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



# **QUARTERLY REPORT**

(April – June 2014)

USAID / ALBANIA, DEMOCRACY AND GOVERNANCE OFFICE

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*On the cover: From left to right: Judge Enkeleida Hoxha, Judge Engjëllushe Tahiri, and Judge Alma Hoxha conducting a trial and using active case management techniques in the Kruja District Court.*

## Introduction

Chemonics International is pleased to present its fourteenth quarterly report describing the activities of the Albanian Justice Sector Strengthening Project (JuST).

## Highlights and Deliverables Completed this Quarter

- Compiled results of active case management in the Kruja District Court showing significant improvement in reducing delay, reducing the number of hearings, and increasing court efficiency.
- Shared active case management results at several public events including a high level meeting of justice system stakeholders and to all judges at the National Judicial Conference.
- Launched a second demonstration project on active case management in the Korca District Court.
- Assisted the National Chamber of Mediators in becoming an established organization.
- Conducted public awareness campaign on digital audio recording.
- Legal Clinic students began providing legal services to clients, with 20 students assigned to assist 10 clients with various legal problems.
- 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 – a key requirement for eventual EU accession. 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 the fourth year of this five-year project.

## Component One – Increased Court Transparency, Fairness, and Efficiency

The first component of the Project is focused on court operations through a number of strategies designed to address the lack of transparency and organizational deficiencies which 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; better court management practices; and assistance to selected pilot courts to introduce and expand the use of mediation for resolving commercial and family law disputes.

### More Accurate Trial Records through Digital Audio Recording

A significant initiative of JuST is implementing digital audio recording capability for the Albanian courts. This initiative continues to receive strong support from the Ministry of Justice, the High Council of Justice, most judges, and the public. An important factor in the

implementation of this technology has been the decision to equip all courtrooms with recording equipment, and a corollary decision not to equip judicial offices with recording equipment. As a result, there is both a growing public demand for recorded trials, and an increasing commitment to build more courtrooms. Administrative Courts have become a reality, with new facilities. A number of courts have managed to acquire State support to expand court infrastructure and build or renovate space to add courtrooms. To keep pace with these changes and to honor the early decision to equip every courtroom with digital audio recording, Chemonics, through USAID, sought additional funding. An increase in the contract ceiling was approved during the quarter, and the process of acquiring additional audio recording equipment began.

During the quarter, JuST, through an NGO – the Albanian Legal and Territorial Research Institute (ALTRI) – continued its public awareness campaign on digital audio recording. The campaign involves a number of activities including “Open Court” days in every court where the technology has been installed. The focal point of the format is a moot court simulation of a trial conducted by law students and designed to illustrate the use of the technology. This exercise is followed by a question and answer session where the Chief Judge and court support staff field questions from reporters, citizens, and any other interested party. Nine open court days were held during the quarter. All of the open court days were covered by local television media. To complement these local events, televised public service announcements were produced and broadcast a total of 720 times in six local TV markets, and 40 times on two national television channels. With these events, coupled with the TV spots, the public is becoming much more knowledgeable about court operations and their right to obtain a verbatim record of court hearings.

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

An important project activity is ongoing assistance to trial courts to increase court room utilization and reduce the number of cases heard in judges’ offices. Early in the project, JuST staff recognized the parallels between USAID objectives for court efficiency, and a trial monitoring project conducted by OSCE documenting lengthy court delay and poor case management practices. A series of collaborations between JuST and OSCE led to a joint project promoting “active case management.” The objective of the collaboration was simply to select a court willing to implement some of the recommendations contained in the OSCE report, “Towards Justice.” The Kruja District Court was selected as the first demonstration court to implement these recommendations. Following a weekend retreat in December, the project was launched in February. The results have been nothing short of remarkable. There have been substantial reductions in the number of non-productive hearings. In complex civil trials, the average number of hearings has been reduced from 14 to 3. Moreover, the number of cases resolved by each judge has more than doubled for comparable time periods. Cooperation among lawyers, prosecutors, and agencies working in the courts has been excellent, as all recognize the benefits of efficiency.

Given the success of the first demonstration court, JuST and OSCE, in consultation with institutional stakeholders and partners selected the much larger Korca District Court for a second demonstration. A weekend retreat of all Korca judges was organized in May, facilitated by Judge Truman A. Morrison with the active participation of the four judges from the first demonstration court in Kruja. While the techniques of active case management were initially greeted with skepticism, hearing about the positive experience of the Kruja judges was useful. The Korca judges established goals, developed an action plan, and set a timetable for program activities.

The results are being monitored continually in both courts and shared throughout the justice system. The early results in Kruja were so impressive that the Chief Justice of the Supreme Court requested a presentation by the Chief Judge of Kruja to all of the judges in Albania at the Annual Judicial Conference in Tirana.

### **Reduced Case Backlogs through Implementation of Mediation**

As described in previous reports, JuST's efforts to establish and then support a National Chamber of Mediators have been impeded by persistent internal conflict among mediators, resulting in organizational dysfunction. While some problems linger, considerable progress was made during the quarter. The Minister of Justice and the USAID Mission Director participated in the first public event of the new Chamber on June 6. The event was held on the premises of the Ministry of Justice and the media coverage provided visible public backing for the Chamber. JuST finalized an agreement with the Chamber to revitalize the court-connected mediation programs in Durres and Korca. Finally, JuST financial support permitted the Chamber to establish an official office for the profession.

Throughout this lengthy process, JuST coordinated closely with other international donors. One particularly fruitful area of cooperation has been with the European Union, which is developing a twinning program for mediation. Close collaboration between JuST and the EU has resulted in both donors structuring assistance without overlap, and with maximum impact.

### **Improving Public Information Offices of the Courts**

A small but important JuST objective is to increase access to justice by improving public information areas of courts. While system-wide improvements are beyond the scope of the Project, JuST has worked successfully with several courts and with the Office of Budget and Judicial Administration to develop models of what a good court public information area should look like. Having successfully completed and inaugurated two facilities in the courts of Pogradec and Kavaja, this quarter saw the completion of the third and final facility in the Kurbini District Court. Through these three refurbishment projects, a new standard for Albanian courts embodying a philosophy of customer-friendly service delivery to citizens has been established for future renovation projects by the Albanian government. JuST intends to provide to the Office of Budget and Judicial Administration a set of written standards which will incorporate all the lessons learned carrying out these three refurbishment projects.

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

At this point in the project, there are few significant challenges facing Component One. The digital audio recording technology is now a fact of life in the legal culture. Plans to deploy a central backup server for all audio recordings in Tirana present certain technical challenges, but with time, will add functionality and even greater data security. There has been a lull in the DAR installation schedule while waiting for funding to be approved and additional equipment to arrive. This delay adds urgency to the task of completing the installation and training process in the time remaining for project activities.

The two pilot projects in active case management are producing impressive results. Request have already been made to expand the demonstration to additional courts. Given limited staff resources, JuST intends to find ways to expand best practices within the time remaining for the project. The JuST/OSCE partnership provides a good model for maximizing impact and continuing this important work beyond the conclusion of JuST.

While some progress has been made in the development of the organizational capacity of the National Chamber of Mediators, challenges remain. Organizational deficiencies and shortcomings have become more evident as JuST has engaged experts to work with the Chamber on developing a five-year action plan, a communications strategy, and a training plan for new mediators. (See the following section for more information on capacity building of the Chamber.) The outline of a sustainable model for mediation services is still being developed. Ongoing exchanges with mediation professionals in neighboring countries – most recently with Kosovo – may provide useful models for mediation services in Albania and will be explored in the months ahead.

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

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

### **Capacity Development for the Union of Albanian Judges**

As part of JuST’s support to strengthen the institutional and technical capacities of the Union of Albanian Judges, in this quarter JuST provided support for the participation of the UAJ chairman and a second member of the board at the European Judges Association meeting in Cyprus in April. In addition, UAJ is implementing a JuST-funded small grant which is supporting the drafting of bench books for civil trials, criminal trials, and judicial ethics.

The UAJ continues to raise its profile by speaking out on issues relevant to the judiciary. For example, the Union sent its position on “Handling Citizen Complaints towards Judges” to all media outlets. It has requested repeal of a decision as incompatible with the Constitution and with the law on the High Court. The UAJ has also provided feedback on proposed amendments to the criminal procedure code. Moreover UAJ has been involved in another project with OSFA titled “Constitutional reforms from judges’ viewpoint,” and has continued to inform its membership on training opportunities. All of these activities point to sustainability following the conclusion of JuST in 2015.

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

An important element of USAID’s assistance to Albania is strengthening civil society as a means of increasing citizen participation and achieving greater transparency and accountability from governmental institutions. To advance this ideal, JuST has an active program of capacity building, training, and small grants to organizations with promising ideas for combatting corruption and improving governance. Currently, 88% of the total budget available for small grants has been committed.

### **Grants Status**

The project continues to evaluate the grant proposals submitted by CSOs in the field of good governance and anticorruption. A new grant was awarded to the Center for Legal Civic Initiatives (CLCI) during this quarter and grant activities are being implemented. A description of activities of this grantee is included in the following section of this report.

The **Gjirokastra Multifunctional Community Center (GJMRO)** continues to enhance mediation and restorative justice practices by resolving different community-based problems in Gjirokastra, Saranda and Përmeti. Judges in these three courts have referred commercial and domestic cases to their respective mediation offices to help reduce the court caseloads, while providing parties with a faster and less costly alternative to regular court hearings.

During the quarter, a total of 89 cases were referred to the three mediation offices. Fifty eight (58) cases have been successfully resolved with most of the remainder still in the process of mediation. During May and June, exchanges were arranged by UNDP in Kosovo among mediators and judges from both Kosovo and Albania. The exchanges involved visits by Kosovo mediators to the five cities<sup>1</sup> where JuST is supporting mediation. Following these visits, Albanian judges, prosecutors and mediators from these five courts were invited to participate at a UNDP-sponsored conference on mediation in Prishtina. The exchanges proved fruitful, as both countries are trying to find mechanisms for sustaining and expanding mediation services.

**Eye of the New Media** continues to promote civic participation in tackling corruption in local government institutions responsible for social services in the Vlorë and Fier regions. In cooperation with the Association of Journalists for Justice, and the publication of five investigative articles on [www.investigim.al](http://www.investigim.al), the grantee is publicly identifying problems encountered in the social services system.

During the quarter, **Eye of the New Media** organized open public meetings in five local government units in the Vlorë and Fier regions, where 86 beneficiaries shared their concerns on the social welfare system. Their complaints ranged from inefficiency of the regional institutions to arbitrary provisions of the existing law which exclude hundreds of poor families. For example, possession of some land or having settled in different areas after 1992 can result in lack of eligibility for social services.

The meetings also shed light on community members' lack of access to the local decision making process. Eighty four councilors in six communes and municipalities were trained by the grantee on the Law on Social Services. The objective of the training was to increase their knowledge about their duties and how to perform them. In a majority of cases, the councilors were simply not aware of their responsibilities. Once they understood the process, they began putting pressure on the local administrators to add more eligible beneficiaries to the welfare lists. Investigative journalists participated in the meetings with beneficiaries, and conducted interviews with 22 of them, as well as with ten representatives of regional directorates. All of the above-mentioned issues were reported in five published articles, with three additional articles currently being developed. The data received from questionnaires administered to five local administrators was used by the staff in drafting reports and by the journalists reporting on the issues raised by beneficiaries of the social services.

**Albanian Legal and Territorial Research Institute (ALTRI)** During the quarter, ALTRI continued to implement activities of the six-month awareness-raising and advocacy of digital audio recording in courts project. ALTRI organized open court days in Elbasan, Kavajë, Dibër, Korçë, Tirana, Kurbin, Krujë, Pogradec and Mat District Courts, and awareness raising activities in five additional municipalities and the “pedonale” (pedestrian only) area of Tirana. They also arranged for the broadcasting of TV spots on local and national television stations. Currently, ALTRI experts are working on a monitoring activity which is expected to be finished by the end of June, with a series of regional roundtable activities following in July. ALTRI is monitoring

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<sup>1</sup> JuST is supporting court-connected mediation in Durres and Korca, as well general mediation services in Gjirokastra, Saranda and Përmeti.

how the DAR system is being used, public perception and citizen satisfaction with the system, and then discussing the results with local justice stakeholders.

**Association of Journalists for Justice (AJJ)** The journalists are continuing their anti-corruption efforts in the justice system by contributing to a database of cases handled by the police, prosecution offices and the Tirana District Court. A similar methodology will be applied in the Durrës district. The findings have been presented to representatives of these institutions in June, and have been published in thirteen separate articles during the quarter.

In June, the Association initiated a two-month professional internship program with 11 students from the journalism faculties of Tirana University and the Aleksandër Xhuvani University in Elbasan. The interns will focus on writing investigative stories, as well as conducting video reporting for publication on the AJJ's online media venue. Four members of the Association previously trained by an international expert in television production techniques provided training in video production and editing for the interns, thus broadening the impact of the technical assistance from last quarter. The AJJ will continue to offer this internship program in the future as it is enhancing the skills and the marketability of aspiring journalists.

The Board of Directors of the Association is working diligently to build mechanisms to sustain the Association and their website following the expiration of JuST Project support. These mechanisms include membership fees and voluntary donations of a percentage of payments from donors for individual stories or training activities. In addition, the association has applied for funding from other local donors.

#### **Justice Reporting Fellows: Training and Independent Venue for Investigative Journalists**

The number of stories published on the website is increasing day-by-day and the quality of articles is also improving. With ongoing mentoring and the active engagement of the editor, the journalists are better equipped now to investigate and report on cases of corruption. During this quarter, 70 articles were published on the investigative website [www.investigim.al](http://www.investigim.al), from which 57 reports were blogs and 13 were investigative articles.

A campaign supporting of the Association was conducted during May promoting the web page through email alerts. Daily notifications are now going out to 559 email accounts.

Students of the internship program have been divided into groups and are providing daily pieces on breaking news.

**JuST Forum Albania** The forum continues to be the primary means of communicating information on the grants program. The total number of viewers on JustForumAlbania for this quarter was 1,240, down slightly from the previous quarter, reflecting the fact that the deadline for submitting concept papers under the APS had closed.

**National Chamber of Mediators (NCM)** As noted in the previous section, JuST is working to promote mediation in Albania as a technique for reducing case backlogs. Component 2 has been working to develop the capacity of the professional organization of mediators. With JuST support, on June 6 the Albanian National Chamber of Mediators (NCM) organized its first event on "Mediation, an alternative for dispute resolution". The Minister of Justice, Nasip Naço, Acting USAID Albania Mission Director, James Peters, and EU Delegation representative, Claus Lech, all made remarks to reinforce their support for strengthening the mediation profession and services in Albania.

JuST is continuing to support the organizational development of the NCM by providing trainers and technical assistance. For example, JuST engaged a local expert during the quarter to support the NCM in strengthening its organizational capacities by assisting in the development of internal rules, a long-term strategic vision, a communication strategy, and an action plan for the next five years. To continue these efforts, JuST is planning on engaging two more experts (one local and one from the region) in the near future to assist the NCM in developing a training strategy for mediators, training curricula and ToT program.

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

As noted in previous reports, it is a continuing challenge to encourage CSOs to present proposals with courageous and well-reasoned anti-corruption and watchdog activities. Many organizations appear to be more accustomed to monitoring the work of institutions and reporting their findings in roundtables. Tangible results have been difficult to identify.

Previous efforts to address this challenge have included providing training in proposal writing using local expertise. However, given the general lack of domestic experience in developing strong anti-corruption and watchdog activities, JuST will use a different approach to change the established mindset regarding what CSOs can accomplish. In the coming quarter, JuST will engage the services of a third country national who will share best practices regarding anti-corruption activities, techniques for engaging with government agencies in different sectors to increase transparency and accountability, and to reduce corruption. JuST plans to issue one final anti-corruption RFA where CSO's will have an opportunity to apply what they have learned from the international expert.

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

The third JuST component is designed to enhance the legal competence and professionalism among practicing lawyers and to reinforce practical skills among law graduates in the country. To achieve these objectives, the project works closely with the National Chamber of Advocates (NCA) to sustain its Continuing Legal Education (CLE) program for lawyers. The project also works with the University of Tirana Faculty of Law (UTFL) to promote clinical legal education intended to offer practical skills to aspiring lawyers.

#### **Develop and Implement Continued Legal Education (CLE) program**

From the beginning of the project, JuST has focused on establishing a NCA-owned and operated CLE program to address the perceived lack of competence and professionalism among practicing lawyers and to make the NCA a more dynamic institution. During the first three years of project implementation, JuST devoted considerable effort to assisting the NCA in establishing a CLE program for lawyers and assistant lawyers in three regional chambers of advocates and making CLE mandatory through amendments to the law on the Legal Profession. With new legal provisions in place providing for mandatory initial training (training to assistant lawyers) and continuous training (to lawyers) to be offered by a NCA new structure, namely the National School of Advocates (NSA), JuST continued assistance in preparing an action plan addressing the future of the CLE Program.

Upon completion of the second year of the CLE Program in Vlora, Fieri and Durresi, JuST organized a Recognition Ceremony on June 10 to present certificates to a representative sample of lawyers and assistant lawyers who attended all required courses from each regional chamber. The USAID Mission Director presented the certificates, along with the national and regional

chamber heads and the director of the School of Advocates. Over 480 lawyers and assistant lawyers attended the courses during the second year of the CLE program, bringing the overall number of participants to more than 630. In addition to the increasing interest and participation rates of the CLE program, according to NCA, 98% of the assistant-lawyers who attended the USAID-supported CLE Program have passed the Bar Exam.

The success of the two-year program, the increasing demand from lawyers in the regions, and the legal obligation to provide trainings have all led to NCA's decision to expand the program to three more regional chambers in the third year of CLE. The local chambers of Korca, Shkodra and Tirana will be added to the existing three chambers. Lawyers from nearby chambers will also be asked to attend the courses. Courses for the third year of CLE will begin in the fall, and will primarily target lawyers. However, they will be open to assistant lawyers who cannot attend courses offered by the National School of Advocates in Tirana. With the NSA in place and with the expansion of the pilot CLE Program, the National Chamber of Advocates is close to fulfilling the legal obligation to provide nationwide initial and continuous trainings.

On a parallel track, the NCA is continuing to provide trainings through the NSA to assistant lawyers from all over Albania. Although the NSA is only in its first year of existence, it has already started to comply with its legal obligations, particularly with regard to training assistant lawyers. It has also completed most of the steps of the JuST-supported Action Plan on the Future of Continuous Legal Education, which focused mostly on initial training and organizational development of the NSA. To further support the understaffed NSA, JuST is working with the School in implementing the Action Plan through drafting assistance for the Continuing Legal Education Regulation. The establishment and development of the NSA not only corresponds with USAID objectives of having more professional and better trained lawyers and of making the NCA a more dynamic institution, but also constitutes a guarantee of sustainability of the CLE Program beyond donor support.

Going forward, JuST will continue to support the CLE program during its third year in 6 regional chambers of advocates, and will support the NCA with the implementation of the Action Plan.

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

JuST support to the National Chamber of Advocates also includes assistance to establishing a Bar Journal as part of the effort to raise the professional standards and instill a sense of pride among practicing lawyers. The journal, *Avokatia*, aims at fostering professional debate amongst the Albanian legal profession focusing especially on engaging practicing attorneys in legal research and writing.

Set up as a quarterly publication of the NCA, *Avokatia* is now a respected legal periodical. During this quarter the tenth issue of the journal was published and work is underway for the preparation of the eleventh issue, demonstrating a sustained capacity by the NCA to ensure a periodical publication going forward. While the JuST Project assisted the NCA with different cost elements for the first six issues of the Journal, the Journal is now financially self-sustainable. During this quarter JuST also supported the Journal with the design of a website, <http://avokatia.al>, which is now available online. It contains information on the Journal, solicitations for articles, along with the academic writing rules used by the Journal, contact information, a table of content and summary of each issue, and the full text of at least three or four of the best articles from each issue. With options of publicly sharing the content through social networks, it is expected that the website will help *Avokatia* become more visible and will attract more potential authors.

## **Clinical Legal Education Program**

To address the overly theoretical focus and rote learning legacy that the Albanian legal education has inherited, JuST is assisting the University of Tirana Law Faculty (UTLF) in setting up a clinical legal education program. The goal of this program is to assist students in developing critical legal thinking and practice skills and engage them directly under proper supervision in providing legal services to disadvantaged clients.

In order to establish a mechanism for case referrals to the UTLF Legal Clinic, JuST awarded a grant to a local, highly experienced legal aid provider, the Center for Legal Civic Initiatives (CLCI). This quickly resulted in 10 case referrals to the Clinic, with 20 students assigned to trial preparation work for these cases. Groups of students working in pairs have interviewed clients, prepared legal opinions, court documents and other requests/documents as needed. With the increasing awareness on the Legal Clinic, the Clinic has accepted three additional walk-in clients with various legal problems such as divorces, property disputes, and work-related disputes. Under the supervision of professors, students have completed 11 legal opinions so far.

In order to prepare students for providing legal aid to real clients, CLCI and clinic professors have organized two trainings on “Enhancing the Practical Capacities of the Legal Clinic Students”. Twenty two students attended the first training, and 26 attended the second. Students were trained on how to prepare a legal opinion, how to interview a client, rules related to ethics, confidentiality, data protection, and conflict of interest. Also, to commemorate the Albanian Justice Day on May 10, students involved in the Legal Clinic took part in re-enacting a debate between two US Supreme Court Justices.

JuST supported two practice-oriented trainings during the quarter. The “Professional Ethics Practice Oriented Training” was held for 25 students with training provided by a Justice of the Supreme Court, a Prosecutor of the General Prosecution Office and a Law School Professor. The training was aimed at providing students with practical skills regarding application of the Codes of Ethics for the different legal professions (Lawyers, Judges, and Prosecutors) and practical issues involving ethical dilemmas. The training included practical simulation and mock trials. During the simulation sessions, the students were assigned different roles (lawyer, judge, prosecutor, or state representative to the court) and simulated judicial processes with ethical issues. Other students were divided into ethical evaluation panels responsible for identifying the ethical infringements of each professional. The second practice-oriented training took place in June and covered trial advocacy skills. It was organized for 29 Legal Clinic Criminal Law Students who took part in several mock-trial sessions. While the training replicated last year’s training offered by a group of NITA-trained prosecutors, this year it was delivered by the Law School professors themselves. Two of the students who took part in last year’s training served this year as assistant instructors.

Numerous activities have been organized to promote more public awareness for the Legal Clinic. For example, two clinic students took part in the Career Fair organized by the University of Tirana Career Center. In another outreach effort, the Legal Clinic held a meeting between legal clinic professors and the Anti-Discrimination Commissioner. The latter was eager to refer discrimination cases to the Legal Clinic students, and both institutions (UTLF and the Commission) are planning to institutionalize their relationship through a Memorandum of Understanding. All of the training activities described above have involved, as participants or spectators, students who are expected to select the clinical courses in the next academic year. Regarding administrative measures to enhance the Legal Clinic, the Legal Clinic Board and the Dean have agreed to formally address the issue of the University providing extra payments to the Legal Clinic Professors who are expected to dedicate extra time and effort to supervising students

in the provision of legal aid to clients, and of hiring administrative staff for the Clinic. In June a temporary contract was concluded with an administrative staff for the Clinic, with a view of making it a permanent position in the future.

JuST will continue to work closely with the UTLF and Legal Clinic Board to ensure the outline and implementation of the future steps needed in terms of management and administration of the Legal Clinic, as well as adopt measures leading to proper mechanisms of case referrals by legal aid institutions/stakeholders.

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

The refurbishment of the UTFL legal clinic space provides an opportunity to move forward with addressing some inherent challenges with establishing a viable legal clinic program. The main challenge at the moment remains the identification of sustainability mechanisms. To achieve this goal, a number of challenges need to be overcome, including ensuring that professors are appropriately motivated to make a long-term professional investment to the clinic, developing cooperation mechanisms with legal aid providers and institutions, and structural changes which would enable a better management of the Clinic.

## Quarterly Accrual Worksheet

*Scroll across cells with red corners to read pop-up field descriptions.*

Partner/Vendor: Chemonics International As of: Q3/2014  
 Contact: Nitara Layton/Sarah Byrne  
 Phone: 202-955-6563/202-524-7682  
 Fax: 202-955-7540

**Contract/Agreement No.** **182-C00-10-00105-00**

**Project/Activity Name** **Albanian Justice Sector Strengthening Project**

Agreement Start Date: 10/1/2010  
 Agreement End Date: 9/30/2015

Agreement Ceiling:	\$	9,750,298.00	
Obligated Amount:	\$	8,105,090.00	(per Phoenix)
Ceiling Remaining:	\$	1,645,208.00	Formula (=C17-C18)

Total Disbursed:	\$	6,492,327.92	(per Phoenix)
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Last Payment Amount:		\$120,267.55	(per Phoenix)
For the Period:		Apr-14	

Unliquidated Balance:	\$	1,612,762.08	Formula (=C18-C21)
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**Last Invoice, not yet disbursed:**

Invoice No.		N/A
For the Period:		N/A

Calculation:	April	\$	120,267.55	(Inv. No.: 060563)
	May	\$	140,879.57	(Inv. No.: 060756)
	June	\$	173,107.50	(estimate)
	Total	\$	434,254.62	(estimate for April - June 2014)

<b>Accrual amount:</b>	<b>\$</b>	<b>434,254.62</b>	Formula (=C34)
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(the value of goods and services provided to USAID, not yet paid for)

Est. Pipeline Amount:	\$	1,298,775	Obligated amount less disbursed amount, less accrual amount. Formula (=C18-C21-C36)
Notes/Comments:			

CTO Initials/Date: