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## ALBANIAN JUSTICE SECTOR STRENGTHENING PROJECT (JuST)



## QUARTERLY REPORT (April – June 2012)

USAID / ALBANIA, DEMOCRACY AND GOVERNANCE OFFICE

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## Contents

Introduction.....	2
Highlights and Deliverables Completed this Quarter .....	2
Technical Activities by Project Component .....	3
Component One – Increased Court Transparency, Fairness, and Efficiency.....	3
Hold Annual Court Leadership Conference.....	3
Implement Commercial and Family Mediation Program .....	4
More Accurate Trial Records through Digital Audio Recording.....	4
Improved Court Management Leading to more Transparent and Efficient Court Operations including Court Hearings that are More Open to the Public.....	5
Challenges Ahead for Component One .....	6
Component Two – Strengthened Civic Engagement to Help Stem Governmental and Justice Sector Corruption.....	7
Assess and Design Capacity Development Plans For the Judges’ Association.....	7
Justice and Good Governance CSO Grants Program.....	7
Develop and Deliver Training Program for Journalists .....	9
Challenges Ahead for Component Two.....	9
Component Three – Strengthened Legal Profession.....	9
Establish a Bar Journal with the National Chamber of Advocates .....	9
Develop and Implement a CLE Program.....	10
Create and Implement a Work Plan with the Magistrates School of Cataloging Supreme Court Decisions and Ratified Conventions .....	10
Establish and Implement an Assistance Plan for the Law Clinic.....	11
Challenges Ahead for Component Three.....	11
Annex 1: Performance Indicators .....	13
Annex 2: Quarterly Accrual Report .....	22

*On the cover: Ambassador Arvizu, Justice Minister Halimi and others during the opening ceremony of the JuST Court Leadership Conference, April 20, 2012.*

## Introduction

Chemonics International is pleased to present its seventh quarterly report describing the activities of the Albanian Justice Sector Strengthening Project (JuST). During the quarter, activities continued at a fast pace, with all components of the project functioning smoothly.

An important focus of the JuST Project continues to be the transformation of courts through the introduction of digital audio recording equipment. By the end of the quarter, equipment had been delivered and installed in four courts, with comprehensive training provided to judges and staff in those courts.

A national Court Leadership Conference brought together chief judges from all parts of Albania in April to discuss implementation issues related to audio recording, to exchange views on better management of court cases, and to promote improved relationships between courts and the public they serve. On a parallel track, the JuST Project continued to work with the Union of Albanian Judges to strengthen the organization and assist them in holding their own conference in May.

Project efforts to strengthen the capacities of investigative reporters as one way of combating corruption advanced considerably with the launching of the “Law School for Journalists” through a grant to the Albanian Institute for International Studies. A series of regional trainings was held for the benefit of civil society organizations (CSOs) engaged in anticorruption efforts.

Efforts to raise professional standards for the legal profession continued on multiple fronts, with the successful completion of the first year of CLE classes, the publication of the second issue of *Avokatia*, the journal of the legal profession, and the bringing to Albania of a noted expert in clinical legal education to support the goal of the University of Tirana Law Faculty to establish a legal clinic to provide students with practical, hands-on experience.

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

## Highlights and Deliverables Completed this Quarter

- The Court Leadership Conference was held on April 20, with chief judges from all courts of Albania participating.
- Following the successful installation and inauguration of digital audio recording equipment in the Lezhë District Court last quarter, three additional courts were brought online with the new equipment and comprehensive training.
- Typing training was completed for the four courts identified where court secretaries were still producing session summaries in a hand-written fashion.
- An automated calendar management solution similar to that implemented in the Tirana District Court was developed for the Durrës District Court, utilizing ICMIS scheduling data. The software was tested, successfully deployed, and is providing real-time courtroom management.
- In cooperation with the Ministry of Justice, JuST convened the first meeting of licensed mediators as an initial step toward establishing the Chamber of Mediators.

- JuST assistance to the Union of Albanian Judges (UAJ) continued. With support from JuST and other organizations, the Union held a conference on judicial reform, launched its website, expanded membership, and increased its organizational capacities.
- Support to CSOs continues with participation of 58 organizations in a series of trainings presented to regional gatherings on anticorruption.
- The second term of the pilot program for Continuing Legal Education (CLE) was completed with local Chambers of Advocates in Durrës and Vlorë.
- The second issue of the first-ever Bar Journal of the National Chamber of Advocates was distributed, with plans to publish a third issue in July.
- The Donor Coordination Group, initiated and hosted by JuST, continues to meet quarterly and produce a widely-circulated bulletin, *Connections* on justice sector projects.

## Technical Activities by Project Component

JuST works in three strategic 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 is working to strengthen the legal profession and legal education. The project is part of 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 third quarter of this five year project.

### Component One – 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 selected pilot courts to introduce and expand the use of mediation for resolving commercial and family law disputes.

#### Hold Annual Court Leadership Conference

On April 20 JuST, in partnership with the High Council of Justice and the Ministry of Justice, organized the annual Court Leadership Conference focusing on initiatives to improve court operations in Albania. The Conference brought together chief judges of Albania’s district and appellate courts; justices of the Supreme Court; members of the High Council of Justice; high representatives from the Ministry of Justice, General Prosecution Office, National Chamber of Advocates, Constitutional Court, School of Magistrates, and Office of the Judicial Budget;

directors of civil society and media organizations active in the justice sector; as well as international partners.

U.S. Ambassador to Albania, Mr. Alexander A. Arvizu; Minister of Justice, Mr. Eduard Halimi; Chief Inspector of the High Council of Justice, Ms. Valbona Vata; Chair of the Civil College of the Supreme Court, Mr. Besnik Imeraj; Head of the EU Delegation to Albania, Ambassador Ettore F. Sequi; and Head of the OSCE Presence in Albania, Ambassador Eugen Wollfarth, delivered the keynote speeches at the conference opening (see cover picture). The Conference was organized in three sessions which focused on: Court Audio Recording, Case Flow Management, and Courts' Relationship with the Public. A summary of conference proceedings is available on the USAID website.

### **Implement Commercial and Family Mediation Program**

The JuST Project continued to support the two court-connected mediation programs in Korçë and Durrës. However, it has become clear that much more needs to be done to promote acceptance of mediation as a cost-effective alternative to court litigation. Following the appointment of a Licensing Commission in January, the five member panel began the work of accepting applications and granting licenses.

During the quarter, the JuST team conducted an internal assessment of progress to date and developed a strategy for refocusing efforts to promote sustainability of the mediation profession. With the slowly expanding pool of licensed mediators, the team decided to “jump start” the establishment of a Chamber of Mediators. Such a body will be the key to setting standards for the profession, establishing a fee structure, conducting public awareness campaigns and creating incentives to place mediation on a path to sustainability.

Working closely with the Ministry of Justice and the Licensing Commission, the JuST Project convened the first meeting of licensed mediators on June 19. With most of licensed mediators present from all over Albania (51), and following welcoming remarks by the Minister of Justice, small groups were organized and facilitated by JuST team members for the purpose of establishing a steering committee or working group to lay the legal foundation for the Chamber of Mediators. This facilitation will proceed until the Chamber is established, after which the Project will continue to offer capacity-building support.

### **More Accurate Trial Records through Digital Audio Recording**

The most visible, and perhaps most important initiative of the JuST Project, is the implementation of digital audio recording capability for the courts of Albania. At the end of the previous quarter, a complex set of project activities culminated in the inauguration of audio recording in Lezhë by Ambassador Arvizu. During this quarter, work continued in keeping with the work plan which resulted in the addition of three more courts: Korçë District Court; Korçë Appellate Court; and Durrës District Court.

A significant step forward occurred when the Minister of Justice signed a sublegal act, or regulation, based on a draft prepared by the JuST team and circulated to key stakeholders on the Project's Advisory Board on Audio Recording. The regulation requires the use of the technology and obligates court chancellors to report regularly on implementation. This reporting requirement presents an opportunity to JuST to propose automated management reports that will measure the extent to which court proceedings are recorded. By measuring

implementation and reporting the results publicly, possibly through the recently-inaugurated court information portal, we hope to increase pressure for full implementation while adding a new level of court transparency. These ideas have been presented to IT officials at the Ministry of Justice and have been welcomed with enthusiasm.

The JuST project has an ongoing program of public outreach on audio recording. This includes disseminating basic information, such as a “frequently asked questions” document. It also involves demonstrations of the technology and discussions of practical and legal implications. During the quarter, the team conducted a number of demonstrations, including one at the Supreme Court, another at the Appellate Court of Shkodër, and several in the offices of the JuST project. Moreover, the Court Leadership Conference in April provided a forum to reach virtually all of the chief judges whose courts are scheduled to receive the equipment over the next two years.

The introduction of new technology requires careful attention to the needs of public servants who will implement the technology. The Court Needs Assessment conducted early in the project identified four courts where session secretaries continued to prepare case summaries by hand. As part of the larger strategy leading to the production of verbatim records of court proceedings, basic typing skills among session secretaries are necessary for recording summaries of court proceedings which will soon be the method for accessing specific portions of the digital audio record. During the quarter, the JuST Project, working through a subcontractor, completed fast typing training for all court personnel in the four courts where the need was identified.

Finally, the JuST team produced extensive training documents, procedure manuals, and workflow instructions to guide court employees and ensure uniform implementation nationwide.

### **Improved Court Management Leading to more Transparent and Efficient Court Operations including Court Hearings that are More Open to the Public**

An important activity of the project is technical assistance to the Tiranë and Durrës District Courts to increase the utilization of court rooms and reduce the number of cases heard in judges’ chambers that are not accessible to the public. The first step was to conduct a courtroom usage study. Among a number of findings, the study established that the total amount of time spent in sessions held in the seven courtrooms in the Tiranë civil courthouse was 2.1 hours per day, on average, or 18 minutes per day per courtroom. Furthermore, only 2% of scheduled civil sessions in Tiranë are held in courtrooms.

The second step in the strategy was to field an experienced court administrator to work directly with court leaders and practitioners in finding practical ways to increase transparency by moving court proceedings out of private offices and into public courtrooms. The JuST Project’s resident court manager, Susanne DiPietro, completed her six month assignment at the end of April.

Overall, progress was made, although at a slower pace than hoped for. In the Tiranë District Court, the project’s most important counterpart, the chief judge, was nominated for a vacancy on the Supreme Court. Although the nomination was not approved, the political maneuvering surrounding the nomination was perhaps one reason for a lack of focus and progress.

Nevertheless, with persistence from the advisor, software was implemented on the court's case management system (Ark-IT) which provided real-time scheduling of courtrooms, and a means whereby court secretaries can check the availability of an available courtroom from their desktop computer. This technology advancement, and the chief judge's goal of ensuring that all courtrooms are in continuous use during court hours, is beginning to show results.

Comparable functionality was sought for the Durrës District Court, which is running on a different case management system, ICMIS. With the active involvement of the court's Chief Judge and IT specialist, an expert engaged by JuST designed, built, tested, and deployed an online calendar for courtroom management that automatically pulls scheduling data from ICMIS, thereby facilitating its use. During the quarter, the Chief Judge of the Korçë District Court requested the same calendar module. Following discussions with the IT staff of the Ministry of Justice, it was decided to develop a version of the online calendar that can be configured for any court in Albania. This result goes far beyond the initial, more modest objectives, and promises to be a significant step toward more transparency and more efficient managing of cases and courtrooms.

### **Challenges Ahead for Component One**

The signature initiative of the JuST Project, digital audio recording, is on track. Implementation of any new technology changes the way people work and thus presents inherent challenges. Most of the difficulties have been anticipated, and strategies have been fashioned to address them. However, as noted in previous reports and in the project's early assessment of court IT infrastructure, much depends on Albanian Government follow-through with plans to modernize server capacity and network connectivity. While the Ministry of Justice has made progress, reportedly by completing installation of the central server for ICMIS, this area remains a potential challenge for full implementation, especially since the Ministry must rely on outside firms for much of this work. Moreover, budgets remain tight and there are no guarantees that routine upgrading of the IT infrastructure will occur. The JuST Project will continue to monitor progress and communicate all concerns to all stakeholders, starting with the Advisory Board on Audio Recording.

On the mediation front, challenges identified in previous reports remain – specifically the pressing need to find a sustainability formula. An important step has been taken by bringing together newly-licensed mediators to form the Chamber of Mediators, the foundation for a new profession. However, judging by the first meeting the process promises to be contentious and will require skilled facilitation. Moreover, the need for greater public awareness on the existence and benefits of mediation remains a priority – a need the JuST Project hopes to address through a grant award in the next quarter.

Finally, while progress has been made, challenges remain in the area of active case management and greater use of courtrooms. Beginning with the work of the embedded court manager, the JuST team has been pushing for improved practices, and providing software tools to facilitate reform. These initiatives, coupled with the introduction of digital audio recording and the new regulation requiring regular reporting to the Ministry of Justice on implementation should serve as pressure on the status quo. However, success is not guaranteed, and the situation will require constant monitoring, hopefully with assistance from civil society through the small grants program.

## Component Two – 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' Association

During the reporting period, assistance to the Union of Albanian Judges (UAJ) continued with the expertise of an organizational development expert, Mrs. Juliana Hoxha. Training topics to board members and staff included:

- **Roles and Responsibilities of the Board of Directors.** This training covered issues of the board's role in strategic planning, fundraising, revenue generation, bylaws, along with the board's relationship with the Executive Director.
- **Development of Organizational Procedures Manual:** As a follow up to the Board training, the consultant prepared a set of Organizational Procedures which reflect the current organization of the UAJ and compliance with legal requirements.
- **Communication Strategy:** During the quarter, the consultant facilitated the development of the most important communication tools such as the webpage of the organization, an electronic newsletter and a flyer.
- **UAJ Webpage:** Website development was considered a priority by the organization, since it will improve the UAJ's ability to communicate actively with members and with external stakeholders. After extensive discussions among board members and the chairman, a final proposal was approved by the Board and work on design begun. The UAJ's website, [www.unionigjyqtareve.org.al](http://www.unionigjyqtareve.org.al) is now live.
- **First issue of UAJ's Newsletter:** The newsletter is meant to be a communication tool used by UAJ for its constituencies including members, civil society and partner organizations, state institutions relevant to UAJ's mission and donors. The UAJ Board determined that the newsletter will be issued in electronic form for now, with three to four issues per year. In the future UAJ may consider developing a professionally printed magazine, for which funds will need to be raised. The first issue of the UAJ newsletter is still being assembled and designed, and will be available by next quarter.

The UAJ, European Center, and Luarasi University, with financing from USAID and SOROS foundation, organized on May 4 a conference bringing together judges, prosecutors, lawyers and academics to discuss judicial reform in Albania, one of 12 priorities for Albania's integration into the European Union. The conference was attended by 120 persons, of which 20 were media representatives, 25 representatives from the international community in Albania that deal with the justice sector and 75 members of the UAJ, as well as representatives of the main state judiciary institutions. This conference was a good opportunity for sharing opinions among Albanian judges and European judges, and provided a platform to educate the public about the importance of judicial reform for Albania's integration into the European Union.

### Justice and Good Governance CSO Grants Program

An important element of USAID assistance to Albania is the strengthening of civil society as one means of increasing citizen participation and achieving greater transparency and accountability from governmental institutions. To date, the generally poor quality of grant

applications has reinforced the need to work with CSOs and strengthen their capabilities. During the quarter, significant progress was made in reaching out to CSOs on a regional basis, and working with them to provide basic skills training focusing on understanding the nature of the legal sector and putting together winning proposals funded by the JuST Project.

In total, 92 persons representing 58 CSOs participated in JuST's anticorruption training program organized in the regions of Tiranë, Korçë, and Vlorë. In addition to broad geographical coverage, the trainings involved CSOs of diverse profiles and backgrounds ranging from membership to non membership organizations, from old and well established organizations to new ones, and from grass roots efforts to think tanks.

Three short term experts were engaged to provide training programs for CSOs interested in working with JuST to initiate and implement projects focusing on the justice sector. The topics included:

- **Anti-Corruption Initiatives:** JuST's anti-corruption trainer developed and delivered six sessions aimed at equipping CSOs with a variety of tools for effective anti-corruption programs, thus enabling them to design projects for possible funding through JuST's small grants program.
- **Law School for CSOs:** During the quarter, four training sessions were conducted with participation of CSOs from central and eastern areas of Albania. This element of the CSO capacity-building program will be completed during next quarter.
- **Writing Project Proposals:** The lack of capacity amongst CSOs on project development and writing is detrimental to the sustainability and vibrancy of the sector. JuST is addressing these weaknesses by engaging a consultant to design and provide training in proposal development, project design, management, and monitoring. During this quarter four training sessions were conducted with participation of CSOs from central and eastern areas of Albania. This CSO capacity building program will be completed by next quarter.

Participants were fully and actively engaged in all training sessions. A set of recommendations has been prepared based on the training experience regarding future action by JuST to further enhance the capacities of CSOs to implement smart and successful anti-corruption projects.

JuST's second Annual Program Statement remains open. So far, two concept notes have been received, one from the Community Center of Gjirokastrë aiming to encourage mediation in courts of Gjirokastrë and Përmet, and a second from Free Opinion Forum aiming to develop an independent media venue called "Gazeta Idea." Both organizations have been invited to develop full project proposals.

Since there have not been many policy-relevant grant proposals consistent with USAID objectives, JuST decided to encourage a mix of proposals through both the Annual Program Statement and through targeted Requests for Applications (RFA). After consultations with the MoJ, RFA 004 for "Mediation Advocacy and Awareness Raising Campaign" in the districts of Durrës and Korçë was issued on May 23, 2012. Two CSOs have submitted project proposals in response to this call and will be evaluated in the next quarter.

A coalition of three organizations ("Women to Women" from Shkodër, "Women Forum" from Elbasan and "Center for Legal Civic Initiatives" based in Tiranë) are currently

implementing a JuST grant-funded project. During this quarter, free legal aid was provided in 43 cases involving women and girls from Tiranë, Shkodër, and Elbasan who have been victims of domestic violence. In addition, the “pro bono” team of law students continues to collect data through monitoring files in four target courts.

### **Develop and Deliver Training Program for Journalists**

The Albanian Institute for International Studies (AIIS) is implementing the “Law School for Journalists” training program. During this quarter, nine training sessions were conducted. There has been a high level of attendance in all sessions. JuST staff has closely monitored implementation of this grant. Participating journalists have been actively engaged in all discussions related to specific issues of the training curricula. All of them are satisfied with the quality of lecturers as well as with the seriousness of organizers of this capacity-building program.

### **Train Justice Reporting Fellows and Establish an Independent Venue for Investigative Journalism**

During this quarter, an international expert, Rosemary Armao, was engaged to help JuST design a Scope of Work for a regional expert to assist in establishing a “Justice Reporting Fellows” (JRF) program similar to programs in the Balkans and Eastern Europe. JuST is also looking for guidance in establishing an independent media venue for investigative reporting on corruption, as well as recommendations for integrating a local independent media venue into a wider reaching regional media outlet in the near future.

Based on the SOW for JuST’s JRF program and recommendations provided by the consultant regarding potential trainers to conduct JRF program, JuST staff selected an outstanding candidate, Mr. John Holland, to conduct this assignment. In late June, JuST submitted a SOW for Mr. Holland to USAID, for approval; assuming that this approval is granted, Mr. Holland will begin the assignment in late July.

### **Challenges Ahead for Component Two**

During the quarter, all activities proceeded as planned, with only minor challenges. One continuing challenge, noted in previous reports, is the capacity of CSOs to develop and submit quality grant proposals and manage projects effectively. Ongoing capacity building efforts are addressing this situation, but we foresee to encounter this challenge in the future.

## **Component Three – Strengthened Legal Profession**

The third component of JuST is designed to address the lack of competency and professionalism among practicing attorneys as an element of a larger strategy to combat corruption. A number of activities are envisioned as methods for strengthening the legal profession.

### **Establish a Bar Journal with the National Chamber of Advocates**

USAID support to the National Chamber of Advocates for establishing a bar journal is part of a larger strategy for strengthening the legal profession by raising standards and instilling a sense of pride among practicing attorneys. During the quarter, NCA with JuST support achieved a milestone by publishing and distributing the second issue of *Avokatia*. To reach

this milestone, JuST has provided continuing support and encouragement to establish an editorial review board, select an editor-in-chief, and explore methods for producing a steady stream of scholarly articles.

Following the publication of the second issue, JuST summarized lessons learned in a discussion paper on bar journal sustainability, submitted to USAID, the editor-in-chief, and editorial board members. Following the plan crafted with NCA leadership, JuST will continue to provide assistance through April 2013, though the level of support will decrease as NCA gains experience. The third issue of *Avokatia* is expected to be published by the end of July.

### **Develop and Implement a CLE Program**

An important goal of Component Three is to develop and implement a Continuing Legal Education program (CLE) for lawyers. A project survey of CLE practices in Europe within the last decade revealed that CLE programs have become mandatory in almost all EU member states. JuST and the NCA agreed to establish and jointly fund a CLE pilot program in Durrës and Vlorë. The experience of setting up these two pilot programs enabled the NCA to gain practical experience and confidence as a first step to establishing a nation-wide and mandatory program consistent with European norms.

The third and final semester of CLE was concluded in June 2012. During the quarter, attendance at CLE programs improved as JuST worked with local chambers to improve coordination and communication with lawyers. By the end of the first year, over 160 training sessions were held covering twelve legal topics for a possible 12 CLE credits. These courses reached 320 participants, which constitutes over 70% of all lawyers and assistants registered in the chambers of Durrës and Vlorë. Forty six (46) lawyers attended all courses, and will be publicly recognized during a special ceremony on July 3, 2012. Pursuant to the MOU signed between USAID and NCA last year, JuST will support the expansion of CLE to two additional chambers during the third year of the project.

While gaining experience with the pilot CLE program, JuST has simultaneously been working to institutionalize CLE by making it mandatory for all Albanian lawyers. JuST and NCA have worked together to draft and submit to the Ministry of Justice legal amendments that would make CLE mandatory. If enacted, this will be a major step toward institutionalizing CLE on a permanent and sustainable basis.

Among the challenges remaining for the National Chamber of Advocates is the need to establish an effective Department of Training that can take the lead in organizing CLE courses (either directly or through subcontracts), tracking credit hours earned by participants, and ensuring that the caliber of CLE courses remains high.

### **Create and Implement a Work Plan with the Magistrates School of Cataloging Supreme Court Decisions and Ratified Conventions**

During the quarter, the JuST team made significant progress with the Magistrates' School (MS) to develop a computerized, searchable repository for unified decisions of the Supreme Court. Once completed, this database will ensure that judges, lawyers, scholars and students

will have quick access to the most current and relevant sources on which to base decisions or formulate legal arguments.

Under the guidance of an experienced professor engaged by JuST, Dr. Arta Mandro, a cataloguing methodology was developed and Magistrates' School students completed work summarizing cases and identifying key words. The services of an IT programmer were engaged to develop a Document Management System. This work was largely complete by the end of the quarter. The database is expected to be tested and launched during the next quarter.

### **Establish and Implement an Assistance Plan for the Law Clinic**

An important element of USAID's strategy to raise levels of competency and professionalism within the legal profession is a focus on aspiring lawyers enrolled in the University of Tirana Law Faculty (UTLF). JuST has been working since the beginning of the project to create a clinical legal education program with the aim of providing critical legal thinking and reasoning skills to students. Initially there was little progress, but a recent change of leadership within the law faculty has revived interest in establishing a law clinic.

At the end of the last quarter, JuST fielded an international expert, Professor Martin Geer, with experience in establishing law clinics. He conducted his assessment and submitted a report with recommendations for UTLF and JuST in May 2012. Professor Geer suggested that UTLF needs to address numerous faculty development, institutional, infrastructure, and additional administrative needs to create a successful live-client clinic, as this is the most complex method of providing clinical education to students. To address such issues, the report provides a set of recommendations and actions that need to take place before the clinic can start functioning. It also describes additional long term activities that require the continued attention and dedication of the UTLF. Both USAID and the UTLF Dean received these recommendations in May.

Subsequently, the dean called a meeting with department heads and professors to discuss the report's findings and recommendations. JuST reiterated the position that given the lack of progress, USAID is concerned about the UTLF's commitment to this initiative. All participants agreed that the previous board's composition of eleven members was unworkable and agreed to establish a new board with five full time professors as soon as possible based on nominations from departments.

JuST then submitted to the Dean an action plan containing the most important short-term recommendations from Professor Geer's report. Acting on other recommendations, JuST has established contacts with the Executive Director of the Polish Foundation of Legal Clinics and is exploring the possibility of sending UTLF representatives to Poland next fall to receive training and gain practical experience in establishing law clinics.

### **Challenges Ahead for Component Three**

#### *Annual Lawyers' Conference:*

The organization of the National Lawyers' Conference which was intended to enhance the sense of pride in the profession amongst lawyers has been abandoned by the NCA. JuST circulated draft programs and scenarios to Chairman Haxhia last spring and received his

confirmation to work on organizing the event during Year Two. However offers of assistance in organizing this event have been met with apathy from the chairman, who states that the legal profession is far too chaotic to stage a productive conference.

*Legal Clinic:*

The project is cognizant of the delays in establishing the UTLF clinic and is finding it challenging to motivate the law school to engage proactively in developing the program. The previous leadership consistently affirmed its interest in the clinic assistance but the weak commitment caused considerable delays in adopting comprehensive curricular changes, making the board operational, and establishing criteria for faculty engagement and student enrollment. The January election of a new dean and faculty chairpersons offer promise but tangible results have yet to materialize. JuST will continue to push for implementation of action items identified in the legal clinic report.

## Annex 1: Performance Indicators

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
<b>Component 1: Transparency, Fairness and Efficiency</b>								
1.1.1 Number of justice sector personnel in the courts that received USG training	0	100	169	169%	250	326	130%	This quarter more personnel were trained through the fast typing program, specifically secretaries of Serious Crime Appellate Court. The JuST program is still working to build capacities of 17 other court personnel on how to use audio recording system of FTR. From the above number 8 are judges of Lezhë district court and 9 are secretaries of the same court.
1.1.2. Number of legal institutions and associations supported by USG	0	20	49	245%	30	46	154%	Two legal associations are receiving support by JuST through a capacity building program and grants: the Union of Albanian Judges as well as Center for Civil Legal Initiatives. In addition, the JuST is assisting the MS, NCA, and two regional chambers (Vlorë and Durrës) through the CLE program as well as thirty courts, High Council of Justice, MoJ, Albanian Foundation for Conflict Resolution and Reconciliations of Disputes (AFCR), and the Office for the Administration of the Judiciary Budget.

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
1.1.3. Number of hearings that are recorded verbatim	0	0	N/A	N/A	TBD	162	N/A	162 is the number of hearings recorded in Lezha District Court from April 2 to July 3, 2012.
1.2.1.. Number of hearings that are heard in court rooms	485	TBD	N/A	N/A	TBD	6953	N/A	The unit of measure for this indicator is a number. The baseline is the number of hearing held in courtrooms usage in Tirana and Durres according to the Stienstra & Lombard courtroom usage study report. The Q3 results are reported from the court calendar management system installed in Tirana and Durres. The report tells only the number of hearings scheduled. The assumption is that number of hearings scheduled is equal to the number of hearings held.
1.3.1 Number of days from initiation to resolution of mediated cases	21	TBD	12	N/A	TBD	10	N/A	As a result of the training program conducted through AFCD as well as preparing appropriate procedures to be followed by the courts and mediators in addition to raising public awareness activities, there is a decrease in the number of days from initiation to resolution of mediated cases.

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
1.3.2. Number of mediated cases	14	TBD	23	N/A	TBD	179	N/A	The cumulative result is 179. This represents the number of cases from both courts from the beginning of the subcontract with AFCR. The quarter 3 result based on data only for this quarter is 44.
1.3.3. Number of mediated cases resolved	13	TBD	13	N/A	TBD	116	N/A	The cumulative result is 116. This represents the number of cases from both courts from the beginning of the subcontract with AFCR. The quarter 3 result based on data only for this quarter is 35.
1.3.4. Number of mediators trained	0	5	10	200%	20	24	120%	As a result of the training program implemented by AFCR until now 24 mediators have been certified through the training program. The largest number of certified mediators is from Durrës and few of them are from Korçë area.

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
1.3.5. Reduction of time to resolution: mediated cases versus non-mediated cases	TBD	TBD	N/A	N/A	TBD	950% reduction	N/A	The median number of days to resolution for mediated cases is <b>6 days</b> . The median number of days to resolution for a comparable sample of litigated cases is <b>57 days</b> . These results are based on data from Durres and Korca District Courts for this quarter.
<b>Component 2: Civic engagement</b>								

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
2.1.1 Number of civil society organizations using USG assistance to improve organizational capacity	0	15	17	113%	20	77	385%	Analyses: During second year of the project, particularly during period Oct. 2011- March 2012, 30 more CSOs, assisted by capacity building programs and APS (Annual Program Statement) Information Sessions using JuST assistance. Three organizations have taken technical assistance regarding their financial management and accounting to improve financial reports according to program requirements JUST. These three organizations are members of first grant coalition: 1. Centre for Legal Civic Initiatives Women; 2. Forum of Women, Elbasan; and 3. Woman to Woman Association, Shkoder. In addition 27 organizations were informed through regional information sessions regarding the scope of the second Annual Program Statement. These organizations represented those from South, North and East part of Albania. During period April – June 2012 53 CSOs took part of the training program related to anticorruption initiatives. 30 out of 53 CSOs are new organizations that did not benefit from capacity building programs during previous quarters.
2.1.2 Number of USG assisted CSOs that engage in watchdog functions	0	3	0	0%	5	3	60%	During this quarter, three CSOs were engaged in watchdog functions assisted by USG funds. These three organizations are 1. Centre for Legal Civic Initiatives in Tirana, 2. Forum of Women in Elbasan 3. Woman to Woman Association in Shkodër. Through the JuST grant process they will

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
								undertake the process of monitoring court hearings in the District Court of Tirana, Shkodër, Elbasan and Vlorë, regarding family issues, domestic violence, conflicts at work, and discrimination issues including but not limited to gender, age, etc.
2.1.3 Number of advocacy campaigns	0	3	0	0%	5	0	0%	During the reporting period there were not any advocacy campaigns carried out by the USG assisted CSOs aiming to improve the justice system and good governance. JuST staff is working to finalize a grant to an implementing partner for a mediation advocacy and awareness campaign in the districts of Durrës and Korçë.
2.3.1 Number of corruption cases exposed by the media involved in our project	0	1	0	0%	4	0	0%	During the reporting period there weren't any corruption cases reported in the media by journalists who benefited from the project capacity building program. JuST will have data for this indicator during or/and after the implementation of the Just Reporting Fellows Program (JRFP).

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
2.3.2 Number of non-state news outlets that report on corruption assisted by USG	0	0	0	N/A	1	0	0%	There is not yet any data available for this indicator. The JuST team is doing some research regarding existing venues for investigative journalists to publish their articles. The aim of the research is to find out best practices that currently exist and how they can further develop to support the project's goals, by building from and strengthening existing efforts. The project staff is working to issue an RFA for an Independent Media Venue where articles from the JRFP can be posted for public access.
2.3.3 Number of articles/investigative reports placed on the non-state news outlets reporting on corruption, assisted by USG	0	0	0	N/A	10	0	0%	There isn't yet any data available for this indicator. It will be in place after the JRF program will be completed.
2.3.4 Number of journalists trained with USG assistance	0	10	0	0%	15	20	133%	Twenty journalists were trained through the "Law School for Journalists" program this quarter.

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
<b>Component 3: Legal Education</b>								
3.1.1 Number of Bar Journal Issues	0	0	0	N/A	2	2	100%	During the first year, JuST successfully worked with the NCA by writing a concept paper on establishing a sustainable Bar Journal, adopting a regulation on publishing it, establishing an Editorial Board, and appointing an editor-in-chief. The first issue was printed and launched in January with 2000 copies distributed to local chambers, courts and prosecution offices throughout Albania. The second issue was published in this quarter.
3.1.2 Number of lawyers that received USG training	0	150	196	131%	250	320	128%	During the first year, USAID-JuST successfully engaged with the NCA to establish the Continuing Legal Education program for lawyers and assistants. These courses reached 320 participants, which constitutes over 70% of all lawyers and assistants registered in the chambers of Durrës and Vlorë. Forty six (46) lawyers attended all courses.
3.1.3 Number of chambers offering training	0	2	2	100%	3	2	66%	A third chamber is planning to offer trainings during the later part of the year but it will be decided in July 2012.

CUMULATIVE PERFORMANCE INDICATORS REPORT								
Indicator		Year 1			Year 2			
	Baseline	Target	Achieved	Performance against Targets (%) (Y1)	Targets	Actual Achieved (June 2012)	Actual performance against targets Y(2)	Comments
3.2.1 Number of law school students that take part in trial preparation and/or participate in actual cases	0	0	0	N/A	60	0	0%	The establishment of the law clinic has been delayed for many months due to passivity from the law school leadership. The syllabus was revised according to JuST suggestions and approved in November. Two rooms have been assigned at the law school to create a computer lab for the clinic to operate as a free legal aid center.
3.2.2 Number of cases resolved by the Legal Clinic	0	0	0	N/A	3	0	0%	The clinic is not yet established as a free legal aid center.
3.2.3 Number of people receiving legal assistance at the Legal Clinic	0	0	0	N/A	20	0	0%	The clinic is not yet established as a free legal aid center.