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ALBANIAN JUSTICE SECTOR STRENGTHENING PROJECT (JuST)



QUARTERLY REPORT (April – June 2015)

USAID / ALBANIA, DEMOCRACY AND GOVERNANCE OFFICE

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On the cover: Shkodra Regional Conference on Efficiency in the Courts. Left to right, Puka Chief Judge Bib Dreca, Kukës Chief Judge Isuf Shehu, High Council of Justice Chief Inspector Marsida Xhaferllari, Shkodra Appellate Chief Judge Fuat Vjerdha, MOJ Justice Programs Director Sokol Pasho, JuST Director Jay Carver, OSCE Justice Director Fiorentina Azizi, Shkodra District Court Chief Judge Arben Zefi, Tropoja District Court Chief Judge Artan Hajredinaj. Photo by O.Lolo.

Introduction

Chemonics International is pleased to present its seventeenth and final quarterly report describing the activities of the Albanian Justice Sector Strengthening Project (JuST). Throughout the quarter, international donor organizations and high level justice system experts continued working through a process designed to produce a set of reforms and justice sector improvements that can be enacted by the Parliament. As USAID's officially-designated representative on two working groups of the Parliamentary judicial reform process, JuST is working to inform all members on the status of USAID investments, and to propose language for amendments where Parliamentary action is necessary to ensure that the legal framework supports best practices. JuST is continuing to work as well at the grass roots level to solidify its accomplishments over the past five years. With the end of the project fast approaching, JuST is concentrating all efforts on ensuring that its achievements will be carried forward in a sustainable manner.

Highlights and Deliverables Completed this Quarter

- JuST convened the final regional court leadership conference in Shkodra on audio recording and court efficiency.
- Training of judges and court personnel was completed in the Administrative Courts of Tirana and the First Instance courts of Tropoja and Kukes.
- Following the successful deployment of the Central Record Archive for audio recordings, all judicial inspectors were trained on how to access court recordings from their office computers.
- The number of court hearings audio recorded continues to rise, with fifteen courts now exceeding the 90% threshold, up from 9 the previous quarter.
- An international court design expert visited all JuST-supported renovations to court public information areas, and produced a set of standards to guide future projects.
- JuST organized a CSO capacity building program around the theme of gender mainstreaming and second Grant Winners showcase event.
- The independent media venue, www.investigim.al, continues to grow, reaching more viewers each month.
- The third year of the Continuing Legal Education successfully concluded, expanding to a total of six regional chambers and the National School of Advocates, and reaching approximately 600 assistant lawyers and 1115 lawyers.

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 second quarter of the fifth 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

JuST is continuing its steady progress in equipping all Albanian courtrooms with digital audio recording technology. During the quarter, JuST completed installation of equipment and training of court personnel in the First Instance and Appellate Administrative Courts and the District Courts of Kukës and Tropojë.

Following the successful installation and testing of the Central Record Archive backup solution, and the linking of the first three pilot courts, JuST then established connectivity with the Judicial Inspectorates in the Ministry of Justice and the High Council of Justice. All inspectors in both institutions were trained in May, and software was installed on the office computers of each judicial inspector.

The legal basis for the principle that the audio recording is the official record in criminal proceedings was strengthened during the quarter when the High Court issued a unifying decision to that effect. This case, noted in the previous quarterly report, involved a decision by a 3-judge panel of the Tirana Court of Appeals that reversed a Tirana District Court decision on the grounds that the court secretary had neglected to write down the statement of a witness, notwithstanding the existence in the file of the full audio recording of the witness's statement. The case was sent back for retrial by a new panel. JuST COP John Carver was invited to submit an *amicus curiae* brief to the High Court. The written opinion had not yet been published as of this writing.

On June 12, 2015, JuST convened the sixth and final Regional Court Leadership Conference in Shkodra. It was organized in partnership with OSCE, the High Council of Justice and the Ministry of Justice, and in cooperation with the Shkodra Appellate Court and the District Courts of Shkodra, Lezhë, Pukë, Tropojë and Kukës. (See cover photograph.) The conference brought together judges, chancellors, court secretaries and IT specialists from these six courts. Its focus was the sharing of experiences and best practices in implementing court digital audio recording technology (DAR) and active case management techniques, and to promote standards of use throughout the appellate district as well as in all the Albanian courts.

The first regional conference was organized in Korça, the first appellate district to fully implement DAR technology in all courts. Subsequent regional conferences were held in the appellate districts of Durres, Tirana, Vlora, and Gjirokastra. During those initial conferences, audio recording technology was relatively new and unfamiliar and our implementation strategy was still evolving. A conference format has been used that encourages honest feedback not only from judges but from court support staff as well. Issues and problems identified during the early conferences shaped the implementation strategy as more and more judges and court staff were trained. By listening to all members of the court community, JuST made a number of mid-course improvements based on their feedback, such as the decision to purchase additional software licenses to permit court secretaries to work from their offices rather than use the audio recording workstations in the courtrooms. JuST also served as a facilitator between the operators of the technology (i.e. the court secretaries) and the Ministry of Justice. Over time, issues and problems

first raised in these conferences prompted changes to the Civil Procedure Code and the issuance of sub-legal acts intended to make the process more efficient. This close attention to the way court support staff work led to increases in efficiency and productivity. Today trials run more smoothly and are more likely to start on time now that court performance is automatically tracked by the software. As noted recently by a lawyer representing the electricity utility during an Open Court Day in Kukës: “I work closely with the Kukës District Court, as I represent my company on around 150 cases every day. The main benefit I have experienced from the DAR installation is that the court hearings start exactly on time since they are being recorded. They run efficiently without interruptions or delays. Therefore I am no longer losing significant time as in the past.”

Since the implementation process of DAR is almost complete, JuST decided this quarter to focus more broadly on court efficiency for the final Shkodra regional conference. Two of the courts in the Shkodra Appellate District, Puka and Tropoja, recently launched their own versions of “Justice without Delays” after learning about the significant results that can be achieved through the application of active case management techniques. Thus, in a departure from the format of previous regional conferences, JuST organized a day of discussions and information sharing around the all-encompassing theme of greater court efficiency.

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

The idea that courts can quickly show dramatic improvements in efficiency by acting together and applying techniques of “active case management” is gaining momentum. Inspired by the National Court Leadership Conference in December 2014, the District Courts of Puka and Tropoja have already decided to utilize some of the techniques successfully piloted in Kruja and Korca. The chief judges of these two courts consulted with their judicial colleagues and find out more about what worked for them. The Regional Court Leadership Conference in Shkodra in June provided another opportunity to showcase the very positive results of active case management and improved court efficiency. As a result, two additional courts (Lezha and Kukes) have expressed interest in adopting measures to reduce unnecessary delay and non-productive hearings.

As the quarter came to a close, JuST was planning a two-day retreat with partner OSCE to bring together all the judges from these two courts, along with leaders from Kruja and Korca, to share experiences and further develop the concept of active case management.

Challenges Ahead for Component One

The only significant challenge remaining for Component 1 is the short time remaining in the project to complete installations in the remaining courts. The lengthy delay in approving the additional funds for audio recording equipment for additional courtrooms pushed back the installation schedule by many months, leaving a great deal to be done in the final quarter. Despite this challenge, the team is working to find a way to complete the remaining tasks yet to be completed.

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. A small grants program serves to strengthen NGOs and promote activities to expose corruption and hold public institutions accountable.

Capacity Development for Professional Organizations

Union of Albanian Judges (UAJ)

During the quarter, JuST provided modest support to UAJ, which permitted the Chairman of the UAJ, Gerd Hoxha, to participate in the Annual Meeting of the European Association of Judges (EAJ) held in Poland in May. These kinds of professional exchanges strengthen relationships with similar judicial organizations in Europe, thus enhancing the capacity and reputation of the judiciary in Albania.

Justice and Good Governance CSO Grants Program

An important element of USAID's assistance to Albania is strengthening civil society with the objective of increasing citizen participation and achieving greater transparency and accountability from governmental institutions. Close oversight by the JuST staff and frequent visits to the field to participate in the activities organized by grantees have contributed to a successful implementation of the grants program. Two grants completed their planned activities during the reporting period, and two grants began implementation, as described below.

Eye of the New Media (SMR) in coalition with the **Association of Journalists for Justice (AJJ)** and collaboration with a stakeholder, the Centre for Respiratory Health and Tuberculosis (QSHRT) successfully completed implementation of a 6-month grant focused on identifying problems in the public health sector, and finding ways to improve the complaint system and to increase the transparency and quality of health services through denouncement of corrupt cases. Civil society activists established solid partnerships with public health institutions in Tirana and Gjirokastra and together identified numerous problems and ways to improve institutional performance. The project established a public complaint mechanism by installing a total of 20 complaint boxes in the university hospital as well as public health centers in Gjirokaster, and held a series of trainings and open discussions. Through these activities, the project increased public awareness on patient rights with respect to the health care.

The project also measured public perceptions regarding the quality of health services. The publication of 15 investigative articles on www.investigim.al further contributed to exposing the many shortcomings of the health system, including poor management, abuse of public funds, nepotism in employment, abuse of duty, as well as distortion of public complaint mechanisms. The investigative work highlighted many abuses related to the lack of physicians in remote areas, lack of medicines to treat cancer, patient denunciations on corruption that are left unpunished, heart failure patients ending up in private clinics, pharmaceutical waste disposal near recreational lakes, and other abuses. In addition, as part of an Anticorruption Awareness Campaign, one coalition member designed, printed, and distributed T-shirts with the message “Denounce at www.investigim.al Caution! A corruption overdose can be deadly! And #You Denounce!”

As a result of the awareness raising activities regarding these corrupt practices, more than 120 patients and citizens filed complaints against public health institutions and employees. Based on these complaints, public health institutions established a monitoring and evaluation system that will be sustained as an indispensable instrument to providing better services to the citizens. A final roundtable was organized on June 10 with the participation of 60 people, consisting of CSO representatives, Ministry of Health representatives, the National Coordinator on Anticorruption, as well as health care employees, journalists and students engaged in the project. Participants

were acquainted with the project's results and shared their opinions and recommendations with regard to needed improvements in the health sector. The findings of the investigations carried out by the journalists and journalism students led to heated discussions, with the journalists demanding more accountability from the health institutions. A final report is being prepared and will be distributed to the central and local health institutions.

Two new grants began implementation activities during this quarter:

In May, **Eco Movement Group Albania (EMGA)**, in partnership with the **AJJ** began implementing a 4-month project designed to expose corruption or failure to implement environmental laws. The project is investigating Hydro Power Plants (HPP) located on the rivers of Gostima and Rrapun – branches of the Shkumbini River in Librazhd. The experts have been examining the HPP's environmental assessment impact documents and construction permits, made available by the relevant governmental agency. Several meetings and field visits have been organized with the environmental experts in order to determine whether violations in the applicable laws have occurred. Two AJJ journalists are covering the process, and plan to publish any findings resulting from the investigations.

Albanian Legal and Territorial Research Institute (ALTRI) began implementation of a two-month project in May to promote regional awareness of digital audio recording in areas where DAR has only recently been installed. Open court days were organized in the Shkodra and Kukësi District Courts, attracting 180 participants. Awareness-raising activities were also organized in the local government units of Përmet, Këlcyrë, Berat and Lushnje, with outdoor promotional booths set up in the cities of Gjirokaster, Vlora and Shkodra. Lastly, a previously-produced DAR public service announcement was broadcasted on different local TV stations in the project target areas.

Justice Reporting Fellows

During the reporting period, JuST continued to provide technical assistance to the AJJ and to the independent investigative website, which is steadily being improved.

The AJJ is continuing with its popular internship program for journalism students from Tirana and Elbasan. Working side by side with the AJJ's members, the students are gaining practical experience in collecting data and interviewing sources for the production of investigative stories. The AJJ's journalists, who were a part of the ToT program previously provided by JuST, delivered hands-on training to 20 students in April and in June, covering the use of hidden cameras, data searches, interviewing techniques and video editing. As a result of this training, two video investigation stories were produced and published online.

The AJJ continues to implement activities funded by other donors, which will increase the likelihood of sustainability after the completion of JuST.

Capacity Building of Association of Journalists for Justice

The AJJ has achieved a great deal over the past two years, and in order for them to continue growing and thriving in the future, they need to establish long-term strategic direction. As its final assistance to the AJJ, JuST is utilizing the services of a local consultant to facilitate a strategic planning process with board members, stakeholders, and the JuST team. The objective of this process is to develop a 3-5 year strategic plan with steps that will guide the AJJ's activities and solidify its mission. Ultimately, the AJJ seeks to find effective ways of monitoring the activities of institutions, holding public officials accountable, and over time, ensuring that these

organizations operate fairly and with full transparency. This strategic planning process will be concluded early in the next quarter.

The Independent Venue for Investigative Journalists

The strength and vitality of the independent venue for investigative journalists, www.investigim.al, continues to gain momentum as measured by the number and quality of published articles, and also by the growing number of page views on the website. During this quarter, 22 investigative articles were published, including two video stories. Five of the 22 investigative articles were re-published in other national media outlets, a significant measure of success.

The viewership of the investigative website reached 8,872 page views, of which 25.1% were new visitors and 74.9% returning visitors.

CSOs Capacity Building Program and Grant Winners Meeting

JuST has managed a very successful small grants program intended, in part, to strengthen the capacities of civil society organizations. A total of 48 proposals were submitted over the life of the project, and 15 of these CSOs were awarded grants. With close oversight by JuST, including frequent visits to the field to monitor activities, these various projects have met or exceeded their objectives. However, in reviewing the performance of the grants, it became clear that there was room for improvement in integrating gender mainstreaming into activities, and that there was a real need to raise awareness among men and women about the importance of gender-sensitive approaches to their justice-related or anti-corruption projects. In order to respond to this need, as one of its final activities to strengthen the capacities of CSOs, JuST organized a two-day gender mainstreaming training program in June for 24 representatives from 18 CSOs. The training utilized adult learning techniques that required active engagement by the participants during the sessions. The agenda was structured to allow discussions and self-reflection. Additionally, in line with the targeted nature of the training, the materials included case studies to reinforce learning principles and maximize participant discussions. The program was well received with very positive responses from the participant evaluations.

Grant Winners Meeting

For several years, JuST has organized “grant winner meetings” where grantees can describe their projects and share experiences with one another. This year’s event was organized in conjunction with the gender mainstreaming training described above. These exchanges provide the opportunity for the grantees and CSOs to share ideas for effective and sustainable activities, and form new partnerships with various stakeholders in the justice sector, in the fight against corruption, and for good governance and more transparency.

Challenges Ahead for Component Two

JuST support to encourage and strengthen civic engagement is ending on a high note. After a slow start during the first year, the small grants program has been fully and successfully implemented, leading to real change in several sectors. For example, the continuing activism and success of investigative journalists has exceeded all expectations, and they appear to have in place a solid foundation to continue their work exposing corruption and malfeasance wherever it appears.

Component Three – Strengthened Legal Profession

The third JuST component has worked since the beginning of the project to enhance the legal competence and professionalism among practicing lawyers, and to reinforce practical skills among law graduates. These objectives have been largely achieved by working closely with the National Chamber of Advocates (NCA) to develop, nurture and sustain its Continuing Legal Education (CLE) program for lawyers. The project has also achieved success with the University of Tirana Law Faculty (UTLF) in promoting clinical legal education and offering practical skills to aspiring lawyers.

Develop and Implement Continuing Legal Education (CLE) Program

Since the beginning of the project, JuST has focused assistance on establishing CLE program as a means of raising the level of competence and professionalism among practicing lawyers. During the first four years of the project, considerable effort was devoted to assisting the NCA in establishing a CLE program for lawyers and assistant lawyers in three regional chambers, and in making CLE mandatory. These joint JuST-NCA efforts came to fruition when amendments to the Law on the Legal Profession were enacted. The new law not only made CLE mandatory for all lawyers, but also established the National School of Advocates (NSA) to continue the CLE program. JuST then supported NCA in developing an action plan to implement the requirements of the new law. By the beginning of Year 5, the third year of CLE was underway, aimed primarily at licensed attorneys but also available for assistant lawyers in six regional chambers.

During this quarter, CLE courses continued and concluded as planned in regional chambers around the country, including Durres, Vlora, Fier, and for the first time, Korca and Shkodra. In both of these regional chambers, lawyers from nearby chambers (Pogradec and Lezha) were invited to participate. Completing the roll-out of CLE nationwide, May saw the expansion to the sixth and by far the largest of the regional chambers, Tirana. The Tirana chamber courses were attended by approximately 350 lawyers, including lawyers from Elbasan, Lezha, Shkodra, and Berati bringing the total number of lawyers attending CLE courses to 1115, and approximately 600 assistant lawyers. With the progressive cost-sharing mechanism envisioned since the beginning of the pilot program, NCA covered more than 70% of the financial cost of this year's program, and almost 90% of the Tirana chamber's cost. On a parallel track, during this reporting period the NSA continued to train 600 assistant lawyers from all over Albania registered with the School, now in its second year of providing initial trainings.

JuST also engaged the services of a local expert, Mariana Semini this quarter to assist the NCA & NSA with the preparation of an Organizational Strategy for the 4th year of the CLE Program for Lawyers. The product resulting from this assignment will serve both the Bar and the School as a means of shaping a vision for the future implementation and expansion of the CLE program. This strategy document is expected to explore various options for funding CLE training in the years to come, both in Tirana and in the regions.

During the final quarter of the project, JuST will assist the NCA/NSA in drafting and adopting a CLE regulation and finalizing their strategy for organizing the 4th year of CLE through the NSA.

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

USAID support to the National Chamber of Advocates also included assistance for establishing a Bar Journal as part of the broader effort to raise professional standards and instill a sense of pride among practicing lawyers. The Journal aims at fostering professional debate among the legal

community, with special focus on legal research, commentary and analysis for practicing attorneys. During this quarter the fourteenth issue of the Journal was published. Highlights of articles from this issue may be found on the journal's website, <http://avokatia.al/revista/avokatia-14>, designed with JuST support. Work is underway for the 15th (July) issue, demonstrating beyond doubt that the Bar Journal has reached permanent sustainability, achieving the stature necessary to guarantee a steady stream of articles submitted for publication. The Journal's *Facebook* page, which includes alerts on each new issue, highlights selected articles and provides answers to questions about obtaining a copy or becoming a contributor. It has already acquired more than 2,500 fans. Articles from the Journal are being distributed and discussed in important professional forums, including social media.

Clinical Legal Education Program

Since the beginning of the project, JuST has been assisting the University of Tirana Law Faculty (UTLF) in establishing a clinical legal education program designed to provide students with practical skills in handling real cases under proper supervision. The Legal Clinic is now functioning well as a live client clinic. Future sustainability mechanisms have been achieved. It is part of the Law Faculty curriculum and compensation for professors has been adjusted to reflect the nature of clinical supervision.

During this quarter several practice-oriented trainings and simulations were organized, reaching students in all three departments. The Criminal Law Department Legal Clinic was supported with the Trial Advocacy Training, which has now become a regular feature of the Clinic's work. This "learning by doing" training is intended to develop the practical legal skills in areas such as questioning and interviewing of witnesses, making submissions before the Court, and taking part in mock-trial sessions. With a similar methodology, the JuST-supported Civil Law Legal Clinic Practice Oriented Training also took place during this quarter, with the objective of enhancing students' practical skills to engage in a civil trial. The last practice-oriented training involved students and instructors from all three departments, where students learned about the European Court of Human Rights procedures. During the final day, participants took on different roles in a mock trial concerning a human rights case presented before the Court.

With a view toward building respect among faculty members and local academics for the Legal Clinic as a curricula subject, and as a means to further strengthen the Clinical Education Program, in April JuST supported the UTLF with the organization of an International Academic Conference "*Legal Clinical Education, Law Students' Practical Skills Building, and Practice-Oriented Teaching Methods: Bridging the Gaps between Theory and Practice.*" The Conference marked a milestone in ongoing academic discussions on bridging the gap between theory and practice in legal education in Albania. The conference featured addresses by the USAID/Albania Director, the UT Rector, the UTLF Dean, and Washington and Lee University School of Law Professor and Clinical Education Expert Thomas Speedy Rice. The scope of this conference was to encourage research and academic debate on improving the quality of law graduates in Albania by addressing the problems arising from the overly theoretical focus of the legal education curricula, through effective use of clinical education, and other practical skills building mechanisms and teaching methodologies. Eighteen (18) academic papers focusing on legal clinical education and practice-oriented teaching methodologies were presented by Albanian academics. Participants also had a chance to share their views and clinical experiences with Professor Thomas Speedy Rice and graduating students from the Washington and Lee University School of Law. A collection of the academic papers in the context of this International Academic Conference was published in the form of Conference Proceedings.

With JuST facilitation, the Criminal Law Legal Clinic professor Alban Koci was able to attend the European Network for Clinical Legal Education Spring Workshop in the Northumbria Law School, located in Newcastle upon Tyne, England this quarter. Participation in such events enables Albanian clinical faculty to network with other clinicians from universities around the world and share their experiences. JuST also facilitated UTLF partnerships with the Center for Civic and Legal Initiatives (CLCI), the Ombudsman's Office, and the Soros Foundation. While partnerships with CLCI and the Ombudsman's Office are expected to enhance case referral mechanisms for the Legal Clinic, the facilitation of relationships with the Soros Foundation is foreseen as a mechanism to provide the UTLF Clinical Program with support, especially in faculty development.

Benefitting from the presence of a professor and students from the Washington and Lee University in Albania, JuST organized and facilitated another event specifically targeting students. In collaboration with a Law School students' organization, Student Talks, an activity titled "To be a student in USA and Albania", was organized, where students from the UTLF and Washington and Lee University shared experiences, discussed differences on legal & law education systems, and asked each other questions on students' experiences and students' organizations in both countries. Student Talks also assisted with preparations for the JuST-supported second Professional Internship Program of Law School Students at the State Advocates Office. During this quarter, following a request from the State Advocate's Office, an open call for applications to the Internship Program was launched, and applicants were interviewed and selected. The Internship Program will provide students with hands-on experience working on court cases having the state as a party at an important state institution, and it is seen, this year, as a substitute to the Legal Clinic during the summer months when School closes.

JuST will continue to work closely with the UTLF to assist them with the last efforts towards Legal Clinic sustainability.

Challenges Ahead for Component Three

The positive expansion of the CLE to six local chambers this year and the NSA's two years of experience with initial trainings have exceeded our expectations in terms of the NCA's interest and commitment to the CLE Program. However, the definition of modalities on how the NSA will take over continuous trainings in the upcoming year constitutes a challenge that needs to be addressed.

Quarterly Accrual Worksheet

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

Partner/Vendor:	Chemonics International	As of: Q3/2015
Contact:	Nitara Layton/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:	\$	9,750,298.00	(per Phoenix)
Ceiling Remaining:	\$	-	Formula (=C17-C18)

Total Disbursed:	\$	8,827,369.77	(per Phoenix)
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Last Payment Amount:	\$	97,792.05	(per Phoenix)
For the Period:		Apr-15	

Unliquidated Balance:	\$	922,928.23	Formula (=C18-C21)
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Last Invoice, not yet disbursed:

Invoice No.	62704
For the Period:	May-15

Calculation:	April	\$	97,792.05	(Inv. No.: 062487)
	May	\$	100,635.50	(Inv. No.: 062704)
	June	\$	117,585.00	(estimate)
	Total	\$	316,012.55	(estimate for April-June 2015)

Accrual amount:	\$	316,012.55	Formula (=C34)
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(the value of goods and services provided to USAID, not yet paid for)

Est.Pipeline Amount:	\$	704,708	Obligated amount less disbursed amount, less accrual amount. Formula (=C18-C21-C36)
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Notes/Comments:

CTO Initials/Date: