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ALBANIAN JUSTICE SECTOR STRENGTHENING PROJECT (JuST)



QUARTERLY REPORT

(July – September 2014)

USAID / ALBANIA, DEMOCRACY AND GOVERNANCE OFFICE

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On the cover: From left to right: Justice Minister Nasip Naço, President Bujar Nishani, Chief Judge Admir Belishta, US Ambassador Alexander Arvizu, and Chief Justice Xhezair Zaganjori at the ceremonial launching of the “For Justice without Delays” project in Korça.

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

- Convened fifth regional court leadership conference in Gjirokaster on digital audio recording.
- Conducted training of all judicial inspectors on audio recording software and PAKS+ management reports.
- Ceremonial launch and high level meeting to promote second demonstration project on active case management in the Korca District Court.
- Inauguration of the Kurbini District Court Public Service and Information Area.
- Final Request for Applications issued for grants.
- Legal Clinic students continued providing legal services to clients during academic summer break.
- 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 last quarter of the fourth year of this five-year project.

Component One – Increased Court Transparency, Fairness, and Efficiency

The first component of JuST 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 all Albanian courts. Frequently cited by top officials as a measure of Albania’s progress toward meeting EU standards on the rule of law, this initiative continues to receive strong support from the Ministry of Justice, the High Council of Justice, most judges, and the public.

This quarter spanned the summer lull in activities, when courts are traditionally closed during the month of August except for criminal arraignments. The summer pause coincided with a period during which JuST had depleted its inventory of computers, mixers, and software necessary for digital audio recording (DAR) installations in additional courtrooms. Once we received USAID approval for a contract ceiling increase to install DAR equipment in 66 new courtrooms in Albania, this additional funding led to procurement and delivery of a large shipment of equipment in September. By the end of the quarter, JuST was ready to resume DAR installation in the remaining courts, along with training court staff and judges on how to use it. As the quarter ended, JuST had equipped 112 courtrooms in 25 separate courthouses. JuST staff had trained 249 judges, 384 court support staff, and 22 judicial inspectors in the Ministry of Justice and the High Council of Justice.

In July, JuST organized the fifth regional court leadership conference on audio recording in the Gjirokaster Appellate District. Virtually all judges and court staff participated from the district courts of Permet, Saranda and Gjirokaster, as well as the appellate court for the District. This conference followed an earlier training of 22 judicial inspectors from both the Ministry of Justice and the High Council of Justice. That training offered an in-depth overview of both the software used in courtrooms, and the PAKS+ management reports by which inspectors can monitor audio recording usage by court or by individual judge. Both of these events are part of JuST's strategy to ensure full utilization of the technology by reinforcing the message that the audio recording is the official record of court proceedings, and that use of the technology will be among the criteria by which judges are evaluated.

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

During the first two years of the project, JuST efforts to improve court management and promote more efficient court operations were focused on Albania's two largest courts: the District Courts of Tirana and Durrës. Progress was slow, in part due to serious court infrastructure limitations, but also because of a lack of strong judicial leadership. During Year 3, however, a new chief judge in the Tirana District Court moved quickly to implement many recommendations made previously by JuST regarding courtroom calendar management and better use of the limited courtrooms. Planned additional courtrooms promise further improvements.

There are certain management principles shown to improve caseflow in all courts, regardless of type. These include the principle of trial date certainty; good pretrial preparation by the parties; firm control by the judge who manages the pace of litigation; adherence to the principle that each court appearance is meaningful; and finally, that trial postponements should be the exception, not the rule.

During Year 4, JuST decided to modify its approach to address the chronic problem of court delay and inefficient case processing procedures. Working jointly with the OSCE Justice Project, JuST decided to engage a selected court willing to implement recommendations contained in OSCE's court monitoring study, "Towards Justice." The Kruja District Court was selected as the first demonstration court to implement these basic "active case management" principles. Following a weekend retreat in December 2013 that was facilitated by senior US judge, Truman A. Morrison, the project "For Justice without Delays" was launched in February 2014 in Kruja. With the enthusiastic engagement of the entire, all-women court, the results were immediate and overwhelmingly positive. 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 in Kruja, JuST and OSCE, in consultation with institutional stakeholders and partners, selected the much larger Korca District Court for a second demonstration court. A weekend retreat of all Korca judges was organized in May 2014, facilitated again by Judge Morrison, along 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 new program was underway by July 2014, and preparations began immediately to hold a high-level meeting in September 2014, both to inform local stakeholders and to demonstrate the magnitude of national support for the effort.

On September 10, 2014, the Korca project was officially launched with the participation of the President of the Republic of Albania, the Minister of Justice, and the Ambassadors of the United States and the OSCE Presence. To demonstrate exactly what “active case management” means to citizens, a two-act play was performed by students in a courtroom as part of the event. The demonstration was informative, entertaining, and well received by the audience, which included the President and the Minister of Justice.

JuST and OSCE continue to monitor data from both demonstration courts, and the results continue to be favorable. Given that this is the first initiative to produce significant, tangible results, there are increasing calls for expansion of the techniques to other courts. JuST intends to showcase the successful efforts of these two very different courts at the planned National Court Leadership Conference which will take place in the upcoming quarter.

Reduced Case Backlogs through Implementation of Mediation

Reducing case backlogs is an important objective in building trust in the judicial system. Besides the active case management techniques described above, JuST is also working on alternate dispute resolution techniques – namely mediation. Mediation, when successfully implemented, brings multiple advantages to the court system, including reduced costs to courts. Furthermore, parties that work out their differences together, in the context of mediation, are likely to be more satisfied with the outcome. Mediation also tends to be a much quicker process than traditional litigation. For these reasons, USAID has actively supported the development of mediation in Albania.

JuST support for mediation in Albania has taken three forms. First, JuST supported the original two mediation programs located in the District Courts of Durres and Korca, which focus on commercial and family cases. Second, JuST supported a mediation program in southern Albania through a small grant to a local NGO, the Gjirokaster Multifunction Community Center. While maintaining elements of court-connected mediation, it broadened the scope of services to include different kinds of cases that have the potential to be resolved before a case is filed in court. The Community Center established mediation offices in the southern cities of Gjirokastra, Permeti and Saranda. Third, JuST supported the establishment of the National Chamber of Mediators (NCM), authorized by the Law on Mediation that became effective in February 2011.

Of these three elements of JuST support for mediation, only the grant-funded Gjirokaster Multifunction Community Center produced significant results during the quarter, or throughout Year 4. In both Durres and Korca, the court-connected mediation programs became dormant after JuST’s subcontract with an NGO, the Albanian Center for Conflict Resolution, was completed. Envisioned as taking over this function, the National Chamber of Mediators has had a difficult time organizing itself due to internal management conflicts, despite having funding mechanisms in place. By contrast, the mediation programs in Gjirokaster, Permet and Saranda operated by the

Gjirokaster Multifunction Community Center received 252 cases from a variety of sources, and have resolved 217 of these cases to date. By the end of the quarter, the Korca mediation program had resumed operations, and was handling mediation referrals from the judges.

Improving Public Information Offices of the Courts

Citizen access to justice is an important objective of USAID assistance. Access to justice includes a number of elements, including a welcoming and professional environment where parties can obtain information on their cases, or procedures for pursuing their claims. JuST has worked with several courts as they have renovated their public spaces to create modern public service and information areas.

During the quarter, the third and final court renovation project was inaugurated in the Kurbini District Court, with the participation of USAID's Country Representative. The newly-renovated space embodies contemporary standards of public service delivery, where citizens can obtain the court information they need, and court staff can work efficiently. As a final conclusion to this three-court project, JuST intends to engage the services of an international expert on courthouse design, who will summarize the lessons learned from the three projects, and leave Albanian officials with a set of standards to guide future courthouse improvement projects.

Challenges Ahead for Component One

As noted in previous reports, leadership deficiencies and internal conflicts continue to impede the growth and development of the National Chamber of Mediators. The basic organizational elements, including a funding mechanism for court-connected cases, are in place, and it is now up to the Chamber to utilize the assistance they have been provided.

Gaps in funding have led to an interruption in the ambitious DAR installation schedule. However now that new equipment has been delivered, JuST expects to proceed swiftly with the final installations in the North and in the Administrative Courts. The installation of the planned central server has been delayed, but this delay is close to being resolved and installation should begin soon. Connectivity between local court servers and the central server presents a technical challenge, the dimensions of which will not be fully known until a working pilot in three initial courts is operational.

Finally, differences of opinion regarding the nature and appropriate level of detail of the "Log Notes" case summaries is an issue that will be addressed in the upcoming quarter, through technical working groups and our policy-level advisory board.

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 Civil Society Organizations

Union of Albanian Judges

As part of JuST support to strengthen the institutional and technical capacities of the Union of Albanian Judges (UAJ), JuST continues to assist this professional organization in a number of ways. On September 27, 2014, JuST supported the Union by hosting the General Assembly, at which 51 member judges took part in the meeting. This meeting included elections for a new board of directors, and Gerd Hoxha, a criminal division judge from the Tirana District Court, was elected as Chairman. A new nine-member board of directors was also selected and includes a number of new Union members.

The UAJ is continuing to implement a small grant aimed at producing practical guides for judges known as “bench books.” These bench books cover civil trials, criminal trials, and judicial conduct. Final draft versions of these three documents were submitted by working group members and reviewed by the JuST team during this quarter. The only activity remaining under this grant is the publication of the bench books and a launching ceremony for their promotion and distribution to judges.

National Chamber of Mediators (NCM)

JuST continued to support the NCM during the reporting period by providing short-term local technical assistance to the working groups established by the organization. As a result of this assistance the most important organizational documents for the Chamber are now in place, including:

- A five-year strategy and corresponding action plan for NCM activities;
- Internal “Organization and Functioning Rules and Regulations” for the NCM;
- Internal and external communications strategies; and
- A plan for developing initial and continuous training for mediators, including training curricula.

Additionally, in September 2014 JuST engaged an international expert to provide a Training of Trainers (ToT) to NCM members, in order to nurture the capacity and growth of the NCM during Year 5 and beyond the conclusion of JuST. As a result of the ToT training program, 19 mediators were certified as members of the NCM’s ToT group.

Finally, a leaflet was produced and a website built with JuST assistance under the domain of www.dhkn.gov.al. These products are designed to convey the benefits of mediation and inform the public on the existence and activities of the new NCM. JuST is continuing to work with the NCM to draft and approve rules and regulations that govern training standards for new mediators.

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. Currently, 88% of the total budget available for small grants has been committed, with the remainder due to be awarded in the next quarter.

Grants Status

During the reporting period no new grants were awarded. However, a new Request for Applications was issued by JuST on August 29, 2014, soliciting anticorruption initiatives from CSOs. As a result of this call, a total of nine proposals were received from throughout Albania. JuST anticipates an award early in the next quarter. The JuST team continues to monitor a number of active grants, including the following:

The **Gjirokastra Multifunctional Community Center (GJMRO)** successfully concluded its grant activities during the reporting period. The project was focused on enhancing mediation and restorative justice practices in Gjirokastra, Saranda and Përmeti. Its activities contributed to enhancing the skills of lawyers and judges on mediation and restorative justice practices. Judges from the three courts have referred commercial and domestic cases to the mediation offices in their respective courts, thereby reducing caseloads, raising awareness on the benefits of mediation, and most importantly, providing parties with a faster, less costly alternative to regular court processes.

Eye of the New Media continues to promote citizen participation in tackling corruption in local government institutions responsible for delivering social services in the Vlorë and Fier regions. The project is working with 14 local government units. Its activities consist of encouraging the public to identify and denounce corruption by focusing on state and local institutions and other agencies responsible for delivering social services in their communities. It also closely monitors the activity and performance of local institutions with the aim of improving the local decision making in carrying out public policies. In cooperation with the Association of Journalists for Justice, this project has exposed numerous discrepancies and problems encountered in the social services system by publishing investigative articles on the online venue, www.investigim.al.

Albanian Legal and Territorial Research Institute (ALTRI) During this quarter, ALTRI successfully completed the six-month project entitled “Regional Campaign of Awareness and Advocacy for Digital Audio Recording in Courts.” The final activity under the grant was the production of a documentary video summarizing all the activities of the public awareness campaign to promote digital audio recording.

Association of Journalists for Justice (AJJ) The journalists continue to gather information from police and prosecutor offices, as well as the Tirana District Court. This data is being entered into a database and regularly updated. Findings from their monitoring will be published on their investigative website, www.investigim.al. For the reporting period, five investigative videos and stories were completed and published on the website, with three more investigative articles close to publication.

Center for Legal Civic Initiatives (CLCI) is continuing its work to enhance the practical skills of law students by providing opportunities for them to work on concrete cases. Ten clients/cases were referred to the UTLF legal clinic, giving 20 clinic students the opportunity to work on the cases. The CLCI also organized a simulated debate with law clinic students that re-enacted a discussion between two US Supreme Court Justices. Finally, they provided two trainings on “Enhancing the practical capacities of the legal clinic students,” in which 49 students participated. Students commented that they appreciated the integration of both theoretical and practical elements in these activities. Moreover, the CLCI organized three informative meetings with students from the Faculty of Law and other institutions, such as the Anti-Discrimination Commission, to increase general awareness of the legal clinic and its activities.

Justice Reporting Fellows: Training and Independent Venue for Investigative Journalists

The number of stories published on the website is increasing each week and the quality of articles is also improving. The journalists are now better equipped to investigate and report the cases of corruption following JuST-sponsored trainings and mentoring. During this quarter, 55 articles were published in the investigative website www.investigim.al, from which 44 reports were blog postings and 11 were investigative articles and videos.

Watchdog/Anticorruption Projects Training with CSOs:

During September 2014, JuST brought in a regional anti-corruption expert to deliver a training program aimed at equipping Albanian CSOs with a variety of tools for engaging governmental agencies as partners in anti-corruption projects. The intended immediate outcome of this training was to equip CSOs with the knowledge and tools needed to produce proposals that will lead to high-quality and effective anti-corruption activities that go to the heart of institutional corruption. The training program received highly favorable evaluations from the participants.

JuST also organized its second annual presentation of grant projects to coincide with the training. Five JuST grantees made presentations on their projects, covering project objectives and successes achieved so far. The presentations were well received by the participants. The activity was a good opportunity for CSOs to share best practices as well as to become more aware of the expectations of JuST's grant program.

Challenges Ahead for Component Two

In all areas but one, Component 2 results exceeded the targets and expectations set forth in the Year 4 work plan. The single weak area for this component relates to the continuing challenge for the mediation profession to overcome internal disputes and make effective use of the assistance offered by USAID through JuST. JuST has expended considerable effort to develop the capacity of the NCM to govern itself effectively, with much of this effort occurring during this quarter.

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 Law Faculty (UTLF) 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 an NCA-owned and operated continuing legal education program (CLE) as a means of addressing the perceived lack of competence and professionalism among practicing lawyers and making the NCA a more dynamic institution. During the first four years of the project, considerable effort was devoted to assisting the NCA to establish a CLE program for lawyers and assistant lawyers in three regional chambers of advocates, make CLE mandatory through amendments to the Law on the Legal Profession, and assist the newly established National School of Advocates (NSA) to develop an action-plan addressing the future of the CLE Program.

Upon completion of the second year of the CLE Program in three chambers, the success of the first two years of the program, the increasing demand from lawyers in the regions for the training, and the legal obligation to provide trainings to lawyers from all over Albania, motivated NCA's decision to expand to three more regional chambers in the third year of the CLE Program. In the third year of the CLE Program, in addition to providing trainings in Vlora, Fieri and Durrresi, trainings will expand to Korca, Shkodra and Tirana. This year of the CLE Program will target lawyers only for the first time, since trainings to assistant-lawyers from all over Albania will be provided by the now self-sustained NSA. Despite the fact that the geographic sites of the trainings will be the aforementioned six regional chambers, lawyers from other chambers will also be encouraged to join the CLE program in the chambers nearest to them. Assistant lawyers who cannot attend the Tirana-based NSA courses and who want to participate in the JuST-supported trainings in the regions will be accepted, and the NSA will recognize their credits based on the courses they attended.

During the reporting period, in collaboration with the NCA and the training provider, the Albanian Center for Training and Legal Studies (ACTLS), an agreement was reached regarding the number of groups that will be enrolled and the credits and courses that will be included in the third year of the CLE Program. Preparation of the necessary procedures, paper work and documentation leading to the third-year contract with the training provider was also completed. As per the Memorandum of Understanding (MoU) between JuST and the NCA, the latter will bear most of the financial cost of the third year of the CLE Program, while JuST will cover only the amount that is equal to that which was spent in the second year of the CLE Program. This approach is viewed as a mechanism for the CLE Program reaching sustainability, paving the way for when courses will be fully covered by the NCA/NSA. On a parallel track, during this reporting period, the NSA successfully concluded its first year of initial trainings to assistant lawyers, training 250 future lawyers. It will continue to provide such trainings in the upcoming year.

Going forward, JuST will continue to support the third year of the CLE Program in six regional chambers of advocates, will continue to support the NCA, as needed, with implementation of their action plan, and will assist the NSA to develop a strategy for organizing the fourth year of the CLE Program solely through the NSA, which will include more detail than the action plan milestones and the legal provisions.

Establish a Bar Journal with the National Chamber of Advocates to publish regularly

USAID support to the National Chamber of Advocates (NCA) includes assistance in establishing a bar journal as part of the effort to raise professional standards and instill a sense of pride among practicing lawyers. The aim of the journal is to foster 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 eleventh issue of the journal was published and work is underway for the preparation of the twelfth. The timely publication of each issue demonstrates the NCA's a sustained capacity to ensure continued success of the bar journal after JuST ends. While JuST provided financial assistance for the first six issues, the Journal is now financially self-sufficient.

Clinical Legal Education Program

To address the overly-theoretical, lecture-based approach commonly used by the Albanian legal education system, JuST is assisting the University of Tirana Law Faculty (UTLF) in setting up and running a program of clinical legal education. 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.

Year 4 marked significant steps in getting the Law School's Legal Clinic off the ground and involving students in trial preparation. Twenty six (26) students from the legal clinic were enrolled in trial preparation and assisted 13 clients, which included assisting them with legal opinions and preparing court documents. Groups of students, in pairs, interviewed actual clients, prepared legal opinions, court documents and other requests and documents as needed. The Legal Clinic has begun to operate as a free legal aid provider, addressing a variety of legal issues including divorces, property disputes, and work-related disputes. During the summer holidays, students who had attended the Legal Clinic during the academic year and another group of 15 students volunteered at the Center for Legal and Civic Initiatives (CLCI). They provided pro bono assistance to the CLCI's lawyers in completing their court cases. Through assisting the CLCI with their clients, the students had the opportunity to support women and girls in need by providing them with information and legal advice. In addition, students were involved in providing opinions for a draft law submitted to the CLCI by the Parliamentary Laws Commission, namely the "Law on the Right of Information," prepared a legal opinion in one of the CLCI cases, and prepared an official request on behalf of citizens from the Roma minority to the Commissioner for Protection from Discrimination.

During the quarter, the Administrative Court of Appeals expressed its interest in engaging students of the Legal Clinic and other pro-bono students as volunteers. CLCI facilitated discussions between interested students and the Court in order to develop a final list of participants for this practical skills opportunity, including expected timeframes for each student. During the summer lull, only one student was engaged as an intern at the Tirana Administrative Court of Appeals, but many others who responded to this call will be engaged during the fall.

As part of awareness-raising efforts for the Legal Clinic, two informative meetings were organized during the quarter (one in July and one in August) to introduce the program to interested students. In addition, Legal Clinic professors organized meetings with the Tirana Prosecution Office and the Serious Crimes Prosecution Office to explore possible referral opportunities. Both prosecution offices have welcomed the idea of collaborating with the UTLF Legal Clinic, especially in referring human rights violation cases to the Legal Clinic.

In another positive step, the UTLF Dean and Legal Clinic Board have been engaged in addressing the administrative measures necessary for the sustainability of the Legal Clinic. Specifically, they have taken measures to convert a temporary administrative support position for the Legal Clinic into a permanent position. They have also taken the steps necessary to provide higher salaries for Legal Clinic professionals in order to compensate them for the additional hours required to supervise students. Members of the Legal Clinic Board have started working on identifying the legal basis and preparation of the necessary documentation needed to achieve this milestone in the near future. All of these administrative steps are directed toward long-term institutionalization of the clinical legal education concept.

Professional Internship Program for Law School Students at the State Advocate's Office

The JuST-supported Professional Internship Program for Law School Students at the State Advocate's Office ended during this quarter, with 18 out of the initial 21 students completing the entire six-month program. Based on the Internship Agreement between interns and the State Advocate's Office, the program ended on September 17. To mark the conclusion of this groundbreaking internship program, JuST is working with project counterparts in two ministries to organize a closing event where certificates of completion will be awarded.

As provided in the Concept Document for the Professional Internship Program for Law School Students at the State's Advocate's Office, steps have been taken to ensure that this internship program will be recognized by the National Chamber of Advocates and its National School of Advocates as academic credits. After a meeting between the General State Advocate and the Head of the NCA, Mr. Haxhia agreed in principle to recognize the program. The State Advocates Office further requested JuST technical assistance in institutionalizing this agreement, suggesting specific steps to regulate future internship programs. A MoU between the State Advocates Office and the Head of the NCA has been drafted, which recognizes internships as credits toward fulfilling requirements for initial training for the National School of Advocates.

Challenges Ahead for Component Three

Many of the challenges identified in previous quarterly reports are now being resolved. Creating a permanent position for administrative support at the Legal Clinic is one such step. Another is the elevation of payments to Legal Clinic professors in recognition of the greater amount of time that will be required to supervise students working on real cases. While activities are moving in a positive direction, the upcoming quarter will be critical in putting these good ideas into practice.

Quarterly Accrual Worksheet

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

Partner/Vendor: Chemonics International As of: Q4/2014
 Contact: Sarah Byrne
 Phone: 202-955-6563/202-524-7682
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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:	\$	6,949,376.85	(per Phoenix)
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Last Payment Amount:		\$157,580.84	(per Phoenix)
For the Period:		Jul-14	

Unliquidated Balance:	\$	1,155,713.15	Formula (=C18-C21)
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Last Invoice, not yet disbursed:

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

Calculation:	July	\$	157,580.84	(Inv. No.: 060563)
	August	\$	368,087.98	(estimate)
	September	\$	149,595.67	(estimate)
	Total	\$	675,264.49	(estimate for July-September 2014)

Accrual amount:	\$	675,264.49	Formula (=C34)
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(the value of goods and services provided to USAID, not yet paid for)

Est.Pipeline Amount:	\$	638,030
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Notes/Comments:

Obligated amount less disbursed amount, less accrual amount. Formula (=C18-C21-C36)
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CTO Initials/Date: