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ALBANIAN JUSTICE SECTOR STRENGTHENING PROJECT (JuST)



QUARTERLY REPORT

(January – March 2011)

USAID / ALBANIA, DEMOCRACY AND GOVERNANCE OFFICE

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Introduction

Chemonics International is pleased to present its second quarterly report describing the activities of the Albanian Justice Sector Strengthening Project (JuST). If the first quarter can be characterized as project start-up, the second quarter saw a group of individuals come together as a team and move into full project implementation mode. After some initial personnel adjustments in both staff composition and duties, a team retreat in February served to focus everyone's efforts on the mission for the next five years and to produce a detailed project implementation plan.

Building on the outcomes of the Court Leadership Conference in December, component team leaders strengthened relationships with project counterparts. Technical staff deepened their understanding of the justice system with a series of visits in Tirana and throughout the country. Through meetings, focus group discussions, surveys, assessments of organizational capacities, and negotiations over operational details of proposed assistance, members of the technical team gained insight into organizational dynamics of our counterpart organizations. While our outreach efforts occasionally yielded surprises, they nevertheless added to our understanding of the challenges ahead. It is becoming apparent to the JuST team that the process of building a sense of ownership and professional pride among some project counterparts requires time and effort, but that this investment is necessary if sustainable results are to be achieved.

During the quarter, a number of tasks called for in the project work plan were initiated and completed, as outlined below.

Deliverables Completed this Quarter

- Comprehensive Communications Strategy completed and approved.
- Court Needs Assessment for equipment and renovation completed, as well as appraisal of placement of public information kiosks. Findings reports forthcoming.
- Courtroom Usage Study in Tirana District Court and Durrës District Court organized and carried out by expert team from Federal Judicial Center. Findings report forthcoming.
- First Donor Coordination Meeting hosted, timetable for quarterly newsletters established.
- Organizational Capacity Assessment of Judicial Associations completed.
- Remaining two Focus Groups with Regional Chambers of Advocates convened, *Report of Findings* published.
- Assistance Plan to the National Chamber of Advocates completed.
- Two regional chambers of advocates selected for launch of CLE, MOU documents outlining assistance negotiated, drafted, submitted for signing.
- Concept Paper on the Bar Journal complied and endorsed.

Technical Activities by Project Component

JuST works in three broad and inter-related areas. First, working with justice sector institutions, it aims to increase court transparency, fairness and efficiency. Second, working with civil society organizations and the media, it seeks to promote accountability from the "grass roots" level by bolstering their watchdog and anticorruption roles. Third, recognizing the importance of well-trained professionals, it will work to strengthen the legal profession and legal education in Albania. The project is part of the ongoing U.S. support to 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. The following describes the specific activities initiated or completed during the second quarter of this five year project.

Component 1 – Increased Court Transparency, Fairness, and Efficiency

The first component of the project addresses court operations through a number of strategies designed to address the lack of transparency and organizational deficiencies which continue to impede the ability of the Albanian judiciary to implement meaningful reform. Intervention results include: a) more accurate trial records; b) more efficiently-run courts that are more open to the public; and c) reduced case backlogs.

JuST is advancing these objectives through direct support to the courts in establishing systems for producing and making available verbatim records of legal proceedings; technical assistance to promote greater use of public courtrooms for the public benefit; and assistance to three pilot courts to introduce and expand the use of mediation for resolving commercial and family law disputes.

During the quarter, the project broadened its understanding of the operations and organizational dynamics of the judicial system through visits to District Courts in Durrës, Lezhë, Korça, Tirana, Gjirokaster, and Saranda. Each of these visits included discussions with court chancellors, judges, session secretaries, and practicing attorneys on the issues they consider important.

The Overseas Prosecutorial Development, Assistance and Training Program (OPDAT) invited the Chief of Party to moderate a panel on criminal procedure code reform at regional roundtables organized in Shkodra, Vlora, and Tirana on March 7-11. These roundtables presented another opportunity for the project to make or renew justice-sector contacts. The overall goals of the OPDAT initiative are compatible with JuST's strategic objectives, and provided valuable insight into the perspectives of judges, advocates, and prosecutors regarding the proposed procedural reforms.

Courtroom Usage Study

An important early activity of the project included calls for technical assistance to the Tirana District Court and other regional district courts to increase the utilization of court rooms thus reducing the number of cases heard in judges' chambers that are not accessible to public. During the quarter, the project launched the courtroom usage study with support from two short-term consultants from the Federal Judicial Center in Washington. Donna Stienstra, a nationally-recognized court management expert who has conducted numerous analyses of courtroom usage in US federal courts, led the effort.

Working with JuST's court specialist, the team produced a study methodology adapted to Albanian courts, drafted data collection protocols, designed questionnaires for judges and session secretaries, and met with the leadership of the Tirana and Durrës District Courts. During their two week assignment, the team conducted three focus groups with session secretaries. The focus groups were particularly important since session secretaries are key to recording and providing data on both courtroom scheduling and actual courtroom usage. With the strong support of the chief judges of both the Tirana and Durrës District Courts, the team was able to meet with all judges of the Tirana and Durrës District Courts for the purpose of explaining the study and distributing the questionnaires. Data collection will continue for three weeks, and the final report is expected shortly thereafter.

Digital Audio Recording

During the quarter, the project spent time laying the groundwork for the first round of installations of audio recording equipment. Specifically, the JuST team reviewed focus group summaries from the previous Rule of Law Project to understand implementation issues and build on the experiences of the predecessor USAID project. Based on numerous consultations and discussions with counterparts in courts, the Ministry of Justice, the Office of Judicial Administration and Budget, USAID, and others, the selection criteria for the first round of audio recording installations began to emerge. The Courts Needs Assessment conducted by the

project during the quarter also aided the process. The project team determined that the initial focus should be on relatively small and manageable courts, in close proximity to Tirana, with a strong commitment by the Chief Judge. Since the project intends to integrate audio recording with the case management system, it was deemed advisable to begin with courts that are already using ICMIS, rather than courts that are in the process of moving from Ark-IT to ICMIS. Finally, the project team decided that at least for the first round of installations, the priority will be given to courts that already have a solid IT infrastructure with connectivity to all courtrooms. (See following section for a description of the assessment of the status of court IT equipment and infrastructure.) Based on all the aforementioned factors, the District Courts of Lezhë and Korça were selected. They will become demonstration courts for the subsequent round of equipment installations.

By the end of the quarter, the project team was planning focus groups on audio recording in Lezhë and Korça with all stakeholders to demonstrate the technology, to discuss technical and legal issues related to audio recording, and to establish a vision for the future.

Conduct Court Needs Assessment for Equipment and Renovation and Public Information Kiosks

Part of the package of assistance to the courts includes rapid appraisals during the second quarter to identify feasible sites for improvements that enhance public access to and information about the workings of the court. A specific requirement of these assessments was to identify courts requiring minimal renovations for improvements.

During the quarter, the project team designed survey instruments, developed an approach, and assembled a small team of professionals to conduct the court equipment needs assessment and a separate court public outreach assessment. The latter was designed specifically to look at court public information areas. In addition, the project scheduled trips to Lezhë, Durrës, Tirana, and Korça and, at the end of the quarter, added the courts of Gjirokaster and Saranda to the list for the court public outreach assessment. At the close of the quarter, the field work had been completed, and the findings reports were being drafted and reviewed.

Design and propose a demonstration program for commercial and family mediation in Durrës and two other courts

Throughout the quarter, project staff was engaged in designing and planning to support the existing mediation program in Durrës, and to establish a another program in a second court. These discussions took place with the Chief Judge of the Durrës District Court, the International Finance Corporation (IFC), the Albanian Foundation for Conflict Resolution (AFCR), and various individuals who have been trained as mediators.

A major milestone was achieved during the quarter with the enactment of a new law on mediation in dispute resolution. This law provides a legal and regulatory framework for mediation under the auspices of the Ministry of Justice and establishes, among other things, a National Chamber of Mediators and a registry of licensed mediators, all of which should advance the cause of alternate dispute resolution and facilitate future implementation efforts.

The second site for USAID-supported mediation was selected in Korça, based on the presence of trained mediators, the recommendation of AFCR, and the strong support of the Chief Judge, who pledged to make available space for the program in the recently-constructed courthouse.

At the end of the quarter, JuST worked closely with IFC on an event scheduled for April 22, where donor support in this area will pass from IFC to USAID, and a new cooperation agreement governing the second and expanded phase of the Durrës “court-connected” mediation program will be signed.

Component 2 – Strengthened Civic Engagement to Help Stem Governmental and Justice Sector Corruption

The second component of JuST is designed to increase the organizational capacity of CSOs, promote stronger, more effective civic participation, increase public awareness of corruption, and bolster the role of media in investigating and reporting corruption cases.

Assess and Design capacity development plans for the judges associations

During the quarter, the project team initiated contact with the two judges associations, “The Association” and “The Union” for the purpose of introducing JuST and offering program support to strengthen their respective organizations.

The JuST team subsequently designed a needs assessment process with the assistance of organizational development specialist Juliana Hoxha. The objective of the assessment process was to help the two associations to assess their capacities and needs, and to create a long term strategic organizational development plan for each of them. The capacity assessment process included processes for assessing the associations’ strengths and weaknesses in the following areas: Basic organizational and institutional management, including human resources, infrastructure, operational procedures, financial management, fundraising, leadership and governance, program management; internal factors specific to professional associations, such as membership management, services, outreach, and advocacy for the interests of their members; external factors specific to professional association role in the justice sector, including technical skill development, working with the media, public outreach, promotion of positive public image of the judiciary, influencing the legislative changes. The assessment took place from mid February throughout March 2011.

Due to the busy schedule of the judges, as well the other official counterparts involved in the assessment process, the time frame of the assessment took slightly longer than originally planned. JuST was disappointed by a lack of initiative on the part of the judges associations to take an active role in the assessment process. This was particularly the case for the “The Association,” as member Judges were unresponsive to repeated requests to take part in focus group meetings. Given these circumstances, JuST did not complete the assessment for “The Association,” and future support for this organization through the project remains in question. However, the JuST project will provide technical assistance, training, facilitation and other types of support for the Union of Judges. This first year action plan suggests a step-by-step process of “learning by doing” that is expected to result in a stronger Union that is able to take a leadership role in Albanian judicial reform by providing an example of transparent, democratic decision-making and a balanced approach to public issues.

The final report of the assessment including products, outputs and recommendations for the future capacity building activities for the judges associations was finalized by March 30.

Assess and design capacity development plans for CSOs

The period from January to March, 2011 proved to be an intensive time phase for Component 2 activities. JuST staff organized several meetings to inform CSOs about JuST activities, outline project priorities, and discuss the scope of the project’s grants program. The first introductory meeting was held at the JuST office in January and was attended by representatives from 15 CSOs including media groups. The introductory meeting in Tirana was followed by three group meetings and several individual meetings in February and March in Korça, Gjirokastra and Saranda. In all, approximately 30 CSO and media representatives discussed their work and the challenges they have faced in working in the Albanian justice sector.

The JuST Team visited the courts of Durrës , Saranda and Gjirokastra, where discussions about public access in Courts and the court's public outreach strategies were discussed with the Judges.

On February 4, Component 2 staff released an expression of interest announcement among the Albanian CSO community. JuST staff invited legal aid clinics, advocacy groups, civil society institutes/ foundations, issue-focused organizations (e.g. dealing with torture, human rights issues, women's, children's or minority rights), think tanks and other CSOs experienced in justice sector watchdog activities, access to justice, human rights issues, court monitoring, and judicial corruption to indicate their interest in working with the JuST project.

From March 10-15, 2011 the JuST team received and reviewed expressions of interest from 49 CSOs, 37 of which were from Tirana, two each from Shkoder and Korça, and one each from Elbasan, Vlora, Durrës, Gjirokastra, Berat, Rreshen, Kukes, and Fier.

Due to varying levels of sophistication and resources among the pool of interested CSOs, Component II staff members will work to develop a program design that takes advantage of the more experienced CSOs and utilizes them as mentors and trainers for the less-experienced CSOs.

In the next quarter JuST staff will continue their assessment of CSO capacities and prepare individual CSO capacity development plans for interested organizations.

Develop and deliver training program for journalists

From January to March, 2011 JuST Component 2 staff members met with local journalists and introduced them to the project, its goals, objectives, and planned activities. In January 2011, representatives from the Albanian Media Institute, Union of Journalists, Media Club, as well as unaffiliated journalists attended project introductory meetings at the JuST project office. Additionally, *ad hoc* meetings with journalists from Tirana and Korça were held during court site visits throughout the last quarter.

On February 12, JuST released an expression of interest (EOI) bulletin targeting CSOs and independent journalists that have a track record of tackling corruption in the justice system and state institutions in Albania. Qualifying journalists submitted an application in response to the EOI. Due to the low initial response rate, the project continues to accept applications beyond the March 1 deadline. Component 2 staff continue to conduct aggressive outreach initiatives to the media sector.

Moving forward, interested journalists will participate in exercises assessing their capacity to participate in the planned capacity building programs, trainings, and the "Law School for Journalists" program framework.

Challenges ahead for component 2:

Component 2 made important strides in its outreach initiatives to Civil Society groups and media representatives in the last quarter. Though implementation of Component 2 activities has taken longer than originally expected, the efforts of JuST staff at fostering buy-in and ownership among counterparts will pay off in the long run and ultimately foster sustainable impact. Of the two judges associations originally targeted, one will be dropped from future capacity assessment initiatives and assistance due to their low-level of interest and responsiveness.

The uneven level of experience, background, and expectations among CSOs poses a challenge to the project in meeting their respective needs. As such, JuST staff will design interventions that leverage the relative sophistication and deep experience of some CSOs, and build their capacities as trainers and peer mentors. We believe these training of trainer initiatives will endow CSOs with sustainable skills and strengthen CSO networking and collaboration in their efforts to support justice and good governance practices in Albania.

While initially attracted to JuST due to the prospect of financial support, sustained interest in the project's activities has proven difficult to maintain. By the initial deadline for expressions of interest among CSOs, only 14 journalists submitted their application. This forced JuST staff to extend the period for EOI submission and bolster outreach efforts to the local CSO and media communities.

Component 3 – Strengthened Legal Profession

Convene focus groups with regional chambers

On December 16, 2010, JuST convened the first focus group with the regional chambers. Two more focus groups were organized in January 2011 in Durrës and Lezhë. These events were co-organized with National Chamber of Advocates and drew a wide attendance of 112 lawyers and law assistants from the three cities and other chambers in the regions. The program was divided into two parts, the first one being an open discussion concerning the lawyers' profession in Albania, whereas the second part was a group exercise where three working groups were assigned to discuss important topics related to the legal profession, such as the internal operation of chambers, ethics and professional conduct, and the need for further legal training.

Following the opening remarks from the chairman of NCA and of the host chamber, the JuST Chief of Party, John Carver described each component of the five-year project, and Roland Gjoni, the Legal Profession Component Leader explained the objectives of the activity and agenda details.

At the beginning of each activity, JuST staff distributed an organizational capacity self-assessment form to attendees. The survey offered insight of attendees opinions and perceptions concerning the organization of the Albanian bar, the internal operation and decision-making processes of governing bodies, financing of chambers, human resources, and personnel, as well as the progress made by the regional chambers in fulfilling the statutorily-provided responsibilities.

JuST observed an impressive sense of self-criticism among lawyers and an avid interest in improving the image of the legal profession. Upon the conclusion of the three regional focus groups and following the analysis of the completed self-assessment forms, JuST prepared a final report of these activities and distributed about 300 copies to all participants, leaders of the national chamber and regional chambers and other institutions of the justice system such as the High Council of Justice, the Ministry of Justice, Magistrates School of Albania and University of Tirana Law School. The report includes a number of priority issues that the leadership and members of the National Chamber of Advocates and regional chambers should address to revitalize the bar.

During the focus groups meetings, JuST staff observed that a majority of participants were unfamiliar with the most recent versions of several important laws and statutes, including the Law on the Profession of Advocates in the Republic of Albania, the Statute of the NCA, and the Lawyer's Code of Ethics. In an effort to close this gap, the JuST project prepared and published a Compendium of the Fundamental Acts on the Legal Profession of Albania in booklet format and distributed 1,000 Albanian copies to registered members of the regional chambers, the NCA, the MoJ, HCJ, and Magistrates' School of Albania. The Compendium is also published on the project website.

Develop an assistance implementation plan for the NCA

Through separate meetings with Association leadership, JuST staff discussed the institutional capacity needs of the NCA and regional chambers. Based on the focus groups and interviews with members of the association, the JuST project developed a strategy for the provision of technical assistance to the legal profession in Albania. The plan describes areas of assistance, including the development and implementation of Continuing Legal Education programs, the development of a Bar Journal, the organization of annual lawyer's conference, and recommendations for addressing institutional changes needed to accomplish activities together with JuST.

Establish the Bar Journal

One of the areas of JuST's assistance to the NCA is to develop and publish for the first time a Bar Journal for the legal profession of Albania. The lack of a periodic newsletter or a professional bar journal is widely seen as an institutional weakness of the NCA. The National Bar Association has applauded the idea of establishing a law journal. In March, JuST prepared a concept paper designed to serve as a roadmap for establishing the Bar Journal. The concept paper was compiled after looking at numerous similar publications in Europe and United States of America and is informed by the discussions and opinions of the members of the several regional chambers expressed during the regional chamber focus groups. JuST also contacted the Council of European Bars and Societies and received copies of the Spanish Bar Journal to use as a reference document. The concept paper proposes the content of the journal, the implementing structures such as the editorial board and a publication department which has to be established in order to serve as the publication arm of the NCA. The concept paper offers ideas about turning the Bar Journal into a sustainable publication introducing an online and hard copy subscription system. Furthermore, the concept paper provides a tentative timeline for developing and publishing the first issue of the journal. Although the roadmap has been endorsed by the President of the NCA, it has not been adopted by the Governing Council of the NCA and no steps have been taken to establish the Editorial Board.

Convene a National Conference of Lawyers

During the reporting period, the JuST team considered the proposal of organizing an annual conference of Albanian lawyers with the members of the regional chambers and the NCA. The vast majority of members welcomed idea, and JuST proposed to the NCA that the inaugural conference be organized and held in June 2011. The JuST project will provide logistical and other support to the NCA in establishing the inaugural lawyer's conference.

The proposed conference will serve two primary purposes: 1) foster a sense of belonging and pride within the profession and among its membership, and: 2) serve as a platform for continued dialogue and new initiatives to make the profession more active. The program for the conference will be divided between a ceremonial component consisting of presentations and addresses by officials from the Albanian government and international guests, and working groups and breakout sessions that will focus on institutional strengthening of national and regional chambers. JuST proposes that the inaugural annual conference be dedicated to the "Launching of the Continuous Legal Education Program" as the single most important program of the NCA in its short history. The tentative agenda and the concept are part of the implementation plan that JuST submitted to USAID. The President of the Chamber has agreed in principle with 10 June 2011 as the tentative day for the conference but the proposal has not yet been discussed by the Governing Council of the NCA.

Develop and Implement a CLE Program

Component 3 will be supporting the NCA in strengthening the professional capacities of practicing lawyers and assistant lawyers through the establishment and implementation of a Continuous Legal Education program. Although the NCA has offered some training programs to a limited number of members through donor driven initiatives, no well established Continuous Legal Education Program exists in Albania. JuST and leaders of the national and regional chambers agree that the goal of reducing corruption in the justice system and improving of the lawyers image in Albanian society can be best achieved through a more educated, professional and ethical legal profession. In December, during the introductory meetings with JuST project, NCA expressed the wish to cooperate in a mutual effort towards establishing and implementing a CLE program for practicing lawyers and assistant lawyers.

In January, following the brainstorming with regional chambers, JuST researched and analyzed the CLE regimes in about 20 European countries to better inform the process of developing a CLE system which would work in the Albanian context. JuST prepared a thorough Proposal for Establishing the CLE and submitted to the NCA its recommendations on several aspects of a CLE program including but not limited to the legal basis, organizing and funding authority; participation and reporting period and implementation

scheme. JuST proposed to start the CLE as a demonstration project in two chambers and expand it to another chamber next year with a view at making it a national mandatory program organized and financed by the NCA by year 2013-2014. JuST also proposed the establishment and staffing of a Training Department to provide the institutional oversight of the CLE and hopefully roll it out in the future years. JuST proposed that in the short term, the CLE could be offered through a specialized training institution and NCA recommended the Albanian Center of Legal Training and Studies (ACLTS) as an implementing partner.

Upon consultation with USAID and NCA, JuST proposed that the two demonstration projects take place in Vlora and Durrës. The proposal was thoroughly endorsed by the NCA leadership and most of its terms have been incorporated in a draft Memorandum of Understanding which will be signed between USAID and NCA. JuST and NCA have been negotiating the drafts and have currently agreed on a penultimate draft which is being reviewed for final details by parties. JuST intends to establish a successful example in two selected chambers and work with NCA to expand the CLE. In the first year, 2011-2012, USAID will cover sixty percent (60%) of the cost of the CLE program in Vlora and Durrës chambers whereas the NCA shall cover the remaining forty percent (40%). In the second year (2012-2013), participants have agreed to expand the CLE in a third chamber, which shall be selected upon agreement and commitment to pay for fifty percent (50%) of the cost of the program. In the third year (2013-2014) parties will work together to make the CLE a nation-wide program mandatory for all practicing lawyers and assistant lawyers of Albania. As the expansion of the CLE from three to thirteen chambers is going to be a big leap forward for the NCA, USAID will continue its assistance for that year at an amount equal to the one expended for the three chambers in the preceding year. In the fourth year, 2014-2015, the program shall be self-sustainable and financed entirely by the NCA through membership fees. In the event steps have not been taken to make the CLE mandatory by the third year (2013-2014), USAID will suspend support the program until such time as the necessary regulation is enacted and an action plan for its implementation throughout Albanian is adopted. The MoU attempts to strike a balance between starting the CLE as soon as possible and influencing the institutional change within the NCA that would make the CLE a sustainable program in accordance with the European trend.

JuST is currently preparing the subcontract with the ACLTS and will inform USAID about a date for the MoU's signing ceremony.

Create and implement a work plan with the Magistrates School of cataloging Supreme Court decisions and ratified conventions

During the reporting period, JuST reviewed the availability and the use of the SC unifying decisions and international conventions by the legal community. The project met with experts at the Ministry of Foreign Affairs, Magistrates' School, MoJ, and Supreme Court about the compilation of the database. JuST learned that collecting international conventions ratified by Albania (multilateral or important regional agreements) is more labor intensive than originally thought. This is because the Office for the Publication of Official Gazette only started publishing the conventions after 2002 and so the acts ratified before 2002 have to be retrieved (most of the time in English or French) at the Archive Office of the Ministry of Foreign Affairs and then translated into Albanian. JuST will soon develop a work plan on cataloguing the decisions of the SC and international conventions which will attempt to link the research work with regular course work of Magistrates' School students.

JuST held individual meetings with the Dean of the Law School and vice deans to inquire about the current status of the clinical education program and learned that the Legal Clinic is offered as an elective subject as part of the Criminal Law Department. The class is usually elected by about 40-50 students and is organized as a purely theoretical lecturing lacking a course book offering no real practical skills to students commonly offered by clinical programs. As a second step JuST tried to meet with a group of professors of the law school representing the 3 departments in order to discuss the potential nature and size of the clinical education program. Following several unsuccessful attempts to organize a focus group meeting for the purpose of conducting a needs assessment report as a collaborative approach, JuST asked Dean's assistance to convene such a meeting. JuST prepared a set of 20 questions on different aspects of the clinical program

in order to receive the professors' feedback before designing the assistance plan. The meeting scheduled to take place on 22 March did not take place as planned because none of invited professors showed up. JuST followed through with the Dean and managed to have improvised a meeting with several professors who were available to meet on short notice. Nine professors and the dean were present but the heads of public law and civil law department failed to attend the meeting.

Challenges Ahead for Component 3

Component 3 has achieved considerable progress in developing the assistance plan for the NCA and all the initiatives have been endorsed by the President of the NCA. Nevertheless, JuST considers the lack of communication between the decision-making bodies of the NCA, the insufficient transparency regarding its activity and the weak pride in the profession as an emerging challenge to successful completion of JuST activities. Due to the lack of periodic communication between members, it is becoming increasingly difficult to affect positive change and nurture the sense of ownership in the NCA. The failure of the President to delegate authority to the NCA's administration is making the project dependant on his availability to respond to JuST's pace and causing undue delays in establishing the department of training, the department of publications and the editorial board as well as determining a date for the annual conference and the agenda.

In addition, the project is finding it hard to motivate law school to engage proactively as a recipient institution in developing the law clinic. JuST anticipates further delays in developing the implementation plan and setting up the law clinic.

Quarterly Accrual Report

Quarterly Accrual Worksheet			
Partner/Vendor:	Chemonics International		As of: Q2/2011
Contact:	Nitara Layton / Charles Smith		
Phone:	202-955-6563 / 202-550-7502		
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Contract/Agreement No.	182-C00-10-00105-00		
Project/Activity Name	Albanian Justice Sector Project		
Agreement Start Date:	10/1/2010		
Agreement End Date:	9/30/2015		
Agreement Ceiling:	\$	9,012,613.00	
Obligated Amount:	\$	3,666,090.00	
Ceiling Remaining:	\$	5,346,523.00	Formula (=C17-C18)
Total Disbursed/Vouchered:	\$	524,057.80	
Last Payment Amount:	\$	95,854.95	
For the Period:	January, 2011		
Unliquidated Balance:	\$	3,142,032.20	Formula (=C18-C21)
Last Invoice, not yet disbursed:			
Invoice No.	N/A		
For the Period:	N/A		
Calculation:	January	\$ 95,854.95	(Voucher No.053975)
	February	\$ 143,397.88	(Voucher No. 054137)
	March	\$ 89,456.84	(estimate)
	Total	\$ 328,709.67	(estimate January-March)
Accrual amount:	\$	328,709.67	Formula (=C35)
Est.Pipeline Amount:	\$	2,813,323	Obligated amount less disbursed amount, less accrual amount.
Notes/Comments:	Formula (=C18-C21-C36)		
Costs are based on a combination of actual and estimated project expenses incurred beginning in January 1 through March 31.			