to online access of electronic records.

The establishment of a central record archive at the premises of the National Agency for Information Society was a significant development with regard to DAR implementation. This central server provides very high levels of data security, as well as the ability for authorized users (such as judges and judicial inspectors) to access audio records remotely.

The authorized users enjoy a read-only type of access. Data modification is not permitted, thus guaranteeing the integrity of the audio record.

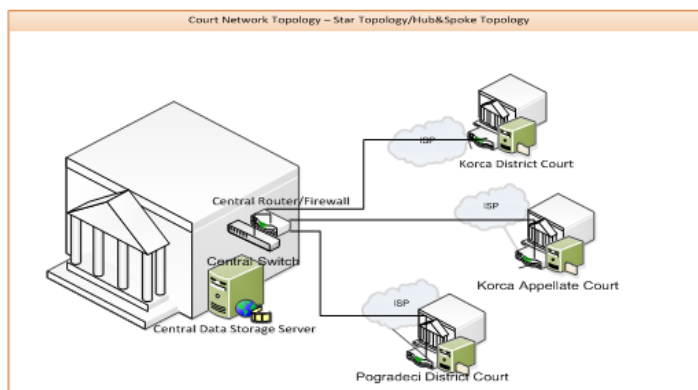


Figure 1. Network configuration diagram utilized by the Central Record Archive.

To guarantee appropriate usage, JuST prepared several installation manuals for court information technology personnel and user guides for court users.

The data transfer was first piloted in the Korça District Court. The chief judge said that “As a result of implementing the DAR central archive in our jurisdiction, Korça District Court, in exercising its constitutional and legal functions has now eliminated the court administration’s manual work, which previously required the preparation of CDs containing copies of audio records, to be then

server workflow

**Interconnectivity has been achieved for all 38 Albanian courts.**

attached to every case file. This is an achievement that has brought about a reduction of both cost and time. Moreover, court records are now saved in a digital format, thus guaranteeing that all audio records are securely saved.”

In addition to the benefits within the courts, the new central record archive has also brought greater productivity for judicial inspectors, who are responsible for investigating complaints against judges, as well as evaluations of judicial performance. Many complaints can now be investigated immediately, without the need for travel to the courts.



**Figure 2. HCJ inspectors demonstrating how to access court audio records from the Central Record Archive.**

At the Inauguration Ceremony of the Central Archive, Minister of Justice Nasip Naço said that “The central audio records archive currently aims at improving the process of monitoring judicial proceedings by the higher level courts, inspectorates of the High Council of Justice and the Ministry of Justice, making the use of CDs unnecessary, thus directly enhancing the level of court transparency and efficiency, reducing the financial costs of parties involved in the process, improving the way the rules of ethics are applied during the court proceedings by the parties, and above all, saving through this type of access on time, as well as on financial and human resources.”

Chief Justice Zaganjori said “The establishment of this archive is of great importance to the justice system operators and constitutes a valuable, reliable and accurate source of information, which can be very quickly and easily accessed by the inspectors of the High Council of Justice and Ministry of Justice who now have a very effective tool in their hands to control and verify how court proceedings take place, as well as their correctness in documenting the actions of both the court and the parties involved in the judicial process.”

## Improved Court Management Leading to More Transparent and Efficient Court Operations, Including Court Hearings that are More Open to the Public

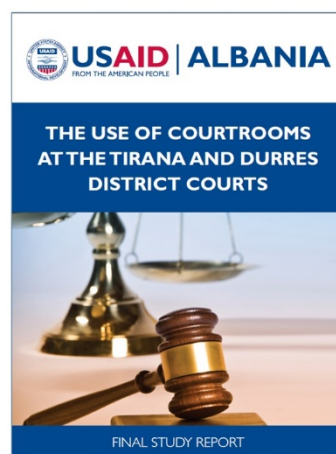
If confidence in the judiciary is to rise, steps must be taken to eliminate the biggest cause of public dissatisfaction: court delay. During the first two years of the project, efforts to improve court management and promote more efficient court operations focused on Albania's two largest and most crowded urban courts: the district courts of Tirana and Durres. JuST conducted a courtroom usage study, documenting and quantifying the longstanding and frequently criticized practice of holding trials in judges' offices. Acknowledging the lack of courtrooms in these two district courts, the study found that even the courtrooms that were available were rarely used, showing that courtrooms were used an average of only 18 minutes per day in the Tirana District Court.

To encourage the two courts to address these serious problems in court delays and courtroom usage, JuST engaged the services of an experienced U.S. court administrator, Susan DiPietro, who was embedded for six months in these courts early in the project. During her time working in these courts, she acquired a deep understanding of the workflow and made numerous recommendations to the two chief judges, but many of her recommendations were not immediately adopted. However, the seeds had been planted. Eventually, some of the suggestions of Ms. DiPietro and several recommendations from the courtroom usage study were implemented in a manner that exceeded expectations. One result of her work was development of a simple court calendar view program that could pull data from the court case management system and display it on a simple electronic calendar, which could then be used for finding available courtrooms and reserving them for future hearings.

This simple solution, known by its Albanian acronym "PAKS," turned out to be an important milestone. It was enhanced and eventually made available to every court in Albania. As described elsewhere in this report, PAKS, followed by an updated and enhanced version known as PAKS+, became a powerful tool not only for managing courtrooms, but also for promoting the successful implementation of digital audio recording — a change that has transformed court operations.



JuST advisor Susanne DiPietro presents (then) Chief Judge Ervin Metalla of the Durres District Court with a copy of the courtroom usage study. Judge Metalla helped design an online courtroom management program, "PAKS", which eventually became standard in all courts of Albania.



With Ms. DiPietro laying the foundation for decreasing court delays in 2011, a change in leadership in the Tirana District Court in Year 3 marked the moment when tangible change began to pick up speed and court scheduling began to improve. The new chief judge, Fatri Islamaj, began implementing a number of key recommendations from the



courtroom usage study and from Ms. DiPietro's recommendations. For example, he reconfigured the courthouse space, establishing three public waiting areas separating litigants from court staff and judges. He devised procedures to summon parties to their hearings once a courtroom was available. He allocated blocks of courtroom time to each judge to maximize the use of courtrooms and reduce the use of office space to conduct trials. He implemented a special version of the courtroom management program designed by JuST and adapted to the case management system<sup>8</sup> still being used in the Tirana District Court. Although these measures did not resolve the serious problems resulting from inadequate courtroom infrastructure, they improved the previously chaotic conditions in the court, while optimizing the use of available courtrooms. Chief Judge Islamaj worked tirelessly to find a solution to the serious lack of courtrooms and succeeded in inaugurating 13 new courtrooms in July 2015. Although much remains to be done, Albania's largest court is now far more orderly and efficient than it was five years ago. Originally developed for one court, PAKS+ is now installed in all courts running the ICMIS case management software.

#### Exhibit 6. PAKS+ Court Calendar

Shfaq sallen: <input checked="" type="checkbox"/> 01 <input checked="" type="checkbox"/> 02 <input checked="" type="checkbox"/> 03 <input checked="" type="checkbox"/> 04						
Rifresko						
Raportet						
2013-03						
e hënë	e martë	e mërkurë	e enjte	e premte	e shtunë	e diel
25 Shfaq Javën	26	27	28	1	2	3
4 Shfaq Javën	5	6	7	8	9	10
11 Shfaq Javën 01/09:00-09:29 Dhimiter Pojanaku 01/09:30-10:00 Etleva Temo	12 01/09:15-09:45 Etleva Temo 01/10:00-10:30 Alma Kodraliu	13 01/09:15-09:45 Etleva Temo 01/10:00-11:00 Sokol Ibi	14 Dita e Verës	15 01/08:15-09:45 Etleva Temo 01/10:00-10:29 Dhimiter Pojanaku	16	17
18 Shfaq Javën 01/09:00-09:30 Sokol Ibi 01/09:00-09:30 Alma Kodraliu	19 01/09:15-09:45 Etleva Temo 01/10:00-10:30 Etleva Temo	20 01/09:00-09:25 Dhimiter Pojanaku 01/09:45-10:15 Etleva Temo	21 01/09:15-09:30 Etleva Temo 01/10:00-10:29 Luljeta Kolorja	22 01/11:00-11:25 Dhimiter Pojanaku 02/09:00-10:00 Sokol Ibi	23	24
25 Shfaq Javën 01/09:15-09:30 Etleva Temo 01/10:00-10:30 Etleva Temo	26 01/09:30-10:00 Etleva Temo 01/10:30-11:30 Liradin Lala	27 01/09:00-09:40 Liradin Lala 01/10:00-10:40 Liradin Lala	28 01/09:00-09:59 Liradin Lala 02/09:15-09:45 Etleva Temo	29	30	31
1 Shfaq Javën 01/09:00-09:59 Liradin Lala 01/11:00-12:00 Alma Kodraliu	2 01/11:00-13:00 Alma Kodraliu	3 01/10:00-10:29 Seladin Pysqyli 02/09:00-09:29 Dhimiter Pojanaku	4 02/09:00-09:29 Dhimiter Pojanaku 02/10:00-10:25 Dhimiter Pojanaku	5 01/10:00-10:29 Dhimiter Pojanaku 02/11:00-11:29 Dhimiter Pojanaku	6	7

©2012. Ky program kompjuterik u realizua me mbështetjen e Popullit Amerikan përmes Agjencisë së Shteteve të Bashkuara për Zhvillim Ndërkombëtar (USAID), në kuadër të Programit për Forcimin e Sistemit të Drejtësisë në Shqipëri (JuST). Çykleta mban përgjegjësi të plotë për brendinë e kësaj kalendari, që nuk përfaqëson domosdoshmërisht pikëpamjet e USAID-it apo të qeverisë së Shteteve të Bashkuara.

### Justice without Delays Pilot Courts

During its fourth year, JuST shifted its approach to addressing the chronic problem of court delay and inefficient case processing procedures. Working jointly with the OSCE Justice Project, JuST engaged a court willing to implement recommendations in OSCE's court monitoring study, "Towards Justice,"<sup>9</sup> the findings of which were presented at JuST's Third Annual Court Leadership Conference. Emerging from the conference was the idea that JuST and OSCE, working as partners, could select a court willing to try something new by experimenting with practices that had been successful in other court systems. The evolution of this approach illustrates a key factor in the success of JuST. When the team saw new opportunities to advance component objectives and was willing to take a chance on a new approach, thus

<sup>8</sup> The older case management system, known as ARK-IT, is still in use in the Tirana District Court, whereas a separate system known as ICMIS is the software approved and supported by the Ministry of Justice for all courts.

<sup>9</sup> J. Faafeng, M. Goldstein, A. Kraja, and F. Azizi. Organization for Security and Co-operation in Europe Presence in Albania. "Towards Justice: Analysis of Civil Proceedings in the District Courts." 2012.

furthering its strategic objective to “improve court management, leading to more transparent and effective court hearings,” they seized an opportunity to leverage and enhance project impact by partnering with another international donor that had been working in a different manner on the same problem of poor case management.

After careful consideration, the all-women Kruja District Court was selected as the first demonstration court to determine the feasibility of applying active case management principles to the chronic problem of court inefficiency in Albania. In a nutshell, active case management is a collection of proven principles and common-sense approaches for managing the court’s workload. These include the principles of trial date certainty, good pretrial preparation by the parties, firm control by the judge who manages the pace of litigation, adherence to the principle that each court appearance is meaningful, and finally, that trial postponements should be the exception, not the rule.

All of these principles may seem self-evident, but in the context of Albanian practice they represent a significant change in court culture. Changing the culture includes changing expectations of the public, litigants, and lawyers. To bring about the desired changes in behavior and expectations, several things were done. Brochures were prepared to inform court stakeholders and the public about the new way of doing business. Forms for use by court chancellors and judges were designed to guide implementation. Finally to launch the program, the entire court met with stakeholders to describe what they intended to do and what the benefits to everyone would be. Once they actually began applying these principles and taking steps to cut down on needless and non-productive hearings, the results were immediate, well received by court stakeholders, and measurable. The project was supported by the Ministry of Justice and HCJ — institutions with a strong interest in improving court efficiency.

**Exhibit 7. In Kruja, the average number of hearings to resolve a civil case fell from 14 to 4.4 with the advent of active case management.**



Given the success of this first demonstration court, JuST and OSCE, in consultation with institutional stakeholders and partners, selected the much larger Korça District Court for a second demonstration. Early results from Korça have been equally impressive.

Through this initiative, judges have been encouraged to take control of their calendars in new and creative ways. Each problem that leads to court delay can be addressed. Solutions can be found — sometimes unorthodox solutions. By acting in a unified manner in the first two demonstration courts, the judges have achieved remarkable success almost overnight. The average number of hearings to resolve a civil case in Kruja fell from 14 to four. The number of hearings to conclude a criminal case in the same court dropped from eight to three. Judges are handling more than twice as many cases as they did previously. Not surprisingly given these favorable results, the

Albanian president has publicly described this USAID initiative as a model that should be adopted in all courts of Albania.

### **Court Buy-In for Active Case Management**

JuST's final Annual Court Leadership Conference in 2014 brought together the chief judges of all courts in Albania and focused exclusively on active case management principles and the remarkable results that have been achieved. Moderating the discussion was Senior D.C. Superior Court Judge Truman A. Morrison, who had worked intensively with judges of the two courts to encourage them to take control of the court process. In addition to the chief judges, the entire trial benches of the two demonstration courts attended the conference and shared their experiences.

The conference was structured around the idea of practical problem-solving in managing court caseloads. This is not an idea that comes naturally to many judges, many of whom look to the Procedure Code for guidance on all matters and are reluctant to do anything not explicitly authorized in the code. Such a narrow approach can lead to absurd results. One message that Judge Morrison and the JuST/OSCE team have repeatedly stressed is the notion that no procedure code — no matter how carefully drafted — can cover all situations up in a courtroom. Therefore, the operating principle should be that unless a particular measure is specifically prohibited by the code, it should be permitted, as long as it makes sense and serves the administration of justice. Through close engagement with project staff, judges of both courts have internalized and applied this approach and have changed the legal culture in their courtrooms in a short time, with remarkably promising results.

As discussions progressed throughout the conference, it became clear that active case management is a win-win for all involved. The chief HCJ judicial inspector noted that complaints against judges have dropped in these two courts. Representatives from state institutions are pleased that they no longer need to appear repeatedly in court simply because someone else is absent. In Korça, the judges, on their own initiative, organized training for postal employees to orient them to the court's needs in serving notices. Most importantly, citizens find their cases resolved more quickly and are slowly gaining a measure of trust in their



U.S. Judge Truman A. Morrison discusses the judicial role in managing court calendars with colleagues from all over Albania.

#### **U.S. JUDGE REFLECTS ON ALBANIAN COURT EFFICIENCY**

Reflecting on their accomplishments after the conference, Judge Morrison said, "I frankly thought as I left first the Kruja retreat and then the Korça retreat that while they had many good ideas and were learning to collaborate with each other about ways of doing things, it was going to take them quite a while to figure out how to execute these ideas. Much to my surprise, they began to execute very quickly. I began to get reports about their statistics. Then on this visit, I've seen proof from talking with them that they have made amazing progress. In my view, it is remarkable that these judges, in this country, where there is a tradition of judges 'butting out' and letting the lawyers and the parties and everybody else run the show with regard to litigation — that these judges have acclimatized themselves to new ways of thinking with just amazing speed."

court system. Before the conference was over, a number of courts, including the Tirana District Court, which has jurisdiction over 70 percent of all cases in Albania, were requesting JuST assistance to launch similar initiatives. JuST's partner, OSCE, has pledged to continue working in this area.

As a result of the 2014 Court Leadership Conference, two chief judges, from the district courts of Puka and Tropoja, concluded that they too could adopt the techniques of their fellow judges in Kruja and Korça. Conferring with their colleagues and reviewing the informational materials and forms already developed, they launched their own programs of "Justice without Delays." Preliminary data gathered from these courts by OSCE have again demonstrated that with effort and leadership, courts are fully able to analyze the causes of delay in their communities and find solutions. The solutions always involve taking an activist and problem-solving approach to case management, and the rewards are worth the effort.

## Mediation as an Alternative for Dispute Resolution

There are several ways to reduce case backlogs that clog courts, frustrate litigants, and undermine faith in the justice system. One way is to adopt modern case management practices, which, as described above, have been effective in Albania. Another way is to resolve disputes outside normal litigation through alternative

dispute resolution or mediation. If a resolution can be worked out among parties themselves, facilitated by a trained mediator, the parties are satisfied, and there is no room for corruption or the perception of corruption. Disputes resolved through mediation also reduce the court workload, so everyone wins. USAID is one of several international donors that have promoted mediation as a means of reducing court case backlogs, along with other benefits.

### KEY MEDIATION SUCCESSES

- 1,084 cases mediated
- 868 cases resolved through mediation
- Demonstrated that mediation cases can be resolved quickly, in 10 to 12 days

JuST support for mediation has taken three forms. First, building on previous support from other donors, JuST provided direct support to two court-connected programs operated by an NGO, the Albanian Foundation for Conflict Resolution. This support began in the Durrës District Court and was expanded to the Korça District Court. The partnership with the foundation included a training sessions designed to increase the number of mediators, strengthen the profession, and increase awareness among court stakeholders of the nature and benefits of alternative dispute resolution. Second, through a small grant, JuST supported further development of mediation in three southern courts: Gjirokastra, Permeti, and Saranda. In addition to providing traditional mediation services through court offices, this program expanded the concept to local municipalities, police, and probation services, and demonstrated that some disputes can be resolved without the necessity of a formal arrest. Third and finally, following enactment of the Law on Mediation in February 2011, which created a new National Chamber of Mediators as a free profession, JuST provided substantial assistance to establish and nurture the new legal entity. The guiding principle of this assistance was to strengthen the chamber to a point where mediation would no longer be completely donor-dependent.



## SNAPSHOT

### Sharing Judicial Experiences with Colleagues

**Kruja judge documents what worked for her and shares her reflections with her judicial colleagues**



Judge Tahiri of the Kruja District Court explains how the trial will be conducted and what is expected from the lawyers.

**"In my judgment, the support given to Kruja District Court through the project *"Justice without Delays"* has had a positive impact in the active management of cases by the court; has increased the level of efficiency and has expedited trials."**

– Engjëllushe Tahiri, Judge, Kruja District Court



Cover, "Opinions and Recommendations on the project Justice without Delays" by Engjëllushe Tahiri, judge, Kruja District Court

Court delay has long been a problem in Albanian courts. An analysis of civil proceedings conducted by the OSCE and summarized in "Towards Justice" in 2012 found that there were an average of 10.5 hearings in the observed trials, of which "an astonishing 47.7% were completely non-productive." Because more efficient courts is an objective of USAID assistance, JuST and OSCE joined forces, selected a demonstration court, and worked intensively with the judges to introduce proven delay-reduction practices. After establishing their plan and goals and presenting their new approach to all court stakeholders, the all-woman Kruja District Court was able to produce immediate and impressive results. They reduced the number of hearings in civil trials from 14 on average to just three, greatly shortening the time from case filing to final disposition, almost overnight. Initially skeptical but encouraged by the early results, all members of the court became enthusiastic advocates for their new approach and worked to further improve court efficiency.

Judge Engjëllushe Tahiri, on her own initiative, wrote a paper describing the problems she faced and the practical steps she took to reduce unnecessary delay. JuST requested permission to publish her paper and then made it available to other judges nationwide.

Following the early success in Kruja, the JuST/OSCE team engaged a second, much larger court: Korca, to see if the concepts could be applied there as well, and found that they could. Then two more courts – the District Courts of Puka and Tropoja – decided that they too could apply active case management techniques in their own communities. The judges in both of these courts absorbed the lessons described by Judge Tahiri in her paper and launched their own programs of "Justice without Delays." Chief Judge Artan Hajradinaj of the Tropoja District Court noted that "Judge Tahiri's paper was especially helpful in designing our own approach." Chief Judge Bib Ndreca of the Puka District Court added that "I called my colleague Judge Belishta in Korca, and my Magistrate School classmate Engjëllushe in Kruja to learn as much as I could about what worked for them in their courts."

As more courts seek to improve their practices, it is clear that the kind of information sharing represented by Judge Tahiri's "Opinions and Recommendations" paper has been a real factor in inspiring others to improve their practices.

This third form of assistance proved to be the most challenging. Consistent with JuST's approach of working for common objects across several components, JuST combined elements of Components 1 and 2 by focusing assistance on developing the organizational capacity of the National Chamber of Mediators. This strategy was premised on the belief that reducing donor dependency requires developing other mechanisms for funding mediation services. One such mechanism would be to establish a workable fee-for-service structure. Recognizing that there will always be indigent parties to disputes who will need to be supported in some manner, it is also true that commercial disputes often involve parties with the financial means to pay for mediation services. The JuST strategy was to nurture development of the NCM, which could take on a number of functions, including approving and implementing a fee schedule for mediation. JuST also realized that it needed to provide short-term funding to continue existing court-connected mediation programs. This funding was viewed as a "bridge" intended to maintain services to courts only until the practical details of implementing a fee schedule could be worked out.

Specific milestones were achieved, albeit with delays. The delays resulted from ongoing internal disputes within the chamber itself, disputes that appeared beyond the ability of trained mediators to resolve. Nevertheless, a code of ethics was eventually adopted, along with a fee schedule. Unfortunately, adoption of the fee schedule did not lead to steps to make the schedule operational as originally hoped.

Using the expertise of the Component 2 team and the network of international mediation experts provided by Chemonics' subcontractor, Partners for Democratic Change, JuST brought in an international mediation expert to offer training-of-trainers to the NCM. JuST also organized a capacity building program to support the board of the chamber and supported the chamber with office space and a part-time coordinator. Finally, JuST facilitated a strategic planning process that produced a long-term action plan. The basic structural elements of an organization are now in place. Unfortunately, the chamber still faces challenges to fully taking advantage of these many elements of support provided by JuST, as it continues to work through internal structural challenges and discord.

As JuST concluded its activities in support of mediation, the EU delegation was launching a twinning program to continue support for mediation. JuST has shared work products and information with the EU delegation with the hope that the chamber will grow and that mediation will gain a firm foothold in the Albanian justice system.

## **Implementation Challenges Faced and Lessons Learned**

### **Audio Recording**

Introducing any technology into courts is never easy. Courts, by nature, value tradition and are not often found at the forefront of technological innovation. Historically, USAID rule-of-law projects around the world have had difficulties in introducing technological change, be it computerized case management systems or audio recording systems. Indeed, an earlier rule-of-law project in Albania was unable to produce sustainable results in the first effort to introduce recording equipment in the courts. Why did JuST succeed where other projects have not? The following

summarizes the principal lessons learned in working with local institutions to produce meaningful reforms.

*One can learn as much from failure as from success.* At the beginning of JuST, the project conducted an assessment of all courts regarding their infrastructure, number of courtrooms, level of automation, practices in making a record of the proceedings, court security, and other information. During these early visits, JuST encountered a number of courts with audio equipment already installed. The equipment was not being used, which prompted more questions about the reasons that they were not using this equipment. The reasons were illuminating and included 1) the equipment was too difficult to operate and required the court IT person to be present, 2) because it was an analog system, reviewing the recording required listening to the entire tape, 3) judges who did not want to be recorded would simply avoid scheduling their hearings in the single courtroom with recording equipment, and 4) there were legal questions on the status of the recorded record. Audio recording was the rare exception. The challenge was to make it the norm.

Each finding from this early assessment was factored into an overall implementation strategy and the technical specifications for evaluating competing options. An easy-to-use solution was required so court secretaries could operate the recording equipment. A digital solution would permit secure data storage, indexing, and more importantly, access to relevant segments of the recording. An Albanian-language software interface would ensure more rapid adoption. JuST decided that in each court, the goal would be to equip all courtrooms. A corollary was a decision not to equip judges' offices. JuST developed a detailed training strategy featuring individualized, hands-on training for each judge, court secretary, court chancellor, and IT specialist, along with general training for attorneys and prosecutors. Finally, JuST worked with institutional counterparts to ensure that the legal framework was amended to mandate the use of audio recording equipment and establish the recording as the official record. The objective was to make audio recording the norm, not the exception, and a careful analysis of previous failures led to a successful implementation strategy.

*Ensuring that the legal and procedural framework supports court reform is critical.* Throughout the life of the project, especially in the beginning, skeptics and nay-sayers questioned the legal basis for change in the way the record of court proceedings is produced. Some judges were openly hostile to the idea of recording their every word and action. Even when the recording system was functioning, some judges insisted that the court secretary continue to work as before, producing complete, written summaries, including the requirement that the parties sign each and every page. Needless to say, such practices fail to take advantage of DAR's benefits. To the extent that the work of court staff is hindered rather than helped by new technology, buy-in and long-term implementation success are jeopardized.

The contrast in implementation experiences between two USAID projects implementing DAR — in Albania and Moldova — is instructive. USAID missions in both countries have focused on the need for a verbatim record and use of digital audio recording technology to advance this goal. In Moldova, USAID projects have not experienced sustainable results, despite a considerable investment in equipment and training. One reason is the legal framework. In Moldova, the legal purpose of audio recording is to verify the accuracy of the manual record, while in Albania, the audio

recording *is* the official record. In Albania, workplace incentives encourage the use of technology, with many noting that trials proceed more efficiently now, with no more waiting while the court secretary types the summary. In Moldova, there are strong disincentives to use this type of technology, and as a result, it goes unused in many courts. A noted figure in international court administration circles has said that “when the system authenticates the electronic record as the official record,” it is a major milestone, permitting courts to reach a new plateau in their development.<sup>10</sup> Throughout the project, JuST’s team of lawyers focused on the legal framework, drafting language for procedural code amendments, Ministry of Justice instructions, and even an *amicus curiae* brief to the Supreme Court. A unifying decision of the Supreme Court was the culmination of these efforts, establishing that the audio recording is the official record.

*Leadership is key to success.* Early in the project, it was clear that not everyone was convinced that installing recording equipment in courtrooms was a good idea. Aside from the legality and the practicality of the technology, there were also questions about how difficult it would be to train operators and how it would be accepted by court support staff. Without an early success, it would be more difficult to roll out the technology to more courts.

To ensure that the first courts to receive equipment and training were successful, JuST selected them based on the leadership qualities of their chief judges. It was important to find forward-thinking leaders who believed in the promise of reform and modernization. The first two courts selected were the district courts of Lezhë and Korçë. Although different in geographic region and in size, both were led by strong and effective chief judges who clearly wanted the initiative to succeed and were willing to lead the process in their courts. Both of these early-adopters were successful. Their successes could be held up as examples for subsequent courts.

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<sup>10</sup> Jeff Apperson, vice president, National Center for State Courts, International Division, at the International Conference on “Contemporary Court Administration – Key Element for Judicial Reform” Chisinau, Moldova, October 23, 2014.

## SNAPSHOT

# The Importance of Leadership in Implementing Reform

**Chief judge embraces new initiatives to improve services to citizens, working collaboratively with judges and court staff.**



Judge Belishta, chief judge of Korça District Court, shares ideas with his colleagues regarding implementation of audio recording in his court.

“The number of audio-recorded sessions has reached 300 in only nine days from the start of implementation of the verbatim minutes of the court hearings through audio recording. This figure represents 95% of the total number of sessions held during this 9-day period, including petitions and execution orders.”

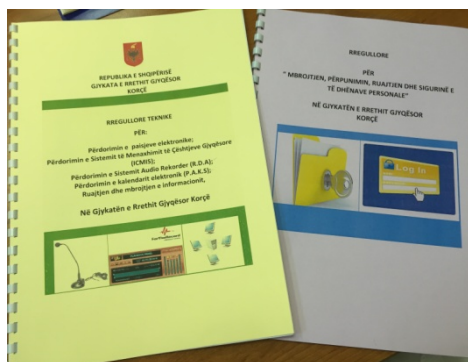
Admir Belishta, chief judge of Korça District Court

In the first month, the percentage of audio recorded sessions reached 100 percent and remained at this level since March 2013, which gives an excellent example to other courts.

JuST’s success is a reflection of the strong support, proactive work, and collaboration of many counterparts, such as the chief judge of the Korça District Court, Admir Belishta. Leadership is the key to success, and Judge Belishta’s leadership style is one based on collaboration with colleagues and a commitment to excellence.

Judge Belishta has taken the lead in many initiatives. For example, his court was the second in the nation to implement digital audio recording. Additionally, he and his judicial colleagues have demonstrated the feasibility of active case management in reducing unnecessary court delay. Lastly, his court has paved the way in promoting the use of mediation as an alternative mechanism for resolving disputes.

Judge Belishta understands that internal court regulations are important in promoting change and delivering better service to the public. In his court, draft regulations are circulated and input is solicited before the final regulation is put into effect. This process has ensured that new initiatives are implemented smoothly, with the objectives and the procedures for accomplishing them understood by all. These internal court regulations have served as examples for other courts as well, and Judge Belishta welcomes opportunities to share experiences with colleagues around the country.



Regulations issued by Chief Judge Belishta

Chief Judge Belishta has been a forceful advocate in implementing active case management techniques to increase efficiency and avoid unnecessary delays in his court. In just a few months, the court achieved a reduction in the average number of hearings per case in civil cases from 5.3 to 3, and in criminal cases from 5 to 2.5.

Judge Belishta and his colleagues work with colleagues in other courts, such as Puka and Tropoja District Courts, where they shared their experiences on how to implement active case management.

At the Inauguration Ceremony of the DAR Central Server on July 14, 2015, Chief Justice Zaganjori said, “The Project for justice without delays has had



an extraordinary success. It has had a direct impact not only in the courts where it has been implemented directly, but also in other courts because of the presentation that has been done in the Leadership Conferences, and also due to the exchange of experiences between judges at all levels and in particular the Chiefs of the courts where the project has been implemented.”

At the National Court Leadership Conference on December 19, 2014, Honorable Truman A. Morrison, senior judge, District of Columbia Superior Court, U.S., said, “You will hear today about the Kruja and Korça story. A very encouraging story, a story of Albanian judges waiting no longer for other people to improve the delivery of justice in their court system. A story of judges having the energy, the determination and courage to take charge of managing their case in effective new ways. You will be very impressed. The best news is that you will hear that despite the creative hard work of the entire court in Korça and Kruja there is nothing unique about those judges or those court houses, everyone else in other district courts in Albania can, with the same amount of diligence, hard work, and thought, establish the same at the same rapid pace.”

## **COMPONENT 2**

### **Strengthened Civic Engagement to Help Stem Governmental and Justice Sector Corruption**

USAID support for rule of law represents a comprehensive approach. Components 1 and 3 focus on the “supply side,” with Component 1 working with the institutions of the justice system and Component 3 working with the practitioners within the justice system. To complete the picture, Component 2 focuses on the “demand side,” working with and bolstering the capacity of a range of NGOs, including professional associations, civil society organizations, and the media, to encourage citizens, NGOs, and professional associations to be more involved in good governance. This includes demanding good governance, an end to corruption, and justice sector accountability, through increasing public pressure on the institutions and the officials responsible for administering justice.

In carrying out this larger strategy, JuST has pursued a diverse, yet inter-related set of activities, including implementing a justice and good governance grants program in a way designed to increase the capabilities of 19 grassroots organizations seeking to improve practices in their particular area of focus, including organizations that focused on women’s and girls’ issues, law school students, social service, awareness-raising campaigns, and environmental issues. JuST has, through various activities, supported development of a strong and independent media, centered primarily on capacity building for investigative journalists and supporting their online media venue. Always seeking synergies, JuST has encouraged partnerships involving NGOs and journalists who add value to grantee projects by uncovering and publicizing government shortcomings or outright corruption. Finally, JuST has provided support for associations of professionals (including judges, mediators, and journalists) who have worked tirelessly to build their capacities while improving standards in their professions.

#### **Capacity Development for the Judges’ Association**

An independent judiciary is one of the hallmarks of rule of law. USAID has long supported professional associations of judges in Albania and other countries as one strategy to strengthen the judiciary and ensure its independence. At the inception of JuST, two competing entities claimed to represent judges. Through an assessment conducted in the first year of the project, it became apparent that only one of these organizations, the Union of Albanian Judges, had the basic organizational foundation to become a viable voice of the judiciary. JuST engagement with the UAJ began in July 2011 with support for convening a general assembly in Tirana. At that meeting, new leadership was elected with a renewed commitment to build the organization. Later that year, JuST produced a strategic plan for the UAJ that guided JuST-assisted activities for the remainder of the project.

After four years of sustained (but declining) assistance, the UAJ has become a real success story. From a mere 45 members in 2011, it now has almost 200 members, representing more than half of the judiciary in Albania. Greater membership has meant more revenue from dues, which in turn provided the resources to organize more activities to continually expand its membership. Although initially supported by JuST, the UAJ now has an office and a paid professional staff that operates entirely from its

own budget. Additionally, the UAJ is gaining a measure of international stature as a result of JuST support to participate in annual meetings of the International Association of Judges, where it now has full voting membership, and its affiliate, the European Judges Association.

A primary objective of JuST's capacity building efforts with the UAJ has been to develop the organization to serve as an independent voice on matters affecting the judiciary. This objective is being met. During much of 2015, there has been heated public discussion among politicians, international organizations, justice sector leaders, and media commentators on judicial corruption, judicial discipline (or the lack thereof), judicial promotions, and the

judicial evaluation process. All of this attention on judicial corruption, matched with strong international pressure, has sparked a Parliamentary reform effort that is ongoing as JuST comes to a close. The UAJ has contributed position papers on aspects of this still-developing reform effort.



The Union of Albanian Judges organized a conference on judicial reform in 2012.

During the past two years, the UAJ has made a number of substantive contributions to the ongoing discussion on how to reform the judiciary, increase access to justice, and root out corruption, while building a respected and independent court system. Some of these activities attracted support from other donors, a measure of the UAJ's growing reputation and activism in Albania. Among these contributions were:

- Early in Year 4, the UAJ organized two roundtables entitled “The Evaluation and Inspection System of Judges in Albania – Alignment with International Standards.” These JuST-supported roundtables produced constructive dialogue that led to recommendations for consideration by the Judicial Inspectorate of the HCJ and for relevant institutions and Parliament.
- Citizens’ complaints against judges was the focus of a December 2013 roundtable, which was convened to allow an exchange of views on how the online judicial complaint system was functioning and could be improved.
- Policy positions were developed that set forth the UAJ’s position that sentences handed down in a celebrated case were incompatible with the Constitution and the law on the “Organization and Functioning of the Supreme Court in Albania.”
- Commentary was submitted to the Ministry of Justice and the Parliamentary Law Commission on proposed amendments to the Criminal Procedure Code.

- “Constitutional Reforms from the Judges’ Viewpoint,” was implemented in partnership with the Open Society Foundation for Albania. The project produced a publication that was discussed in a public roundtable in July 2014. Although it is not supported by JuST, the ability to attract support from other international donors is one measure of how far the UAJ has come as a result of JuST-organized capacity building assistance.
- As the Special Parliamentary Commission on Judicial Reform began in 2015, the UAJ contributed commentary and policy positions to the process.

In addition to the policy contributions described above, the UAJ is providing valuable services to its members. It has established four regional offices and has held regional meetings covered entirely by its own budget. These meetings have served as a forum for gathering member input, as well as a mechanism for increasing membership. Among the products recently developed by the UAJ for the benefit of all judges were two practical guides for conducting civil and criminal trials, known as “bench books.” A third bench book was produced on judicial conduct and ethics. These guidebooks were produced through a small grant from JuST in Year 4 and are intended to improve trial practices, case management, and judicial conduct.

As the UAJ has matured as an organization, it is finding new and creative ways to contribute to the legal profession. It has reached out to provide educational opportunities to aspiring lawyers, providing internships for 10 law students to acquire practical experience with court operations and to participate in UAJ activities. These activities broaden the practical experience of law students, which also contribute to the third component of JuST that focuses on the education of the legal profession.

The UAJ became fully sustainable by the end of the project. Its membership has grown, and it is well-organized with solid internal management capacities. It is a respected member of the international judicial community and has proven its effectiveness and long-term viability through partnerships with international donor organizations. It is playing an important role in the ongoing judicial reform process and has truly become an important voice of the judiciary.

### **Justice and Good Governance Grants Program**

An active and vibrant civil society is essential for a healthy democracy. In addition to strengthening Albanian justice sector institutions, a primary objective of JuST was to strengthen civil society associations and improve the media’s watchdog and anti-corruption role. USAID’s strategy to strengthen civil society took two paths. One path was to provide capacity building assistance to grassroots organizations that were not already dependent on foreign donors. The other path was through a \$500,000 grants activity that had a broad focus on anti-corruption, good governance, and the justice sector. In carrying out the grants activity, JuST found ways to maximize the capacity building value of developing and implementing projects and (where possible) to reinforce concurrent objectives across project components. For example, grantee Albanian Legal and Territorial Research Institute provided awareness-raising campaigns for DAR activities, and grantee CLCI strengthened the UTLF Legal Clinic by referring cases to it, helping to raise awareness of the services the Legal Clinic provides and providing information on how to be a free legal aid provider.

The grants program was launched during the first year of implementation. A call for expressions of interest was issued describing the objectives of the program, which included increasing fairness and efficiency of courts, improving methods of exposing corruption and punishing wrongdoers, and removing incentives that promote corruption. As expected, many organizations were interested in participating in this program, and 51 expressed interest. With a pool of interested organizations established, JuST conducted an assessment, which found little



**As part of a public-awareness campaign Citizen on Access to Justice, law students distribute materials through a JuST grant awarded to the Albanian Legal and Territorial Research Institute.**

focus on government performance or the workings of the justice system. The assessment determined that three types of assistance were needed: 1) institutional development, 2) technical knowledge and skills training for monitoring court and government performance, and 3) effective relationship-building within the CSO community and between CSOs and the media and government institutions.

The initial call for concept papers included a requirement that NGOs form coalitions. Recognizing that some grassroots organizations had never administered a grant and had no real financial capacity, the hope was that larger, more experienced CSOs could take the lead in grant administration, while mentoring and building the capacities of smaller, grassroots organizations.

The practical difficulties of this approach became apparent during the first training and capacity building workshops organized for organizations that had submitted concept papers in partnership with other organizations. It came to light that some of the participants had not yet met their coalition partners. In other words, a proposal writer had simply asserted a coalition to meet the grant requirement, but had never actually established such a coalition with the proposed partner. During this first round of grants, 19 “coalitions” representing 37 CSOs submitted concept papers, and 15 were invited to submit full grant applications, with only one coalition (made up of Women to Women in Shkodra, Women Forum in Elbasan, and the Center for Legal Civic Initiatives) deemed worthy of funding after a thorough evaluation process of all applications.

Despite the slow start, resulting in a single grant awarded in response to the first annual program statement, the experience proved useful for JuST and the CSOs. The lessons learned then and throughout the project can be summarized as follows:

- The established organizations learned that USAID operates differently from other international donors. No longer could these organizations expect to be funded simply by dusting off a previous project and resubmitting it for USAID



funding. No organization, no matter how well-respected or politically connected, is “entitled” to receive USAID grants.

- JuST learned that having grantees form coalitions, while good in theory, did not work well in practice. After the initial failure, this element of the strategy was dropped as a requirement, and JuST concentrated on building the capacities of grassroots organizations through direct, hands-on assistance. Later on in the project, coalitions of organizations, especially journalist organizations, formed natural partnerships and carried out successful activities, such as the AJJ and Eye of the New Media collaborating to expose corruption in the public health sector.
- JuST learned that in working with many organizations, fairness and transparency in the grant application process require that any information provided to one organization must be shared with all. To make this principle workable given the large number of potential applicants, JuST established an online forum or message board, which became the vehicle for disseminating all grant-related information for the remainder of the project.
- JuST learned that a significant amount of capacity building would be required for grants to succeed. JuST therefore provided assistance tailored to specific needs identified by participating organizations.
- Because the objective of the grants program was to strengthen civil society, JuST adopted a practice of providing specific feedback and personal meetings with rejected applicants so they would know where their proposals fell short and they could learn from the experience and improve future proposals.
- JuST adopted a practice that several grantees noted as being unprecedented in their experience with other donor organizations: post-award follow-up and regular, on-site monitoring. JuST was always present in the field for activities organized by grantees.
- For the last three years of the project, JuST organized grant winners meetings where successful projects could showcase their results. These presentations were informative and involved many stakeholders of the projects. With many NGOs attending these events, successful techniques, sustainable activities, and accomplishments were shared with a wide audience eager to learn from each other.

During the project, JuST received 48 proposals. The quality of the proposals improved considerably as a result of the assistance JuST provided to CSOs. The project awarded 19 grants to 12 organizations, and two of the grants were for coalitions. A summary of each grant, its objectives, and intended beneficiaries can be found in Annex B. With close oversight, including frequent visits to the field to monitor grant activities, these projects met or exceeded their objectives. When possible, JuST encouraged projects that were structured to further multiple project objectives, such as exposing corruption in the social welfare delivery system or the public health system, while strengthening local watchdog organizations and providing opportunities for investigative journalists to bring to light corrupt practices or poorly

performing public institutions. For further details on some of the successes of these grants, see Success Stories in Annex D.

In addition to strengthening the organizations themselves — a primary objective of the activity — the grant projects produced many measurable changes, held public officials to new standards of accountability for their performance, and advanced objectives related to the other two components of JuST. To highlight a few examples:



At the grant winners meeting, Kristina Fidhi, chair of AJJ, presents the results of AJJ's collaboration with a social services grant project run by Eye of the New Media.

- The investigative articles and videos published by members of the Association of Journalists for Justice documented corruption in the management of state funds allocated for health institutions, disbursement of medicine, hiring of unqualified people through a non-transparent process, and malfeasance and conflicts of interest in seven cases. After these stories were aired, several actions were taken by the Ministry of Health and the High Inspectorate for the Declaration and Audit of Assets to investigate and verify conflicts of interest. They began drafting a special instruction on double employment of medical personnel. The Ministry of Health established restrictions on state hospital service chiefs holding second jobs in private health institutions. This new directive is expected to end these kinds of conflicts of interest not only for service chiefs but also for publicly employed doctors who violate their employment contracts with public hospitals. Ministry officials have said they have identified five service chiefs who were working in both public institutions and private health facilities. The general secretary of the ministry said this institution has begun conducting its own verifications following requests and investigations carried out by the AJJ.
- Some immediate results in the social service delivery system came about following exposure of abuses by journalists of the AJJ. The local officials have admitted that the current law on social services is problematic, because it encourages abuse and does not provide necessary assistance to the poor. The AJJ's reporting of these abuses led directly to bringing legally authorized assistance to hundreds of intended beneficiaries. One result of the investigation was posting lists of the beneficiaries, which served to raise public awareness among members of the community and to increase their participation in the local decision-making process. The grantee intervened to resolve four cases of unregistered children, denounced the case of 15 violated women, and facilitated the inclusion of 58 new and eligible families into the assistance list. Another beneficial result of this activity was removal of 280 ineligible families from the assistance list by regional state social service administrators. The project also provided assistance to Roma families, because discrimination against Roma families was found to be particularly acute.

## SNAPSHOT

# USAID Supports Investigative Media to Fight for Social Justice

**Albanian citizens in the south area of Albania receive the tools needed to speak up against corruption and reclaim social services meant for them.**



A social service officer discussing with community members in Gjirokastra, a small town in the south area of Albania, regarding abuses performed by the local officials with the social service payment.

Agna Shehu, a member of community spoke favorably of the program. "We have never been told about the amount of money we are entitled to receive for economic aid, and neither did we know about our right to participate in the council meetings and advocate for our rights. We will be more active and push the local officials to respect the law."

The fight against corruption, as well as independent journalism, remain important priorities for U.S. government assistance in Albania. Through its small grants program, JuST partnered with civil society organizations throughout the country to fight corruption, promote justice sector transparency, and improve good governance in the localities where these CSOs work. Part of this support came through a grant awarded to the Association of Journalists for Justice (AJJ), a newly established NGO composed of investigative journalists and introduced in the Albanian media circle with a concrete independent outlet, [www.investigim.al](http://www.investigim.al). This NGO, in collaboration with a southern grassroots organization, "Eye of the New Media," combatted corruption in Albania, trained journalists to expose abuses of power and empower citizens, and helped to deliver social services to those who need it most. For Albania, this was a new and difficult road to traverse. Government officials were often unwilling to cooperate, and the journalists working to expose them faced constant bullying and pressure.

Both local organizations worked to change the way community members interact with their local governments and central authorities, and empowered citizens to reclaim their right to social services free from corruption. Under the grant, the AJJ and Eye of the New Media developed informational campaigns, meetings, and training aimed at enhancing civic consciousness and increasing the capacity of social workers and journalists to identify corrupt activities. Through this grant, they encouraged citizens to publicly denounce corrupt cases identified through the investigative work of local journalists.

Most importantly, this grant helped to increase opportunities for Albanians to detect and stop corrupt practices that were preventing families from receiving much-needed social services. Citizens and journalists in the small southern city of Gjirokastra now have the tools to identify and speak out against corruption and to access desperately-needed social services.

The journalists were able to publish 26 investigative articles that exposed corrupt activities in social services. The public awareness campaigns emboldened citizens to identify and denounce corruption, resulting in more corrupt cases being filed with the government. As a result, 18 corrupt officials were put on trial.

- The activity assisted 100 Roma people in qualifying for health benefits in the Qendër Fier commune and helped 20 Roma families with the application process to be added to the list in Shushica commune, located in Vlora. Based on this activity, the Regional State Social Services in Fieri and Vlora took administrative action to resolve the problems in seven identified cases.
- A powerful video first aired by the AJJ, entitled “The Socialist Party Secretary in Saranda,” received significant publicity and was cited by 18 other media outlets. As a result of the investigation that exposed this case, the accused person was charged and eventually sentenced to two years of imprisonment.
- The AJJ also exposed abuses carried out by 14 local officials and six municipal councilors, which contributed to raising public awareness, increasing institutional responsiveness, and improving their performance on tackling different problems in the social services sector.
- The final grant awarded by JuST went to an organization, Ekolëvizja, which is active in the environmental field. The project focused on determining whether the government complied with legal requirements for notice and consultation with affected landowners for developing 11 hydropower plants in the Librazhdi area. As a result of the investigation and reporting of the AJJ, a ban was imposed on building these plants in the area. Increasing the public’s awareness of their rights led to nearly 85 protests against construction of new hydroelectric projects from the community.
- The Albanian prime minister recently acknowledged the contributions of Ekolëvizja and similar environmental groups. He said in a press conference on July 28, 2015, that a draft law would soon be introduced for the purpose of controlling the construction of hydropower plants in protected areas of the country. This positive action by the government is the result of meetings between environmental organizations (among them Ekolëvizja) and the Parliamentary Commission for the Environment.

JuST grantees also worked on addressing gender-related issues. The three-organization coalition composed of Woman to Woman Shkoder, Woman Forum of Elbasan, and CLC) implemented a grant that aimed to increase the quality of legal representation for underserved women. Free legal aid was provided to more than 300 women and girls, including victims of domestic violence, in the geographic areas of Tirana, Vlora, Shkodra, and Elbasani. Additionally, the grantees trained a *pro bono* team composed of 21 law students (of whom 75 percent were female) on how to monitor domestic violence cases. They then collected data by monitoring files in four target courts. Please see the Grants Table in Annex B. that elaborates on our grantee support to women.

### **Capacity Development for Civil Society Organizations**

Civil society in Albania has not generally been regarded as an effective check on government malfeasance. The first year of JuST’s efforts in developing the capacities of CSOs proved to be a learning period, for both the CSOs and for JuST. Despite the

fact that only one coalition was awarded a grant, the experience provided the basis for fine-tuning the project's approach.

Beginning in the second year, JuST placed more emphasis on disseminating information on the annual program statement, the procedures for applying for grants, and the techniques for designing strong project proposals. In addition, JuST realized that more would have to be done at the regional level to encourage participation of the kind of committed (albeit weak) grassroots organizations that USAID was trying to strengthen. As a result, JuST organized regional informational sessions in Vlora, Korçë, Shkodra, and Tirana in a pattern that would be repeated every year thereafter. During that first series of regional sessions, 70 CSO attendees were surveyed about their needs and interests. This information formed the basis for a capacity building and training program on anti-corruption, legal concepts and systems, and proposal writing. JuST engaged three short-term local experts to conduct this training, which was held regionally and attracted 92 participants representing 58 CSOs from across the country.

#### KEY SUCCESSES FOR THE CSO PROGRAM

- 7 U.S. government-assisted CSOs engaging in watchdog activities
- 11 advocacy campaigns
- 25 CSOs trained by JuST and submitted proposals through the small grants program

Through these kinds of informational meetings, followed by specific training programs, the capacity of civil society to contribute to community problem-solving was strengthened and broadened geographically. Each training event built on previous training, and as a result, the quality of the project proposals and the projects themselves improved.

Throughout the project, JuST encouraged CSOs to develop projects with strong anti-corruption and watchdog features and offered training programs to promote these objectives. During the fourth year, JuST contracted a regional anti-corruption expert to deliver a training program aimed at equipping Albanian CSOs with a variety of tools for engaging government agencies as partners in anti-corruption projects. The immediate outcome of this training was a substantial number of high-quality anti-corruption proposals submitted for the final round of grant funding. And during the fifth year, JuST contracted a local gender mainstreaming expert to design and deliver a training program to 18 CSOs to raise their awareness about the importance of using gender-sensitive approaches to their justice-related and anti-corruption activities.

Looking back over the five-year period, it is clear that JuST's approach as it evolved over time was successful. The awardees of these grants received a significant amount of targeted assistance on how to design and manage projects, and all of the projects funded through the small grants achieved their objectives. Many projects led to tangible changes in the way the government interacts with its citizens. Moreover, the grant program and corresponding capacity building strengthened regional CSOs working in rural areas for the first time, making a real difference in the lives of many beneficiaries. CSOs became more effective and proactive in designing projects that go to the heart of institutional corruption. They also gained valuable experience in the successful administration of projects. Finally, a number of grant projects brought the CSOs into new partnerships with journalists, who were more than willing to take their successes in exposing corruption to a larger audience, which benefitted everyone. A model of success is the collaboration of AJJ with Eye of the New Media, which has



since been funded by other donors, including the Open Society Foundations and the U.S. embassy for projects focusing on exposing corruption in public institutions.

## Strengthened Role of Media in Reporting Corruption Cases

Although Albania appears to have a vibrant journalistic community with multiple daily newspapers and a variety of other media outlets, the owners of many of these outlets are aligned in one way or another with political parties or commercial interests. As a result, there are often subtle or not-so-subtle constraints imposed on journalists, especially those with the courage to investigate the kinds of corruption cases which could threaten powerful interests.



CSO representatives during a training program conducted by international expert Ana Vasilache for strengthening skills in carrying out anti-corruption initiatives.

To broaden the base of trained investigative journalists capable of analyzing and reporting on the justice sector, JuST planned a series of training events, beginning with a “Law School for Journalists” (LSFJ) where reporters could gain a deeper understanding of the workings of the justice system, in Year 2 of the project. The mechanism used to launch the LSFJ program was a grant awarded to The Albanian Institute for International Studies in 2012. Following a widely published call for applications, 21 journalists from various media and regions were selected to participate in the training. One-third of the participants came from outside Tiranë, and more than one-third were women. The group included full-time junior and experienced journalists working in local and national media, all active in covering the justice sector in Albania.

The LSFJ training program was a success, with high levels of attendance in all sessions.

Participants were actively engaged, and all expressed satisfaction with the quality of lecturers and the rigorousness of the organizers. A positive and unexpected outcome of the activity was that the participants decided to establish the Albanian Association of Journalists for Justice. This

proved to be a fortuitous development for all future JuST support in this area, setting the stage for success far beyond what was anticipated at the time.

While the LSFJ training program was in progress, JuST continued to develop the next step in the overall plan: the Investigative Reporting Training Program, originally conceived as the Justice Reporting Fellows program. This program was designed to further strengthen the skills of participants from the first series of training events.

Initially foreseen as a training program focused only on investigative journalism for the justice system, the training encompassed many other areas of interest that arose

### KEY SUCCESSSES INVOLVING THE MEDIA

- 63 corruption cases exposed by media sources involved in JuST
- 89 articles reporting on corruption placed on non-state news outlets
- 55 journalists and journalism students trained

from participating journalists, including advancing investigative journalism techniques of the LSFJ beneficiaries, strengthening independent media, improving transparency, and supporting creation of an informative resource for citizens and decision-makers.

### **Establishing the Albanian Association of Journalists for Justice**

It was at this stage in the development process that JuST engaged the services of a short-term expert, John Holland, who is a reporter with extensive experience in the Balkans, to develop and implement the Investigative Reporting Training Program and to mentor and guide the journalists. His first task was to conduct a series of focus group meetings with journalists who had graduated from the Law School for Journalists program. The next step was to develop and deliver the two-week training program for the journalists and to assist them in establishing an independent online media venue. The training program covered such topics as building an investigative reporting site, investigative reporting techniques using the Internet, the art of interviewing, ethics – a guide to getting the story without crossing lines, writing leads and long investigative stories, and other topics based on interests of the group. During this period, interest grew in establishing their own association, along with their own independent website where they could publish their stories.

During the two-week training program, the reporters were shown how to conduct investigative research, uncover and understand complex court documents, organize their work, and conduct interviews based on that research. Each morning, several reporters arrived with new information on relevant issues and local partners they found using techniques, skills, and information taught the day before. Mr. Holland worked with the group to help them shape the basic outlines of their website. They decided to write weekly and monthly blogs on initial topics that included health, environment, justice, politics, corruption, and transportation. At the same time, the journalists worked to draft the organizing documents for their new association as required by Albanian law.

With the formal establishment of the AJJ and the official launching of their independent website [www.investigim.al](http://www.investigim.al) in February 2013 where then-U.S. Ambassador Arvizu presided at the ceremony, the basic structure was in place for further progress.

JuST continued to strengthen the role of the media through training organized through the new AJJ. One training session focused on the roles of the board and staff in pursuing funding opportunities for the organization and providing better services to its members. A second training program focused on video production and was conducted by a well-established international videographer with extensive experience in journalism and creating documentary films. This program focused on raising the journalists' capacities to produce high-quality video clips and reports. Adding video capabilities enhanced the quality of the AJJ website, which resulted in more visitors to the site and expanded AJJ's potential for attracting donor funding for specific projects.

To expose the AJJ to best practices and methodologies for investigating long-term and regional stories, help them connect to regional networks and contacts, learn strategies to promote and enhance online journalism platforms, and increase their capability to eventually transfer their knowledge to other AJJ members, JuST also sponsored six members of the AJJ to participate in a Bosnia study tour in 2015. During this study tour, the participants attended training programs and met with members of the Center for Investigative



Students from journalism faculties in Tirana and Elbasan during an investigative training program conducted by AJJ's training-of-trainers group.

Reporting and the Organized Crime and Corruption Reporting Project. The training program outcomes were positive and have led to cooperation and mentorship in writing in-depth regional investigative stories. The journalists also brought new ideas back from Sarajevo for advancing their work and increasing the attractiveness of their online presence. They are now better equipped to manage a nonprofit organization and raise funds. A few successes include:

- Two of the AJJ journalists are investigating a case of EU funds granted to Albanian organizations during the last two years and tracing what happened to the funds. They are already in contact and have started coordinating and sharing leads with the Investigative Center in Sarajevo.
- Upon request by the Organized Crime and Corruption Reporting Project, a special investigation was initiated focusing on Albanian business leaders with links to organized crime in Europe.
- The AJJ is contributing to a major investigation that is being carried out by an investigative center in Kiev on two notorious criminals opening money laundering businesses by collecting evidence on Albanian businesses with Ukrainian partners.
- Based on a proposal for joint work with the investigative center in Belgrade, the journalists are gathering facts on suspicious honorary titles or prizes that non-existent organizations are awarding to authorities in politics, business, and local and central government.

Another contribution was development of a student internship program for aspiring journalists in Tirana and Elbasan. With support from JuST, 11 students from the Journalism Faculties of Tirana University and Aleksandër Xhuvani University in Elbasan completed a two-month professional internship program at the AJJ. The program focused on writing investigative stories and producing video reports for publication on the AJJ's online independent media venue. This internship program was repeated several times and was popular with the students, who for the first time had the opportunity to work with experienced journalists and to see their work

published on the website. In addition to this program, the AJJ is now training journalism students on topics such as how to write investigative stories and produce video documentaries.

As JuST concludes, there are many indications that the AJJ has reached a level of sustainability and will continue into the future. The AJJ journalists worked hand-in-hand with two NGO grantees (Eye of the New Media and Eco Movement Group) to bring government abuses in social services, the public health system, and the environment to public attention. The JuST-sponsored study tour to Sarajevo brought members into contact with a network of journalists engaged in similar activities. The internship program continued to the mutual benefit of the interns and the AJJ. The viewership of the investigative website continued to grow each quarter, with numerous articles first appearing on the website being re-published by mainstream media outlets. Perhaps most significant for future growth was the fact that the AJJ has matured to the point where it is attracting support from other donors for specific projects, such as from the U.S. embassy and its project entitled “Tell your story! Public Institution Fraud and Corruption Must End!”

As its final assistance to the AJJ, JuST used the services of a local consultant to facilitate a strategic planning process with board members, stakeholders, and the JuST team to develop a three-to-five-year strategic plan with steps that will guide the AJJ’s activities and solidify its mission. Ultimately, the AJJ seeks to find effective ways of monitoring activities of institutions, holding public officials accountable, and over time, ensuring that these organizations operate fairly and with full transparency.

### **Establish and Maintain an Independent Venue for Investigative Journalists to Publish**

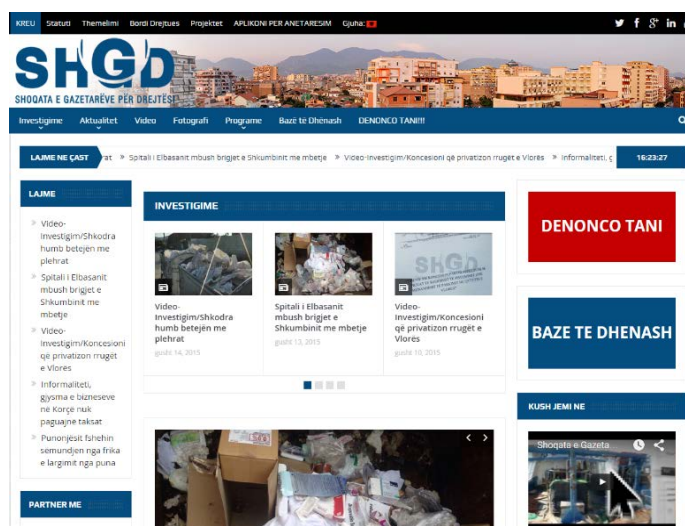
As the AJJ was taking the first steps in creating a viable organization in the third year of JuST, work proceeded along a parallel track to establish a truly independent online media venue. JuST’s media advisor, John Holland, worked with a local IT programmer to design the basic layout for website, which includes interactive features. The local expert provided technical assistance on ways to enhance the website’s appearance, publish fresh content, and improve the user experience. The website, [www.investigim.al](http://www.investigim.al), was officially launched in early 2013 in a ceremony featuring the U.S. ambassador. The event generated widespread interest, attracting additional journalists to the association.

As the internal management capacities of the AJJ improved over time, so too did the website. Gradually, the number and quality of the articles on the website increased. Following the JuST-supported special training in video editing and production, video stories began to appear on the website, which generated further interest and viewership. For example, a special series that used hidden cameras to document abuses in the distribution of medicine in public hospitals yielded even more visits to the website.



From March 2013 — when the journalists first started publishing their stories — until September 2014, 483 stories were published, including blogs, investigative stories, and videos. A total of 117 (24 percent) of these articles were published and financially supported from various projects, including JuST. The remaining 366 articles (76 percent) were written by members of the Association of Journalists for Justice on a voluntary basis. This is one indication that the media venue [www.investigim.al](http://www.investigim.al) is

not entirely dependent on outside support. It is becoming a recognized alternative medium where journalists are free to publish their articles without interference.



The website of the Association of Journalists for Justice continues to grow as new investigative stories are continually added.

## Implementation Challenges Faced and Lessons Learned

### Capacity Building for the Union of Albanian Judges

One of the first challenges faced by JuST was how to advance USAID’s strategy of strengthening the capacity of professional associations to advocate on behalf of their members, with two judges associations designated as the major focus for this activity. When JuST was still in the startup phase, it became apparent that there was little with which to work. Although two judicial associations existed, both were primarily associated with a single individual who spoke for the “membership.” And there was a widespread public perception that the two separate organizations were nothing more than a reflection of (or perhaps puppet for) the two main political parties.

*The importance of early assessment.* JuST conducted an assessment of both organizations that was intended to identify weaknesses and guide future assistance. The assessment revealed a surprising and unanticipated finding: One of the two associations had ceased to exist as a legally entity. Its charter had not been renewed, and JuST saw no evidence of any effort to re-activate the organization. Based on this finding, JuST only worked with the one legally constituted entity, which had a board of active judges. By concentrating on a single organization rather than two, the impact of project assistance was maximized.

*The importance of a step-by-step approach.* The organizational assessment of the Union of Albanian Judges was the first in a series of steps. The second step involved facilitating a strategic planning process with the leadership of the union. Out of this process came a long-term strategic plan, a communications strategy, and a vision of what direction the UAJ wanted to go. Implementing the completed strategy and action plan was the third step, and these documents provided a road map for JuST assistance for the remainder of the project. They covered the need to improve its internal



organizational capability, including its all-important financial capacity. They also set goals for advocating for improvement in the judiciary's public image. JuST provided direct assistance to the UAJ for one year, including support for an office and a part-time staff member. The project also provided direct technical assistance to the staff member on how to set up and maintain a financial records system. The fourth step was assistance in organizing UAJ's first big event: an international conference on justice reform. These small but important steps, with one-on-one mentoring, provided the foundation for the UAJ to continue growing on its own.

*Building support at the regional level is a key to success for membership associations.* Many professional associations and NGOs tend to be Tirana-based and Tirana-centric. One element of the UAJ action plan called for a series of regional cluster groups composed of members of UAJ members, journalists, representatives of CSOs, citizens, lawyers, mediators, and students from the law schools. The purpose of convening these groups was to create an opportunity for system stakeholders to discuss issues related to development of the justice sector. This activity generated spirited, sometimes contentious, discussions, exposing the judges to the pulse of the community while broadening public awareness about the UAJ and its new vitality. These regional cluster groups and the associated membership drive led to an immediate increase in membership, as more judges wanted to be part of the only professional association representing their interests.

*Success builds success.* Beginning with a simple, but important, general assembly meeting in 2011, the UAJ took on more challenging activities, such as organizing an international conference in 2012, developing a policy paper on judicial evaluations, running a project on access to justice, and developing three bench books to guide judicial practice in the courtroom. As JuST support wound down, the UAJ found itself in a position to attract funding from other donors for specific projects.

*An organization's maturity can be measured by how it handles the transition to new leadership.* In the ongoing transition from communism to democracy, Albania has a fractious history of political gridlock, charges of stolen elections, and Parliamentary boycotts. After three years of JuST engagement with the UAJ, a general assembly was held to elect a new board. The position of the chair was hotly contested. After the votes were counted, the challenger had beaten the incumbent by a single vote. The loser was gracious in defeat, and the winner was magnanimous in praising his predecessor for the foundation that had been built. The leadership transition was smooth, marking a significant milestone in the growth of the UAJ.

### **Strengthening Civic Engagement to Help Stem Government and Justice Sector Corruption: CSO Capacity Building**

When JuST was launched in 2010, civil society was generally seen as weak and ineffective. Some of the better-known organizations had the experience and the financial capacity to manage grant funds, but many were perceived to be aligned with political interests. In some cases, public officials had NGOs "on the side" that carried out donor-funded projects that were similar to the official mission of the public institutions in which they served. The practice of submitting the same project proposals to multiple donors was well developed by some of these NGOs. Because of the lack of proper donor oversight, these organizations had developed a profitable

niche, recycling the same projects from one donor to the next. Actual results were neither demanded nor produced.

At the other end of the civil society spectrum, true grassroots organizations with a real sense of mission had so little experience in managing funds that they could not qualify for grants. The challenge for JuST was how best to strengthen the small but deserving CSOs. Another challenge was how to expand CSO support throughout Albania. A final challenge, which was more prevalent in smaller communities, was how to overcome the fear expressed by some local NGOs that if they pressed too hard, or became too effective, they might alienate powerful interests in their small communities to their long-term detriment.

*Cast a wide net.* Initially, JuST adopted a strategy of limiting participation in the grant application process to the group of organizations responding to a published call for expressions of interest. Following a disappointing first round of the Justice and Good Governance Grant Program, where only one coalition proposal was deemed worthy of funding, JuST opened the process to all CSOs willing to submit concept papers for funding. Thus, despite a slow start, once the pool of applications was widened, the grant program became fully implemented, and all projects achieved their objectives.

*Take activities to the regions.* After 2011, JuST made a concerted effort to engage CSOs where they worked and lived, through regional meetings, to announce the annual program statement and survey organizations on what they really needed to design and implement effective projects. Once grants were awarded, JuST made a practice of traveling to the field and participating in all regional activities. For many grantees, this kind of close engagement and monitoring was something previously unknown with other donors. However, in retrospect, it is clear that local feedback on their needs and familiarity with their activities contributed to developing effective capacity building training, leading to successful grant projects.

*Annual grant winners meetings should be held and should include all donors in the sector, as well as beneficiaries.* The idea of a grant winners meeting, where projects could describe and showcase their concluded projects, was a new concept in Albania. It proved useful in spreading knowledge of what worked, positive experiences, and implementation challenges, thereby stimulating more imaginative proposals for future projects. Especially important was the presence of other donors. With full transparency and information-sharing among the donor community, “recycling” of old proposals, or the duplication of effort, was minimized. It also served as a model for how successful grant programs are managed.

## **Strengthening the Role of Media in Reporting Corruption Cases**

A significant objective of Component 2 was strengthening the investigative capacities of local media to identify, investigate, and root out corruption wherever encountered.

*Regional networking of investigative journalism centers can greatly increase the impact in exposing corruption.* As the AJJ gained organizational maturity with its successful online media venue, it began to catch the attention of other investigative centers doing similar work in neighboring countries. A JuST-organized exchange to Sarajevo where Albanian journalists met with experienced reporters from the Center

for Investigative Reporting and Organized Crime and Corruption Reporting Project proved to be a catalyst for cooperation where all sides benefit. By joining with neighboring states on stories and projects, or by signing on to larger cross-border networks funded by USAID or the Open Society Foundations, new opportunities open up for funding and growth. Regional cooperation can also reduce costs associated with local fact-checking or document retrieval. Nearly all cross-border networks have these mechanisms in place, and thus regional cooperation benefits investigative reporters who may need something checked in the neighboring country. As corruption becomes more sophisticated, and money laundering and drug trafficking extends across Eastern Europe, the need for cross-border investigative partners is growing. Coordinated efforts to expose corruption are far more likely to gain attention, inside as well as outside the country, than would be the case with isolated reporting. Regional networking of AJJ is contributing to a deeper understanding of existing patterns of corruption as well as long-term investigative challenges.

## COMPONENT 3

### Strengthened Legal Profession

The third component of USAID’s strategy in Albania was based on the recognition that to establish a truly effective rule-of-law culture, there must be capable attorneys to make the justice system function well. A need to increase the level of professionalism of lawyers, including empowering disciplinary processes and enhancing their legal skills, has long been recognized in Albania. There was a need to evaluate the legal education system to provide greater emphasis on the skills future lawyers need to be effective advocates. Practicing lawyers also need to update their skills and knowledge. Although mechanisms were already in place to provide ongoing training for judges and prosecutors through the Magistrates School, nothing comparable existed for the bar. To address this need, USAID developed a broad strategy designed to enhance the quality of legal education provided by the public law faculty, introduce continuing legal education to Albania, and upgrade the sense of pride and professionalism among practicing attorneys.

#### KEY SUCCESSES FOR COMPONENT 3

- 18 bar journals published
- 3,113 lawyers and assistant lawyers trained through the CLE program
- 6 regional chambers now offer CLE
- 230 law students participated in trial preparation
- 534 law students enrolled in the Legal Clinic at UTLF

### More Professional Lawyers: Continuing Legal Education Program

**Exhibit 8. Lawyers and Assistant Lawyers that Received U.S. Government Training**

YEAR	TRAINING PROVIDED BY	TRAINED
2011-2012	JuST Program and the Albanian National Chamber of Advocates	344
2013 -2014	JuST Program and the Albanian National Chamber of Advocates	619
	The Albanian National Chamber of Advocates through the National School of Advocates	250
2014-2015	JuST Program and the Albanian National Chamber of Advocates	1,150
	The Albanian National Chamber of Advocates through the National School of Advocates	750
Total		3,113

At the launch of JuST, Albania was the only European country with no program for continuing legal education and training for members of the bar.<sup>11</sup> Although there was a well-established National Chamber of Advocates, the organization viewed itself as still a young organization, because the profession had been abolished during the communist period. In the early months of the project, it became clear that despite expressions of support for the idea of continuing education for lawyers, there was little real enthusiasm for launching such a program at the national level.

<sup>11</sup> A Proposal for Continuing Legal Education for Lawyers, January 31, 2011.

Based on this early stocktaking, JuST gauged interest for educational classes among the regional chambers of advocates that existed, at least on paper. Some of them had offices provided by the National Chamber of Advocates, but had never organized functions or provided services to members from their facilities. JuST conducted focus group discussions in Vlora, Durrës, and Lezha

regional chambers of advocates and discovered strong interest for the kind of ongoing education that was hitherto unknown among the local chambers. From these series of focus groups, a strategy began to take shape. The key element of the strategy was to launch pilot, voluntary, and free CLE programs from within local chambers.

#### BENEFICIARY FEEDBACK

"It was an honor for me to be part of an important event with lawyers from around Albania, where certificates were distributed to all lawyers trained by USAID-JuST and the National Chamber of Advocates."

— *Leonard Kadrimi, lawyer from Durrës regional Chamber of Advocates*

### Promoting Government Buy-In of Making the CLE Program Mandatory

Before launching a pilot CLE program, JuST negotiated a memorandum of understanding, which was signed on May 12, 2011, by the USAID mission director and the chair of the National Chamber of Advocates. The agreement represented a training development model based on classes organized with geographically dispersed regional chambers. The agreement envisioned a multi-year phase-in of CLE, with annual expansion to additional regions coupled with a cost-sharing financial plan whereby the NCA would take on a greater percentage of the cost each year until the program would be fully supported by the NCA by the time JuST ended.

The cost-sharing mechanism for gradual expansion was a major success. In fact, the program exceeded all early expectations. Several intervening events — some planned, some not — provided opportunities to broaden the concept of CLE.

Based on the memorandum of understanding, JuST and the NCA contracted a local training provider — the Albanian Center for Legal Training and Studies — that assisted with the organization of regionally held CLE courses and engaged some of the most distinguished law professors and practitioners in Albania as faculty in the program. The first year of the pilot CLE program began in July 2011, with two selected local chambers of advocates: Vlorë and Durrës. JuST was responsible for 60 percent of the cost, and the NCA was responsible for the remaining 40 percent. The NCA also approved a Regulation on the Continuous Legal Education Program for lawyers and assistant lawyers of the regional chambers of Vlorë and Durrës and agreed to deliver 12 topics (credits), including penal law, civil rights, ethics, penal



The NCA chair and USAID mission director sign a memorandum of understanding that guided JuST assistance to CLE for the remainder of the project.



procedures, European law, and legal reasoning and writing, to these two chambers during the first year.

Regional chamber offices that had never been used were turned into classrooms that welcomed lively professional debates and discussions among lawyers and assistant lawyers. It was soon clear to all that the CLE experience would not only serve as a meaningful learning experience, but would also be a professional development arena where members of the bar would be able to share their court experiences. Aspiring lawyers would benefit from more experienced lawyers, and both groups would benefit from exposure to high-level experts. They truly began to feel like members of the bar and felt closer to their self-regulating body – the NCA – which for the first time in many years was reaching out to them and providing a relevant and useful service.

Instead of organizing Tirana-centered activities and bringing beneficiaries to the training sessions, which is what usually happens in Albania, JuST and the NCA sent training to the beneficiaries, which greatly influenced an ever-increasing participation and demand for such training throughout the country. The early success of CLE in the Vlorë and Durrës regional chambers, together with lawyers' satisfaction with the CLE program and demand from other members of the bar, made it easier for JuST to advocate for legal provisions on mandatory nationwide CLE when amendments to the law "On the Legal Profession in the Republic of Albania" were being drafted by the Ministry of Justice and the National Chamber of Advocates in 2011. Therefore, when the Ministry of Justice approached the JuST team in November 2011 to ask that it present recommendations on the draft law entitled "On Some Amendments and Changes to the Law No. 9109, dated 17.7.2003 "On the Legal Profession in the Republic of Albania," as amended, JuST submitted an opinion on the necessity of making initial training to assistant lawyers and continual training to practicing lawyers legally binding. The opinion also recommended that specific language of the new legal provisions be introduced to this law. JuST's proposals were accepted by the NCA and the ministry and incorporated into the draft law.

While the draft law was being discussed in Parliamentary commissions, the chair of the National Chamber of Advocates, Maksim Haxhia, further developed the initial idea of having mandatory initial and continual CLE provisions. He proposed an amendment that provided for establishment of a National School of Advocates that would be responsible for organization and delivery of the training. As he said before the Parliamentary Laws' Commission,<sup>12</sup> it was precisely the CLE pilot program in the regional chambers of Durres and Vlore with USAID support that led to the idea of establishing a National School of Advocates, with the purpose of such an initiative being to increase lawyers' professional performance. In September 2012, the Albanian Parliament adopted the amendments to the law "On the Legal Profession." Based on these amendments, taking the initial training became a condition for aspiring lawyers to enter the bar, continual training became mandatory for all practicing lawyers, and the National School of Advocates would be responsible for

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<sup>12</sup> Address by Chair of the National Chamber of Advocates Maksim Haxhia in September 9, 2012 meeting of the Parliamentary Commission on Legal Issues, Public Administration and Human Rights, for discussion of the draft law "On some amendments and changes to the Law no. 9109, dated 17.07.2003 "On the legal profession in the Republic of Albania", as amended", available at [http://parliament.al/web/Procesverbalet\\_10044\\_1.php?evn=srm&rpp=4&rp=20&msv=msvSrc&ser=285](http://parliament.al/web/Procesverbalet_10044_1.php?evn=srm&rpp=4&rp=20&msv=msvSrc&ser=285)

administering both training programs.<sup>13</sup> Such provisions put the Albanian National Chamber of Advocates at a comparable level with more than 20 European countries and made it compliant with standards and practices of the Council of Bars and Law Societies of Europe.<sup>14</sup>

Although the new legal provisions provided for a transitional period of one year to enable the NCA to establish the National School of Advocates, JuST support for the pilot program continued in 2012 and 2013, with the program expanding to a third regional chamber (Fier) in the second year of the CLE program, with courses delivered in Vlore and Durres for the second time and in Fier for the first time. Based on the progressive cost-sharing mechanism agreed on at the beginning, in the second year of CLE, JuST provided 50 percent of the program's financial cost, with the NCM providing the remaining 50 percent.

### **Establishing the National School of Advocates**

As defined by the Law on the Legal Profession, the NCM established the NSA upon termination of the transitional period in November 2013. During the inception phase, the NSA initially took over the training (known as initial training) of assistant lawyers aspiring to take the bar exam. On a parallel track, because the memorandum of understanding with USAID already envisioned a third year of the CLE program, JuST continued to provide support in training lawyers. This proved to be a good solution for achieving the daunting task of establishing the NSA while maintaining the CLE program and initial training.

Clearly, establishing a well-functioning School of Advocates would go far in ensuring USAID's larger objective of improving the professionalism of lawyers in Albania. To support the NCA and ensure that it would continue to progress, JuST provided additional assistance by developing a long-term strategy for building and sustaining the CLE program. In November 2013, JuST engaged an experienced consultant to work with the leadership of the bar and facilitate preparation of an action plan for the future of the CLE. The main objective of this action plan was to determine a clear vision of the steps needed for the NSA to be able to deliver the training program for assistant lawyers as well as lawyers. The action plan, drafted through an inclusive process in cooperation with the National Chamber of Advocates and the Scientific Committee of the National School of Advocates, was adopted in December 2013. It presented the main strategic objectives and milestones to be achieved by agreed-upon deadlines, within specific terms, and with a view for the NSA to be able to provide this training.

The action plan included as principal strategic objectives:

- Consolidation of the school as a national academic institution capable of providing training to assistant lawyers and lawyers

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<sup>13</sup> See articles 16/1, 25 and 25/1 of the Law no. 9109, dated 17.07.2003 "On the legal profession in the Republic of Albania", as amended.

<sup>14</sup> See scholarly article Continuing Legal Education and the Albanian Bar, published on Bar Journal no.7, July 2013 <http://avokatia.al/revista/avokatia-7/item/46-arsimimi-vazhdues-ligjor-dhe-avokatia-shqiptare#.VbKYUfmqqko>

- Establishment and organization of the initial training for assistant lawyers through the school
- Establishment and organization of continual training for practicing lawyers through the school, building on experience with the pilot CLE program implemented with JuST assistance
- Consolidation of the status of the school as a public entity
- Development of the school as an institution capable of preparing academic and professional publications and studies

Each strategic objective included specific activities and milestones to be achieved within determined deadlines.

The director of the NSA, Ervin Pupe, showed active engagement in quickly implementing the steps of the action plan. Immediately upon establishment, the NSA began providing courses in Tirana to more than 250 assistant lawyers from all over Albania. In addition to NSA support, more than 630 lawyers and assistant lawyers from the three chambers were trained during the first two years of the CLE program with JuST support. The success of the first two years of the program was not only outstanding, but quantifiable. As noted by the chair of the NCA, Maksim Haxhia, at the June 2014 graduation ceremony for CLE, 98 percent of assistant lawyers who attended the CLE courses passed the bar exam.



**A group of assistant lawyers from the Durres Chamber of Advocates takes advantage of CLE training.**

Highly motivated by the success of the first two years of the CLE program, and based on the increasing demand from lawyers for CLE classes and the legal obligation to provide training to lawyers in regions throughout Albania, the NCA expanded the program to three more regional chambers — Korçë, Shkodra, and Tirana — in the third year of the program. In addition, the expanded program was opened to lawyers from nearby chambers and regions and lawyers in cities where the programs took place. For the first time, courses for the third year of the CLE program primarily targeted lawyers, while remaining open to assistant lawyers who could not attend courses offered by the NSA in Tirana. The NSA continued providing the initial training to assistant lawyers from all over Albania.

Expansion of the CLE program to the Tirana Chamber of Advocates marked a significant milestone because this chamber is by far the largest in the country. Another significant step toward sustainability was the NCA's commitment to assuming a considerably higher proportion of the cost of delivering the training. As set forth in the original memorandum of understanding, JuST support for the third year of the CLE program in six chambers remained capped at the same 50 percent amount as for the second year of the training, when it was only delivered to three chambers, leading to the NCA covering 70 percent of the cost for the third year.

The NCA's commitment to the CLE program, reflected by its increasing financial contributions to the program, approval of the legal provisions on mandatory nationwide CLE, establishment of the NSA, and NCA plans to further develop the NSA, are all viewed as a means of long-term sustainability for USAID's efforts to improve the quality of lawyers in Albania. As the NSA prepares to take over all CLE training, JuST's last assistance was to prepare an organizational strategy for the fourth year of the program. This strategy, drafted through an inclusive process with the NCA and NSA, includes suggestions and alternatives to mechanisms for delivering initial and continual training in the fourth year, recommendations on handling financial costs of the training, and, building on the previous three years of CLE experience, suggestions of topics and a credits scheme for the fourth year of training to lawyers.



The NCA chair and USAID mission director recognize lawyers who completed Year 2 CLE courses.

### **Avokatia: the First of its Kind to Reach Sustainability in Albania**

Based on modern CLE practices at the Council of Bars and Law Societies of Europe level, CLE credits are not obtained by only following classic training hours.<sup>15</sup> Other activities can also be applied toward CLE credits. One of these activities is for lawyers to publish legal academic articles. When JuST began in 2010, the number of legal periodicals where lawyers could publish their articles was low. Lawyers had limited access to them, and they did not publish in them regularly. One of JuST's initiatives in support of the NCA was therefore to provide technical and financial assistance for publication of the first bar journal of the Albanian legal profession: *Avokatia*. The Bar Journal, intended to become a quarterly academic legal periodical, was viewed as a means of elevating professional discourse among lawyers and other justice sector professionals, and the NCA welcomed this idea. After agreeing with the NCA on organizational steps toward publication of *Avokatia*, the NCA hired an editor-in-chief, Ilir Dhima, and established a seven-member Editorial Board. JuST's

<sup>15</sup> See scholarly article Continuing Legal Education and the Albanian Bar, published on Bar Journal no.7, July 2013, page 133, <http://avokatia.al/revista/avokatia-7/item/46-arsimimi-vazhdues-ligjor-dhe-avokatia-shqiptare#.VbKYUfmqqko>



suggestion was to initially only publish two issues per year, gradually growing to a quarterly periodical over time. But the NCA, relying on the experience of the editor-in-chief, insisted on starting it immediately as a quarterly publication. JuST assisted the editor-in-chief and board with a regulation “On the technical aspects of publishing the Bar Journal ‘Avokatia.’ on the organization and functioning of the Editorial Board and support staff, and on the criteria on legal writing.” The regulation, approved by the Editorial Board on October 20, 2011, establishes the scope of the journal, organizational rules, and academic writing and peer review rules.

#### THE BAR JOURNAL TAKES OFF

“It cannot go unnoted that these achievements (of the Bar Journal) are the fruit of the cooperation between the Journal’s Editorial Board and office and the staff of the USAID Albanian Justice Sector Strengthening Program (JuST), as well as this Program’s financial support. Thanks to this cooperation we made possible the preparation and publication of the first issues, while within a relatively short time, the publication of the Journal continued with the financing of the Albanian National Chamber of Advocates.”

— *Bar Journal editorial for issue no. 13, “The Bar Journal in its 4<sup>th</sup> Year of Publication”*

The first issue of *Avokatia* was published in January 2012, and JuST assisted the NCA with cost elements for publication of the first six issues. Beginning with the seventh issue, *Avokatia* became self-sustainable, with the NCA fully paying for the salaries of the editor-in-chief and its board members, authors and contributors, pagination, and printing of the journal to continue publishing it on a quarterly basis. With the professionalism, experience, and commitment of the editor-in-chief and Editorial Board members, *Avokatia* has already established its presence in an environment where academic legal publications have not been able to survive beyond the first or second issue, by consistently publishing 15 quarterly issues like clockwork for the past three years, from January 2012 until July 2015. The NCA offers copies of the journal to lawyers for free as part of the services they provide. As JuST’s findings from surveying lawyers in different regions of Albania indicate,<sup>16</sup> *Avokatia* enjoys a high reputation among lawyers, who think the publication is helpful in keeping their professional knowledge updated and in encouraging professional debate, through its useful provision of legal information and good coverage of different legal areas.

In 2014, JuST supported *Avokatia* with design of a website for the journal: <http://avokatia.al>. The website contains information on the journal and solicitations for articles, along with academic writing rules used by the journal, contact information, a table of contents and summary of each issue, and the full text of at least four or five selected articles from each issue. The website, along with the journal’s Facebook page, helped *Avokatia*



The USAID mission director and NCA chair peruse the first issue of the Bar Journal, which became a permanent, regular quarterly publication, highly respected in the legal community.

<sup>16</sup> A Report on Surveying Lawyers on the Bar Journal, October 2013.



become more visible, attracting more authors and readers. Articles from the journal are continually quoted in important government documents on justice sector reforms.<sup>17</sup> It is a major achievement that *Avokatia*, in addition to being self-sustaining with regular quarterly publications, has become one of the most respected legal periodicals in the country.

### **Better-Qualified Law School Graduates: Clinical Legal Education Program**

JuST's efforts toward strengthening legal education provided by the Public Law Faculty at the UTLF focused on the need to enhance law students' practical skills so they can become competent future lawyers. To address the overly theoretical focus of Albanian legal education and a tradition of text memorization and rote learning, JuST assisted the UTLF with introducing practical elements into the curricula, implementing practice-oriented teaching methods, and providing students with practical opportunities to build their skills. The main activity was establishing a clinical legal education program and setting up a live client legal clinic at the UTLF that would provide free legal aid to people in need. This initiative was designed to provide students with a safe space to use practical skills in handling real cases, while remaining under proper supervision. The goal was simple and ambitious, by bridging the gap between theory and practice so that law students graduate with more practical skills today, leading to them becoming more qualified lawyers tomorrow.<sup>18</sup>

In 2001, prior to JuST assistance, the UTLF had unsuccessfully attempted to create and maintain a donor-supported legal clinic. This clinic was not a typical live client clinic and failed to remain open upon termination of donor support. When JuST started in 2010, the UTLF was already providing an elective legal clinic course at the bachelor's level, focused on criminal law. However, it was a classroom lecture course without experiential teaching components.

### **Establishing a Legal Clinic at the UTLF**

After the inception of the project, JuST made several attempts to develop and implement a functioning legal clinic at the UTLF. It was clear that introducing non-classical teaching methodologies and setting up a live client legal clinic constituted a great challenge. Faculty lacked the required capacities in this regard, clinical education was a new concept, and established mindsets needed to be challenged. Therefore, before investing efforts and resources in immediately setting up a live client legal clinic,



**With JuST support, a dilapidated classroom was refurbished to make a moot courtroom for the Legal Clinic. This shows the “before” and “after” of the renovated space.**

<sup>17</sup> The article of Luan Omari “On potential constitutional amendments,” published in the first issue (January 2012) of the Bar Journal, and the article of Sokol Sadushi “The function of a Constitution and its challenges in front of a new European reality,” published in the 9<sup>th</sup> issue (January 2014) of the Bar Journal, were quoted in the Ministry of Justice Analytical Document on the Justice Sector, drafted in January 2015, in the framework of the Justice Sector Reform process.

<sup>18</sup> Editorial on “Clinical Legal Education as a bridge between theory and the practice of the legal profession,” *Avokatia* no. 12 [http://avokatia.al/item/80-arsimimi-klinik-ligjor-si-ure-midis-teorise-dhe-praktikes-se-profesionit-te-avokatit#.VbLVX\\_mqqko](http://avokatia.al/item/80-arsimimi-klinik-ligjor-si-ure-midis-teorise-dhe-praktikes-se-profesionit-te-avokatit#.VbLVX_mqqko)

JuST put an emphasis on training the professors and updating the curricula. Viewed as a means of guaranteeing sustainability of the clinical program, the first steps focused on building a cadre of professionals with an interest in clinical education, building their capacities and exposing them to clinical experiences, and amending the Law School curricula by introducing clinical courses.

Between 2011 and 2012, JuST assisted the UTLF in taking steps to introduce the clinical program, establishing an efficient Legal Clinic Board, and adopting a new curricula that contained the Legal Clinic as an elective course in the master's programs of three departments of the UTLF: Public Law Department, Civil Law Department, and Criminal Law Department. Additionally, UTLF faculty benefitted from technical assistance from a U.S. legal clinical expert in assessing the situation and developing a plan for establishing a legal clinic.

Considering faculty development and exposure to clinical experiences as an immediate need, JuST contacted the Polish Legal Clinics Foundation and organized and funded a study tour to Poland in October 2012. This enabled four law school professors to visit four legal clinics (the Academia Juris Foundation Legal Clinic, the Kozminsky University School of Law and Administration Legal Clinic, the Warsaw University School of Law and Administration Legal Clinic, and the Jagiellonian University School of Law and Administration Legal Clinic) and learn how they are organized and function. They also participated in interactive training related to clinical education methodology, teaching, programs and needs, and attended brainstorming sessions on organization, functioning, and sustainability of legal clinics. The visits to these legal clinics, including witnessing the training and learning rules they used, helped UTLF shape a vision of how to establish a live client legal clinic at UTLF.

Following this study tour, the Legal Clinic Board, with JuST assistance, drafted and adopted its own statute and regulation, based on the rules and regulations models used by the Polish clinics. As per the statute, the Legal Clinic's scope is to provide free legal aid to people without the financial means to afford representation by a lawyer. Although the Legal Clinic prepares legal opinions, provides assistance with counseling, and prepares other types of court/institutional documents, it cannot represent cases before courts due to local legal restrictions.



University of Tirana law students conduct a mock trial in the new moot courtroom, constructed with USAID assistance to support the Legal Clinic.

JuST's support to getting the Legal Clinic off the ground took many forms over the years. Having a good momentum of increased awareness of how to operate a live client legal clinic and benefitting from the UTLF leadership's openness to reforms and commitment to establishing a functioning clinic, JuST continued providing assistance to the UTLF by refurbishing a laboratory and mock courtroom space, both

of which were completed in November 2013. Additionally, informative and awareness-raising materials were prepared and distributed. Lastly, JuST executed a grant with CLCI to help identify and create case referral mechanisms to the UTLF Legal Clinic.

The year 2014 marked a significant milestone in getting students actively involved in the UTLF Legal Clinic, including in trial preparations for the first time. Beginning in 2014, the clinic officially started operating as a free legal aid provider. Grantee CLCI referred the first cases and clients to the Legal Clinic, which enabled clinic students and professors to immediately engage in trial preparations. Because this was a new experience for professors and students, collaboration with CLCI's experienced lawyers helped them



UTLF Legal Clinic students, under supervision of their professor, provide free legal aid to a domestic violence victim.

overcome initial difficulties in handling clients' requests and ensured the provision of high-quality service. UTLF and CLCI are committed to continuing their cooperation in the future. With increasing awareness of the services provided by the Legal Clinic, the number of walk-in clients has increased, with the clinic assisting 52 clients to date.

### **Sustainability of the Legal Clinic**

To ensure sustainability of the Legal Clinic, the UTLF hired administrative staff to support it, and clinic professors attended several meetings with local institutions, including the Ombudsman's Office, the Legal Aid State Commission, Tirana Prosecution Offices, Tirana First Instance Court, Tirana Appellate Court, Personal Data Protection Commissioner, Anti-discrimination Commissioner, and the Institute for Roma Culture in Albania, to ensure continued collaboration with the Legal Clinic after JuST ended. Additionally, to increase public awareness of the clinic, JuST supported two Legal Clinic Open Days that targeted students, institutions, vulnerable groups, and the public, with 100 participants at each event. And on a parallel track, Criminal Law Legal Clinic Professor Alban Koçi engaged students in street law activities.<sup>19</sup>

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<sup>19</sup> Street law is an approach to teaching practical law to grassroots audiences that includes teaching specific groups on their legal rights and duties, awareness of human rights/civil rights, democratic principles, criminal and civil law, employment law, family law, etc. It is informative and educational and reaches out to the grassroots. Under Albanian legislation, it is one form of providing legal aid. Under the UTLF Legal Clinic Statute, it is one legal aid forms the legal clinic provides to people. This year, the Criminal Legal Clinic law group targeted Tirana high school pupils, with Legal Clinic students and their professors going to different high schools to spread awareness-raising and educational information on human rights, domestic violence, and environmental law.

## SNAPSHOT

### First Legal Clinician: Transforming Passion into Study

**A University of Tirana law faculty professor, in addition to being the first to supervise Legal Clinic students in providing free legal aid, now holds a Ph.D. in clinical education.**



UTLF Professor Alban Koci shares his clinical experience with colleagues in an academic conference on clinical education.

**“USAID’s support was crucial in bringing to life the Legal Clinic, taking it from a theoretical course, as it was back then in our curricula, and turning it into a real place. We as academics were given a dedicated space, which we are now using for the best interests of our students. Now students can get a taste of what it means to do a trial, can be useful by providing legal advice to vulnerable people, and can deepen their knowledge of Clinical Law through academic research.”**

Alban Koci, UTLF Criminal Law Legal Clinic Professor

Overly theoretical curricula and rote learning have always been problems in the Albanian legal education. As a result, law school students graduate and join the legal profession with little or no practical skills. To develop more professional lawyers, JuST invested in the establishment of a clinical legal education program at the University of Tirana Law Faculty (UTLF) that would provide law students with hands-on experience so they can become the next generation of more professional lawyers.

Clinical legal education and the legal clinic might be just a concept for many, but for Alban Koçi, a professor at the UTLF, this initiative translates into the apex of the continual dedication and hard work that a successful academic career requires. His recent doctoral thesis on “Clinical Legal Education part of Legal Education; a Comparative Review” represents his vision to reform the Albanian legal education system. For years as a professor of a classroom-based course on “Legal Clinic,” his class was filled with students who wanted to gain experience working on actual cases. Professor Koçi also wanted to see improvement in the quality of education his students were receiving.

When JuST approached the UTLF with the idea of supporting establishment of a live client legal clinic that would enable students to enroll in trial preparation under faculty supervision, Professor Koçi enthusiastically embraced the idea and immediately started working on JuST’s initiative and his own personal development in clinical education. Upon refurbishment of the legal clinic lab and a mock courtroom, he was the first to engage with students in providing free legal aid to vulnerable groups, as well as street law activities. He applied modern teaching methodologies through trial advocacy training, networked with more experienced European clinicians, and simultaneously conducted research to complete his Ph.D. on clinical education. April 2015 was marked by an International Academic Conference on Clinical Education where UTLF professors and Professor Thomas Speedy Rice from the Washington and Lee University School of Law shared their clinical experiences, both from an Albanian and an American experience. At this conference, Professor Koci shared his valuable experience with the UTLF clinic, focusing on ethical rules in handling clients’ requests and providing legal aid through a live client legal clinic. As a result of the partnership between UTLF and Washington and Lee University, Professor Koci recently received an invitation to visit this school’s legal clinics which will help continual faculty development in clinical education of UTLF staff.

The JuST legal clinic has provided free legal aid to 52 people who could not afford lawyers’ fees and has assisted 131 students to gain hands-on experience in trial preparations. As Professor Koçi said,

“There is much more to do in regard to maintaining the legal clinic’s high performance.” But the clinic’s success is now his only professional challenge. Because clinical education is a new reality for Albania, Professor Koçi’s valuable experience during the last few years with the first Albanian live client legal clinic and his Ph.D. thesis on worldwide clinical education models and experiences are priceless in developing clinical education in Albania.



The Clinical Education Program has not only provided new opportunities for students to hone their critical thinking skills, it has also filled a real need by offering legal assistance that otherwise might not exist to disadvantaged groups and the poor.<sup>20</sup> Since the Legal Clinic started operating as a free legal aid provider, more than 52 clients have received legal services on a variety of issues, including gender-based violence, discrimination, marriage dissolution, parental responsibility, property disputes, and labor disputes. More than 100 law students have also benefited from the clinic, with groups of students, in pairs and supervised by their professors, having a chance to gain practical experience by interviewing actual clients and preparing legal opinions, court documents and other requests or documents as needed for these cases. From a learning and student perspective, this experience gave students who were involved in the Clinical Education Program a practical dimension that added to the theoretical knowledge gained during their years of studying, thereby increasing their capacities as they prepare to enter the work force.<sup>21</sup>

In addition to these services provided to establish the Legal Clinic, JuST worked on introducing other practical skills-building elements to the UTLF teaching methodology. In the last three years, JuST supported several practice-oriented training events with law professors and justice sector professionals, including engaging judges, prosecutors, and lawyers as instructors. For example, trial advocacy training, which has been held for the last three years under the auspices of the Criminal Law Legal Clinic, is now a regular feature of the UTLF curricula. Other departments have introduced similar training, applying a learning-by-doing methodology on topics such as professional ethics, civil trial, administrative dispute resolution, and European Court of Human Rights procedures and cases. The moot courtroom, refurbished with JuST support, has also hosted a variety of mock trial sessions, providing more than 250 students with practical skills in trial practices.

With regard to faculty development, clinical professors are now members of professional networks of clinical professors. For example, as a result of JuST organizing the Poland study tour in 2012 and providing expatriate experts that led to development of a blossoming collaboration with the Washington and Lee University and the UTLF, professors now have established contacts with the European Network for Clinical Legal Education and have attended this network's last two annual meetings. Additionally, as a result of JuST support in establishing the clinic, which enables professors to work as clinicians,<sup>22</sup> the criminal law legal clinic professor became the first clinician in Albania and focused his Ph.D. research on clinical education, specifically on legal clinics.

JuST also assisted the UTLF in identifying sustainability mechanisms to guarantee continuity of the clinical program beyond donor support by engaging a U.S. consultant in January 2015. The objective of this consultancy was to assist the UTLF

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<sup>20</sup> Editorial on "Clinical Legal Education as a bridge between theory and the practice of the legal profession," Avokatia no. 12 [http://avokatia.al/item/80-arsimimi-klinik-ligjor-si-ure-midis-teorise-dhe-praktikes-se-profesionit-te-avokatit#.VbLVX\\_mqqko](http://avokatia.al/item/80-arsimimi-klinik-ligjor-si-ure-midis-teorise-dhe-praktikes-se-profesionit-te-avokatit#.VbLVX_mqqko)

<sup>21</sup> Editorial on "Clinical Legal Education as a bridge between theory and the practice of the legal profession," Avokatia no. 12 [http://avokatia.al/item/80-arsimimi-klinik-ligjor-si-ure-midis-teorise-dhe-praktikes-se-profesionit-te-avokatit#.VbLVX\\_mqqko](http://avokatia.al/item/80-arsimimi-klinik-ligjor-si-ure-midis-teorise-dhe-praktikes-se-profesionit-te-avokatit#.VbLVX_mqqko)

<sup>22</sup> A "clinician" in legal education is a faculty member who teaches clinical courses and promotes hands-on experience in mentoring and supervising students who provide legal aid.

in developing a sustainability strategy and action plan, including a set of measures and recommendations that will guarantee continuity of the clinical program.

To build respect among faculty members on clinical education, incentivize academic research, and focus on clinical education and other practice-oriented teaching methodologies, JuST supported the organization of an international academic conference on Clinical Education, Practical Skills Building Mechanisms and Teaching Methodologies: Bridging the Gap between Theory and Practice in April 2015. This conference, which JuST organized in partnership with the UTLF and Washington and Lee University School of Law, aimed to encourage research and academic debate on improving the quality of law graduates in Albania by addressing the problems arising from the overly theoretical focus of the education curricula, through effective use of clinical education and other practical skills-building mechanisms and teaching methodologies. It marked an important milestone in bringing the need to bridge the gaps between theory and practice in the Albanian legal education to the center of academic debate for the first time.



Participants at the First International Academic Conference on Bridging the Gaps between Theory and Practice in Legal Education in Albania.

### Professional Internship Programs

Because JuST aimed to not only establish a legal clinic, but to also increase the number of students who benefit from practical skills-building opportunities, it also facilitated professional internship opportunities for UTLF students to better prepare students to practice law. In addition to organizing the first Career Day (Job Fair) at the UTLF in 2013 and facilitating students' placement as volunteers at the CLCI in 2014, JuST designed and organized the First Professional Internship Program for Law School Students at the State Advocate's Office in 2014.



Students taking advantage of a JuST-sponsored Career Day.

The professional internship program was organized in collaboration with the State Advocate's Office and the Ministry of Social Welfare and Youth. The immediate target group consisted of law students in the Faculty's Masters' Program and aimed to

provide talented UTLF students with practical skills-building opportunities, professional development, and orientation to the labor market as they prepared to enter the workforce as new legal professionals. JuST assistance included preparing a concept paper that outlined details of the program's organization and implementation and other relevant documents, developing the internship agreement between the State Advocate and the interns, facilitating the program with the UTLF, publishing the call for applications, participating in the selection process, and preparing launching and closing events.

Students were selected through a transparent process that used an evaluation committee of JuST, the State Advocate's Office, and UTLF representatives. The six-month internship program was designed to have a strong practical focus on using the learning-by-doing methodology. Under this internship program, 21 successful interns assisted state advocates in research, draft document preparation, and trial preparation. At the end of this internship program, JuST rewarded the interns with a symbolic payment in the form of a token of appreciation for their commitment, with the aim of beginning to introduce a culture of paid professional internships in Albania.

The State Advocate's Office approached JuST again in 2015 to request assistance in organizing the second professional internship program. With reduced assistance from JuST, and in collaboration with the State Advocate's Office, for the second time, the project helped organize the Professional Internship Program for Law School Students at the State Advocate's Office. This year, 15 law students were selected to serve as interns for three months under the supervision of lawyers from the State Advocate's Office.

JuST designed the first professional internship program, intending to make it a model that could be replicated with the same institution, as well as other institutions, thereby increasing the number of beneficiaries. JuST's partners in this program further developed this idea by proposing a national professional internship program in public administration institutions that targets students from different areas of study, which was recently approved through a Council of Ministers decision. As the general state advocate, Alma Hicka, said in her address to interns at the Launching Event of the Second Professional Internship Program on July 7, 2015, "JuST's assistance in bringing the experience of decades of students' professional internships in private and state institutions in the United States was the spark that enabled the beginning of such initiatives in Albania."

## **Implementation Challenges Faced and Lessons Learned**

### **More Professional Lawyers**

Numerous challenges were faced during implementation of the CLE pilot program. At first, unlike for other justice sector professions, there was no continual training program in place for lawyers and no provisions for such training. The NCA was not dynamic in terms of reaching out to members with services. There was little enthusiasm for launch of an immediate nationwide program. Also, once the pilot program was in place, and after establishment of the National School of Advocates, financial burdens associated with costs of the pilot program and the NSA were a roadblock for expansion of the program. While facing and trying to overcome these

challenges, JuST also learned important lessons. Below is a list of lessons learned and steps taken to overcome challenges.

*The importance of a step-by-step approach.* Initially faced with a lack of enthusiasm, capacities, and a legal and institutional framework to immediately start a CLE program at the national level, JuST learned that if it didn't start somewhere, it was never going to happen. Even if it started nationwide immediately as a donor-funded program,

without the necessary legal and institutional framework, structures, and capacities, such a program probably would end post-donor support. Following a step-by-step approach that would begin with piloting the program in two chambers and then expand gradually while tackling other issues related to the necessary legal and institutional mechanisms, would plant the seeds for tomorrow's solid program. Such an approach, coupled with the steps already taken by the NCA, including plans to develop the National School of Advocates, have made development of a CLE program in Albania an irreversible process.



**Student interns with the Office of the State Advocate receiving certificates for completion of the six-month program.**

*Building demand at the grassroots.* The bar is a membership-based organization: Lawyers pay membership fees and elect their leaders. Therefore, the main lesson while working with this type of organization is that to influence the leadership's decision-making, it is essential to invest in building demand at the grassroots level. Because one of the main challenges to overcome was how to make the bar more active and dynamic, JuST initially focused on the importance of making members more active. Reaching out to local chambers and lawyers in the regions and building demand at the grassroots was a key factor in the success of this activity. As a result, local chambers become more active, and their requests repeatedly informed expansion and continuity of the program and the design of the curriculum. The strong satisfaction expressed by local lawyers in Durrës and Vlora provided the impetus to NCA to continue the program and to propose legal amendments to make it permanent.

*The importance of a law in a civil law system.* Although the pilot program started as a voluntary one, and despite the lack of any sanctions for lawyers for non-attendance, participation in the program during the first three years increased. To ensure continuity of this kind of donor-supported initiative in a civil law system and legal culture, it is of paramount importance to have specific language of a mandatory nature approved in a law that provides for specific actions and obligations. JuST learned by experience that in a civil law system, even when there is buy-in for an initiative, the lack of specific legal language making certain actions mandatory can at any time be used as an argument for inaction or counter-productive action by the institutions or the beneficiaries. Amendments to the Law on the Legal Profession recognizing CLE as a mandatory program for all lawyers was a major milestone. It set forth the obligation for NCA to offer, manage, and monitor the program, including taking



disciplinary actions for lawyers who fail to attend continuing training. The enactment of these amendments ensures sustainability for CLE, bringing the legal profession in Albania in line with European practice and establishing Albania's CLE program as a model for the Balkans.

*Investing in institution-building.* For programs to continue and succeed, it is important to have local structures in place that will take over initiatives beyond donor support. When JuST advocated for legal amendments to the Law on the Legal Profession making CLE mandatory, the head of the NCA advanced that idea and introduced a provision for establishment of a National School of Advocates that would administer initial and continual training. At first, there was a tendency to see these two things — School of Advocates and the pilot CLE program — as separate entities. But JuST learned that not only are they not, but to have sustainability of the CLE program in future years, it is important to invest in institution building. It is true that it takes more time and financial resources to build the institutional capacity of a school, and sometimes this may cause delays in taking certain steps or achieving immediate results. However, the more ambitious plan of building an educational institution guarantees long-term sustainability as opposed to fast results unlikely to be sustained. Therefore, JuST supported a strategic planning process that will guide and strengthen the NSA.

*Cost-sharing for sustainability.* The progressive cost-sharing mechanism used to finance the CLE pilot program helped make the NCA more responsible toward its members. Continuation despite increasing CLE costs and other costs related to the establishment of a school, shows NCA's interest in the CLE program. It also serves as a step-by-step tool for preparing the counterpart to fully take over the initiative post-donor support.

*Flexibility.* The increasing costs of CLE for the NCA and the challenges of facing a new reality — establishment of a school — put expansion of the program in the third year at risk. It was difficult for the NCA to expand to more local chambers, especially if the program would have 12 credits everywhere, while bearing more than 70 percent of the cost of the pilot program and investing in establishment of a school. But there was a will to continue. JuST learned that to reach the final objective — training lawyers throughout Albania — it was important to be flexible. To deliver training to the beneficiaries and meet the needs of the institution, it was necessary to design a training map and credits scheme that the NCA would be able to implement. Therefore, the number of credits and topics, especially in chambers that had received training for two years, was limited to focus only on topics identified by the local chambers. Reviewing the rules and standards of the Council of Bars and Law Societies of Europe on continual training to lawyers and considering models of CLE around the globe, JuST learned that credit numbers vary, not only from one state to another, but also from one year to another, because there are different ways of obtaining a CLE credit. The basic principles are that CLE is continual and takes into account training needs.

## **Better-Qualified Law School Graduates**

Many challenges were encountered in establishment of a legal education program and the functioning of a live client legal clinic at the University of Tirana. Previous



unsuccessful attempts made faculty members reluctant. Lack of experience with clinical teaching and modern practical skills-building methodologies was also a problem. The involvement of numerous faculty members with the initiative also presented a challenge to effectiveness. Upon refurbishment of the clinical laboratory, lack of awareness about the Legal Clinic and a lack of know-how in managing client requests for legal aid also represented challenges for getting the clinic off the ground. While investing energies in multifaceted interventions, JuST also learned important lessons.

*Focus and invest in people.* From the experience and previous involvement of numerous faculty members in a brainstorming session held on clinical education and a previous ineffective Legal Clinic Board with numerous members, JuST learned that it was important to focus on a small group of people with an interest in clinical education and invest in building a cadre of professionals that would devote their time and skills to the clinical program. Such a focus on and investment in their exposure to clinical experience and training proved to be successful for finally launching and developing the program.

*The importance of having the Legal Clinic as a subject of the curricula for sustainability.* JuST learned that starting first with the adoption of changes to the Law Faculty curricula to introduce the Legal Clinic as an academic subject was a wise step guaranteeing sustainability. First, it helped with identifying the cadre of professionals explained above. Second, it promoted continuation of the program because being an official part of the curriculum means it will have paid professors and will fall under the school's budget.

*The importance of cautious steps in initial stages.* Getting the Legal Clinic off the ground after refurbishment of the physical space was a challenge. On the one hand there was an immediate need to see actual results of the investment; on the other, it was a new reality for everyone. Legal Clinic professors had benefitted from exposure to clinics in Poland and had received training, but still lacked the actual experience of handling clients' requests and supervising students. It also takes time for the word to get out that there is a clinic offering free legal aid. Because the Legal Clinic not only serves as a learning experience for students but also deals with real problems of actual clients, JuST was concerned with the lack of faculty experience in handling cases. There was tension between the desire to produce immediate results for the students and an ethical requirement for delivering competent legal services to clients. JuST was concerned that if something went wrong in the beginning, even with a single client not receiving high-quality services, the reputation of the Legal Clinic would be ruined forever. Therefore, taking slower steps and investing in an initiative that would bring together law professors and experienced lawyers from a legal aid provider was a success in having clients properly served, while building capacities within the school, and developing a good reputation for the Legal Clinic.

*The importance of building ownership.* Having at least one professor independent from donor assistance, who pursued a Ph.D. in clinical education, develop street law activities with students, was also a step that guaranteed sustainability of the Legal Clinic. After working for years with JuST and working independently in research, networking with other clinicians, and developing initiatives involving students, the

criminal law legal clinic professor considers the Legal Clinic his own domain and academic focus area.

*Synergies: bringing together multiple voices.* One of the most important lessons learned during work to establish a functioning legal clinic was that to be successful, the initiative must bring together groups that, though pursuing different interests, can come together to work toward a common goal. It was necessary to focus on each group's interest and where their needs could meet. JuST wanted the initiative to succeed. The dean of the Law School wanted to show success, especially for initiatives begun under his leadership. Local legal aid providers, in addition to donor support, would benefit from the students' *pro bono* work as well as their association with the most important law faculty in the country. The Legal Clinic would benefit from case referrals from local legal aid providers. Clinic professors, initially frightened of a new experience but ambitious to be successful at work, would benefit from sharing experiences with legal aid lawyers. Bringing them all together for the benefit of law students, as well as vulnerable groups, resulted in a more successful outcome than anything they could do as separate entities. "We're all in this together" is a much better philosophy than "you are on your own."

## ANNEX A. RESULTS OF ACTIVE CASE MANAGEMENT

MAIN PROBLEMS	RECOMMENDATIONS	ACTIONS TAKEN	RESULTS/OUTCOMES
Notification of the litigants/wrong or lack of contact addresses	In writing the lawsuit, the party's lawyer should clearly write the address of litigants, and other relevant data such as phone and fax number, e-mail address, etc.	A form for the above mentioned data has been prepared to be filled by the party when the lawsuit is submitted to the court.	For Kruja first results on  Civil cases: The goal of the court: reduce the average of civil hearings in complex cases from 14 to 4.
Evidence accompanying the lawsuit/request, lack of such evidence, or submitted not for all the parties in the trial, or submitted at any stage of the trial	From the moment the lawsuit is presented, the party shall enclose with it or with the request all the written evidence that serves as the basis for the claims, as well as copies of evidence for each litigant.	The chancellor of the court to whom the lawsuit or request has been submitted, or the judge of the case in the preliminary hearing checks if such requirement has been fulfilled before the case goes to the trial and refuses it if not complete.	The average number of hearings in non-complex cases is 2.4.  Criminal cases: The goal of the court: reduce the average of hearings in criminal cases from 8.8 to 3  The average number of hearings in criminal cases has dropped to 1.8.
Requests for session postponement by parties	Each case of postponement should be accompanied by the evidence regarding the reasons of request for postponement.	Court refuses requests for postponement without such evidence/in case parties legally notified by the court do not come, the court fines them.	Court refuses requests for postponement without such evidence/in case parties legally notified by the court do not come the court fines them.
The expertise act/ court held at least four sessions:  1. To appoint the expert 2. To assign the expert's tasks 3. To allow the expert to present the expertise act 4. To debate it	In the preliminary session, the party informs the court about the type of expertise act it requires. So, the court takes action to have the expert in the first session to take the oath and have the duties assigned. The expertise act is submitted to the protocol office of the court before the court session, and the court informs litigants about it in advance.	The court follows steps provided in recommendations, and in case the expert fails to follow the rules of the court, is subject to fines.	Criminal cases: The goal of the court with regard to criminal cases is reduction of the average number of hearings per case, from 5 to 3. Currently, the average is 2.5.

MAIN PROBLEMS	RECOMMENDATIONS	ACTIONS TAKEN	RESULTS/OUTCOMES
Responses- Evidence received by public institutions/no response, response was not submitted in the right time	The public institutions should provide to the court other contact information, such as e- mail addresses and fax numbers. If they do not have an answer about the court requests, they should submit a negative response to the court. The court informs public institutions about the legal consequences in case they do not respond to the court.	The court follows recommendations and fines in case the public institution does not follow court requests.	

## ANNEX B. GRANTS SUMMARY TABLE

	NAME OF ORGANIZATION	GRANT OBJECTIVES AND ACHIEVEMENTS	PROJECT DURATION	PROJECT TARGET AREAS	PROJECT BENEFICIARIES
1	<b>Center for Civic and Legal Initiatives</b> Tirana-based organization	<p>Through this project, the coalition provided free legal aid to women and girls in the Tirana, Elbasani, and Shkodër regions. At the same time, through the training and involvement of the pro-bono team of 21 law students (75% of whom were female), it improved students' practical skills in monitoring domestic violence cases and collecting data through monitoring files in four target courts. The grantees also monitored court sessions in the District Courts of Tirana and Vlora. Achievements included:</p> <ul style="list-style-type: none"> <li>Increased women's and girls' access to the justice system: 96 poor and marginalized women and girls in Tirana and 23 women and girls in Vlora received free legal aid from Center for Civic and Legal Initiatives.</li> <li>131 women and girls in Elbasani received free legal aid from Women Forum Elbasan.</li> <li>85 women and girls from Shkodër, Puke, and Lezhe received free legal aid from Woman to Woman Association.</li> </ul>	Jan. 2012-Jan. 2014	Tirana	Poor and marginalized women and girls, law school students
2	<b>Women Forum Elbasan</b>			Elbasan	
3	<b>Woman to Woman Association</b> Shkodër-based organization			Shkodër	
	<b>COALITION</b>				
4	<b>Albanian Institute for International Studies</b> Tirana-based organization	<p>The grant was conducted with the Law School for Journalists through a series of training courses with journalists who cover the justice sector in Albania. The training improved and strengthened the journalists' reporting skills on the justice system.</p> <p>The objectives of the grant were:</p> <ul style="list-style-type: none"> <li>Provide basic knowledge of Albanian legislation and legal procedures so journalists can enhance their capacity to cover relevant stories and transmit them accurately and openly to their respective audiences.</li> <li>Provide updated vocabulary reflective of Albanian legislation and penal codes to ensure journalists report in an accurate and legally precise manner.</li> <li>Establish sustainable connections between Albanian journalists and representatives of</li> </ul>	Feb.-Aug. 2012	Throughout Albania	Journalists from all over Albania



	NAME OF ORGANIZATION	GRANT OBJECTIVES AND ACHIEVEMENTS	PROJECT DURATION	PROJECT TARGET AREAS	PROJECT BENEFICIARIES
		<p>the legal and judicial system.</p> <ul style="list-style-type: none"> <li>Strengthen journalists' professionalism when reporting and writing editorials on issues concerning the judiciary, because it has been noted that Albanian journalists sometimes mistake freedom of expression as a license to hunt.</li> <li>Provide journalists an understanding of human rights and broaden their technical knowledge on international law so they will be able to analyze complicated and technical issues from multiple perspectives and accurately transmit them to the public.</li> </ul>			
5	<b>Albanian National Training and Technical Assistance Resource Center</b> Tirana-based organization	The grant focused on increasing awareness of the advantages and benefits of mediation in civil, trade, family, penal, and labor cases in Durrës and Korçë.	Sept. 2012-Feb. 2013	Durrës, Korçë	Mediators, judges, lawyers, citizens, business community, Roma and Egyptian communities, women and youth groups, students
6	<b>Gjirokastra Multifunctional Community Center</b> Gjirokastra-based organization	The grant supported mediation services in the Gjirokastra, Saranda, and Përmet district courts. It increased awareness of the advantages and benefits of mediation in civil, trade, family, penal, and labor cases in the targeted areas.	Oct. 2012-Sept. 2013	Gjirokastra, Përmet, Saranda	Mediators, judges, lawyers, citizens, women and youth groups, police, prosecutors
7	<b>Partners Albania, Center for Change and Conflict Management (PA)</b> Tirana-based organization	The grant provided support to the Union of Albanian Judges (UAJ) in establishing regional cluster groups composed of its members, journalists, CSO representatives, citizens, lawyers, mediators, and students from the Law Schools. It also provided an opportunity for these actors to jointly discuss issues related to the development of the justice sector.	Feb.-Dec. 2013	Throughout Albania	UAJ judges, journalists, mediators, CSOs, lawyers, law school students
8	<b>Albanian Legal and Territorial Research Institute</b> Tirana-based organization	The grant successfully facilitated the cooperation between courts and the Law School through training and involving Law School students in providing free legal assistance related to court information to citizens. At the same time, the students provided the public with relevant court information, resulting in strengthened and improved relations between the courts and individuals.	Feb.-Aug. 2013	Tirana and Elbasan	Citizens, courts, law school students

	NAME OF ORGANIZATION	GRANT OBJECTIVES AND ACHIEVEMENTS	PROJECT DURATION	PROJECT TARGET AREAS	PROJECT BENEFICIARIES
9	<b>Eye of the New Media</b> Gjirokastra-based organization	The grant helped to stem corruption in the governmental institutions that oversee the distribution of social services through enhancing civic participation in the local government decision-making process, increasing public awareness of corruption, and strengthening the role of the media in reporting corruption cases.	March-Oct. 2013	9 communes of Gjirokastra and Telepena	Social workers, community members, journalists
10	<b>Gjirokastra Multifunctional Community Center</b> Gjirokastra-based organization	<p>The grant supported the continuation of the mediation and justice restoration practices on solving community-based problems. Achievements included:</p> <ul style="list-style-type: none"> <li>Increasing the trust of community members in their ability to assess their problems and find proper solutions by approaching the Gjirokastra Multifunctional Community Center</li> <li>Building an environment where justice restoration opportunities were offered to the individuals who benefited via cooperation with the respective institutions</li> <li>Building institutional facilities to be more effective, transparent, and perform better at the institutional level</li> <li>Helping to stem governmental and justice-sector corruption in the Gjirokastra region through enhancing the civic participation and strengthening the role of local institutions</li> </ul>	Nov. 2013- July 2014	Gjirokastra, Përmet, Saranda	Local probation service office, police and prosecution offices' judges and other employers of the courts, prosecution offices, police, citizens
11	<b>Association of Journalists for Justice</b> Tirana-based organization	The grant provided an assessment on the level of criminality affecting life safety through monitoring; encouraging public debate to improve the decision-making process of law enforcement institutions; empowering citizens to report cases of corruption and the lack of justice in the Police, the Prosecution office, and the Court; and denouncing corruption and differentiated judgment following the entire process, from detention to the decision.	Dec. 2013- Nov. 2014	Tirana, Durrës	Law enforcement institutions, victims of criminal acts and the injured, media, young career experts, general public

	NAME OF ORGANIZATION	GRANT OBJECTIVES AND ACHIEVEMENTS	PROJECT DURATION	PROJECT TARGET AREAS	PROJECT BENEFICIARIES
12	<b>Eye of the New Media</b> Gjirokastra-based organization	<p>Accomplishments:</p> <ul style="list-style-type: none"> <li>Strengthening the role of and promoting civic participation in tackling corruption</li> <li>Encouraging the fight against corruption by targeting different local state institutions and other agencies overseeing social services</li> <li>Promoting initiatives to improve the methods of exposing corruption in these institutions and punishing wrongdoers</li> <li>Monitoring the activity and performance of the local institutions</li> <li>Increasing public access to the local decision-making process by increasing transparency and stigmatizing the corruptive cases</li> <li>Developing council members' capacity through training and institutionalizing trust between individuals and local institutions by building a bridge of transparent communication</li> </ul>	Jan. 2014- Feb. 2015	14 local government units in the regions of Vlorë and Fier	Social service workers, municipal and communal councilors, local government administrators, local institutions, citizens of the regions, general public
13	<b>Albanian Legal and Territorial Research Institute</b> Tirana-based organization	<p>Accomplishments:</p> <ul style="list-style-type: none"> <li>Greater public awareness of digital audio recording (DAR) availability, access, and its benefits</li> <li>An advocacy campaign for making DAR usage a performance standard for the courts</li> </ul> <p>Furthermore, the community's visibility of the DAR systems functioning in selected courts was increased; the public was more aware and informed about the advantages of DAR technology and how they can benefit from it; different actors involved in the justice system were engaged regarding the use and advantages of DAR; and the demand on the courts to use DAR for all judicial sessions in courtrooms was increased.</p>	Feb.-July 2014	Tirana, Korçë, Durrës, Elbasan, Lezh, Dibër regions	Citizens, prosecutors, attorneys; students, media outlets, journalists; lecturers of the Law Faculty, high school civic education teachers; local CSOs; professional chambers and associations of legal professionals; local government units; court staff; inspectorates at the Ministry of Justice and the HCJ

	NAME OF ORGANIZATION	GRANT OBJECTIVES AND ACHIEVEMENTS	PROJECT DURATION	PROJECT TARGET AREAS	PROJECT BENEFICIARIES
14	<b>Union of Albanian Judges (UAJ)</b> Tirana-based organization	<p>The grant contributed to better implementation of the procedural rules related to court hearings, effective case management, and improved judicial conduct. The grant established standard and unified practices of presiding over court hearings in civil and criminal trials by producing a Civil Procedures Bench Book, a Criminal Procedures Bench book, and a Judicial Conduct Bench book to provide advice for:</p> <ul style="list-style-type: none"> <li>• Young judges who have good theoretical knowledge but lack experience and practice in presiding over court hearings</li> <li>• Experienced judges in managing situations they face for the first time while presiding over court cases</li> </ul> <p>The grant also helped with effective active management of court cases.</p>	Feb.-Sept. 2014	Throughout Albania	Judges throughout the country, students of the School Of Magistrates, other categories of lawyers
15	<b>Center for Legal and Civic Initiatives</b> Tirana-based organization	<p>The grant strengthened law school students' practical skills through direct involvement in trial preparation, provision of legal aid to real-life clients through the Law School Legal Clinic, and internships at the center. The grant also strengthened the UTLF Legal Clinic through cooperation with the center, in case referrals, case management, awareness raising, and in passing the know-how of an experienced free legal aid provider such as Center for Legal and Civic Initiatives.</p>	May 2014-Feb. 2015	Throughout Albania	Women and girls in need, law students, UTLF and UTLF Legal Clinic, legal clinic professors and board members

	NAME OF ORGANIZATION	GRANT OBJECTIVES AND ACHIEVEMENTS	PROJECT DURATION	PROJECT TARGET AREAS	PROJECT BENEFICIARIES
16	<b>Eye of the New Media</b> Gjirokastra-based organization	Accomplishments: <ul style="list-style-type: none"> <li>Diagnosing the current situation and identifying problems of the health sector by estimating the “barometer” of citizens and public employees in the health sector and finding new approaches regarding the management and delivery of health services</li> </ul>	Jan.-June-15 2015	10 local government units in the region of Gjirokastra, Tirana University Hospital in the Tirana region	Employees of the Public Health Directorates from Tirana and Gjirokastra; citizens from Tirana and Gjirokastra cities
17	<b>Association of Journalists for Justice</b> Tirana-based organization	<ul style="list-style-type: none"> <li>Increasing public awareness of the importance of addressing corrupt cases in the health sector through efficient tools installed by the project</li> <li>Increasing the capacity of public health institutions through the enforcement of inter-institutional partnerships, improving their performance in addressing corruption and promoting transparent practices in the sector</li> <li>Improving health sector services by exposing corrupt cases and systems via online independent media (<a href="http://www.investigim.al">www.investigim.al</a>) in cooperation with Association of Journalists for Justice and by institutionalizing the trust between citizens and public health institutions by building effective bridges of communication and increasing the transparency, accountability, and integrity of public health institutions' activities in the selected regions</li> </ul>			Students from the Journalism Faculties, Association of Journalists for Justice members
18	<b>Eco Movement Group</b> Tirana-based organization	The grant contributed to changing hydropower business behavior on the implementation of environmental protection and laws through monitoring and reporting activities. Hydropower plants breaching environmental laws were identified, the public was informed of environmental laws regarding hydropower plants and breaches thereof, and the relevant public authorities were involved in enforcing the environmental law.	May-Aug. 2015	Librazhd District	Local communities and institutions



	NAME OF ORGANIZATION	GRANT OBJECTIVES AND ACHIEVEMENTS	PROJECT DURATION	PROJECT TARGET AREAS	PROJECT BENEFICIARIES
19	<b>Albanian Legal and Territorial Research Institute</b> Tirana-based organization	The grant undertook a second phase of its regional campaign for advocating and raising awareness of audio recording in different target courts on the use, access, and advantages of DAR. The project carried out a campaign that advocated for the use of DAR as a standard in courthouses. Furthermore, the community's visibility DAR use in the selected courts was increased; the public was more aware of and informed about the advantages of DAR technology and the ways they can benefit from it; different actors involved in the justice system were engaged in the use and the advantages of DAR; the demand on the courts to use the DAR system on all judicial sessions in courtrooms was increased.	June-July 2015	Berat, Fier, Kukës, Shkodër, Lezh, Vlora, Gjirokastra regions	Citizens, prosecutors, attorneys; CSOs; local government units; students of the universities in the selected regions; pupils; media/journalists; lecturers of universities; teachers of the citizenship subject in high schools; court's staff; Ministry of Justice and the High Council of Justice public law institutions

## ANNEX C. COMMUNICATIONS SUMMARY

JuST regularly communicated its activities and results to a diverse range of actors and stakeholders, including the public; legal professionals, including judges, advocates, law students, law processors, the High Council of Justice, the UAJ, and the National Chamber of Advocates; court staff; civil society; the media; Albanian public institutions, including the Ministry of Justice, Office of the President of the Republic, and the Parliamentary Law Commission; USAID; the U.S. embassy; and other international donors through a blend of public outreach and public relations. Public outreach efforts included implementing information campaigns, supporting courts' public information functions, publicizing civil society initiatives, providing support to investigative media, and building public outreach capabilities of project partners. Public relations efforts included reporting regularly on the project's progress against the contract and work plan objectives, sharing information with other USAID-funded projects and key donors, and disseminating success stories.

Our communications focused on raising awareness about the opportunities in addressing justice sector challenges and, ultimately, helping improve perceptions on the practice of justice. Through establishing these public outreach and a public relations efforts, JuST aimed to create a positive cycle whereby each effort contributed to reinforcing positive changes and bolstering civic participation.

- I. Milestones in Component 1 included organizing three national and six regional court leadership conferences. These major activities were designed to introduce the project to justice sector counterparts, cultivate local leadership, and develop a sense of ownership of project activities. The activities brought together for the first time all district and appellate court chief judges and chancellors, the Minister of Justice, the Vice Chairman of the High Council of Justice, judges' associations, representatives from civil society, lawyers, media representatives, and other justice sector actors and donors.
- II. During Year 3, the project supported the role of investigative media in denouncing corruption by creating the [www.investigim.al](http://www.investigim.al) website under Component 2. Furthermore, by building public outreach capabilities of project partners and grantees, in Year 5 the project nurtured a sustainable model of communications practices and tools in a gender mainstreaming training course by assisting 18 local CSOs to draft their first Communications Strategies. Under Component 3, JuST helped to establish and publish the quarterly *Avokatia* Bar Journal, which is now sustainable, and two editions of the Magistrate School Journal. It also provided continuous support to the University of Tirana Faculty of Law (UTFL) by organizing the first International Academic Conference on Bridging the Gaps between Theory and Practice in Legal Education and publishing the conference proceedings.

JuST continually adjusted its communication priorities and tools for the intended audiences, particularly for those in the Albanian justice system, local CSOs, and in legal education. JuST's communications outlets included launching the project website, [www.justforum.org](http://www.justforum.org), posting regularly on USAID/Albania's Facebook page, publicizing events and key results through the media, and arranging a wide array of events and visits to courts and beneficiaries across the

country. Since its inception, JuST was the focal point for donor coordination in the justice sector. JuST hosted quarterly Connections Coordination Group meetings with representatives from donor projects in the justice sector. Following each meeting, the “Connections/Komunikojmë” e-newsletter was produced based on member submissions. In addition to project updates and upcoming events, each edition included a guest editorial written by prominent justice sector leaders. The newsletter was issued in English and Albanian, posted on donor websites, and distributed widely via e-mail to all partners and project counterparts in the justice sector. This tool established a regular line of communication and coordination among donor projects and kept relevant counterparts informed, motivated, and committed.

JuST made a total of 36 posts to the USAID/Albania Facebook Page, the most of any active USAID project in the country. During Year 5, JuST developed a series of videos to highlight the successes of its DAR interventions, support to local CSOs, and the Continuing Legal Education (CLE) Program’s impact. Exhibit D-1 presents all project communications and outreach; Exhibit D-2 shows two Facebook posts.

#### EXHIBIT C-1. COMMUNICATIONS EVENTS OUTREACH

DATE	EVENT/ACTIVITY	OUTREACH METHOD	COORDINATED WITH
<b>COMPONENT 1</b>			
I. Dec. 18, 2012 II. March 15, 2013 III. Nov. 13-15, 2013 IV. Feb. 27, 2014 V. July 25, 2014 VI. June 12, 2015	Regional Court Leadership Conferences (I to VI)	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>DAR Fact Sheet</li> <li>USAID Facebook Post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, brochure, DAR Q&amp;A, e-banner, name plates)</li> <li>JuST website announcement</li> <li>“Connections” e-newsletter</li> </ul>	Korca, Durrësi, Tirana, Vlora, Gjirokastra, Shkodra Courts, Ministry of Justice
I. April 20, 2012 II. May 15, 2013 III. Dec. 19, 2014	National Court Leadership Conferences (I to III)	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>DAR Fact Sheet</li> <li>USAID Facebook Post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>JuST website announcement</li> <li>“Connections” e-newsletter</li> </ul>	All Albanian courts, Ministry of Justice
March 30, 2012	DAR Inauguration at Lezha District Court	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>DAR Fact Sheet</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, video)</li> <li>JuST website announcement</li> <li>“Connections” e-newsletter</li> </ul>	Lezha District Court, Ministry of Justice
April 9, 2014	Kruja District Court Project launching of “Justice Without Delays” high-level meeting	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>DAR Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, “Justice Without</li> </ul>	Kruja District Court, OSCE

DATE	EVENT/ACTIVITY	OUTREACH METHOD	COORDINATED WITH
		Delays" leaflet and overview, e-banner, name plates, PowerPoint presentation) <ul style="list-style-type: none"> <li>JuST website announcement</li> <li>"Connections" e-newsletter</li> </ul>	
Sept. 10, 2014	Korca District Court Project launching of "Justice Without Delays" high-level meeting	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>DAR Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, "Justice Without Delays" leaflet and overview, e-banner, Name plates, PowerPoint presentation)</li> <li>JuST website announcement</li> <li>"Connections" e-newsletter</li> </ul>	Korca District Court, OSCE
I. Dec. 3, 2012 II. Nov. 22, 2013 III. Sept. 29, 2014	Public Information Office inauguration	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>JuST website announcement</li> <li>"Connections" e-newsletter</li> </ul>	Pogradec, Kavaja and Kurbin District Courts
July 14, 2015	Launch of DAR Central Archive	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>DAR Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>"Connections" e-newsletter</li> </ul>	High Council of Justice Inspectorate
July 23, 2015	Launch of 13 new courtrooms in the Tirana District Court	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>DAR Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> </ul>	Tirana District Court
<b>COMPONENT 2</b>			
Dec. 21, 2010	Launch of JuST project program	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, roll-banners, name plates, PowerPoint presentation)</li> </ul>	USAID/Albania
April 22, 2011	Mediation Continuity Roundtable	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>Mediation brochure</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>JuST website announcement</li> </ul>	National Chamber of Mediation
July 2, 2011	UAJ Assembly Meeting I	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>UAJ website developed</li> </ul>	UAJ

DATE	EVENT/ACTIVITY	OUTREACH METHOD	COORDINATED WITH
		<ul style="list-style-type: none"> <li>JuST website announcement</li> </ul>	
July 8, 2011 July 11, 2011	"Mediation, an alternative for dispute resolution" workshops in Durres and Korca	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>Mediation brochure</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, mediation leaflet)</li> <li>JuST website announcement</li> </ul>	National Chamber of Mediation
Sept. 13, 2011	Launch of the Korca Mediation Office	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>Mediation brochure</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>JuST website announcement</li> </ul>	National Chamber of Mediation
May 4, 2012	UAJ Conference	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>JuST website announcement</li> <li>UAJ Conference banner</li> <li>UAJ Conference publication</li> <li>"Connections" e-newsletter</li> </ul>	UAJ
Jan. 18, 2013	Launch of the Gjirokastra Mediation Office	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>Mediation brochure</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>JuST website announcement</li> <li>"Connections" e-newsletter</li> </ul>	National Chamber of Mediation
Jan. 29, 2013	Launch of Albanian Journalists for Justice (AJJ) association and website	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li><a href="http://www.investigim.al">www.investigim.al</a> developed</li> <li>Communications materials developed (invitation, agenda, banner, name plates, T-shirt)</li> <li>JuST website announcement</li> <li>"Connections" e-newsletter</li> </ul>	AJJ
May 18, 2013	UAJ Assembly Meeting II	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>JuST website announcement</li> </ul>	UAJ
Nov. 26, 2013	Closing Grant Conference on "Improvement of social	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>Communications materials developed</li> </ul>	Eye of the New Media



DATE	EVENT/ACTIVITY	OUTREACH METHOD	COORDINATED WITH
	services through the increase of local capacity building and stigmatization of corruptive cases”	(T-shirt, e-banner, agenda, invitation) • Participation certificates	
April-July 2013	ALTRI Open Days Campaign I in the District Courts of Tirana, Elbasani, Durres, and Kavaja	• USAID Facebook post • Communications materials developed (booklet, TV spot, banners, brochures) • “Connections” e-newsletter	ALTRI
April-July 2015	ALTRI Open Days Campaign II in the District Courts of Shkodra, Kukes, Fier, Gjirokastra, and Saranda.	• USAID Facebook post • Communications materials developed (booklet, TV spot, banners, brochures)	ALTRI
June 10, 2015	Closing Grant Conference on “Presenting the results observed from implementing the pilot project on empowering the health sector’s institution of complaint and recommendations to public health institutions for a sustainable and transparent complaint monitoring process”	• JuST Fact Sheet • USAID Facebook post • Assisted in developing communications materials (T-shirt, banner, agenda, invitation) • Nurses and students participation certificates	Eye of the New Media, AJJ
<b>COMPONENT 3</b>			
May 12, 2011	Launch of the CLE Program and MOU signing	• JuST Fact Sheet • USAID JuST press release • Communications materials developed (invitation, agenda, , e-banner, roll-banner, name plates) • JuST website announcement	UTFL, Magistrate School
Jan. 20, 2012	Launch of BAR Journal Avokatia	• JuST Fact Sheet • USAID JuST press release • Communications materials developed (invitation, agenda, , e-banner, name plates) • Design and publication of Avokatia • JuST website announcement • “Connections” e-newsletter	Albanian BAR
July 3, 2012	CLE Year I ceremony	• JuST Fact Sheet • USAID Facebook post • USAID JuST press release • Communications materials developed (invitation, agenda, , e-banner, name plates) • Completion certificates	UTFL, Magistrate School
June 10, 2014	CLE Year II ceremony	• JuST Fact Sheet • USAID Facebook post • USAID JuST press release	UTFL, Magistrate School

DATE	EVENT/ACTIVITY	OUTREACH METHOD	COORDINATED WITH
		<ul style="list-style-type: none"> <li>Communications materials developed (invitation, agenda, e-banner, name plates)</li> <li>Completion certificates</li> </ul>	
March 12, 2013	Career Day at UTFL	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (UTFL internship summary, banners, registration forms)</li> <li>Career booth developed</li> </ul>	UTFL, Magistrate School
May 8, 2013	Launch of Magistrates School database	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, , e-banner, name plates, PowerPoint presentation)</li> <li>"Connections" e-newsletter</li> </ul>	UTFL, Magistrate School
Nov. 6, 2014	UTLF Law Clinic presentation	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates, law clinic overview, PowerPoint presentation, flags)</li> <li>"Connections" e-newsletter</li> </ul>	UTFL
March 5, 2014	Launch of State Advocate's Internship Program	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates, internship program summary)</li> <li>"Connections" e-newsletter</li> </ul>	UTFL
April 26, 2015	International Academic Conference on "Bridging the Gaps between Theory and Practice in Legal Education"	<ul style="list-style-type: none"> <li>JuST Fact Sheet</li> <li>USAID Facebook post</li> <li>USAID JuST press release</li> <li>Communications materials developed (invitation, agenda, e-banner, name plates, law clinic presentation)</li> <li>"Connections" e-newsletter</li> </ul>	UTFL

## EXHIBIT C-2. ILLUSTRATIVE ALBANIA JuST FACEBOOK POSTS

**USAID/Albania**  
23 mins · 🌐

USAID po aftëson gazetarët e rinj për mbrojtjen e interesave publike, përmes zbatimit prej tyre të standardeve cilësore të gazetarisë investigative. Javën e kaluar, në raundin e fundit të programit të trainimit të mbështetur nga USAID, gazetarët e ardhshëm u ndodhën në terren, gati për të raportuar! Ndihni ata në [www.investigim.al](http://www.investigim.al) dhe bëhuni dhe ju pjesë e veprimit në mbrojtje të interesave publikë! Shoqata e Gazetarëve për Drejtësi - SHGD

\*\*\* \*\*

USAID is empowering young journalists to defend the public interest, while applying high-quality investigative journalism skills and standards! Last week, in the last round of their training program supported by USAID, the emerging journalists were in the field, ready to investigate! Follow them on [www.investigim.al](http://www.investigim.al) and be part of the action!



Unlike · Comment · Share

**USAID/Albania** added 5 new photos to the album:  
Konferenca e Gjashtë Rajonale për Regjistrimin Dixhital Audio dhe.  
10 mins · 🌐

Dje, 8 shekuj më parë, në 15 qershor 1215, u nënshkrua Magna Carta. Ky dokument përkujtohet botërisht si simboli i sovranitetit të ligjit dhe garantimit të të drejtave dhe lirive civile. USAID po mbështet rritjen e transparencës dhe efikasitetit në punën e gjykatave shqiptare. Fotot më poshtë nga Konferenca e Gjashtë Rajonale për Regjistrimin Dixhital Audio dhe Efikasitetin në Gjykatat Shqiptare, e cila u mbajt të premten, në datë 12 qershor 2015, në Shkodër. Me mbështetjen e U... See More



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## **ANNEX D. SUCCESS STORIES**



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## SUCCESS STORY

# “For Justice Without Delays”

**The introduction of practical active case management practices in Albania’s the Kruja District Court with support from USAID and OSCE is making a difference in delivering justice more efficiently and effectively.**



Photo: USAID JuST

*Kruja District Court Chief Judge, Alma Hoxha Kolgjoka, as an invited speaker, presents the project “For Justice Without Delays” to her peers, at the National Judicial Conference in Tirana, April 18, 2014.*

*As members of the “Connections” Albanian justice sector donor coordination group, facilitated by USAID JuST, the project and the OSCE Presence are collaborating to support “For Justice Without Delays”. JuST is a five-year project, begun in October 2010, to increase court transparency, fairness and efficiency; bolster watchdog and anticorruption roles of civil society organizations and media; and strengthen the legal profession and legal education in Albania.*

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

That most scheduled hearings are either postponed or unproductive is as disturbing as commonplace in Albanian courts, and as a result, citizen dissatisfaction with the courts remains high, with 70 percent of complaints against judges focusing on court delay. The extensive 2012 “Towards Justice” study by the OSCE Presence in Albania added to such evidence provided by USAID’s JuST project’s 2011 courtroom usage study in two of Albania’s biggest courts. The phenomenon is confirmed daily by news of high-profile court cases where proceedings are routinely postponed due to the absence of the defense lawyer or prosecutor, or continuances routinely granted on basic case evidence disclosure and study requests.

The situation was no different in the Kruja District Court, where a study by JuST and the OSCE presence found that civil trials took an average of 14 hearings and criminal cases and an average of almost nine sessions to be completed, and that in half of all hearings, nothing happened. The difference was manifest in the resolve by the judges to do something about it. A two-day retreat organized by JuST and OSCE Presence in December 2013 for all court judges and the chancellor, facilitated by Truman A. Morrison, a senior U.S. judge on the District of Columbia Superior Court, resulted in a joint consensus on practical steps to make court hearings productive and efficient.

Within only the first two months of the project entitled “For Justice Without Delays,” improvements in the practice of evidence submission, conduct of preliminary sessions, and contact with the parties, as well as closer cooperation with all stakeholders, had borne fruit. In the words of the Kruja District Court Chief Judge, “87% of two-party civil cases have been concluded in 3 sessions or less; 82% of criminal cases have been resolved in just 1 or 2 hearings; each judge has been closing twice as many cases compared to the same time period last year.”

What has made this possible is not complicated. The “Rosetta stone” is a mentored change in attitude from a rigid prescriptive mode where “unless the procedure says so, it can’t be done” to an active case management approach where “if the procedure does not expressly prohibit, a commonsense solution may prevail.” Changes in procedural legislation cannot be the panacea for everything. What it takes is judges recognizing the obligation to manage their case load efficiently by using the powers given by the law to work with the parties to avoid unproductive hearings, wasted time, and unnecessary delays.

USAID’s JuST project, in partnership with the OSCE Presence in Albania, worked with two courts with the courage to change their traditional practices and actively manage their workload: the Kruja and Korca courts. Judges from these two courts have been



encouraged to take control of their calendars and apply proven, common-sense principles to their work. These principles include keeping continuances to a minimum; insisting on firm trial dates; and conveying clear expectations of what is required of lawyers, prosecutors, parties, and state institutions. By acting as a court in a unified fashion, the judges have achieved remarkable success almost overnight. The average number of hearings to resolve a civil case has plummeted from 13 to four. The number of hearings to conclude a criminal case has dropped from eight to three. Judges are handling more than twice as many cases now as they did previously. Not surprisingly given these favorable results, the Albanian president, who also chairs the High Council of Justice, has publicly described this USAID initiative a model and has called for adoption of these practices in all courts of Albania.

Now that the chief judges from all of the courts in Albania have seen the success that the Kruja and Korca courts have had in active case management at the 2014 Annual Court Leadership Conference, they are beginning to want to implement similar initiatives in their own courts. For example, the Puka, Tropoja, Kurbin, and Tirana District Courts have already expressed an interest in beginning to implement active case management and are discussing with colleagues from the Kruja and Korca courts and gathering written materials, forms, brochures, and action plans from their colleagues on their own initiative.



## SUCCESS STORY

### *Closer to the People Through Transparency and Fairness*

**Eye of the New Media Foundation, is helping vulnerable groups in the villages near Tepelena.**

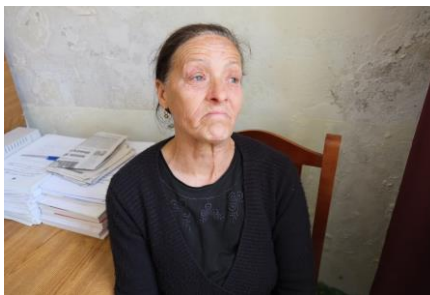


Photo: Projekti USAIDJuST

*Engjëllushe Bilbili, from the village Bënçë of Tepelena, the sole provider for her two orphaned grandchildren, was previously excluded from the list of social aid receivers.*

*Social Aid offices/Tepelenë*

***Eye of the New Media Foundation fights corruption in the local governance institutions and advocates for the fair treatment of vulnerable groups in Albania. After the training and assistance social aid officials received from ENM, the social aid grantees list was fully revised. As a result, Engjëllushe and her two grandchildren have been receiving social aid since July 2013.***

As one of the strongest civil society organizations in southern Albania, Eye of the New Media (ENM) has worked to uncover and denounce corruptive practices and institutional abuses in social services, particularly in Gjirokastra, Tepelena, and Përmet. The small city of Tepelena and its surrounding villages have about 7,000 inhabitants. However, many of its residents have chosen to abandon their homes due to poverty and unemployment. According to Lindita Luzo, ENM director, the individuals and families that have remained end up needing to reach out to social assistance offices to try and meet the basic requirements of living. ENM's primary goal in the region was to evaluate the lists of social aid recipients for Tepelena and Përmet, cities reporting the highest levels of unemployment, and determine if these lists were accurate, fair, and transparent. The results of their evaluation uncovered numerous cases of flagrant and deliberate abuse in local governance institutions, including assigning names to the list of aid beneficiaries based on familial relations, personal preferences and other personal benefits. Ms. Lindita said, "What made us successful was continuous dialogue with the social aid offices, perseverance with training their officials and USAID support to empower us and help us amplify our voice as a civil society organization advocating for equality and transparency."

After receiving the difficult news that her son, Aleksandër, lost his life while working in Greece four years ago, Engjëllushe Bilbili, a woman in her mid-60s, found out that she was assigned as the primary caregiver and sponsor of her two young grandchildren, of ages 6 and 9.

"I will do everything to provide for my boys' education, and make sure they don't suffer like me or my husband. I want for Anxhelo, my oldest grandchild, to become a doctor..." Engjëllushe says, nearly in tears. Even before she began providing for her grandchildren, finances were a struggle, which is exacerbated by the fact that Engjëllushe is retired and her husband suffers from severe health conditions. She explains that she applied several times for assistance through the social aid list, and each time, her request was denied due to a lack of adequate documentation. "If it wasn't for Marjana," said Engjëllushe, "we would have been lost." Marjana Balliu is the social aid worker, trained by ENM, who helped Engjëllushe submit the correct and complete documents and ensured that she was provided with food and clothing for the children.

"She once encouraged me to be strong and told me, 'Your children should go to school and rejoice like every child should,'" Engjëllushe said.

Thanks to ENM's assistance, social workers and social aid officials in local governance institutions are now aware of the structures and organizations

that will help citizens navigate the social services system. They also now know what steps they should take if they see or are forced to be part of corruptive or abusive practices affecting the citizens' welfare. "The list of people receiving social aid in villages near Tepelena reported 126 in 2013, including people owning private businesses and farming land. After ENM trained the Council of Qendër-Tepelenë Commune, this list was reduced to 68 people, all individuals that were unemployed and undergoing financial hardship," said Laura Shojaupi, secretary to the Council of Qendër-Tepelenë Commune.



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**ALBANIA**

## SNAPSHOT

# Fighting for Social Justice Through Media

**Citizens of Gjirokastra receive the tools they need to speak out against corruption and reclaim social services meant for them.**



*ENM holds a meeting with beneficiaries of Kelcyra municipality in May 2013 to discuss their rights.*

*Albania JuST supports the Eye of New Media (ENM), a government watchdog organization, to promote civic participation, publicly expose corruption, monitor the performance of local institutions, increase public access to the local decision making process, and develop the capacity of public administration, counselors, journalists, and other groups with authority to institutionalize trust between the public sector and its citizens.*

### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Independent journalism is rare in Albania, and journalists often do not have the tools or knowledge to combat corruption that plagues social service delivery at the local level. To counter this reality, JuST provided a grant to Eye of New Media, which used the funds to bring attention to corruption in Albania, train journalists to expose abuses of power, empower citizens, and help deliver services to those who need it most.

As a civil society organization, ENM works to change the way Albanians interact with their local and regional governments and empower citizens to reclaim their right to social services free from corruption. Under the grant from JuST, ENM developed information campaigns, meetings, and training to enhance civic consciousness and increase the capacity of social workers and journalists to identify corrupt activities. ENM also encouraged citizens to publicly denounce corruption cases identified through the investigative work of local journalists.

For Albania, this was a new and difficult road to traverse. Government officials were unwilling to cooperate, and the journalists working to expose them faced constant bullying and pressure. ENM persevered, and was able to publish 26 investigative articles exposing corrupt activities in social services. ENM-trained journalists also exposed cases of officials abusing their positions in five local institutions. ENM's public awareness campaigns emboldened citizens to identify and denounce corruption, resulting in more corruption cases being filed with the government, and 18 corrupt officials being put on trial as a result of ENM's interventions.

Most importantly, ENM helped increase opportunities for Albanians to detect and stop corrupt practices that were preventing families from receiving much-needed social services. One beneficiary who participated in an awareness-raising meeting organized by ENM, Agna Shehu, spoke favorably of the program, "We have never been told about the amount of money we should be receiving as economic aid, and neither did we know about our right to participate in the council meetings and advocate for our rights. We will be more active and push the local officials to respect the law." Citizens and journalists in Gjirokastra now have the tools to speak out, identify corruption, and access desperately needed social services.



**USAID**  
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**ALBANIA**

## SUCCESS STORY

# A Winning Proposition for Lawyers

***Avokatia*, the first journal of the National Chamber of Advocates, for and by lawyers, is helping elevate professional discourse within and about the Albanian justice sector.**



Photo: USAID JuST

*Mimoza Kondo, member of the Tirana Regional Chamber of Advocates, at the January 20, 2012, ceremony celebrating publication of the first issue of Avokatia.*

*The publication of the Albanian Bar Journal is one of the initiatives funded by USAID under JuST, which is increasing court transparency, fairness, and efficiency; bolstering watchdog and anti-corruption roles of civil society organizations and media; and strengthening the legal profession and legal education in Albania.*

Until the beginning JuST in 2010, the Albanian legal community had no centralized, ongoing forum to exchange information on new laws, procedures, court rulings from local and international courts or other issues of interest in the legal world.

To address this void, JuST collaborated with Albania's national bar, the National Chamber of Advocates, to produce the country's first bar journal, *Avokatia*. The publication is just one element of the project's efforts to strengthen Albania's legal profession. It provides members of the legal profession with a forum for professional exchange around different legal issues and legal, judicial, and doctrinal developments, at national and international levels.

Now with 15 issues published quarterly since its launch in January 2012, *Avokatia* has established its presence and boasts a following in regional chambers of advocates and the Tirana University Law Faculty, among other venues. In a largely uninhabited academic legal publications landscape, this is noteworthy. *Avokatia* became fully self-sustainable as of the 7<sup>th</sup> issue and enjoys a good reputation among lawyers, who think that, through the useful legal information provided and the good coverage of different legal areas, the publication is helpful in updating their professional knowledge and encouraging professional debate.

"This journal is a necessity for the legal community," said Denisa Daka, a lawyer and Albanian Bar member of 15 years. "We deserve to have such a publication that is issued periodically because the profession needs a voice that resonates in the community."

For Ilir Dhima, *Avokatia*'s editor-in-chief, its success is ensured by the patronage of high-quality collaborators and the scope and relevance of its articles. Academics are already relying on the journal as a relevant bibliographic reference in their work.

Migena Kondo, a new bar member whose article appeared in the first issue, provides an additional perspective. "This is a very good and positive undertaking, especially from my point of view as a young lawyer. I believe it offers a great opportunity for all those lawyers who work hard but may have not been previously published. This has given me a greater confidence in myself."





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**ALBANIA**

# Albanian Justice Sector Strengthening Project (JuST)

## PERFORMANCE MONITORING PLAN

September 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics, Inc.

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## INTRODUCTION

The five-year, \$9,750,298 USAID Albanian Justice Sector Strengthening Project (JuST) aimed at increasing court transparency, fairness, and efficiency; bolstering watchdog and anti-corruption roles of civil society organizations (CSOs) and media; and strengthening the legal profession and legal education in Albania. The project was part of ongoing support by the U.S. government to improve rule of law and good governance in Albania, with an emphasis on advancing justice delivery and increasing public demand for accountability in the justice sector. This project addressed the Governing Justly and Democratically Objective of the U.S. government's foreign assistance. JuST began in October 2010 and concluded on September 30, 2015.

JuST directly supported the U.S. government's strategy on advancing rule of law and democratic governance, with an emphasis on the overall efficacy of the justice system. This project was designed to address specific issues in three program components, under the Governing Justly and Democratically Foreign Assistance Objective, as illustrated in the following table.

OBJECTIVE	PROGRAM AREAS	PROGRAM ELEMENTS
Governing Justly and Democratically	Rule of Law and Human Rights	1. Justice System
	Civil Society	2. Civic Participation
		3. Media Freedom and Freedom of Information

## PROGRAM SYNOPSIS

JuST consisted of three components.

### Court Transparency, Fairness, and Efficiency

Component 1 addressed the lack of transparency and inefficiencies in the Albanian judiciary that continue to impede its ability to implement meaningful reforms. Intervention results included: a) more accurate trial records, b) more efficiently run courts that are more open to the public and c) reduced case backlogs. Component 1 activities provided direct support to Albanian courts in implementing courtroom audio recording technology, offered technical assistance in promoting greater use of courtrooms and improving courts' public information function, and piloted the establishment of court-connected mediation centers for resolving commercial and family law disputes out of the courts, thus avoiding court proceedings.

### Civic Engagement

Component 2 helped to stem government and justice-sector corruption in Albania with the aim to: a) enhance organizational capacity of civil society organizations and promote more effective civic participation, b) increase public awareness of corruption, and c) strengthen the role of the media in reporting judicial and government corruption cases. Component 2 activities provided capacity building assistance to the Union of Albanian Judges (UAJ) and other CSOs working in the justice sector, supported CSOs initiatives to actively engage in making the justice sector more accountable, strengthened good governance and the fight against corruption through a

grants program, and promoted investigative journalism and accurate analyses and coverage of justice sector issues by investigative reporters.

### **Legal Education and Profession**

Component 3 worked to enhance the skills of lawyers so that cases were won through legal arguments, rather than cronyism or bribery. Intervention aimed toward more professional lawyers and better-qualified law school graduates. Component 3 initiatives developed and implemented a continuing legal education (CLE) program for Albanian lawyers, published a law journal called *Avokatia* in collaboration with the National Chamber of Advocates (NCA), and established a clinical education program at the the University of Tirana Law Faculty (UTLF).

## **BASELINE DATA COLLECTION AND TARGETS**

JuST used annual data from 2010 as its baseline for most of the performance-based monitoring plan (PMP) indicators, as stipulated by the contract. In early 2011, JuST conducted a rapid assessment to establish the required baselines and targets. The project set aggressive annual targets that were reviewed and updated throughout the life of the project to ensure realism and measurability.

Based on the PMP indicators approved by USAID in March 2011, JuST, in collaboration with its counterparts, collected data on indicators relevant to activities implemented by the project. The project aimed to maintain the original indicators and targets, but in some cases, JuST received USAID approval to make adjustments. These changes consisted of replacing several subjective indicators with measurable ones, as well as changing original targets for more relevant ones.

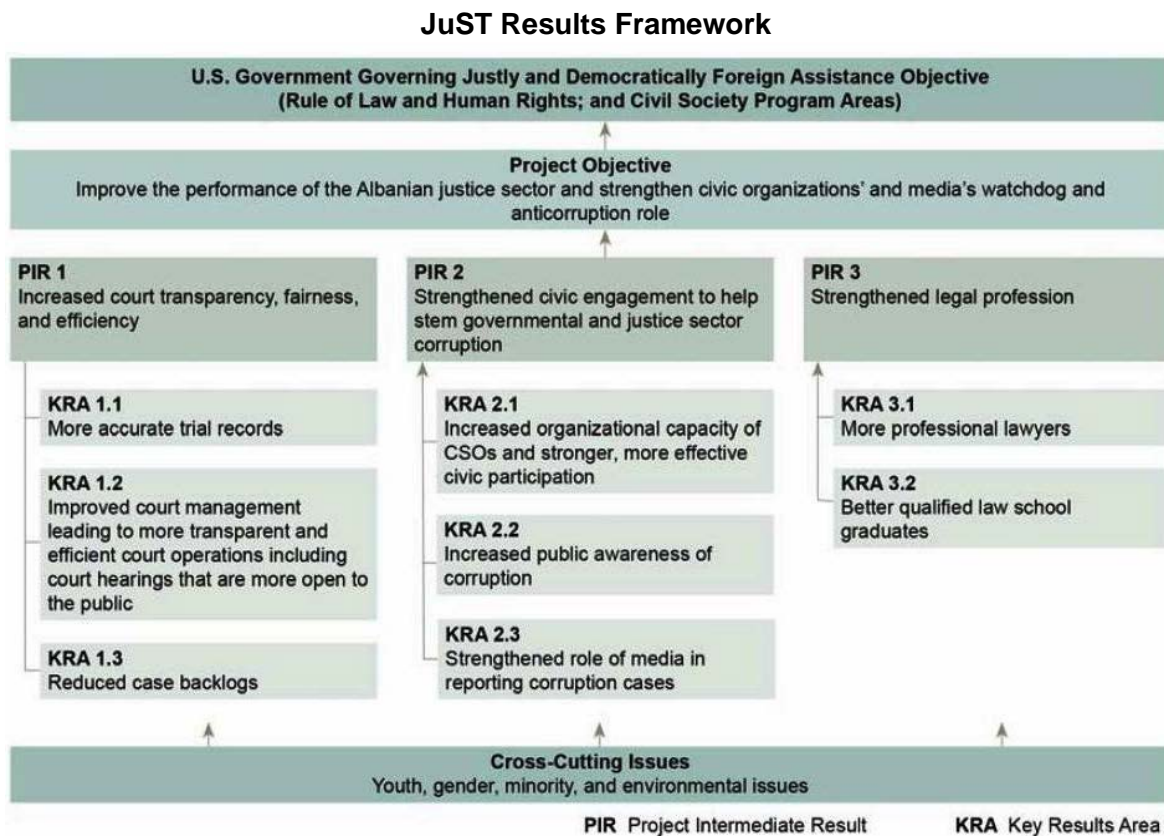
The rationale for these revisions included:

- Consideration of several new factors beyond the project's control that affected monitoring and evaluation information during the last three years
- Some indicators could not be determined before implementation
- In some cases, project performance greatly exceeded expectations during the first two years, thus necessitating upward revision of targets for the final three years
- The number of some outcome indicators in the PBMP needed to be increased to better assess the results of the project's interventions

## **SUMMARY OF JUST'S INDICATORS PERFORMANCE**

As JuST concludes its work for the past five years and reports on its results, it is appropriate to re-visit the framework that has guided the project from the beginning. As an implementing partner for USAID, JuST aligned project objectives with USAID/Albania's long-range strategic objectives for rule of law and democratic governance. We developed our annual work plans to maximize project impact in key result areas. Because of the importance of performance-based management, our activities always included a strong monitoring component so the project staff

could maintain focus on long-term objectives. This approach is best seen in the following graphic, representing the three project components and the specific results areas within each component:



Overall, JuST's results demonstrate a high level of performance. The project often met its annual program targets, sometimes exceeding them by large margins. While adhering to the overall results framework illustrated above, in some areas JuST, in consultation with USAID, adopted more ambitious targets to reflect higher-than-predicted performance. Moreover, the implementing environment is never static. Changes, such as creation of a new level of administrative courts midway through the project, required refinements in the indicators to reflect the new reality.

Turning first to Component 1, the signature initiative for JuST was implementation of digital audio recording (DAR) technology for the purpose of producing a verbatim record of trials. Initially, the measure of performance was the number of hearings recorded. However, with the rapid deployment of the DAR system, it soon became apparent that overall numbers were not particularly meaningful. The ultimate goal became installation of DAR equipment in 100 percent of all courtrooms, where all cases would be recorded. With such a goal, we could measure the true impact of audio recording and its transformative power in the courts. Despite the substantial expansion in a number of courts and courtrooms during the project, JuST, with an infusion of additional funding from USAID, achieved the target of installing equipment in 100 percent of courtrooms. JuST also measured the percentage of cases audio recorded in each court. The percentages have steadily risen, with 15 courts exceeding the 90 percent threshold. The limiting



factor on achieving the long-range goal of every hearing being audio recorded is inadequate courtroom infrastructure. This problem is being effectively addressed by the Albanian government in response to public pressure to conduct trials in courtrooms, not offices.

JuST also adopted new performance measures to promote larger objectives. For example, for full implementation of digital audio recording, it is critical to have a legal framework that supports such a profound change in traditional practices. One measure is the number of laws and regulations that promote efficiency, transparency and professionalism in the justice sector. Again, as detailed in the report, JuST set ambitious goals for itself and fully achieved them. Another indicator dealt with the two largest and most problematic courts (Tirana and Durres), and focused on the percentage of hearings held in courtrooms versus offices. Although the final 30 percent figure sounds low, it represents real progress, made possible in part by the JuST-developed calendar management software, PAKS+, and better techniques for managing scarce courtroom space.

In the area of mediation, JuST demonstrated that with donor support, large numbers of cases can be resolved, and resolved quickly, through mediation. Although the overall numbers look encouraging, JuST did not find a formula for mediation to become a self-sustaining profession. One possible solution will be that the European Union's twinning program, launched at the conclusion of JuST, will find a way to free mediation from its debilitating dependency on outside donors.

Turning to Component 2, JuST's efforts to strengthen the role of the media in reporting corruption cases far exceeded early projections. For reasons fully described in the completion report, support for establishment of the Association of Journalists for Justice (AJJ) and its independent online website produced tangible results, as measured by the number of corruption cases exposed (63), the number of journalists trained in investigative techniques (55), and other measures. Clearly, the foundation of investigative journalism has been strengthened, and new partnerships with regional journalism centers bode well for future development.

Finally, Component 3 was successful in exceeding (by large margins) initial goals to strengthen the legal profession. Continuing legal education — non-existent at project launch — has become a permanent feature of the legal landscape, as is demonstrated by the law that was passed that made CLE attendance of all lawyers and assistant lawyers mandatory. Albania is now a recognized CLE leader among Balkan countries, according to a regional USAID project. Work to develop CLE led directly to establishment of the National School of Advocates, which is continuing to provide the CLE program. A new Legal Clinic at the University of Tirana Law Faculty, where students can gain supervised experience serving citizens with real legal problems, has become an established part of the law school experience.

The following pages present details on each of these indicators (and more), how they were calculated, and the trends over time.

**Exhibit 1. JuST PMP Summary Performance Tables for the Duration of the Project**

No.	INDICATOR	BASELINE	LIFE-OF-PROJECT TARGET	ACHIEVED
<b>JuST Indicators</b>				
I	World Bank World Governance Indicator (Rule of Law Index)	35.8	50.8 (Year 5 only)	52 is the World Bank World Governance Indicator (Rule of Law Index)
II	USAID NGO Sustainability Index (Advocacy)	3.4	3.4 (Year 3 only)	3.4 is the USAID NGO Sustainability Index (Advocacy) for year 2013
<b>Component 1: Court Transparency, Fairness, and Efficiency</b>				
1.1.1	Number of justice sector personnel in the courts that received U.S. government training	0	1,040	1,074 personnel trained  Performance over the life of the project: 103%
1.1.2	Number of legal institutions and associations supported by the U.S. government	0	49	49 legal institutions and associations supported  Performance over the life of the project: 102%
1.1.3	Audio recorded sessions as a percentage of all sessions heard by a court	0	80%	81 percent of audio recorded sessions against all sessions heard by a court  Performance over the life of the project: 101%
1.1.4	Percentage of courts with DAR equipment installed	0%	100%	100% of all Albanian courtrooms have DAR equipment installed
1.1.5	Number of laws and regulations passed that promote transparency, efficiency, and professionalism in the justice sector	0	7	7 laws and regulations passed  Performance over the life of the project: 100%
1.2.1	Sessions scheduled to be heard in the courtroom, as a percentage of all sessions in the district courts of Tirana and Durrësi <sup>1</sup>	11%	30%	30% of sessions are scheduled to be heard in the courtroom against all sessions in the district courts of Tirana and Durrësi  Performance over the life of the project: 100%
1.3.1	Number of days from initiation to resolution of mediated cases	21	12	10 days from initiation to resolution of mediated cases – 2 days faster than target  Performance over the life of the project: 117%.
1.3.2	Number of mediated cases	14	1,100	1,084 mediated cases  Performance over the life of the project: 99%

<sup>1</sup> This number reflects the inadequate number of courtrooms in the three largest courts. Recently, Tirana District Court has added 13 new courtrooms, and it is expected that this number will increase in. The significant increase over the baseline reflects better case management procedures advocated by JuST and implemented by the leadership.

No.	INDICATOR	BASELINE	LIFE-OF-PROJECT TARGET	ACHIEVED
1.3.3	Number of mediated cases resolved	13	880	868 mediated cases resolved Performance over the life of the project: 99%
1.3.4	Number of persons trained on mediation techniques	0	30 (Year 5 only)	34 people trained on mediation techniques Performance in the final year of the project: 113%
1.3.5	Reduction of time to resolution: mediated cases versus non-mediated cases	N/A	N/A	N/A <sup>2</sup>
<b>Component 2: Civic Engagement</b>				
2.1.1	Number of civil society organizations using U.S. government assistance to improve their organizational capacity	0	82	83 CSOs throughout Albania used U.S. government assistance to improve their organizational skills Performance over the life of the project: 101%
2.1.2	Number of U.S. government-assisted CSOs that engage in watchdog functions	0	6	6 CSOs have been engaged in watchdog functions Performance over the life of the project: 100%
2.1.3	Number of advocacy campaigns	0	11	11 advocacy campaigns Performance over the life of the project: 100%
2.1.4	Number of CSOs trained by the JuST program that submitted project proposals through the small grants program	8	17	24 trained CSOs submitted project proposals Performance over the life of the project: 141%
2.1.5	Percentage of project proposals coming from CSOs trained by JuST that qualify for JuST grants	37%	45%	45% of project proposals coming from CSOs trained by JuST qualified for JuST grants Performance over the life of the project: 100%
2.3.1	Number of corruption cases exposed by media involved in our project	0	60	63 corruption cases were exposed by media involved in JuST Performance over the life of the project: 105%
2.3.2	Number of non-state news outlets that report on corruption, assisted by the U.S. government	0	1	1 non-state outlet reported on corruption issues Performance over the life of the project: 100%

<sup>2</sup> This figure can only be calculated after cases have closed, which cannot be done because JuST has ended. Also, during the final year, the number of cases mediated was too small to have much statistical significance.

No.	INDICATOR	BASELINE	LIFE-OF-PROJECT TARGET	ACHIEVED
2.3.3	Number of articles/investigative reports published by non-state news outlets that report on corruption cases, assisted by the U.S. government	0	85	89 articles were published by the non-state news outlet that reports on corruption cases  Performance over the life of the project : 104%
2.3.4	Number of journalists trained with U.S. government assistance	0	55	55 journalists were trained  Performance over the life of the project: 100%
<b>Component 3: Legal Profession Education</b>				
3.1.1	Number of issues of the bar journal	0	14	15 issues of the bar journal  Performance over the life of the project: 107%
3.1.2	Number of lawyers and assistant lawyers that received U.S. government training	0	950	1,115 lawyers and assistant lawyers received training  Performance over the life of the project: 117%
3.1.3	Number of chambers offering training	0	6	6 chambers offering training  Performance over the life of the project: 100%
3.2.1	Number of law school students that take part in trial preparation	0	160	167 law school students took part in trial preparation  Performance over the life of the project: 104%
3.2.2	Number of law school students enrolled in the Legal Clinic Program at UTLF	0	260	258 law school students enrolled in the Legal Clinic Program  Performance over the life of the project: 99.2%
3.2.3	Number of people seeking assistance at the Legal Clinic	0	45	52 people sought assistance at the Legal Clinic  Performance over the life of the project: 115%
3.2.4	Number of legal opinions prepared by the Legal Clinic	0	24	25 legal opinions were prepared by the Legal Clinic  Performance over the life of the project: 104%

## DETAILED DESCRIPTION OF PERFORMANCE INDICATORS

### Indicator 1: World Bank World Governance Indicator (Rule of Law Index)

2010 Baseline: 35.8

Target Y (1): 38.8; Achieved Y (1): 36

Target Y (2): 41.8; Achieved Y (2): 38

Target Y (3): 44.8; Achieved Y (3): 45

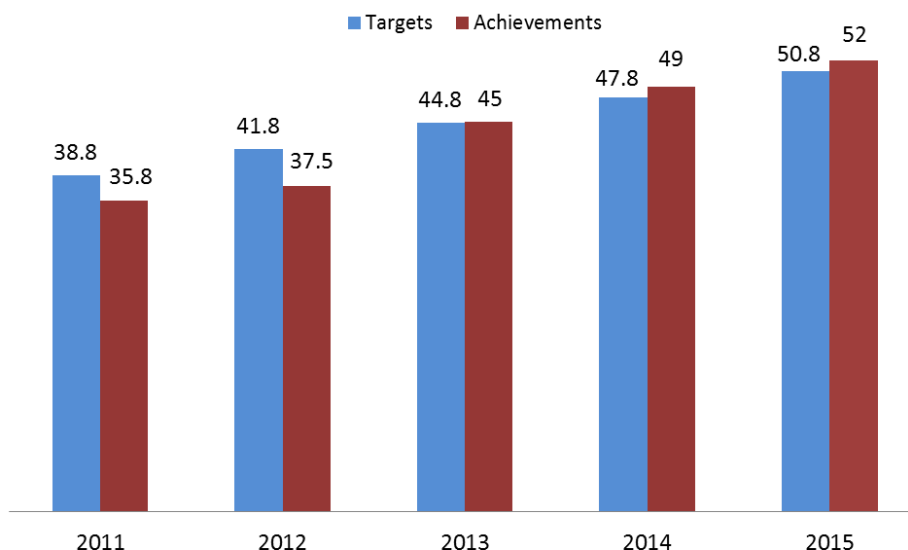
Target Y (4): 47.8; Achieved Y (4): 49

Target Y (5): 50.8; Achieved Y (5): 52

Definition of indicator: Captures perceptions of the extent to which agents have confidence in and abide by the rules of society, in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.

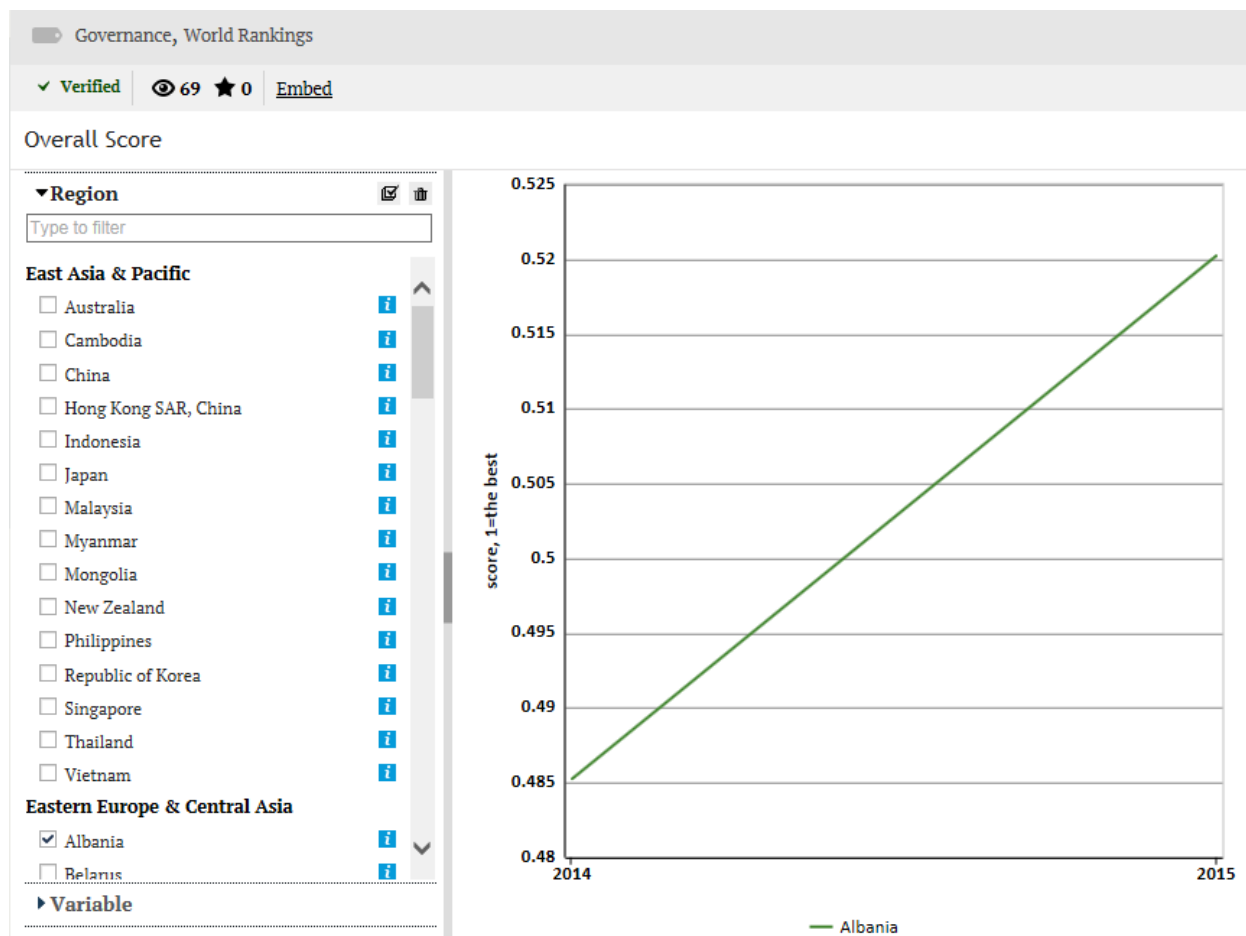
Analyses: The Rule of Law Index is assessed every year through 44 indicators organized around eight themes: 1) constraints on government powers, 2) absence of corruption, 3) open government, 4) fundamental rights, 5) order and security, 6) regulatory enforcement, 7) civil justice, and 8) criminal justice. The graph below presents the overall scores of the Rule of Law Index 2011-2015.

**Trend of Rule of Law Index (2011-2015)**



Scores range from 0 to 100 (with 100 indicating strongest adherence to the rule of law). The most recent 2015 data show an improvement in Albanian citizens' perception with regard to the above-mentioned themes. However, Albania continues to have significant problems in a number of other rule of law dimensions. For example, checks on executive power are weak, (ranking 71<sup>st</sup>) and official corruption is pervasive (ranking 84<sup>th</sup>). Rules and regulations are difficult to enforce, and the judiciary is plagued by corruption and political interference. Police abuses and harsh conditions at correctional facilities also remain significant problems.

## The Rule of Law Index



Source: <http://knoema.com/WJPRLI2015/the-rule-of-law-index-2015>

### Indicator 2: USAID NGO Sustainability Index (Advocacy)

2010 Baseline: 3.4

Target Y (1): 3.4; Achieved Y (1): 3.6

Target Y (2): 3.3; Achieved Y (2): 3.6

Target Y (3): 3.3; Achieved Y (3): 3.4

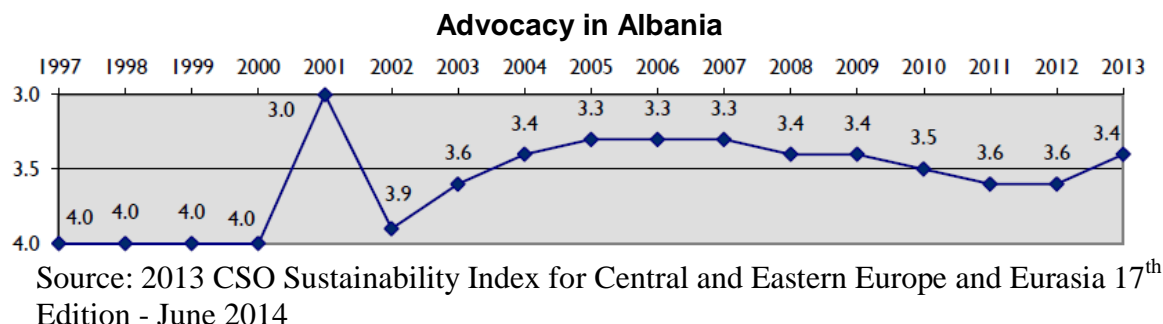
Target Y (4): 3.2; Achieved Y (4): N/A

Target Y (5): 3.1; Achieved Y (5): N/A

Definition of indicator: NGO Sustainability Index reports on the strength and overall viability of NGO sectors in each country in the region. The index highlights advances and setbacks in sectoral development and allows for comparisons across countries and sub-regions over time. The index is an important and unique tool for local NGOs, governments, donors, academics, and others to understand and measure the sustainability of the NGO sector. The project tracked the yearly score of the advocacy dimension of the USAID NGO Sustainability Index.



Analyses: USAID issued the last CSO sustainability index report in June 2014. The graph below shows the fluctuations of this index between 1997 and 2013.



The political and advocacy environment must support the formation of CSO coalitions and networks and provide CSOs with the means to communicate their messages through the media to the broader public, articulate their demands to government officials, and monitor government actions to ensure accountability. The advocacy dimension looks at CSOs' records in influencing public policy. The index analyzes the prevalence of advocacy in different sectors and at different levels of government, as well as with the private sector. The index considers the extent to which CSOs' coalitions are formed around certain issues, as well as whether CSOs monitor party platforms and government performance. Despite the generally unresponsive political environment, CSOs in Albania have actively engaged in advocacy initiatives since 2013. During the past few years, CSOs have made great strides in cooperating with the government and prompting legislative and policy changes. The U.S. embassy's ACT NOW! Campaign, initiated in 2012, significantly improved civil society's advocacy efforts and citizen outreach, covering not only diverse geographical areas, but also a wide range of thematic issues, including the environment, human rights, youth activism, elections, and policy processes. The campaign served as a platform to give greater visibility and media coverage to CSOs' actions on these issues throughout the country. Despite the progress made in 2012-2013, government consultations with civil society are still sporadic and mostly ineffective. Civil society's involvement in the decision-making process is considered "low" by nearly half (47 percent) of respondents, according to Partners Albania's December 2013 survey of CSOs. The October 2013 European Commission Progress Report for Albania echoed this finding, suggesting that "local authorities need to develop an inclusive strategic dialogue with civil society."

Well-established CSOs, mostly based in Tirana, make extensive use of Internet-based tools for awareness-raising, advocacy, and publicity. CSOs, particularly in semi-urban or rural areas, have limited resources to buy or upgrade modern, basic equipment, and have weak capacities to use information technology.

CSOs and civic networks also expressed serious concerns over plans to destroy the Syrian chemical weapons in Albania. Citizens responded *en masse*, coming together in the first apolitical demonstrations since the fall of communism in the early 1990s. The organizers used social media, such as Facebook, to raise awareness and organize thousands of citizens in protests throughout the country for more than a week in mid-November 2013. Following these protests, the government told the international community it could not be involved in dismantling Syrian

chemical weapons. Civic groups and organizations also monitored the June 2013 parliamentary elections, including campaign financing. CSOs voiced concerns that candidate lists did not meet the 30 percent gender quota, and the Organization for Security and Co-operation in Europe Office for Democratic Institutions and Human Rights final report on the elections reiterated this concern.

## COMPONENT 1

### Indicator No 1.1.1: Number of justice sector personnel that received U.S. government training

2010 Baseline: 0

Target Y (1): 100 personnel; Achieved Y (1): 169 personnel; Performance Y (1): 169%

Target Y (2): 250 personnel; Achieved Y (2): 360 personnel; Performance Y (2): 130%

Target Y (3): 760 personnel; Achieved Y (3): 775 personnel; Performance Y (3): 102%

Target Y (4): 940 personnel; Achieved Y (4): 954 personnel; Performance Y (4): 101%

Target Y (5): 1,040 personnel; Achieved Y (5): 1,074 personnel; Performance Y (5): 103%

Definition of indicator: The number of justice sector personnel working directly for the Albanian judiciary who will receive U.S. government training by the project.

Analyses: Following the successful implementation of audio recording in the first two courts, JuST settled into a methodical routine of going from court to court, first, to install the hardware and second, to train judges, judicial administration, court staff, and court stakeholders, including prosecutors and lawyers, on audio recording. As of September 2015, the project installed and completed audio recording training in 38 courts.

Disaggregated by sex: 697 female, 377 male

Disaggregated by institution:

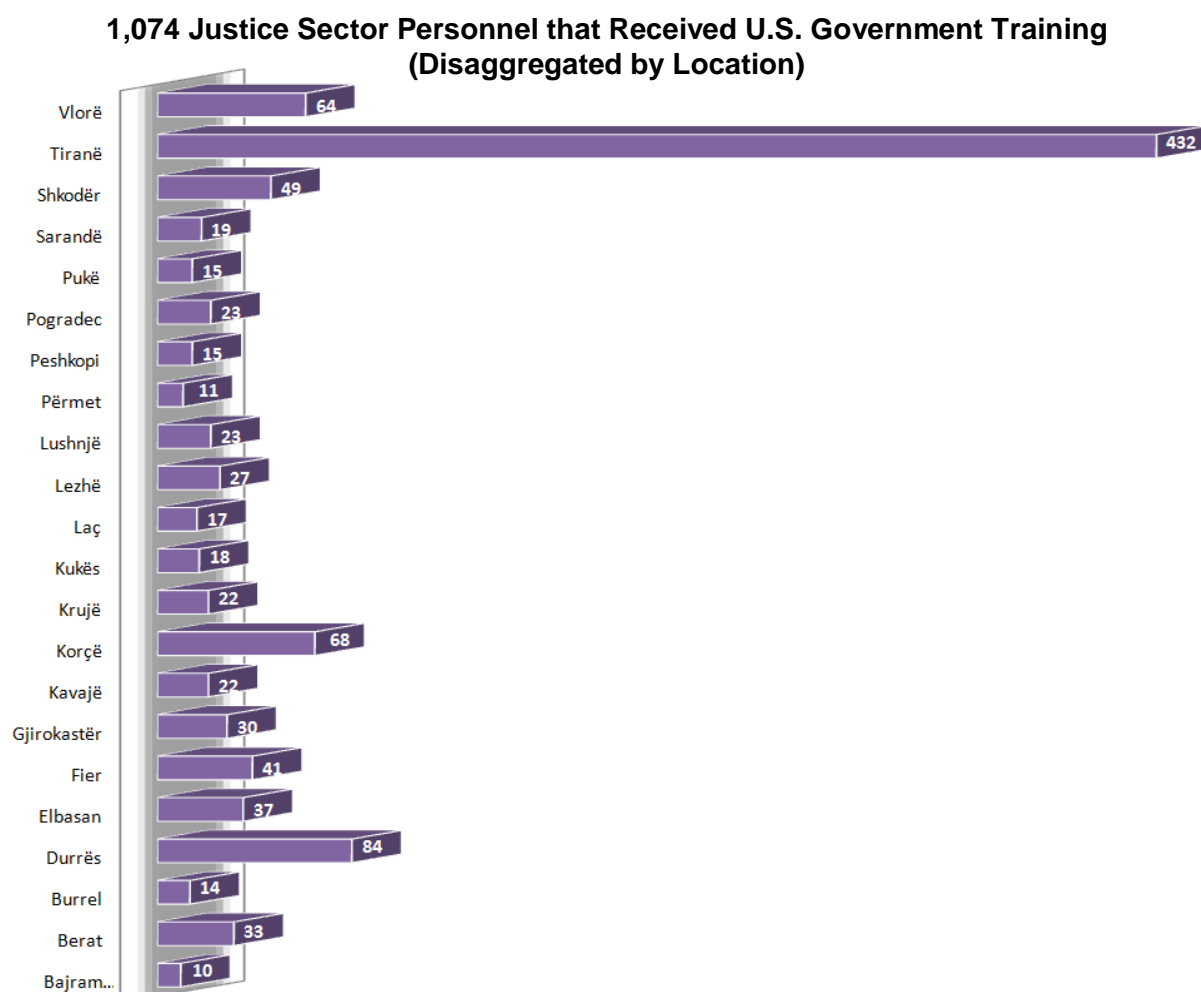
NO.	INSTITUTION	NO. OF PERSONNEL
1	Appellate Court of Serious Crimes	10
2	Appellate Court of Durrës	18
3	Appellate Court of Gjirokastër	14
4	Appellate Court of Korçë	13
5	Appellate Court of Shkodër	15
6	Appellate Court of Tiranë	50
7	Appellate Court of Vlorë	19
8	Constitutional Court	8
9	District Court of Dibër	11
10	District Court of Mat	12
11	District Court of Berat	28
12	District Court of Durrës	61
13	District Court of Elbasan	33
14	District Court of Fier	37

NO.	INSTITUTION	NO. OF PERSONNEL
15	District Court of Gjirokaštër	16
16	District Court of Kavajë	19
17	District Court of Korçë	47
18	District Court of Krujë	17
19	District Court of Kukës	15
20	District Court of Kurbin	17
21	District Court of Lezhë	25
22	District Court of Lushnjë	18
23	District Court of Përmet	11
24	District Court of Pogradec	19
25	District Court of Pukë	15
26	District Court of Sarandë	15
27	District Court of Shkodër	26
28	District Court of Tiranë	176
29	District Court of Tropojë	9
30	District Court of Vlorë	39
31	Faculty of Justice	2
32	First Instance Court of Serious Crimes	35
33	General Prosecution	2
34	High Council of Justice	20
35	High Court	43
36	Magistrate School	2
37	Ministry of Justice	31
38	National Chamber of Advocates	3
39	Office of Judicial Budgeted Management	4
40	President of the Republic	6
41	Prosecution Offices	60
42	Regional Chamber of Advocates	6
43	Administrative Court of Vlorë	1
44	Administrative Court of Tiranë	24
45	Administrative Appellate Court	10
46	Administrative Court of Korçë	1
47	Administrative Court of Shkodër	6
48	Administrative Court of Vlorë	2
49	Administrative Court of Durrës	3

## Disaggregated by position:

NO.	POSITION	NO. OF PERSONNEL
1	Advisor of the Minister	2
2	Advisor of the President	4
3	Advisor to the Chief Judge of the court	3
4	Archivist	10
5	Chairman of the National Bar Association	1
6	Chairman of the Regional Bar Associations	5
7	Chancellor	43
8	Chief Inspector	1
9	Chief Judge	43
10	Chief of Sector	2
11	Chief Secretary	22
12	Court Officer	2
13	Deputy Minister	1
14	Director	18
15	Expert	1
16	General Secretary	4
17	Head of Budget Sector	4
18	Inspector	21
19	IT Specialist	43
20	Judge	272
21	Judicial Secretary	438
22	Law Faculty Member	2
23	Legal Advisor	24
24	Media Spokesperson	2
25	Member of Constitutional Court	4
26	Member of High Council of Justice	6
27	Member of High Court	8
28	Minister of Justice	2
29	President of the Republic	1
30	Prosecutor	77
31	Public Information Officer	2
32	Specialist	5
33	Head of Sector	1

Disaggregated by location:



Disaggregated by subject matter:

NO.	SUBJECT MATTER/ISSUE
1	Court Leadership
2	Courtroom Usage and Calendar Management
3	DAR Advisory Board
4	DAR Technology Presentation
5	DAR System Usage Training
6	Fast Typing Training
7	Mediation Training

#### **Indicator No 1.1.2: Number of legal institutions and associations supported by the U.S. government**

2010 Baseline: 0

Target Y (1): 20 legal institutions; Achieved Y (1): 49 legal institutions; Performance Y (1): 169%

Target Y (2): 30 legal institutions; Achieved Y (2): 47 legal institutions; Performance Y (2): 156%  
 Target Y (3): 48 legal institutions; Achieved Y (3): 47 legal institutions; Performance Y (3): 98%  
 Target Y (4): 48 legal institutions; Achieved Y (4): 48 legal institutions; Performance Y (4): 100%  
 Target Y (5): 48 legal institutions; Achieved Y (5): 49 legal institutions; Performance Y (5): 102%

Definition of indicator: Number of government and nongovernmental institutions and associations, such as the courts, Ministry of Justice, judges' associations, regional chambers of advocates, mediation centers, the law school, and other institutions that focus on administering and improving the legal system, receiving institutional support from project activities (capacity building and grants).

Disaggregated by type:

- Government institutions: 39
- CSOs: 5
- Professional groups: 5

Analyses: Through its capacity building programs and grants, JuST assisted 49 government and nongovernmental institutions and associations, including the courts, Ministry of Justice, judges' associations, regional chambers of advocates, mediation centers, the law school, and other institutions that focus on administering and improving the legal system. Specifically, the most important legal institutions and associations that have received U.S. government support are:

- Union of Albanian Judges (1)
- Magistrates School (1)
- National Chamber of Advocates and three regional chambers (Vlora, Durrësi, and Fieri) through a continuing legal education program (4)
- District and appellate courts, the High Council of Justice, Ministry of Justice, and the High Court (37)
- Mediation centers in Durrësi, Korça, Gjirokastër, Sarandë, and Përmet (5)
- Judicial Budget Administration Office (1)

### **Indicator No 1.1.3: Audio recorded sessions, as a percentage of all sessions heard by a court**

2012 Baseline: 0

Target Y (3): 43%; Achieved Y (3): 47%; Performance Y (3): 109%

Target Y (4): 50%; Achieved Y (4): 54%; Performance Y (4): 108%

Target Y (5): 80%; Achieved Y (5): 81%; Performance Y (5): 101%

Definition of indicator: Average percentage of DAR usage in all court sessions during a quarter.

Analyses: One of the major achievements of JuST was that digital audio recording became the recognized standard for achieving more accurate trial records, which contributed to increasing court transparency, fairness, and efficiency. The changes are visible in every Albanian courtroom. No longer must parties rely on partial, handwritten summaries of their trials, if they wish to exercise their appellate rights. Today, in all 160 courtrooms in the 38 courts of Albania,



digital recording technology exists to provide a verbatim record, capturing not only the words, but also the tone, of the proceedings. The project surpassed the target for this important indicator.

The graph on the next page presents a disaggregation of the indicator by each court where audio recording is now functional. The graph represents data for 25 courts. The remaining 13 courts, even though equipped with the DAR system, are not included in this table. The Sarandë District Court has reported issues with the reporting tool and therefore is not included in the table. JuST worked with the court to address these issues. The other remaining 12 courts have less than three months of usage. These courts include the seven newly established administrative courts (Tirana First Instance AC - June 2015; Tirana Appellate AC- June 2015; Korça First Instance AC<sup>3</sup>; Vlora First Instance AC – not started use; Shkodër First Instance AC – July 2015; Durrës First Instance AC – September 2015; Gjirokastër First Instance AC – not started use) and the courts of the last appellate district to be completed, that of Shkodër (Shkodër District Court; Tropoja District Court, Kukës District Court, and Shkodër Appellate Court, which started DAR usage in different periods of May 2015). This criterion was established to provide a more accurate measurement of DAR usage. Many courts decided to implement DAR, beginning with the newly filed cases. Thus, a three-month usage period is generally needed to achieve full implementation. This graphic reflects the state of the infrastructure in each location. That is, courts with enough courtrooms to meet the Albanian standard of one courtroom for every two judges are all close to 100 percent usage. Unfortunately, the three largest courts in Albania — the district courts of Tirana, Durrësi, and Elbasani — are seriously deficient in the number of courtrooms available for trials, forcing judges to conduct hearings in their offices. The court-by-court DAR usage statistics reflect this reality.

#### **Indicator No 1.1.4: Percentage of courts with DAR equipment installed**

2013 Baseline: 67%

Target Y (4): 100%; Achieved Y (4): 83%; Performance Y (4): 83%

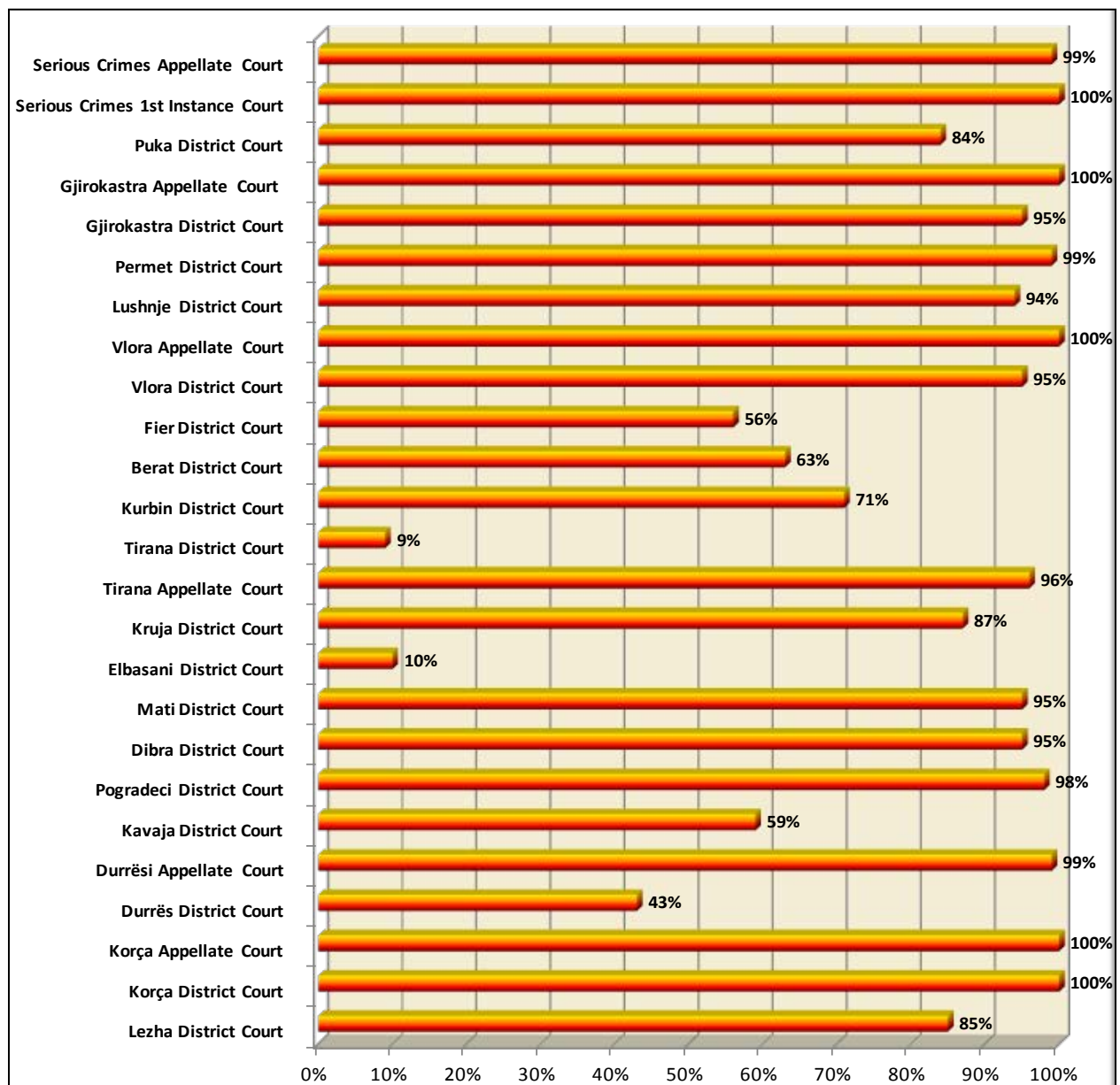
Target Y (5): 100%; Achieved Y (5): 100%; Performance Y (5): 100%

Definition of indicator: Percentage of courts with DAR equipment installed.

Analyses: The project achieved the ambitious target of installing DAR equipment in all courts in Albania by the close of the project. This indicator was proposed during the fourth year of JuST, given the importance of full implementation. The introduction of audio recording equipment has transformed court operations, bringing greater solemnity and more accountability to the judicial process. For the first time, there is now an accurate, verbatim record of everything that was discussed during court hearings. The full potential of this investment could only be realized once all courtrooms were equipped. Thus, this became the goal of the project, and this indicator provided the appropriate measurement toward that goal. When this indicator was introduced, the initial goal was to install the DAR technology in 30 courts. However, before the end of the project, seven new administrative courts were established. Moreover, JuST decided to equip the High Court, raising the total number of courts to 38. As of September 2015, the project installed DAR equipment in all 38 courts, an outstanding achievement.

<sup>3</sup> Korça First Instance Administrative Court started using the DAR system from its first day in November 2014, but usage data is not included because the integrated case management system that enables the DAR reporting tool to provide usage data was installed by the Ministry of Justice in late August 2015. This is the case for most of the new administrative courts.

### DAR Usage by Percentage



Courts with DAR installations: Lezhë District Court, Korçë District Court, Korçë Appellate Court, Durrës District Court, Durrësi Appellate Court, Kavajë District Court, Pogradeci District Court, Dibra District Court, Mati District Court, Elbasani District Court, Kruja District Court, Tirana Appellate Court, Tirana District Court, Kurbin District Court, Berat District Court, Fier District Court, Vlora District Court, Vlora Appellate Court, Lushnje District Court, Permet District Court, Saranda District Court, Gjirokastra District Court, Gjirokastra Appellate Court, Puka District Court, Kukesi District Court, Tropoja District Court, Serious Crimes First Instance Court, Serious Crimes Appellate Court, Shkodra District Court, Shkodra Appellate Court, Tirana Appellate Administrative Court, Tirana First Instance Administrative Court, Korça First Instance Administrative Court, Vlora First Instance Administrative Court, Durresi First Instance

Administrative Court, Shkodra First Instance Administrative Court, Gjirokastra First Instance Administrative Court, and the High Court.

**Indicator No 1.1.5: Number of laws and regulations passed that promote transparency, efficiency, and professionalism in the justice sector**

2013 Baseline: 5

Target Y (4): 6; Achieved Y (4): 5; Performance Y (4): 83%

Target Y (5): 7; Achieved Y (5): 7; Performance Y (5): 100%

Definition of indicator: Number of laws and regulations passed, drafted by, or assisted by the project in the drafting process that promote transparency, efficiency, and professionalism in the justice sector.

Analyses: This was a new indicator proposed during JuST's fourth year. It came about with the recognition of the importance of the legal framework in supporting justice reforms and focuses on measurable changes within that framework. It is limited to those changes where JuST has taken an active role in shaping proposed changes. JuST met the target for this indicator. Reforms often require changes in laws and regulations that promote transparency, efficiency, and professionalism in the justice sector. Experience has shown that despite the polarization that has characterized the political environment throughout the duration of JuST, solid good-governance initiatives can attract, support, and result in improvements in the legal framework. By measuring the number of regulations adopted, instructions issued, and amendments to procedural codes enacted, USAID has more assurance that the long-term impact of its Rule of Law investments will be sustained. During the project, JuST provided considerable contributions to drafting legal papers, amendments, and instructions, which have been passed and/or approved by the Albanian Parliament, Ministry of Justice, and the High Court. Seven of those amendments and instructions were approved and are in force, as follows:

- Amendments to the Civil Procedure Code on audio recording
- Minister of Justice's Instruction on the Use of Audio Recording System, in 2012
- Minister of Justice's Instruction on the Use of Audio Recording System, in 2013
- Amendments to the Law on Legal Profession
- National Mediation Chamber's Charter
- Korça District Court Internal Regulation on Active Case Management
- Supreme Court Unifying Decision on Audio Recording

In addition, JuST contributed to drafting several legal papers related to judicial reform. The amendments to the Criminal Procedure Code are part of this reform, and JuST submitted proposed language to the Codification Department at the Ministry of Justice regarding this code. The code, including its amendments, is not approved yet, so we cannot count it under this indicator. Otherwise, this indicator would have exceeded its life-of-project target.

**Indicator No 1.2.1: Sessions scheduled to be heard in the courtroom, as a percentage of all sessions in the district courts of Tirana and Durrësi**

2012 Baseline: 11%

Target Y (3): 15%; Achieved Y (3): 20%; Performance Y (3): 133%

Target Y (4): 20%; Achieved Y (4): 29%, Performance Y (4): 145%  
Target Y (5): 30%; Achieved Y (5): 30%; Performance Y (5): 100%

Definition of indicator: This indicator measures the mean percentage of sessions scheduled to be heard in courtrooms, against all the sessions scheduled to be heard in Tirana and Durrësi district courts.

Analyses: The overall project target for this indicator was met. One of the tangible results was development of a simple electronic court calendar, which pulls data from the court case management system and displays it on a simple electronic calendar that can be used to find available courtrooms and reserve them for hearings. This simple solution, known as PAKS+, became a powerful tool not only for managing courtrooms, but also for promoting implementation of digital audio recording — a change that has transformed court operations. In addition, JuST designed reporting features in both case management systems in use by the courts, to generate real-time data. PAKS+ is now installed in all courts using the integrated case management system.

Disaggregated by court:

- Tirana District Court: 28 percent
- Durrësi District Court: 43 percent

### **Indicator No 1.3.1: Number of days from initiation to resolution of mediated cases**

2010 Baseline: 21

Target Y (1): Not set as of October 2010; Achieved Y (1): N/A; Performance Y (1): N/A  
Target Y (2): 12 days; Achieved Y (2): 10; Performance Y (2): 117%  
Target Y (3): 12 days; Achieved Y (3): 12; Performance Y (3): 100%  
Target Y (4): 12 days; Achieved Y (4): 11; Performance Y (4): 109%  
Target Y (5): 12 days; Achieved Y (5): 10; Performance Y (5): 117%

Definition of indicator: Number of days from the case intake in the mediation program until resolution, for all types of mediated cases.

Analyses: This indicator surpassed its target, particularly during the last year of the program. In 2014, the time for resolution of mediated cases was two days less than what had been projected. This result was attributable to the performance of mediators and the parties involved in the mediation process. JuST's support for mediation took different forms, starting with providing direct support to two court-connected programs operated by the Albanian Foundation for Conflict Resolution, which began in Durrësi District Court and was expanded to Korça District Court. JuST then supported further development of mediation in three southern courts of Albania (Saranda, Përmeti, and Gjirokastra) through a small grant. In addition to providing traditional mediation services through court offices, this program expanded the concept to local municipalities, police, and probation services, and demonstrated that some disputes can be resolved without the necessity of a formal arrest. The final support that JuST provided was after enactment of the Law on Mediation in February 2011. That law established a National Chamber of Mediators (NCM), which established mediation as a free profession. JuST provided

substantial assistance to the NCM, first in getting the new entity off the ground and then in assisting with its early development.

Note: The performance of this indicator has a deviation of more than 10 percent from what was expected, because its results are based on the performance of the mediators and parties involved in the mediation process. Through time, mediators became more familiar with mediation techniques, also due to training provided by the NCM. In addition, some cases that were resolved through mediation in the southern region were community-based cases and were not always that complex.

### Indicator No 1.3.2: Number of mediated cases

2010 Baseline: 14

Target Y (1): 21 cases; Achieved Y (1): 23 cases; Performance Y (1): 110%

Target Y (2): 200 cases; Achieved Y (2): 216 cases; Performance Y (2): 108%

Target Y (3): 430 cases; Achieved Y (3): 748 cases; Performance Y (3): 174%

Target Y (4): 800 cases; Achieved Y (4): 1,048 cases; Performance Y (4): 131%

Target Y (5): 1,100 cases; Achieved Y (5): 1,084 cases; Performance Y (5): 99%

Definition of indicator: Number of cases referred to mediation.

Analyses: For all factors mentioned in Indicator 1.3.1, this indicator met the target. The results represent the number of mediated cases processed by mediation centers in Durrësi, Korça, Gjirokastra, Saranda, and Përmeti district courts. Data were collected from the services initially offered by the Albanian Foundation for Conflict Resolution's mediation programs in the Durrësi and Korça district courts, as well as from the services offered by the Multifunctional Community Center (QKM), a project grantee operating in the Gjirokastra, Përmeti, and Saranda district courts, and most recently from the NCM.<sup>4</sup>

Disaggregation of indicators is as follows:

Court Location	No. of Cases	Case Type				Source of Referral						
		Commercial	Family	Penal	Civil	Attorney's Office	Court	State Police	Probation Service	Parties	NGO	Other Public Institution
Durrës	278	45	138	0	95	15	156	0	0	101	6	0
Gjirokastrë	382	0	0	25	357	3	10	188	12	163	1	5
Korçë	230	4	156	10	60	16	157	0	0	57	0	0
Përmet	121	0	0	5	116	0	2	11	0	108	0	0
Sarandë	73	0	0	2	71	1	19	1	0	40	0	12
<b>Total</b>	<b>1,084</b>	<b>49</b>	<b>294</b>	<b>42</b>	<b>699</b>	<b>35</b>	<b>344</b>	<b>200</b>	<b>12</b>	<b>469</b>	<b>7</b>	<b>17</b>

<sup>4</sup> JuST's support for court-connected mediation centers has been operated by the Albanian Foundation for Conflict Resolution, which began in Durrësi District Court and was subsequently expanded to Korça District Court; then, through a small grant to QKM (Multifunctional Community Center), JuST supported the further development of mediation in three southern courts of Albania (Saranda, Përmeti, and Gjirokastra). Once the National Chamber of Mediators was established, it took over operation of the Durrës and Korça mediation centers.

### Indicator No 1.3.3: Number of mediated cases resolved through mediation

2010 Baseline: 13

Target Y (1): 15 cases; Achieved Y (1): 13 cases; Performance Y (1): 87%

Target Y (2): 140 cases; Achieved Y (2): 147 cases; Performance Y (2): 105%

Target Y (3): 290 cases; Achieved Y (3): 580 cases; Performance Y (3): 200%

Target Y (4): 600 cases; Achieved Y (4): 853 cases; Performance Y (4): 142%

Target Y (5): 880 cases; Achieved Y (5): 868 cases; Performance Y (5): 99%

Definition of indicator: Resolved mediated cases include those cases where the parties have signed the Act of Mediation.

Analyses: This indicator tracked the mediated cases that have been resolved, meaning those cases in which the parties reached an agreement and signed an Act of Mediation. The data show progress on resolving cases through the mediation process, for which the merit goes to mediation centers previously established with JuST support, and then to the NCM, as a legal entity. The results disaggregated in the following table represent the number of resolved mediated cases, from all mediation centers in Durrësi, Korça, Gjirokastra, Saranda, and Përmeti district courts, and more recently from the NCM.

Court Location	No. of cases	Case Type				Source of Referral						
		Commercial	Family	Penal	Civil	Attorney's Office	Court	State Police	Probation Service	Parties	NGO	Other Public Institution
Durrës	225	40	106	0	79	13	109	0	0	100	3	0
Gjirokastrë	334	0	0	23	311	3	8	178	12	128	1	4
Korçë	127	0	104	2	21	11	84	0	0	32	0	0
Përmet	112	0	0	4	108	0	0	10	0	102	0	0
Sarandë	70	0	0	1	69	1	17	1	0	39	0	12
<b>Total</b>	<b>868</b>	<b>40</b>	<b>210</b>	<b>30</b>	<b>588</b>	<b>28</b>	<b>218</b>	<b>189</b>	<b>12</b>	<b>401</b>	<b>4</b>	<b>16</b>

### Indicator No 1.3.4: Number of persons trained on mediation techniques

2012 Baseline: 0

Target Y (3): 30 people; Achieved Y (3): 0 people; Performance Y (3): 0%

Target Y (4): 50 people; Achieved Y (4): 19 people; Performance Y (4): 38%

Target Y (5): 30 people; Achieved Y (5): 34 people; Performance Y (5): 113%

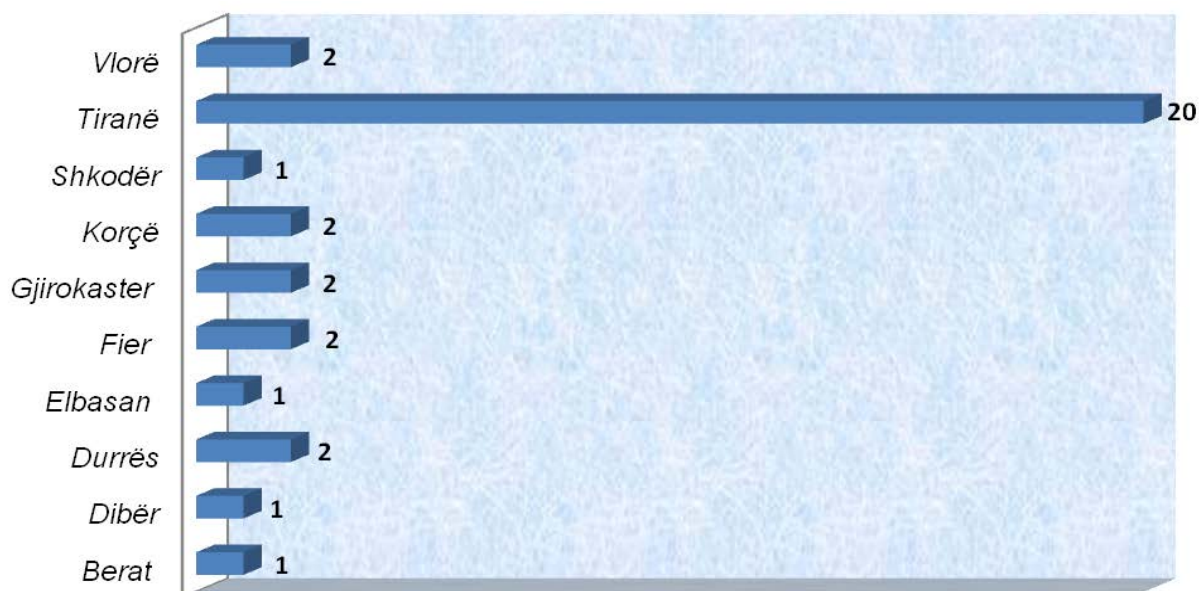
Definition of indicator: Number of persons trained on mediation techniques. This number is not limited to the number of licensed mediators, but to all the people trained by the project on mediation techniques (initial and advanced training programs).

Analyses: This is a new indicator proposed in the third year of the project. With the establishment of the NCM, and in the framework of strengthening professional associations in the justice sector, JuST supported the organizational development of the NCM to strengthen its capacities in fulfilling its mission and complying with its legal obligations. JuST conducted a training-of-trainers program for mediators, including members of the NCM, to strengthen their



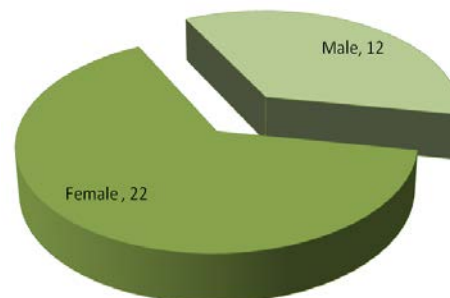
capacities in mediation skills and to prepare a cadre of mediators who will serve as trainers on mediation techniques in the future.

### 34 People Trained on Mediation Techniques (Disaggregated by Location)



Note: The Y5 achievement exceeded the target for this indicator, and as a result the performance has a deviation of more than 10 percent from the expected results. This is due to JuST's collaboration with the NCM in providing the training-of-trainer training to mediators. This number is not limited to the number of licensed mediators, but includes all other people trained by the project on mediation techniques.

### 34 People Trained on Mediation Techniques (Disaggregated by Gender)



### Indicator No 1.3.5: Reduction of time to resolution: mediated vs. non-mediated cases

Baseline: N/A

Target Y (1): Not set as of October 2010; Achieved Y (1): N/A; Performance Y (1): N/A

Target Y (2): 900%; Achieved Y (2): 950%; Performance Y (2): 106%

Target Y (3): 950%; Achieved Y (3): 1,042%; Performance Y (3): 110%

Target Y (4): 950%; Achieved Y (4): N/A; Performance Y (4): N/A (see Analyses, below)

Target Y (5): N/A; Achieved Y (5): N/A; Performance Y (5): N/A (see Analyses, below)

Definition of indicator: This indicator seeks to quantify the benefits of mediation in reducing the case processing time. The time to resolve mediated cases is captured in Indicator 1.3.1. Indicator 1.3.5 captures the length of time (expressed in median days) for case resolution through traditional litigation. These two figures are compared and expressed as a percentage reduction in time for mediated cases, compared with non-mediated cases. Stated another way, the processing timeline for both samples is measured, and the reduction in time for mediated cases is expressed in percentage terms, as a single indicator.

Analyses: This is an annual indicator. In Year 3, a random sample of litigated cases was taken in Durrësi and Korça district courts, where comparable samples of court-referred cases are handled by the mediation centers in these courts. In Year 4, the number of court-referred mediated cases in Gjirokastra (8) and Saranda (16) court-connected centers, where the number of civil cases processed annually is more than 1,600 and 2,100, respectively, is not statistically significant to allow for a meaningful comparison, as required under this indicator. In Year 5, the number of court-referred mediated cases in the Korça court-connected center still does not have a sufficient, statistically significant or meaningful comparison. Therefore, the indicator for the fifth year is listed as “not available.”

## COMPONENT 2

### Indicator No 2.1.1: Number of civil society organizations using U.S. government assistance to improve their organizational capacities

2010 Baseline: 0 organizations

Target Y (1): 15 organizations; Achieved Y (1): 17 organizations; Performance Y (1): 113%

Target Y (2): 20 organizations; Achieved Y (2): 77 organizations; Performance Y (2): 385%

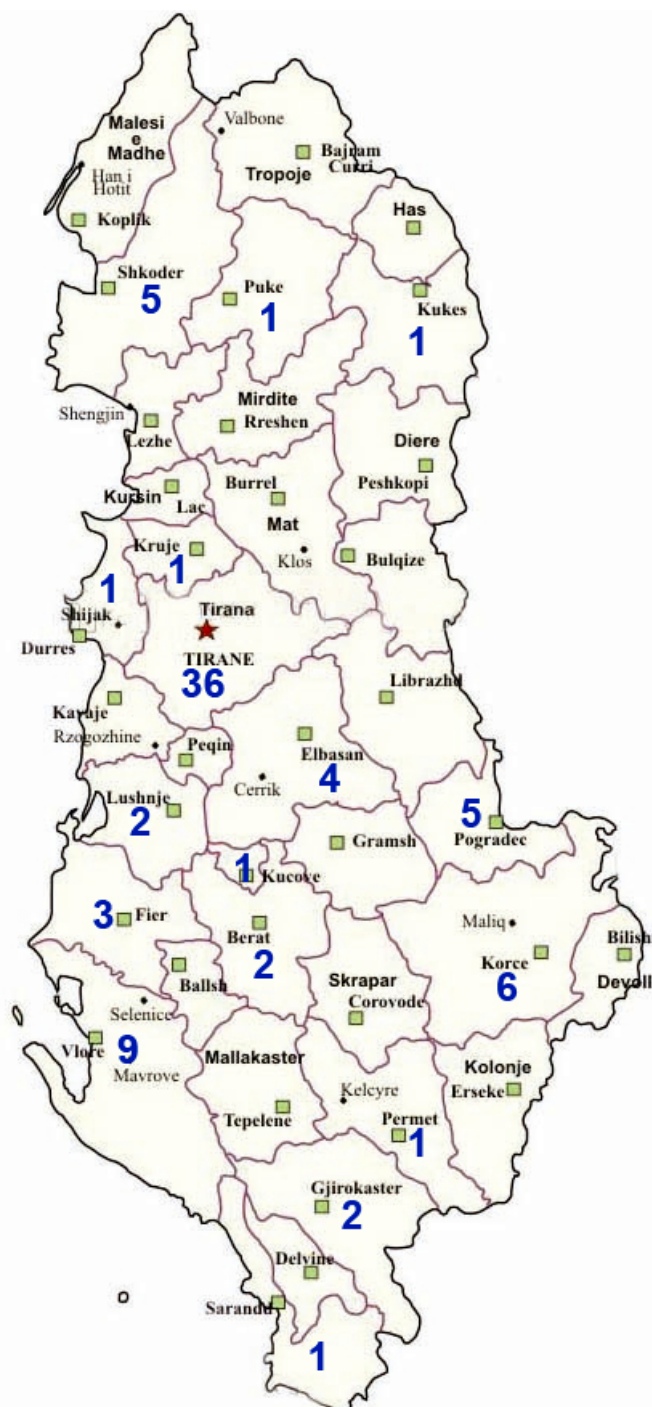
Target Y (3): 80 organizations; Achieved Y (3): 80 organizations; Performance Y (3): 100%

Target Y (4): 82 organizations; Achieved Y (4): 82 organizations; Performance Y (4): 100%

Target Y (5): 82 organizations; Achieved Y (5): 83 organizations; Performance Y (5): 101%

Definition of indicator: Number of CSOs (including two judges' associations) assisted through training, meetings, and roundtables to establish transparent and accountable financial systems, internal democratic mechanisms, and a better ability to represent constituent interests.

Analyses: This indicator met the life-of-project target. Based on the CSO assessment results from the first three months of the project, JuST provided extensive capacity building activities with 83 CSOs throughout Albania. This resulted in a 65 percent increase in the number of NGOs that expressed interest in participating in JuST's organizational capacity building program. The capacity building program adjusted its topics to respond to the CSOs' capacity weaknesses and to address their specific needs. These training programs enhanced CSOs' ability to cooperate with each other, promote gender mainstreaming



in local government institutions, national institutions, public policies, and at the local level, design anti-corruption initiatives, conduct advocacy campaigns, and improve communication techniques in presenting the project's results and impact. The capacity building program encouraged CSOs to prepare better-quality proposals that were relevant to JuST priorities for the small grant program, in response to the annual program statement (APS).

Indicator's disaggregation by location (see the map): Krujë (1), Shkodër (5), Pukë (1), Kukës (1), Kuçovë (3), Tiranë (36), Durrës (1), Elbasan (4), Vlorë (9), Lushnjë (2), Fier (3), Sarandë (1), Berat (2), Gjirokastrë (2), Pogradec (5), Korçë (6), Përmet (1)

Training topics:

- Advocacy and lobbying
- Communication
- Writing project proposals
- Monitoring and evaluation
- Law school for CSOs
- Anti-corruption initiatives
- Gender mainstreaming
- Organizational development
- Financial development

#### **Indicator No 2.1.2: Number of U.S. government-assisted CSOs engaged in watchdog functions**

2010 Baseline: 0 CSOs

Target Y (1): 3 CSOs; Achieved Y (1): 0 CSOs; Performance Y (1): 0%

Target Y (2): 5 CSOs; Achieved Y (2): 3 CSOs; Performance Y (2): 60%

Target Y (3): 7 CSOs; Achieved Y (3): 5 CSOs; Performance Y (3): 71%

Target Y (4): 6 CSOs; Achieved Y (4): 6 CSOs; Performance Y (4): 100%

Target Y (5): 6 CSOs; Achieved Y (5): 6 CSOs; Performance Y (5): 100%

Definition of indicator: Number of project-assisted CSOs that play a watchdog role in improving good governance and justice.

Analyses: Performance was 100 percent against the life-of-project target for this indicator. Throughout the life of the project, JuST encouraged CSOs throughout Albania to engage in different activities, including the annual grant winners' meeting, and to focus on anti-corruption initiatives in different government sectors. There has been an increase in the number of organizations that have proposed and successfully conducted anti-corruption initiatives since the first two years of the project. However, even though the quality of CSOs' proposals has improved, the CSOs need to further develop concrete actions to explore corruption in governmental institutions. For example, the only organization continuing to propose concrete action in addressing corruption in government institutions is Eye of the New Media. In Year 4, Eye of the New Media collaborated with investigative journalists from the AJJ to implement a grant focused on stemming corruption in public health institutions. Eye of the New Media has a focus on exposing corruption in social service institutions in Vlora and Fieri and works to

increase civic participation, improve public awareness about corruption, and strengthen the role of the media in reporting on government corruption cases.

CSOs that conducted watchdog activities are:

- Center for Legal and Civic Initiatives
- Woman to Woman
- Forum of Woman Elbasan
- Eye of the New Media
- Association of Journalists for Justice
- Eco Movement Albanian Group

The types of watchdog activities these CSOs are engaged in include:

- Court hearings monitoring issues such as family, domestic violence, conflicts at work, and other issues related to protection from discrimination such as sex and age.
- Exploring corruption cases in government institutions, focusing on institutions responsible for providing social services, including those that provide health services. Activities included increasing civic participation, improving public awareness on corruption, and strengthening the role of the media in reporting on government corruption cases.
- Denunciation of corruptive cases explored in government institutions by investigative journalists at the independent media venue [www.investigim.al](http://www.investigim.al).
- Exposing corruption and failure in implementing environmental laws.

### **Indicator No 2.1.3: Number of advocacy campaigns**

2010 Baseline: 0 campaigns

Target Y (1): 3 campaigns; Achieved Y (1): 0 campaigns; Performance Y (1): 0%

Target Y (2): 5 campaigns; Achieved Y (2): 3 campaigns; Performance Y (2): 60%

Target Y (3): 7 campaigns; Achieved Y (3): 8 campaigns; Performance Y (3): 114%

Target Y (4): 9 campaigns; Achieved Y (4): 9 campaigns; Performance Y (4): 100%

Target Y (5): 11 campaigns; Achieved Y (5): 11 campaigns; Performance Y (5): 100%

Definition of indicator: Number of advocacy campaigns organized by CSOs and enabled through U.S. government support.

Analyses: This indicator tracked advocacy campaigns organized by CSOs with JuST support.

This indicator met the life-of-project target: 11 advocacy campaigns were conducted during the life of the project, as follows:

- Three advocacy efforts were conducted by the Union of Albanian Judges during Year 2. These included: 1) engagement for amendments to the Criminal Procedure Code, 2) ideas on how to establish an independent, accountable, and high-integrity judiciary, and 3)



opinions and suggestions on the Administrative Court Draft Law. The third advocacy effort is considered successful because some of its recommendations for improving the draft law were considered.

- The Albanian National Training and Technical Assistance Resource Center and the Community Center of Gjirokastra conducted advocacy campaigns with judges and prosecutors to promote a more effective use of the Law on Mediation in the courts of Durrësi, Gjirokastra, Përmeti, Saranda, and Korça.
- Eye of the New Media advocated with local government unit administrators of some communes and municipalities in the southern part of Albania (including Kelcyre, Fier Qender, Cakran, Levan, Tepelene, Gjirokaster, Shushice, Selenice, Finiq, Kolonje, Patos, Aliko, and Ksamil) to publish the list of economic aid beneficiaries, as well as to increase community member participation in drafting the economic aid budget.
- The UAJ prepared and submitted opinions on the draft manual on the inspection of judges and the work of the inspectorates prepared by the EURALIUS. The UAJ circulated the draft manual to its members, gathered their opinions, and submitted its official opinion to the mission.
- The UAJ issued opinions on the Draft Law On the National Judicial Conference and was invited to participate in discussions about this law. Only some of the opinions of the UAJ were reflected in the draft.
- To further bolster and improve the relationship between the courts and the public, the Albanian Legal and Territorial Research Institute advocated to increase the level of cooperation between the Tirana Public Law School and the Elbasani and Tirana courts. This advocacy effort resulted in a memorandum of understanding signed by these institutions.
- The Albanian Legal and Territorial Research Institute organized two Regional Court Audio Recording Awareness and Advocacy Campaigns with JuST support. These campaigns aimed to advocate for making DAR usage a performance standard for the courts and to increase public confidence in DAR. Additionally, the institute implemented a number of Open Court Day events in Elbasan, Kavajë, Durrës, Dibër, Korçë, Tiranë, Kurbin, Krujë, Pogradec, Mat, Shkodër, Gjirokaster, Sarandë, Vlorë, and Kukës district courts and in the Peqin, Gramsh, Përrenjas, Bulqizë, Librazhd, Berat, Lushnje, and Fier municipalities.
- The Eco Movement Albania Group implemented a grant that advocated for respect of the environmental law in Librazhdi.

**Indicator No 2.1.4: Number of CSOs trained by the JuST program that submitted project proposals through the small grants program**

2012 Baseline: 8 CSOs

Target Y (3): 12 CSOs; Achieved Year (3): 16 CSOs; Performance Y (3): 133%

Target Y (4):<sup>5</sup> 5 CSOs; Achieved Y (4): 7 CSOs; Performance Y (4): 140%  
 Target Y (5): 0 CSO; Achieved Y (5): 1 CSO; Performance Y (5): N/A

Because the targets for this indicator are not cumulative, the calculation of cumulative targets and achievements follows:

- Life-of-project target: 17 CSOs
- Life-of-project achievement: 24 CSOs
- Life-of-project performance: 141 percent

Definition of indicator: Number of CSOs that participated in the capacity building program organized by JuST and submitted project proposals through the small grants program, with the result of strengthening their capacities.

Analyses: This indicator was added in the third year of the project. Twenty-four of the 83 CSOs trained during Years 2-4 submitted proposals in response to annual APSs and requests for proposals issued by JuST. These CSOs operate in different areas of Albania, excluding those in the northeast of the country. Although JuST encouraged these CSOs to submit proposals, focusing on anti-corruption initiatives, the results were not as expected, because these CSOs remain unenthusiastic about presenting proposals with strong anti-corruption features. This could be because of the highly politicized environment in Albania, which presents great risks to CSOs and citizen groups that undertake confrontational anti-corruption campaigns. Despite intensive training and invitations to meetings (such as the grant winners meetings) organized by JuST to address this deficiency, CSOs from this region did not generally design project proposals.

Note: The life-of-project performance for this indicator has a deviation of more than 10 percent from the expected results. This is due to extensive training that JuST conducted from 2012 to 2015, which contributed to an improvement in CSOs' proposal-writing skills and to a better understanding of JuST's objectives and priorities. After 2011, JuST expanded its capacity building program to a wider pool of CSOs and further developed the program based on direct feedback from the CSOs. This was unexpected. Every year, JuST released an announcement for its APS and conducted regional meetings with the CSOs to inform them about the APS. JuST used these events to distribute questionnaires to the CSOs about their capacity building needs. JuST also learned more about the CSOs' needs based on day-to-day activities, training, project proposal evaluations, and project monitoring. Various tools, including the CSOs Needs Assessment Report, questionnaires on capacity building needs distributed each year following the APS presentations, findings and recommendations provided by experts during the previous phase of the capacity building program, key issues addressed in the APS, analyses of the grant proposals received, and analyses from monitoring the grant activities, shared one common factor: They were all directly informed by the CSOs. Therefore, JuST considers them appropriate tools for assessing CSOs' needs and providing them with what they needed. For that purpose, a series of CSO training programs were delivered every year to a broad range of CSOs throughout Albania, tailored to their needs, which were explored using the above-mentioned mechanisms.

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<sup>5</sup> Non-cumulative target.



### **Indicator No 2.1.5: Percentage of project proposals coming from the CSOs trained by JuST that qualify for JuST grants**

2012 Baseline: 37%

Target Y (3): 40%; Achieved Y (3): 60%; Performance Y (3): 150%

Target Y (4): 45%; Achieved Y (4): 42%; Performance Y (4): 93%

Target Y (5): 45%; Achieved Y (5): 45%; Performance Y (5): 100%

Definition of indicator: This indicator measures the percentage of project proposals coming from CSOs trained through the JuST capacity building program that qualified for JuST grants against all proposals submitted.

Analyses: This indicator's performance was high during the last three years. Strengthening the capacities of local CSOs based on their needs, while adhering to JuST's purpose and objectives, contributed to the significantly increased quality of proposals JuST received.

### **Indicator No 2.3.1: Number of corruption cases exposed by the media involved in our project**

2010 Baseline: 0 corruption cases.

Target Y (1): 1 corruption cases; Achieved Y (1): 0 corruption cases; Performance Y (1): 0%

Target Y (2): 4 corruption cases; Achieved Y (2): 0 corruption cases; Performance Y (2): 0%

Target Y (3): 6 corruption cases; Achieved Y (3): 14 corruption cases; Performance Y (3): 233%

Target Y (4): 35 corruption cases; Achieved Y (4): 39 corruption cases; Performance Y (4): 114%

Target Y (5): 60 corruption cases; Achieved Y (5): 63 corruption cases; Performance Y (5): 105%

Definition of indicator: Number of corruption cases reported in the media by journalists who benefited from the project's capacity building program.

Analyses: Performance was excellent for this indicator. JuST's goal to enhance the capacities of Albanian journalists in the field of investigative journalism went beyond the scope of the project's media objective. A group of journalists interested in advancing their investigative journalism skills attended a series of training programs organized by JuST. It began with the Law School for Journalists and continued with the Investigative Reporting Training Program in January 2012 (the training was originally conceived as the Justice Reporting Fellows program). These training programs were organized from 2012 to 2015 and aimed to improve the students' investigative skills. Journalists who participated in this capacity building training began incrementally reporting on corruption cases in other media outlets. JuST reviewed media sources and reports written by the JuST-supported journalists on a daily basis. As a result of this training, a considerable number of corruption cases were exposed by the media involved in the project and were reported on by JuST-supported journalists. Sixty-three articles were posted on *MAPO*, *Gazeta Shqiptare* journal, and *News 24* by the JuST-assisted journalists. The majority of these stories focused on events involving the justice system, politics, corruption, neglect of institutions, and other factors related to the malfunctioning of public institutions and/or their constituent structures.

The corruption cases exposed by JuST-assisted journalists in other media are listed below:

1. Accusations against a judge; the file with the Task Force

2. At former inspector of education promised a certificate for 1 million ALL
3. Buildings in the archaeological area; three former officials of Saranda in court
4. Albanian biometric passport bought for 4,700 euros
5. Found photos of person posing with heads of police, now accused of murder
6. Surveillance for police and custom's affairs in Shkodra
7. Prison director arrested; he demanded 100 euros for one day of leave from prison
8. Prison director's wiretapping
9. Charges against Kavaja's "Xhati"; millions to buy matches
10. Head of police arrested; he demanded 800,000 ALL to release a prisoner
11. Wiretapping transcript; the conspiracy of Berati operation
12. Lalla orders investigations for the operation against the prosecutor
13. Abuse with road funds; three local officials from Bërzhita Commune under indictment
14. 22 million ALL bids; accused eight local officials from Orikumi Municipality
15. "I closed your case, so bring me the money; arrested a judge in Pogradeci"  
<http://mapo.al/2014/04/te-mbarova-pune-sill-leket-arrestohet-gjyqtari-i-pogradecit/>
16. "Arrested a general: discovered one of the Albanian Armed Forces affairs"  
<http://mapo.al/2014/05/arrestohet-nje-gjeneral-zbardhet-nje-nga-aferat-e-forcave-te-armatosura/>
17. "Political debate ends in the prosecution. More case files in the prosecution investigating the former government" <http://mapo.al/2014/06/debati-politik-perplaset-ne-prokurori-shtohen-dosjet-kunder-qeverise-se-shkuar/>
18. "Fraud with the VAT; this is how 5 million euros were stolen by a ghost Chinese company" <http://mapo.al/2014/05/mashtrimi-tvsh-si-u-vodhen-5-mln-euro-kompani-fantazme-kineze/>
19. "The High Council of Justice discharges only one judge, the other four receive just reprimands"  
<http://mapo.al/2014/04/kld-shkarkon-vetem-1-gjyqtar-kater-te-tjeret-ia-hedhin-verejtje/>
20. "Manual on how to make dirty money: this is how a politician legalized 500,000 euros in a single year"  
<http://mapo.al/2014/04/manual-per-parate-e-pista-ja-si-nje-politikan-legalizoi-500-mije-euro-ne-nje-vit/>
21. "Released the decision of the National Council of Territory Regulation - opened new investigation against Shpëtim Gjika"  
<http://mapo.al/2014/04/zbardhet-vendimi-krert-hetim-ri-per-shpetim-gjiken/>
22. Published the file on the scheme of deceased people's pensions
23. Corruption in water-supply enterprise uncovered
24. Arrested former executives in the Ministry of Labor
25. The 20 million ALL tender: detained two former officials in the Ministry of Labor
26. 1 million ALL for a grade 6 in diplomas: investigations reveal the corruption of the professor
27. A scandal, the 39-year old promotes hatred among different nationalities, races, or religions
28. Dozens of quintal seeds have been discovered out of standards
29. The company that has become a monopoly in the collection of tobacco in Albania is revealed

30. The construction company of the road Qukës”- Qafë Plloçë, causes environmental disaster in Shkumbini cascade
31. The lecturer is arrested: received 10 thousand lek for an exam  
<http://mapo.al/2014/09/13/arrestohet-pedagogu-mori-10-mije-leke-per-nje-provim/>
32. The records were forged: three former police officers were arrested  
<http://mapo.al/2014/09/12/falsifikonin-te-dhenat-3-ish-police-ne-pranga/>
33. The commune chairman arrested for corruption, \$2 million, unjustified  
<http://mapo.al/2014/09/06/kryekomunari-arrestuar-per-korrupsion-2-milione-usd-te-pajustificuar/>
34. In prison, the Bërzhitë commune chairman asked for 4,500 euros for a use permit  
<http://mapo.al/2014/09/04/pranga-kryekomunarit-te-berzhites-kerkoi-4500-euro-per-nje-leje-shfrytezimi/>
35. Another file for the Bank of Albania, the purchase of “Dajti Hotel” under investigation  
<http://mapo.al/2014/09/04/tjeter-dosje-per-banken-e-shqiperise-hetim-blerjes-se-hotel-dajtit/>
36. The 6 million euros fraud, 23 years in prison for the tax officer and the “businessman”  
<http://mapo.al/2014/09/04/mashtrimi-6-milione-euro-23-vite-burg-per-zyrtaren-e-tatimeve-dhe-biznesmenin/>
37. Failure to declare the assets, Fatos Klosi and five officials are fined  
<http://mapo.al/2014/08/30/mosdeklarimi-pasurise-gjobiten-fatos-klosi-dhe-5-zyrtare/>
38. Fake doctors note were provided, two doctors under investigation  
<http://mapo.al/2014/08/22/jepnin-raporte-mjekesore-false-nen-hetim-dy-mjeke/>
39. Failed to declare their wealth, ILDKP sues 13 officials  
<http://mapo.al/2014/08/18/nuk-deklaruan-pasurine-ildkp-padit-13-zyrtare/>
40. Shkodër district court, 5,000 euros for freedom  
<http://www.mapo.al/2014/12/gjykata-e-shkodres-5-mije-euro-per-te-fituar-lirine/>
41. Alimuca verified accounts  
<http://www.mapo.al/2014/12/llogarite-e-zbardhura-te-alimuces/>
42. The truth of investigation about the chief of OSHE  
<http://www.mapo.al/2014/12/e-verteta-e-hetimeve-ndaj-kreut-te-oshe/>
43. The properties theft network is discovered in Shkodër, four officials in cuffs  
<http://www.mapo.al/2014/12/zbardhet-rrjeti-i-vjedhjes-se-pronave-ne-shkoder-4-zyrtare-ne-pranga/>
44. Fraud with the TIMS system, cuffs for Kapshticë police  
<http://www.mapo.al/2014/12/mashtime-me-tims-pranga-policite-kapshtices/>
45. The director charged 200 lek for the electricity bill in his own business  
<http://www.mapo.al/2014/11/drejtore-faturonte-200-leke-energji-per-biznesin-e-tij/>
46. 3,000 euros for job position in the police institutions  
<http://www.mapo.al/2015/03/tre-mije-euro-dhe-nje-ore-per-nje-vend-pune-ne-polici>
47. The tender for cameras, the court releases three procurement officials  
<http://www.mapo.al/2015/02/tenderi-i-kamerave-gjykata-liron-tre-ish-zyrtaret-e-prokurimeve>
48. The scandal folder in Fier Municipality  
<http://www.mapo.al/2014/12/dosja-e-skandalit-ne-bashkine-fier>
49. The intangibles myth was broken  
<http://www.mapo.al/2014/12/thyhet-miti-i-te-paprekshmeve>

50. Major of Vlora Municipality abandons the QSUT, to be treated in a private hospital  
<http://www.mapo.al/2015/02/gjika-braktis-qsut-ne-kurohet-ne-spital-privat>
51. The appellate court withdraws the detention for former ALUIZNI officials  
<http://www.mapo.al/2015/02/apeli-iu-heq-arrestin-ish-zyrtareve-te-aluizni-t>
52. The legalization process, the former Vlorë officials in the court  
<http://www.mapo.al/2015/01/legalizimet-ne-gjyq-ish-zyrtaret-e-vlores>
53. The appellate court releases those arrested for properties  
<http://www.mapo.al/2014/12/apeli-liron-te-arrestuarit-per-tokat>
54. Medicines re-imbursement, fund directors attempted to cover a 1 million euros scandal  
<http://www.mapo.al/2015/06/rimbursimi-i-barnave-drejtuesit-e-fondit-tentuan-te-fshehin-skandalin-1-mln-euro>
55. The story of the phantom dam of Kalivac, which cost 48 million euros  
<http://www.mapo.al/2015/06/historia-e-diges-fantazme-te-kalivacit-qe-kushtoi-48-milione-euro>
56. The contract documents, which submerged the insurance fund director  
<http://www.mapo.al/2015/06/kontratat-qe-fundosin-drejtorin-e-fondit-te-sigurimeve>
57. The fraud scheme of 500 million with cancer drugs is exposed  
<http://www.mapo.al/2015/06/zbardhet-skema-mashtrimi-500-milionesh-me-ilacet-e-kancerit>
58. The major of Fieri Municipality, the pensioner was convicted  
<http://www.mapo.al/2015/05/shpeton-baftjar-zeqaj-denohet-pensionistja>
59. K. Ismaili was arrested, the full re-laundering scheme of 5 million euros in 12 states  
<http://www.mapo.al/2015/05/arrestohet-k-ismailaj-ja-sekema-e-plote-e-pastrimit-te-5-milione-eurove-ne-12-shtete>
60. The wiretapping that crossed the former education director in Lushnjë  
<http://www.mapo.al/2015/04/pergjimet-qe-kryqezojne-ish-drejtoresh-e-arsimit-lushnje>
61. The wiretapping of tax personnel, business intermediates, the scarab and tartaruga are coming  
<http://www.mapo.al/2015/04/pergjimet-e-tatimoreve-sekseret-bizneseve-po-vijne-bubuzhelat-dhe-tartarugat>
62. The taxes and gambling involved in corruption affairs  
<http://www.mapo.al/2015/04/tatimet-dhe-lojerat-e-fatit-te-perfshira-ne-korrupsion>
63. How the millionaire judges avoid justice  
<http://www.mapo.al/2015/04/si-i-shpetojne-drejtuesit-gjyqtaret-milionere>

### **Indicator No 2.3.2: Number of non-state news outlets that report on corruption, assisted by the U.S. government**

2010 Baseline: 0 outlets

Target Y (1): 0 outlet; Achieved Y (1): 0 outlet; Performance Y (1): N/A

Target Y (2): 1 outlet; Achieved Y (2): 0 outlet; Performance Y (2): 0%

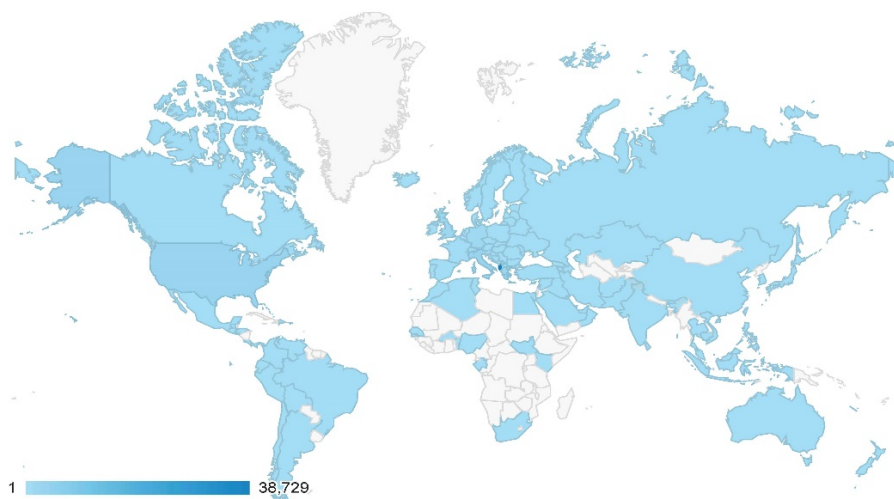
Target Y (3): 1 outlet; Achieved Y (3): 1 outlet; Performance Y (3): 100%

Target Y (4): 1 outlet; Achieved Y (4): 1 outlet; Performance Y (4): 100%

Target Y (5): 1 outlet; Achieved Y (5): 1 outlet; Performance Y (5): 100%

Definition of indicator: Number of media outlets (blog/website/radio) developed by the project that report on corruption issues.

Analyses: We met the target for this indicator in the third year of the project. On January 29, 2013, the Association of Journalists for Justice, consisting of a group of young journalists with a passion for investigative journalism, committed to launching a virtual investigation page: [www.investigim.al](http://www.investigim.al). This new public media outlet served as an interactive platform for Albanian citizens to find reliable and well-documented information about their government, to comment on its work, and to suggest stories that they would like to see investigated and reported. The purpose of this virtual page for independent investigative reporting was simple: to provide a shelter for free, clear, impartial, and professional reporting, removed from the pressures and influences that lower the reliability of the Albanian media. The site is available in Albanian and English, and information on the AJJ is displayed on the website in various sections, including About the Association, Establishment, Managing Board, and Projects, making the history of the AJJ, its managing structures, and its statutory act open to the public.



Country	Acquisition			Behavior			Conversions		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	57,333 % of Total: 100.00% (57,333)	73.59% Avg for View: 73.57% (0.04%)	42,193 % of Total: 100.04% (42,178)	77.04% Avg for View: 77.04% (0.00%)	1.69 Avg for View: 1.69 (0.00%)	00:01:35 Avg for View: 00:01:35 (0.00%)	0.00% Avg for View: 0.00% (0.00%)	0 % of Total: 0.00% (0)	\$0.00 % of Total: 0.00% (\$0.00)
1. Albania	38,729 (67.55%)	70.21%	27,190 (64.44%)	74.86%	1.82	00:01:50	0.00%	0 (0.00%)	\$0.00 (0.00%)
2. Italy	2,681 (4.68%)	78.78%	2,112 (5.01%)	84.04%	1.36	00:00:54	0.00%	0 (0.00%)	\$0.00 (0.00%)
3. United States	2,600 (4.53%)	78.77%	2,048 (4.85%)	78.58%	1.62	00:01:25	0.00%	0 (0.00%)	\$0.00 (0.00%)
4. Kosovo	2,351 (4.10%)	90.26%	2,122 (5.03%)	85.45%	1.31	00:00:39	0.00%	0 (0.00%)	\$0.00 (0.00%)
5. Greece	2,131 (3.72%)	77.71%	1,656 (3.92%)	81.79%	1.41	00:01:10	0.00%	0 (0.00%)	\$0.00 (0.00%)
6. United Kingdom	1,344 (2.34%)	70.76%	951 (2.25%)	78.79%	1.50	00:01:17	0.00%	0 (0.00%)	\$0.00 (0.00%)
7. Germany	1,119 (1.95%)	81.68%	914 (2.17%)	81.86%	1.51	00:01:14	0.00%	0 (0.00%)	\$0.00 (0.00%)
8. Macedonia (FYROM)	848 (1.48%)	85.26%	723 (1.71%)	86.08%	1.27	00:00:42	0.00%	0 (0.00%)	\$0.00 (0.00%)
9. (not set)	834 (1.45%)	73.86%	616 (1.46%)	73.62%	1.41	00:01:07	0.00%	0 (0.00%)	\$0.00 (0.00%)
10. France	539 (0.94%)	83.49%	450 (1.07%)	73.84%	1.65	00:01:23	0.00%	0 (0.00%)	\$0.00 (0.00%)
11. Canada	468 (0.82%)	72.65%	340 (0.81%)	75.85%	1.58	00:01:14	0.00%	0 (0.00%)	\$0.00 (0.00%)
12. Switzerland	423 (0.74%)	83.69%	354 (0.84%)	86.52%	1.30	00:00:39	0.00%	0 (0.00%)	\$0.00 (0.00%)

This independent media venue contains investigative articles on topics such as justice, crime, economy, environment, social, education, culture, and political , and has a special section on Albanian citizens being sought by national and international justice systems.

The AJJ members continue to publish their investigative articles, and there has been an increase in the number of viewers providing comments on the published investigative stories, blogs, and articles.

- 42,139 visitors have visited the investigative website. The visitors are from many countries, including: Albania (27,190 visitors), Italy (2,112 visitors), United States (2,048 visitors), Kosovo (2,122 visitors), Greece (1,656 visitors), Germany (914 visitors), Macedonia (723 visitors), France (450 visitors), the United Kingdom (951 visitors), and Switzerland (354 visitors).
- The average duration of each visit is three minutes.

**Indicator No 2.3.3: Number of articles/investigative reports published by non-state news outlets that report on corruption cases, assisted by the U.S. government**

2010 Baseline: 0 articles

Target Y (1): 0 articles; Achieved Y (1): 0 articles; Performance Y (1): N/A

Target Y (2): 10 articles; Achieved Y (2): 0 articles; Performance Y (2): 0%

Target Y (3): 10 articles; Achieved Y (3): 17 articles; Performance Y (3): 170%

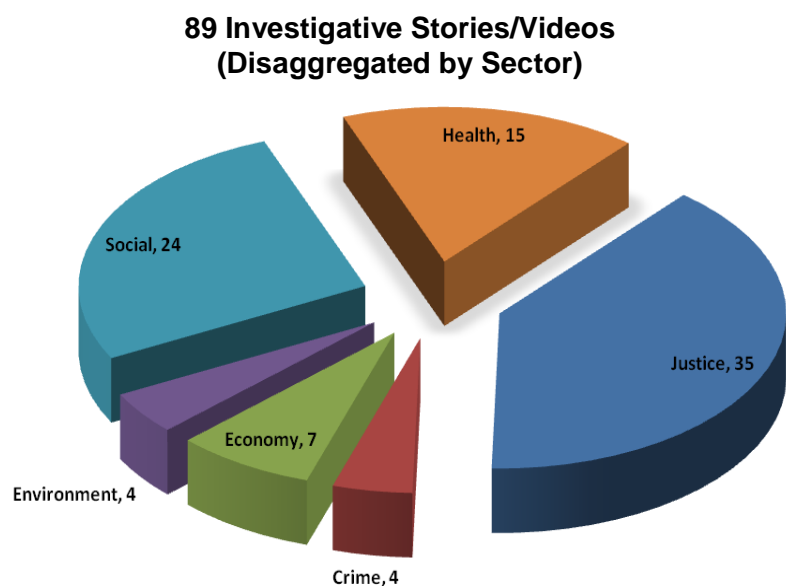
Target Y (4): 55 articles; Achieved Y (4): 56 articles; Performance Y (4): 102%

Target Y (5): 85 articles; Achieved Y (5): 89 articles; Performance Y (5): 104%

Definition of indicator: Number of articles and investigative reports initiated by journalists contributing to the media outlet (blog/website/radio) developed by the project that report on corruption issues.

Analyses: Another major achievement of JuST was the large number of investigative articles and stories produced and published on the independent media website:

[www.investigim.al](http://www.investigim.al). JuST assisted local journalists with support, technology, mentoring, and motivation to produce 89 in-depth and well-documented investigative stories and videos that have had a strong and immediate impact in different sectors, including justice, health, social, economy, education, politics, and environment. The quality of these stories is shown by the fact that many have been re-published by other national online media outlets.



**Indicator No 2.3.4: Number of journalists trained with U.S. government assistance**



2010 Baseline: 0 journalists

Target Y (1): 10 journalists; Achieved Y (1): 0 journalists; Performance Y (1): 0%

Target Y (2): 15 journalists; Achieved Y (2): 20 journalists; Performance Y (2): 133%

Target Y (3): 20 journalists; Achieved Y (3): 29 journalists; Performance Y (3): 145%

Target Y (4): 25 journalists; Achieved Y (4): 40 journalists; Performance Y (4): 160%

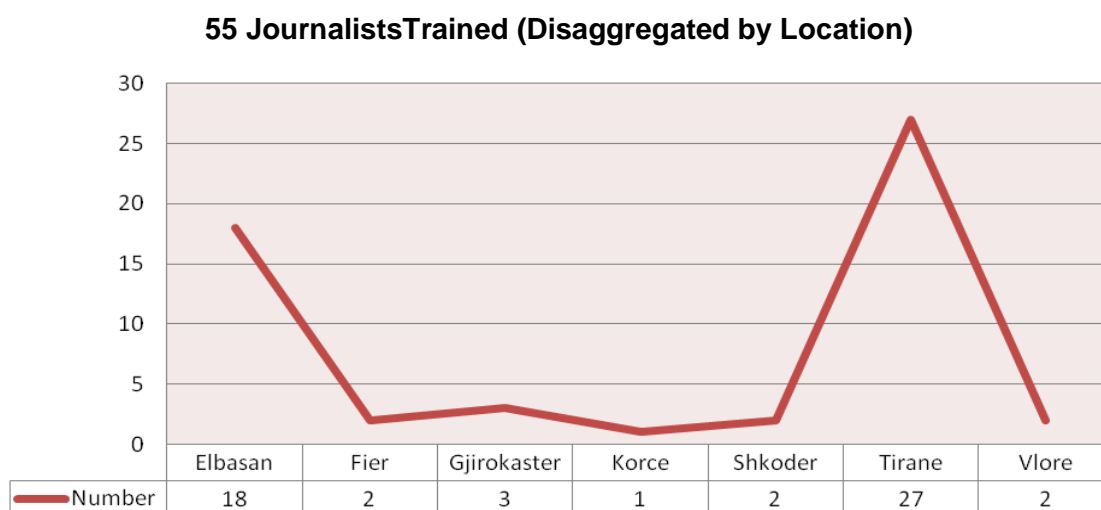
Target Y (5): 55 journalists; Achieved Y (5): 55 journalists; Performance Y (5): 100%

Definition of indicator: Number of trained journalists that report about corruption, through the Law School for Journalism and training on investigative journalism.

Analyses: We reached the life-of-project target of 55 journalists. This number included journalism students from Tirana and Elbasani universities who completed a series of training programs starting with the Law School for Journalism training program, followed by training on how to write investigative stories and prepare video reporting for publication on [www.investigim.al](http://www.investigim.al). JuST provided experienced journalists throughout Albania with the support, technology, mentoring, and motivation needed to produce in-depth and well-documented investigative stories and videos that have a strong and immediate impact.

Disaggregated by sex: 30 male and 25 female

Disaggregated by location:



## COMPONENT 3

### Indicator No 3.1.1: Number of issues of the Bar Journal

2010 Baseline: 0

Target Y (1): 0 issues; Achieved Y (1): 0 issues; Performance Y (1): N/A

Target Y (2): 2 Issues; Achieved Y (2): 3 issues; Performance Y (2): 150%

Target Y (3): 4 Issues; Achieved Y (3): 4 Issues; Performance Y (3): 100%

Target Y (4): 4 Issues; Achieved Y (4): 4 issues; Performance Y (4): 100%

Target Y (5):<sup>6</sup> 4 Issues; Achieved Y (5): 4 issues; Performance Y (5): 100%

Because the targets for this indicator are not cumulative, the calculation of the cumulative targets and achievements is below:

- Life-of-project target: 14 issues
- Life-of-project achievement: 15 issues
- Life-of-project performance: 107 percent

Definition: Number of issues of the Bar Journal published by the National Chamber of Advocates.

Analyses: One meaningful achievement was establishment and publication of a Bar Journal, *Avokatia*, which started as a quarterly publication with JuST assistance in January 2012. This assistance ceased after the 6<sup>th</sup> issue, because the journal had become self-sustainable. The NCA continued to publish it quarterly. As of July 2015, the 15<sup>th</sup> issue of *Avokatia* was published.

### Indicator No 3.1.2: Number of lawyers and assistant lawyers that received U.S. government training

2010 Baseline: 0

Target Y (1): 150 lawyers and assistant lawyers; Achieved Y (1): 196; Performance Y (1): 131%

Target Y (2): 250 lawyers and assistant lawyers; Achieved Y (2): 324; Performance Y (2): 130%

Target Y (3): 350 lawyers and assistant lawyers; Achieved Y (3): 540; Performance Y (3): 154%

Target Y (4): 650 lawyers and assistant lawyers; Achieved Y (4): 619; Performance Y (4): 95%

Target Y (5): 950 lawyers and assistant lawyers; Achieved Y (5): 1,115; Performance Y (5): 117%

Definition: Number of lawyers receiving project-supported training. Training includes direct project activities (i.e., roundtables, workshops, and seminars), as well as training delivered by NCA and regional chambers through project-supported continuing legal education courses.

Analyses: Another significant JuST achievement was support to pilot a CLE program for lawyers and assistant lawyers. The program started in two regional chambers of advocates and expanded in its third year to six regional chambers: Durrësi, Vlora, Fieri, Korça, Shkodra, and Tirana. Although training was delivered at these sites, lawyers from nearby chambers were also invited to attend. In a parallel track, the newly established National School of Advocates, seen as a mechanism to guarantee sustainability of the CLE training, began providing initial training to assistant lawyers in 2011. The expansion of CLE to Tirana was an important milestone, because

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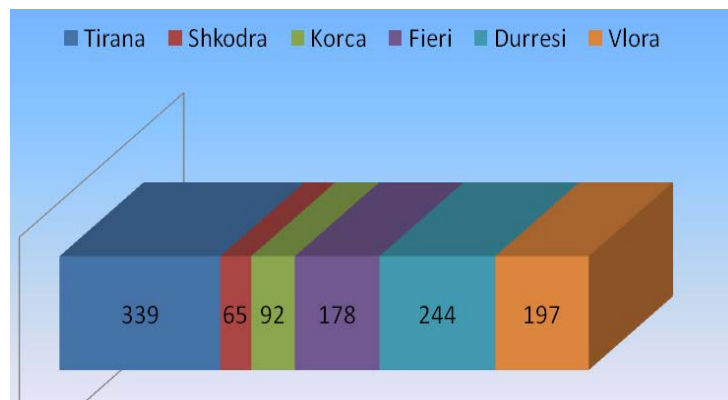
<sup>6</sup> This target is not cumulative.

participation by this chamber was higher than expected and lawyers demonstrated a significant demand for the training. In addition, lawyers from other regions and cities attended the CLE courses. The graph shows a disaggregation of participants by region.

Disaggregated by gender: Of 1,115 lawyers and assistant lawyers who participated in the third year of the CLE program: 594 (53 percent) were female and 521 (47 percent) were male.

Note: The performance of this indicator deviates from the target by more than 10 percent because more lawyers than expected showed interest in the training. Also, lawyers from other nearby chambers attended the courses, which was not expected.

**1,115 Lawyers and Assistant Lawyers Received United States Government Training (Disaggregated by Location)**



### **Indicator No 3.1.3: Number of chambers offering training**

2010 Baseline: 0

Target Y (1): 2 chambers; Achieved Y (1): 2 chambers; Performance Y (1): 100%

Target Y (2): 3 chambers; Achieved Y (2): 2 chambers; Performance Y (2): 66%

Target Y (3): 3 chambers; Achieved Y (3): 3 chambers; Performance Y (3): 100%

Target Y (4): 5 chambers; Achieved Y (4): 3 chambers; Performance Y (4): 60%

Target Y (5): 6 chambers; Achieved Y (5): 6 chambers; Performance Y (5): 100%

Definition: Number of chambers (including NCA and individual regional chambers) that offer training.

Analyses: The CLE pilot program started in two regional chambers in its first year: Durrësi and Vlora. The program continued in both chambers in the second year and expanded to the Fieri chamber. In its third year, CLE courses were delivered in six regional chambers: Durrësi, Vlora, Fieri, Shkodra, Korça, and Tirana.

### **Indicator No 3.2.1: Number of law school students that take part in trial preparation**

2010 Baseline: 0

Target Y (1): 0 students; Achieved Y (1): 0 students; Performance Y (1): N/A

Target Y (2): 60 students; Achieved Y (2): 0 students; Performance Y (2): 0%

Target Y (3): 120 students; Achieved Y (3): 0 students; Performance Y (3): 0%

Target Y (4): 100 students; Achieved Y (4): 63 students; Performance Y (4): 63%

Target Y (5): 160 students; Achieved Y (5): 167 students; Performance Y (5): 104%

Definition: Number of law students (those enrolled at Tirana Faculty of Law) who take part in trial preparation.

**Analyses:** To build students' practical skills, JuST invested establishing a live client Legal Clinic at the UTLF that offers students with internship opportunities to gain practical experience in assisting clients with preparation of court documents and procedures. Students began involvement in trial preparations in 2014, with the State Advocate's Office placing them as interns in the program in 2014 and 2015, because part of its scope is to provide students with an opportunity to participate in trial preparations. As a result of these interventions, 131 students participated in trial preparations through the UTLF Legal Clinic, and 36 through enrollment as interns at the State Advocate's Office.

Disaggregated by sex: 16 percent male and 84 percent female

### **Indicator No 3.2.2: Number of law school students enrolled in the Legal Clinic Program at UTLF**

2010 Baseline: 0

Target Y (1): N/A; Achieved Y (1): N/A; Performance Y (1): N/A

Target Y (2): N/A; Achieved Y (1): N/A; Performance Y (1): N/A

Target Y (3): 60 students; Achieved Y (3): 119 students; Performance Y (3): 215%

Target Y (4): 120 students; Achieved Y (4): 157 students; Performance Y (4): 131%

Target Y (5): 260 students; Achieved Y (5): 258 students; Performance Y (5): 99.2%

**Definition:** Once the Legal Clinic is functional, law school students enrolled in the clinic will be counted.

**Analyses:** In 2012, the Legal Clinic became a subject of the UTLF curricula as an elective course under three departments: Public Law, Criminal Law, and Civil Law. At the beginning of each academic year, students of the master's program chose their elective courses, with the legal clinic course remaining largely theoretical. Once the Legal Clinic lab was refurbished in November 2013, students who elected to take this course began providing free legal aid to clients with their court cases. In the first year of the Legal Clinic, corresponding to the 2013-2014 academic year, difficulties arose in establishing groups under the three departments. The Criminal Law Department, which had a more solid tradition with the clinical subject and a more active professor, was the first to have a group of students following the clinical courses and participating in trial preparation. Based on learning through experience and worldwide models, it became clear that smaller groups make more effective clinics. Therefore, in the 2014-2015 academic year, all three departments had their own separate groups of students selecting the clinical courses and taking part in trial preparation.

### **Indicator No 3.2.3: Number of people seeking assistance at the Legal Clinic**

2010 Baseline: 0

Target Y (1): 0; Achieved Y (1): 0; Performance Y (1): N/A

Target Y (2): 20; Achieved Y (1): 0; Performance Y (1): 0%

Target Y (3): 10 people; Achieved Y (3): 0; Performance Y (3): 0%

Target Y (4): 15 people; Achieved Y (4): 17; Performance Y (4): 113%

Target Y (5): 45 people; Achieved Y (5): 52; Performance Y (5): 115%

Definition: Number of individuals seeking general information and legal assistance at the clinic, including clinical representation.<sup>7</sup>

Analyses: The Legal Clinic was established as a mechanism to enhance students' practical skills and provide free legal aid to people who cannot afford lawyers' services. An important JuST achievement was having students provide actual clients with free legal aid and participate in trial preparations. Establishing case referral mechanisms and raising awareness of the Legal Clinic continued to increase the number of clients. From February 2014 to June 2015, the Legal Clinic provided free legal assistance to 52 clients.

Note: The performance exceeds the target by 15 percent as more clients than expected sought assistance from the Legal Clinic. The number of clients and walk-ins increased as a result of having an agreement with a local legal aid provider, the Center for Legal and Civic Initiatives, that referred cases to the Legal Clinic, and an increased public awareness of the services that the clinic provides.

#### **Indicator No 3.2.4: Number of legal opinions prepared by the Legal Clinic**

2010 Baseline: 0

Target Y (1): N/A; Achieved Y (1): N/A; Performance Y (1): N/A

Target Y (2): N/A; Achieved Y (1): N/A; Performance Y (1): N/A

Target Y (3): 3 legal opinions; Achieved Y (3): 0 legal opinions; Performance Y (3): 0%

Target Y (4): 6 legal opinions; Achieved Y (4): 11 legal opinions; Performance Y (4): 180%

Target<sup>8</sup> Y (5): 15 legal opinions; Achieved Y (5): 14 legal opinions; Performance Y (5): 93.3%

Because the targets for this indicator are not cumulative, calculations of the cumulative targets and achievements are:

- Life-of-project target: 24 legal opinions
- Life-of-project achievement 25 legal opinions
- Life-of-project performance: 104 percent

Definition: Number of legal opinions prepared by students enrolled at the Legal Clinic.<sup>9</sup>

<sup>7</sup> Under the definition of this indicator, assistance could be in three forms: 1) proposed solutions to their problems (what to do, which way to go) provided through legal opinions, 2) preparation of court documents or documents submitted to institutions (lawsuits or requests to institutions), and 3) general legal information (examples include the rights and duties regarding a specific subject or problem, responsible institutions, and procedures related to the problem or case). The Legal Clinic provided assistance in all of these forms.

<sup>8</sup> This target is not cumulative.

<sup>9</sup> Legal opinions were individualized per client and case. After an interview with a client, a legal opinion was prepared by the students and then reviewed by the professors and finalized upon review. Based on the form completed by the client (with the students' assistance), which contained the client's circumstances and the statement of the problem/case), interview (with more specific questions on the problem), and other documents submitted by the client, the students would prepare a legal opinion consisting of a description of the clients circumstances and the case at hand, identification and analysis of the legal and procedural basis applicable to the case/client, and proposed legal solutions. When the client accepted the advice proposed in the legal opinion and needed further assistance (e.g., with court or administrative document preparation), the students also provided this assistance.

Analyses: An important achievement of JuST was setting up a live client Legal Clinic able to provide free legal aid who could otherwise not afford it. As per the Statute and Regulation of the Clinic, adopted in 2013, one of the main roles of the UTLF Legal Clinic under its scope was having students, supervised by professors, prepare legal opinions for clients seeking the Legal Clinic's assistance. 14 legal opinions were prepared in the last academic year, 2014-2015. Students provided other forms of assistance as well, including preparing court documents, engaging in street law activities, and providing information to the public on specific legislation and procedures, which represents another form of providing legal aid based on the Albanian Legal Aid law.



ANNEX 1. JUST LIFE-OF-PROJECT PMP SUMMARY PERFORMANCE TABLE

Performance Indicators Report (Summary)																
Indicator	Baseline	Year 1			Year 2			Year 3			Year 4			Year 5		
		Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target
Component 1: Court Transparency, Fairness, and Efficiency																
1.1.1 Number of justice sector personnel in the courts that received U.S. government training	0	100	169	169%	250	360	130%	760	775	102%	940	954 Female (618) Male (336)	101%	1,040	1,074	103%
1.1.2 Number of legal institutions and associations supported by the U.S. government	0	20	49	169%	30	47	156%	48	47	98%	48	48	100%	48	49	102%
1.1.3 Audio recorded sessions as a percentage of all sessions heard by a court	0							43%	47%	109%	50%	54%	108%	80%	81%	101%
1.1.4 Percentage of courts with DAR equipment installed	67% Year 2013										100%	83%	83%	100%	100%	100%
1.1.5 Number of laws and regulations passed that promote transparency, efficiency, and professionalism in the justice sector	5 Year 2013										6	5	83%	7	7	100%
1.2.1. Sessions scheduled to be heard in the courtroom as a percentage of all sessions in the district courts of Tirana and Durres	11% Year 2012								15%		20%	133%	20%	29%	145%	
1.3.1 Number of days from initiation to resolution of mediated cases	21	Not set as of October 2010	N/A	N/A	12	10 (2 days faster than targeted)	117%	12	12	100%	12	11 (1 day faster than targeted)	109%	12	10 (2 days faster than targeted)	117%
1.3.2 Number of mediated cases	14	21	23	110%	200	216	108%	430	748	174%	800	1,048	131%	1,100	1,084	99%
1.3.3 Number of mediated cases resolved	13	15	13	87%	140	147	105%	290	580	200%	600	853	142%	880	868	99%
1.3.4 Number of persons trained on mediation techniques	0 Year 2012								30		0	0%		50	19	
1.3.5 Reduction of time to resolution: mediated cases versus non-mediated cases	-	Not set as of October 2010	N/A	N/A	900%	950%	106%	950%	1,042%	110%	950%	N/A	N/A	N/A	N/A	N/A
Component 2: Civic Engagement																
2.1.1 Number of civil society organizations using U.S. government assistance to improve organizational capacity	0	15	17	113%	20	77	385%	80	80	100%	82	82	100%	82	83	101%
2.1.2 Number of U.S. government-assisted CSOs that engage in watchdog activities	0	3	0	0%	5	3	60%	7	5	71%	6	6	100%	6	6	100%
2.1.3 Number of advocacy campaigns	0	3	0	0%	5	3	60%	7	8	114%	9	9	100%	11	11	100%

PERFORMANCE INDICATORS REPORT (SUMMARY)																
Indicator	Baseline	Year 1			Year 2			Year 3			Year 4			Year 5		
		Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target	Target	Achieved	Performance Against Target
2.1.4 Number of CSOs trained by the JuST program that submit project proposals through small grants program	8 Year 2012							12	16	133%	5	7	140%	0	1	N/A
2.1.5 Percentage of project proposals coming from CSOs trained by JuST that qualify for JuST grants.	37% Year 2012							40%	60%	150%	45 %	42%	93%	45%	45%	100%
2.3.1 Number of corruption cases exposed by the media involved in our project	0	1	0	0%	4	0	0%	6	14	233%	35	39	114%	60	63	105%
2.3.2 Number of non-state news outlets that report on corruption assisted by the U.S. government	0	0	0	N/A	1	0	0%	1	1	100%	1	1	100%	1	1	100%
2.3.3 Number of articles/ investigative reports placed in the non-state news outlets reporting on corruption, assisted by the U.S. government	0	0	0	N/A	10	0	0%	10	17	170%	55	56	102%	85	89	104%
2.3.4 Number of journalists trained with U.S. government assistance	0	10	0	0%	15	20	133%	20	29	145%	25	40	160%	55	55	100%
Component 3: Legal Profession Education																
3.1.1 Number of issues of the Bar Journal	0	0	0	N/A	2	3	150%	4	4	100%	4	4	100%	4	4	100%
3.1.2 Number of lawyers and assistant lawyers that received U.S. government training	0	150	196	131%	250	324	130%	350	540	154 %	650	619	95%	950	1,115	117%
3.1.3 Number of chambers offering training	0	2	2	100%	3	2	66%	3	3	100%	5	3	60%	6	6	100%
3.2.1 Number of law school students that take part in trial preparation	0	0	0	N/A	60	0	0%	120	0	0%	100	63	63%	160	167	104%
3.2.2 Number of law school students enrolled in the Legal Clinic program at UTLF	0	N/A	N/A	N/A	N/A	N/A	N/A	60	119	215%	120	157	131%	260	258	99.2%
3.2.3 Number of people seeking assistance at the Legal Clinic	0	0	0	N/A	20	0	0%	10	0	0%	15	17	113%	45	52	115%
3.2.4 Number of legal opinions prepared by the Legal Clinic	0	N/A	N/A	N/A	N/A	N/A	N/A	3	0	0%	6	11	180%	15	14	93.3%

ANNEX F. INDEX OF REPORTS AND INFORMATION PRODUCTS PRODUCED

TITLE	TYPE OF DELIVERABLE	AUTHOR AND TYPE (E.G., STTA, GRANTEE, SUBCONTRACTOR)	DATE PUBLISHED	COMPONENT	REQUIRED FOR DEC/SUBMITTED
Year 1 Work Plan	Annual Work Plan		Nov. 2010		
Year 2 Work Plan	Annual Work Plan		Sept. 2011		
Year 3 Work Plan	Annual Work Plan		Oct. 2012		
Year 4 Work Plan	Annual Work Plan		Nov. 2013		
Year 5 Work Plan	Annual Work Plan		Aug. 2014		
Year 1 PMP	Performance Monitoring Plan		March 2011		
Year 2 PMP	Performance Monitoring Plan		Aug. 2011		
Year 3 PMP	Performance Monitoring Plan		Aug. 2012		
Year 4 PMP	Performance Monitoring Plan		May 2014		
Quarterly Report October-December 2010	Quarterly Activity Report		Jan. 2011		N/A Submitted
Quarterly Report January-March 2011	Quarterly Activity Report		April 2011		N/A Submitted
Quarterly Report April-June 2011	Quarterly Activity Report		July 2011		N/A Submitted
Quarterly Report July-September 2011	Quarterly Activity Report		Oct. 2011		N/A Submitted
Quarterly Report October-December 2011	Quarterly Activity Report		Jan. 2012		N/A
Quarterly Report January-March 2012	Quarterly Activity Report		April 2012		N/A Submitted
Quarterly Report April-June 2012	Quarterly Activity Report		July 2012		N/A Submitted
Quarterly Report July-September 2012	Quarterly Activity Report		Oct. 2012		N/A Submitted
Quarterly Report October-December 2012	Quarterly Activity Report		Jan. 2012		N/A Submitted
Quarterly Report January-March 2013	Quarterly Activity Report		April 2013		N/A Submitted
Quarterly Report April-June 2013	Quarterly Activity Report		July 2013		N/A Submitted
Quarterly Report July-September 2013	Quarterly Activity Report		Oct. 2013		N/A Submitted
Quarterly Report October-December 2013	Quarterly Activity Report		Jan. 2014		N/A Submitted
Quarterly Report January-March 2014	Quarterly Activity Report		March 2014		N/A
Quarterly Report April-June 2014	Quarterly Activity Report		July 2014		N/A
Quarterly Report July-September2014	Quarterly Activity Report		Oct. 2014		N/A
Quarterly Report October-December 2014	Quarterly Activity Report		Jan. 2015		N/A
Quarterly Report January- March 2015	Quarterly Activity Report		April 2015		N/A
Quarterly Report April-June 2015	Quarterly Activity Report		Jun. 2015		

TITLE	TYPE OF DELIVERABLE	AUTHOR AND TYPE (E.G., STTA, GRANTEE, SUBCONTRACTOR)	DATE PUBLISHED	COMPONENT	REQUIRED FOR DEC/SUBMITTED
Year 1 Annual Implementation Report	Annual Implementation Report		Sept. 2011		Yes/Submitted
Year 2 Annual Implementation Report	Annual Implementation Report		Aug. 2012		Yes/Submitted
Year 3 Annual Implementation Report	Annual Implementation Report		Sept. 2013		
Year 4 Annual Implementation Report	Annual Implementation Report		Aug. 2014		
Final Invoice and Memo October 2010	Monthly Financial Report/Voucher		Nov. 2010		
Final Invoice and Memo November 2010	Monthly Financial Report/Voucher		Dec. 2010		
Final Invoice and Memo December 2010	Monthly Financial Report/Voucher		Jan. 2011		
Final Invoice and Memo January 2011	Monthly Financial Report/Voucher		Feb. 2011		
Final Invoice and Memo February 2011	Monthly Financial Report/Voucher		March 2011		
Final Invoice and Memo March 2011	Monthly Financial Report/Voucher		April 2011		
Final Invoice and Memo April 2011	Monthly Financial Report/Voucher		May 2011		
Final Invoice and Memo May 2011	Monthly Financial Report/Voucher		Jun. 2011		
Final Invoice and Memo June 2011	Monthly Financial Report/Voucher		July 2011		
Final Invoice and Memo July 2011	Monthly Financial Report/Voucher		Aug. 2011		
Final Invoice and Memo August 2011	Monthly Financial Report/Voucher		Sept. 2011		
Final Invoice and Memo September 2011	Monthly Financial Report/Voucher		Oct. 2011		
Final Invoice and Memo October 2011	Monthly Financial Report/Voucher		Nov. 2011		
Final Invoice and Memo November 2011	Monthly Financial Report/Voucher		Dec. 2011		
Final Invoice and Memo December 2011	Monthly Financial Report/Voucher		Jan. 2012		
Final Invoice and Memo January 2012	Monthly Financial Report/Voucher		Feb. 2012		
Final Invoice and Memo March 2012	Monthly Financial Report/Voucher		April 2012		
Final Invoice and Memo April 2012	Monthly Financial Report/Voucher		May 2012		
Final Invoice and Memo May 2012	Monthly Financial Report/Voucher		Jun. 2012		
Final Invoice and Memo June 2012	Monthly Financial Report/Voucher		July 2012		
Final Invoice and Memo July 2012	Monthly Financial Report/Voucher		Aug. 2012		
Final Invoice and Memo August 2012	Monthly Financial Report/Voucher		Sept. 2012		
Final Invoice and Memo September 2012	Monthly Financial Report/Voucher		Oct. 2012		
Final Invoice and Memo October 2012	Monthly Financial Report/Voucher		Nov. 2012		
Final Invoice and Memo November 2012	Monthly Financial Report/Voucher		Dec. 2012		
Final Invoice and Memo December 2012	Monthly Financial Report/Voucher		Jan. 2013		
Final Invoice and Memo January 2013	Monthly Financial Report/Voucher		Feb. 2013		
Final Invoice and Memo February 2013	Monthly Financial Report/Voucher		March 2013		
Final Invoice and Memo March 2013	Monthly Financial Report/Voucher		April 2013		
Final Invoice and Memo April 2013	Monthly Financial Report/Voucher		May 2013		
Final Invoice and Memo May 2013	Monthly Financial Report/Voucher		Jun. 2013		
Final Invoice and Memo June 2013	Monthly Financial Report/Voucher		July 2013		
Final Invoice and Memo July 2013	Monthly Financial Report/Voucher		Aug. 2013		
Final Invoice and Memo August 2013	Monthly Financial Report/Voucher		Sept. 2013		
Final Invoice and Memo September 2013	Monthly Financial Report/Voucher		Oct. 2013		
Final Invoice and Memo October 2013	Monthly Financial Report/Voucher		Nov. 2013		
Final Invoice and Memo November 2013	Monthly Financial Report/Voucher		Dec. 2013		
Final Invoice and Memo December 2013	Monthly Financial Report/Voucher		Jan. 2014		
Final Invoice and Memo January 2014	Monthly Financial Report/Voucher		Feb. 2014		
Final Invoice and Memo February 2014	Monthly Financial Report/Voucher		March 2014		
Final Invoice and Memo March 2014	Monthly Financial Report/Voucher		April 2014		

TITLE	TYPE OF DELIVERABLE	AUTHOR AND TYPE (E.G., STTA, GRANTEE, SUBCONTRACTOR)	DATE PUBLISHED	COMPONENT	REQUIRED FOR DEC/SUBMITTED
Final Invoice and Memo April 2014	Monthly Financial Report/Voucher		May 2014		
Final Invoice and Memo May 2014	Monthly Financial Report/Voucher		Jun. 2014		
Final Invoice and Memo June 2014	Monthly Financial Report/Voucher		July 2014		
Final Invoice and Memo July 2014	Monthly Financial Report/Voucher		Aug. 2014		
Final Invoice and Memo August 2014	Monthly Financial Report/Voucher		Sept. 2014		
Final Invoice and Memo September 2014	Monthly Financial Report/Voucher		Oct. 2014		
Final Invoice and Memo October 2014	Monthly Financial Report/Voucher		Nov. 2014		
Final Invoice and Memo November 2014	Monthly Financial Report/Voucher		Dec. 2014		
Final Invoice and Memo December 2014	Monthly Financial Report/Voucher		Jan. 2015		
Final Invoice and Memo January 2015	Monthly Financial Report/Voucher		Feb. 2015		
Final Invoice and Memo February 2015	Monthly Financial Report/Voucher		March 2015		
Final Invoice and Memo March 2015	Monthly Financial Report/Voucher		April 2015		
Final Invoice and Memo April 2015	Monthly Financial Report/Voucher		May 2015		
Final Invoice and Memo May 2015	Monthly Financial Report/Voucher		Jun. 2015		
USAID Albania JuST Demobilization Plan	Demobilization Plan		Jun. 2015		
Assessment Report of Courtroom Equipment and Court IT Infrastructure, Court Security, Status of Computerized Trial Records, and Court Public Relations	Court Needs Assessment	John Carver, Adela Gjoshi, Olta Lolo, Florian Kalia, Rudina Mullahi	Aug. 2011	1	
Summary of the First Meeting of the Audio Recording Advisory Board	Summary Report	Adela Gjoshi, Olta Lolo	Sept. 2011	1	
Summary of the Second Meeting of the Audio Recording Advisory Board	Summary Report	Adela Gjoshi	March 2012	1	
Summary of the Third Meeting of the Audio Recording Advisory Board	Summary Report	Adela Gjoshi, Olta Lolo	July 2012	1	
Summary of the Fourth Meeting of the Audio Recording Advisory Board	Summary Report	Adela Gjoshi, Olta Lolo	Oct. 2012	1	
Summary of the Fifth Meeting of the Audio Recording Advisory Board	Summary Report	Adela Gjoshi, Olta Lolo	March 2013	1	
Summary of the Sixth Meeting of the Audio Recording Advisory Board	Summary Report	Adela Gjoshi, Olta Lolo	Nov. 2014	1	
DAR Installation in Albanian Courts	Installation Plan	John Carver, Adela Gjoshi, Florian Kalia, Olta Lolo	March 2012	1	
Implementation of Audio Recording Control in ICMIS	Report	IKUb Info Software Solutions, Subcontractor	March 2012	1	
DAR Fact Sheet	Fact Sheet	Rudina Mullahi	July 2014	1	
User Manual for the Installation of DAR system in Albanian Courts	User Manual	Florian Kalia, IT Specialist, JuST	March 2013	1	
Pilot Project for the Creation of the Central Server for Audio Recording and Log Notes (verbatim minutes of the court session) for NAIS (National Agency for Information Society)	Terms of Reference	Florian Kalia, IT Specialist, JuST Eris Adhami, IT Director, Ministry of Justice	Jan. 2015	1	
Installation Report of Central Server and SAN Storage	Report	Infosoft Systems, Subcontractor	May 2015	1	
User Manual for the Maintenance of the Backup System for Court ITs	User Manual	Florian Kalia, IT Specialist, JuST	May 2015	1	
User Manual for the Usage of the Player and Log Notes Software from the Central Server for Judges	User Manual	Florian Kalia, IT Specialist, JuST	May 2015	1	
User Manual for the Usage of the Player and Log Notes Software from the Central Server for Inspectors	User Manual	Florian Kalia, IT Specialist, JuST	May 2015	1	
User Manual for the Installation of FTR Log Notes Software for Court ITs	User Manual	Florian Kalia, IT Specialist, JuST	May 2015	1	
Toward More Transparent, Effective, and Accountable Justice, Conference Report	Conference Report	John Carver	Dec. 2010		
Albanian Court Leadership Conference Conclusions	Conference Report	John Carver, Adela Gjoshi	May 2012	1	
National Court Leadership Conference “For Justice Without Delays” Report	Conference Report	John Carver, Adela Gjoshi, Olta Lolo	Dec. 2014	1	
Korca Regional Court Leadership Conference Report	Conference Report	John Carver, Adela Gjoshi, Olta Lolo, Florian Kalia	Dec. 2012	1	
Durres Regional Court Leadership Conference Report	Conference Report	John Carver, Adela Gjoshi, Olta Lolo, Florian Kalia	March 2013	1	

TITLE	TYPE OF DELIVERABLE	AUTHOR AND TYPE (E.G., STTA, GRANTEE, SUBCONTRACTOR)	DATE PUBLISHED	COMPONENT	REQUIRED FOR DEC/SUBMITTED
Tirana Regional Court Leadership Conference Report	Conference Report	John Carver, Adela Gjoshi, Olta Lolo, Florian Kalia	Nov. 2013	1	
Vlora Regional Court Leadership Conference Report	Conference Report	John Carver, Adela Gjoshi, Olta Lolo, Florian Kalia	Feb. 2014	1	
Gjirokastra Regional Court Leadership Conference Report	Conference Report	John Carver, Adela Gjoshi, Olta Lolo, Florian Kalia	July 2014	1	
Shkodra Regional Court Leadership Conference Report	Conference Report	John Carver, Adela Gjoshi, Olta Lolo, Florian Kalia	Jun. 2015	1	
Request Form for Copies of DAR	Template	Rudina Mullahi	Nov. 2012	1	
Workflow of the Reproduction and Delivery of DAR Copies of Judicial Sessions Process to the Public	User Manual	Rudina Mullahi	Nov. 2012	1	
Description of the Technical Process for the Reproduction DAR Copies of Judicial Sessions for Court Personnel	User Manual	Rudina Mullahi	Nov. 2012	1	
DAR Public Copy Workflow Graph	Workflow Graph	Rudina Mullahi	Nov. 2012	1	
FAQ for DAR for Albanian Courts	FAQ	Rudina Mullahi	Sept. 2012	1	
Informative Brochure on DAR Copies for the Public	Brochure	Rudina Mullahi	July 2013	1	
Informative Brochure on DAR Copies for the Court	Brochure	Rudina Mullahi	July 2013	1	
A4 DAR Poster	Poster	Eni Gjinaj, Subcontractor, Rudina Mullahi	March 2012	1	
DAR Poster	Poster	Eni Gjinaj, Subcontractor, Rudina Mullahi	March 2012	1	
DAR Name Plates	Name Plate	Eni Gjinaj, Subcontractor, Rudina Mullahi	March 2012	1	
Law No.20122/2013 On Some Amendments and Additions to Law No.820116, Dated 29.3.1996, "The Civil Procedure Code of the Republic of Albania", as amended, Approved by Albanian Parliament	Legal Amendments	Adela Gjoshi	May 2013	1	
Instruction of the Minister of Justice No. 353, Dated 3.9.2013, On Determining Detailed Rules on Keeping, Storing, and Archiving Recordings of Judicial Proceedings Through Audio Means	Sub-Legal Amendments	Adela Gjoshi	Sept. 2013	1	
Draft amendments for the Criminal Procedure Code	Legal Amendments	Adela Gjoshi	Jan. 2013	1	
Draft Order on the level of details of the log notes index accompanying the court hearing's audio record	Sub-Legal Amendments	Adela Gjoshi	Feb. 2015	1	
Amicus Curiae on Digital Audio Recording and Criminal Procedure Code submitted to the High Court	Legal Opinion	John Carver	March 2015	1	
FTR Manager User Guide	User guide	FTR, Olta Lolo, translated Lisina Mano	Feb. 2012	1	
FTR Reporter User Guide	User guide	FTR, Olta Lolo, translated Lisina Mano	Feb. 2012	1	
FTR Player User Guide	User guide	FTR, Olta Lolo, translated Lisina Mano	Feb. 2012	1	
DAR Training Calendar	Training Calendar	Olta Lolo	Aug. 2012	1	
DAR Training Methodology	Training Methodology	Olta Lolo	March 2015	1	
DAR Usage Procedure in ICMIS	User guide	Adela Gjoshi, Olta Lolo	March 2012	1	
Quick Reference Instructions for Court Secretaries	Quick Reference Guide	Olta Lolo	Nov. 2013	1	
DAR Course Methodology for the Magistrate School	Training Methodology	Olta Lolo	Feb. 2015	1	
DAR Course Methodology for the Judicial Administration, Ministry of Justice	Training Methodology	Olta Lolo	Feb. 2015	1	
Usage of Courtrooms in Tirana and Durrësi District Courts	Report	Donna Stienstra, Patricia Lombard	Dec. 2011	1	
Court Embedded Advisor Report and Recommendations	Report	Susanne DiPietro	April 2012	1	
Recommendations on Creating Shared Calendars in Tirana and Durrës District Courts	Recommendation	Susanne DiPietro	Feb. 2012	1	
User Guide for the Installation of PAKS+ for Court	User guide	Rezart Alija, STTA	May 2012	1	
User Guide for the Usage of PAKS+ from Court Personnel	User guide	Rezart Alija, STTA	May 2012	1	



TITLE	TYPE OF DELIVERABLE	AUTHOR AND TYPE (E.G., STTA, GRANTEE, SUBCONTRACTOR)	DATE PUBLISHED	COMPONENT	REQUIRED FOR DEC/SUBMITTED
Description of PAKS+ functionalities for the Court	Quick Reference Guide	Olta Lolo	May 2013	1	
Opinions and recommendations on “Justice Without Delays” project—Active Case Management in Kruja District Court	Legal Opinion	Engjëllushe Tahiri, Preface John Carver	May 2014	1	
For More Efficiency in the Albanian Justice System Published in Avokatia	Legal Opinion	Truman A. Morrison	July 2014	1	
Thoughts regarding Kruja District Court and Active Case Management	Report	Truman A. Morrison	Dec. 2013	1	
Some reflections of a judge on appellate review of trial court decision-making	Paper	Truman A. Morrison	Dec. 2014	1	
Fact sheet on Active case management for Kruja District Court	Fact sheet	JuST and OSCE	April 2014	1	
Fact sheet on Active case management for Korça District Court	Fact sheet	JuST and OSCE	Dec. 2014	1	
Baseline Report for Kruja District Court	Report	JuST and OSCE	Dec. 2013	1	
Baseline Report for Korça District Court	Report	JuST and OSCE	May 2014	1	
Leaflet for Justice without Delays in Kruja District Court	Leaflet	JuST and OSCE	Jan. 2014	1	
Leaflet for Justice without Delays in Korça District Court	Leaflet	JuST and OSCE	Jun. 2014	1	
Parties Contact Form for Courts	Template	Rudina Mullahi	Jan. 2014	1	
Instruction for the usage of the Parties Contact Form	Instruction	Olta Lolo	Jan. 2014	1	
Public Service Information Area Refurbishment Design for Pogradeci District Court	Design	Edlira Çoku, Subcontractor	Dec. 2012	1	
Public Service Information Area Refurbishment Design for Kavaja District Court	Design	Altin Premti, Subcontractor	Jun. 2013	1	
Public Service Information Area Refurbishment Design for Kurbin District Courts	Design	Edlira Çoku, Subcontractor	Oct. 2013	1	
Design Guidelines for Public Service Information Area in Albanian Courts	Report	Brett Firfer, STTA	Jun. 2015	1	
Mediation center procedures	Report	Albanian Foundation for Conflict Resolution	Feb. 2012	1	
Informative Seminar/ Workshop on ADR/mediation materials	Presentations	Albanian Foundation for Conflict Resolution	July 2011	1	
Training Curricula (basic training) on the new law on mediation in dispute resolution and on Commercial and Family Mediation for Judges and Mediators	Training curricula	Albanian Foundation for Conflict Resolution	July 2011	1	
Training Curricula (advanced training) on the new law on mediation in dispute resolution and on Commercial and Family Mediation for Judges and Mediators	Training curricula	Albanian Foundation for Conflict Resolution	July 2011	1	
Informative Brochure on Commercial and Family Mediation, Albanian Foundation for Conflict Resolution	Brochure	Albanian Foundation for Conflict Resolution	Sept. 2011	1	
Mediation Poster	Poster	Albanian Foundation for Conflict Resolution	Sept. 2011	1	
Memorandum of Understanding concerning the Continuation of the Durrës Court-Connected Mediation Program and the Expansion of the Scope of the Program	MOU	John Carver, Olta Lolo	April 2011	1	
Memorandum of Understanding concerning the Implementation of Korça Court-Connected Mediation Program	MOU	John Carver, Olta Lolo	Jun. 2011	1	
Action Plan for the Continuation of the Mediation Programs in Durres and Korça District Courts	MOU	John Carver, Adela Gjoshi, Olta Lolo,	Nov. 2013	1	
Grantee Report	Final Report	Center for Legal and Civic Initiatives (CLCI), Grantee	Feb. 2013	2	
Grantee Report	Final Report	Women Forum Elbasan (WFE), Grantee	Feb. 2014	2	
Grantee Report	Final Report	Woman to Woman Association (WtW), Grantee	Feb. 2015	2	
Grantee Report	Final Report	Albanian Institute for International Studies (AIIS), Grantee	Sept. 2012	2	
Grantee Report	Final Report	Albanian National Training and Technical Assistance Resource Center (ANTTARC),	March 2015	2	

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		Grantee			
Grantee Report	Final Report	Gjirokastra Multifunctional Community Center (GJMCC), Grantee	Oct. 2013	2	
Grantee Report	Final Report	Partners Albania, Center for Change and Conflict Management (PA), Grantee	Jan. 2015	2	
Grantee Report	Final Report	Albanian Legal and Territorial Research Institute (ALTRI), Grantee	Sept. 2013	2	
Grantee Report	Final Report	Eye of the New Media (ENM), Grantee	Nov. 2013	2	
Grantee Report	Final Report	Gjirokastra Multifunctional Community Center (GJMCC), Grantee	Jun. 2014	2	
Grantee Report	Final Report	Association of Journalists for Justice (AJJ), Grantee	Dec. 2014	2	
Grantee Report	Final Report	Eye of the New Media (ENM), Grantee	March 2015	2	
Grantee Report	Final Report	Albanian Legal and Territorial Research Institute (ALTRI), Grantee	Jun. 2014	2	
DAR system awareness-raising TV and radio ad	TV and Radio Ad	Albanian Legal and Territorial Research Institute (ALTRI), Grantee	March 2014	2	
Grantee Report	Final Report	Union of Albanian Judges (UAJ), Grantee	Dec. 2014	2	
Criminal Trials Bench Book	Benchbook	Union of Albanian Judges (UAJ), Grantee	Nov. 2014	3	
Civil Trials Bench Book	Benchbook	Union of Albanian Judges (UAJ), Grantee	Nov. 2014	4	
Judicial Conduct Bench Book	Benchbook	Union of Albanian Judges (UAJ), Grantee	Nov. 2014	5	
Grantee Report	Final Report	Center for Legal and Civic Initiatives (CLCI), Grantee	March 2015	2	
Grantee Report	Final Report	Eye of the New Media (ENM), Grantee	July 2015	2	
Grantee Report	Final Report	Association of Journalists for Justice (AJJ), Grantee	July 2015	2	
Grantee Report	Final Report	Eco Movement Group (EMG), Grantee	Sept. 2015	2	
Grantee Report	Final Report	Albanian Legal and Territorial Research Institute (ALTRI), Grantee	Aug. 2015	2	
CSOs Training Needs Assessment	STTA Report	Juliana Hoxha, STTA	May 2011	2	
CSOs Anticorruption Training Report	Local STTA deliverable	Gent Ibrahim , STTA	Jun. 2012	2	
CSOs Law School Training Report	Local STTA deliverable	Vjollca Mece, STTA	July 2012	2	
CSOs Writing Project Proposal Training Report	Local STTA deliverable	Myftar Doci, STTA	July 2012	2	
CSOs Advocacy and Lobbying Training Report	Local STTA deliverable	Blerina Guga, STTA	Jun. 2013	2	
CSOs Anticorruption Training Report	International STTA deliverable	Anna Vasilachi, STTA	Sept. 2014	2	
CSOs Gender Mainstreaming Training Report	Local STTA deliverable	Delina Fico, STTA	Jun. 2015	2	
UAJ Financial Management Training Report	Local STTA deliverable	Jetmira Hysenaj	March 2012	2	
UAJ Organizational Development Training Report	Local STTA deliverable	Juliana Hoxha, STTA	Jun. 2012	2	
UAJ Internal Organization and Functioning Rules and Regulations	Local STTA deliverable	Juliana Hoxha, STTA	Jun. 2012	2	
2012-2015 UAJ Strategy and its Action Plan	STTA deliverable	Kethleen Imholz, STTA	Nov. 2011	2	
The Evaluation and Inspection System of Judges in Albania. Alignment with the International Standards—Training Report	Local STTA deliverable	Albana Boksi and Valbona Vata	Oct. 2013	2	
Chamber of Mediators Long-Term Strategy and its Action Plan	Local STTA deliverable	Rajmonda Duka	Aug. 2014	2	
Chamber of Mediators Internal Organization and Functioning Rules and Regulations	Local STTA deliverable	Rajmonda Duka	Aug. 2014	2	
Chamber of Mediators Internal and External Communication Strategy	Local STTA deliverable	Rajmonda Duka	Aug. 2014	2	

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Chamber of Mediators Training Strategy	Local STTA deliverable	Arta Mandro	Sept. 2014	2	
Chamber of Mediators Training-of-Trainers Training Modules	Local STTA deliverable	Arta Mandro	Sept. 2014	2	
Mediation Training Report	International STTA deliverable	Janos Wagner	Sept. 2014	2	
AJJ Investigative Techniques Training Report	International STTA deliverable	John Holland	March 2013	2	
AJJ Investigative Video Training Report	International STTA deliverable	Peter Frumklin	Sept. 2014	2	
AJJ Long-Term Strategy and its Action Plan	Local STTA deliverable	Rajmonda Duka	Aug. 2015	2	
A concept paper on establishing the Albanian Bar Journal		Roland Gjoni	2/1/2015	3	
Regulation “On the technical aspects of publishing the Bar Journal ‘Avokatia,’ on the organization and functioning of the Editorial Board and support staff, and on the criteria on legal writing”		Jonida Dervishi	2010/1/2011	3	
Discussion Paper on the Bar Journal		Roland Gjoni	5/23/2012	3	
Report on the Results of Surveying Lawyers on the Bar Journal		Alfred Nurja and Jonida Dervishi	2010/1/2013	3	
A Proposal for a Continuous Legal Education Program for lawyers		Roland Gjoni	1/31/2011	3	
Report on the focus groups with regional chambers of advocates			2/8/2011	3	
Regulation “On the Continuous Legal Education Program for Lawyers and Assistant Lawyers of the Regional Chambers of Vlorë and Durrës”		Albanian Center for Legal Trainings and Studies (subcontractor)		3	
Opinion submitted to the Albanian Ministry of Justice on the draft law “On Some Amendments and Changes to the Law No. 9109, Dated 17.7.2003, ‘On the Legal Profession in the Republic of Albania,’ as amended”		Jonida Dervishi	2012/8/2011	3	
Editorial “On Continuing Legal Education for Lawyers and Assistant Lawyers”		John Carver; published on Bar Journal no. 2	4/1/2012	3	
Publication “Presentation of Legal Topics,” summarizing lectures of the first year of CLE pilot program		Albanian Center for Legal Trainings and Studies (subcontractor)	8/1/2012	3	
Scholarly article on “Continuing Legal Education and the Albanian Bar”		Alfred Nurja and Jonida Dervishi; published on Bar Journal no. 7	7/1/2013	3	
Presentation “On the Continuous Legal Education Program; Achievements of the Pilot Program, Legal Provisions and the Need for Future Steps”		Jonida Dervishi	9/26/2013	3	
Action Plan for a Nationwide Mandatory Continuous Legal Education (CLE) Program for Lawyers and Assistant Lawyers		Continuous Legal Education Action Plan Consultant Mariana Semini	2012/19/2013	3	
Summary report “On the Successful Conclusion of the Second Year of the Continuing Legal Education Program for Lawyers and Assistant Lawyers”		in Bar Journal no. 2011	7/1/2014	3	
Organizational Strategy for the fourth year of the Continuing Legal Education Program		Continuous Legal Education Action Plan Consultant Mariana Semini	7/1/2015	3	
Work plan for the creation of the Magistrate School’s Database			4/2015/2011	3	
Developing a database of unifying decisions of the Supreme Court of Albania: Methodology of Database and Basic Instruction for Users		Database Consultant Arta Mandro	5/31/2012	3	
Assistance Plan on the Establishment of the Legal Clinic at the Faculty of Law			6/20/2011	3	
Assessment of the Development of Clinical Education Program at the University of Tirana Law Faculty (UTLF)		Clinical Law Education Consultant Martin Geer	5/23/2012	3	
Report on Clinical Legal Education Study Visit to Poland for University of Tirana Law Faculty Staff		Jonida Dervishi	2011/1/2012	3	
University of Tirana Law Faculty Legal Clinic Statute		Jonida Dervishi, adopted by the Legal Clinic Board	7/1/2013	3	
University of Tirana Law Faculty Legal Clinic Regulation		Jonida Dervishi, adopted by the Legal Clinic Board	7/1/2013	3	
Editorial on “Clinical Legal Education as a Bridge Between Theory and the Practice of the Legal Profession”		Jonida Dervishi, published on Bar Journal no. 2012	2010/1/2014	3	
Sustainability Strategy and Action Plan for Clinical Education Program at		Clinical Law Education Consultant Thomas	2/27/2015	3	

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the University of Tirana Law Faculty (UTLF)		Speedy Rice			
Publication of Conference Proceedings (ISBN: 978-9928-20122-54-4): A collection of academic papers from the JuST-supported International Academic Conference on “Legal Clinical Education, Law Students’ Practical Skills Building, and Practice-Oriented Teaching Methods: Bridging the Gaps Between Theory and Practice”			4/26/2015	3	
Final Report of the University of Tirana Law Faculty Career Day Event		American Chamber of Commerce	3/2015/2013	3	
A Concept Paper on the “Professional Internship Program for Law Students at the State’s Advocate’s Office”		Jonida Dervishi	1/27/2014	3	