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## ALBANIA JUDICIAL TRAINING/STRENGTHENING PROJECT

- A USAID FUNDED COMMERCIAL LAW TRAINING PROJECT -  
- MONTHLY PROJECT SUMMARY AND REPORT -

August 2000

### A. GENERAL PROJECT INFORMATION

#### 1. PROJECT IDENTIFICATION

Title: Albania Judicial Training/Strengthening Project  
East-West Management Institute, Inc.

Attn.: Adrian Hewryk (212) 843-7660  
Kim Gildersleeve (212) 843-7660

Contract Number: EPE-I-00-95-00076-00  
Task Order Number: 05

#### 2. PROJECT PERFORMANCE DATES

Report Period: August 2000

Period of Performance: September 14, 1998 – November 13, 1999  
Start Date: September 14, 1998  
Original Completion Date: November 13, 1999  
60 Day No-cost Extension Date: January 12, 2000  
Date of Completion: December 31, 2000

#### 3. PROJECT MANAGEMENT

Task Manager: Kim Gildersleeve (212) 843-7660  
Project Director: Michael C. Diedring +355 42 51981/82  
In-Country Manager: Andrea Lako +355 42 51981/82

#### 4. PROJECT DESCRIPTION

The Project's objectives are to strengthen the commercial law knowledge of Albanian judges and their ability to adjudicate commercial law cases, and also to improve the efficiency of operations in the administrative offices supporting Albanian courts.

## **B. PROJECT ACTIVITY FOR REPORTING PERIOD**

### **1. COMMERCIAL LAW TRAINING**

Due to the closure of the courts for summer holidays, there was no training in commercial law in August. Training will resume on 18 September 2000 with a course on Commercial Arbitration and Alternative Dispute Resolution. Nevertheless, during this reporting period, translation of materials has been underway for the four remaining courses scheduled until the end of this year.

### **2. Roundtable for District Court Chief Judges**

During this reporting period the project was involved in follow up on both the Court Security Act drafted by the Court Security Working Group, and the recommendations the Media Issues Working Group will present to the next Roundtable of the Chief Judges of Albania. After the next roundtable, the results of both working groups will be delivered to the Minister of Justice for further consideration and expected legislative action.

### **3. CONTINUED BASIC COMPUTER SKILLS TRAINING FOR COURT ADMINISTRATORS/JUDGES**

Due to the closure of the courts for summer vacation, there has been no basic computer training underway. During this reporting period, EWMI arranged to have the Harry T. Fultz Technical School provide basic computer courses to School of Magistrates' students and staff.

### **4. Coordination with World Learning**

During this month EWMI personnel maintained close contact with World Learning. The project has assisted WL in organizing a study tour to Lithuania for court administrators, both in terms of subject matter and in identifying appropriate candidates.

### **5. Coordination with the School of Magistrates**

During this reporting period, EWMI continued its close and effective working relationship with the School of Magistrates. Both organizations meet regularly to discuss and exchange ideas on issues of mutual interest.

To follow-up on the institutional assessment performed by EWMI consultant Anthony Fisser, EWMI met with Acting Director Fatmira Luli to plan a strategic retreat for Board Members and senior management, to be held in October. The retreat will be moderated by Mr. Fisser and will concentrate on creating a long-term (i.e., 3-5 years) strategic plan for the continuing development of the school. A copy of Mr. Fisser's Institutional Assessment Report is attached hereto.

## **6. Coordination with Albanian District Courts**

During August, EWMI personnel met with the Chief Judges of several courts during their visits to Tirana. As mentioned above, the courts are closed in August for summer holidays.

## **7. Training on Office Management/Secretarial Skills**

As a result of discussions during the reporting period, the course on office management skills for court secretaries is scheduled to begin in September for secretaries of the Tirana District Court.

## **C. PROPOSED CHANGES TO WORK PLAN**

None.

## **D. ANTICIPATED SCHEDULE IN SEPTEMBER 2000**

Meetings of the Court Security and Media Issues working groups will be organized during the month of September.

Basic computer skills training at the Harry T. Fultz Technical School for the staff and students of the School of Magistrates will continue in September.

Basics of office management, administration and a secretary's course will start the third week of September with the court administrators of the Tirana District Court.

Commercial training for judges will restart on the 18<sup>th</sup> of September in a course entitled "Commercial Arbitration and Alternative Dispute Resolution".

A workshop on "Comparative Judicial Reform" will be held from 11-16 September. The workshop is organized in conjunction with the International Development Law Institute (IDLI). The U.S. Ambassador, Minister of Justice, High Court Chief Justice, EWMI's President, and the Director General of IDLI will make presentations at the Opening Ceremony, with the U.S. Ambassador hosting a reception at his residence for 85 guests. The workshop will include about 30 participants from different government agencies, including 12 District Court Chief Judges.

**E. COORDINATION WITH OTHER ACTORS IN THE FIELD**

EWMI continues its close contact with USAID and other donors and assistance providers such as ABA/CEELI, GTZ, World Bank, COE, etc.

**F. REQUESTS FOR SHORT TERM EXPERTS FROM OUTSIDE ALBANIA**

Mr. Fisser is expected to return to Albania in early October to facilitate a strategic planning retreat for the School of Magistrates. EWMI-NY continues to identify short-term experts for possible use in providing targeted assistance to the School of Magistrates and in the area of court administration.

**G. SUPPORT FROM ALBANIAN LEGAL INSTITUTIONS**

During this reporting period, EWMI personnel met with several Chief Judges of the District Courts. The Chief Judges again reiterated their full support to the project and promised that their judges and court administrators will attend EWMI training sessions and meetings.

The level of cooperation and support between EWMI and the School of Magistrates has grown to the point where EWMI meets frequently and regularly with School Acting Director Luli.

# ALBANIA JUDICIAL TRAINING/STRENGTHENING PROJECT

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July 2000

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### 1. PROJECT IDENTIFICATION

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East-West Management Institute, Inc.

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### 4. PROJECT DESCRIPTION

The Project's objectives are to strengthen the commercial law knowledge of Albanian judges and their ability to adjudicate commercial law cases, and also to improve the efficiency of operations in the administrative offices supporting Albanian courts.

## **B. PROJECT ACTIVITY FOR REPORTING PERIOD**

### **1. COMMERCIAL LAW TRAINING**

Due to the closure of the courts for the summer holiday, there has been no training in commercial law. Training will resume on 18 September 2000, with a course on Commercial Arbitration and Alternative Dispute Resolution. Nevertheless, during this reporting period the office has been working on the translation materials for this year's four remaining seminars.

### **2. Roundtable for District Court Chief Judges**

As mentioned in the previous report, the second roundtable for District Court Chief Judges, co-sponsored by EWMI and the School of Magistrates, was held in Durres on June 23<sup>rd</sup>-24<sup>th</sup> 2000. One of the issues discussed in the meeting was the relationship between the media and the judiciary. All participants agreed that this relationship is very important in developing respect toward the judiciary by citizens and other government branches. The meeting decided to create a working group on media-judiciary affairs to study and report.

The working group on relations with the media convened at the beginning of July and decided to organize a roundtable with local journalists. According to the working group, this roundtable would allow the judges to listen to the problems journalists face and to create an open forum in order to improve the relationship between media and the judiciary. The Chief Judge of Gjirokastra, Mr. Artan Laze, took the initiative and organized the roundtable. The roundtable took place from the 21<sup>st</sup>-22<sup>nd</sup> July in Saranda. There were about 30 participants, including 10 Chief Judges and judges and about 20 journalists representing a good portion of the Albanian media. All the participants commended the initiative and requested that such activities be organized again in the future. The roundtable had full media coverage both through the local KLAN TV as well as in several national and local newspapers.

The roundtable drafted the following recommendations:

1. A Press Officer or an Office for Relations with the Public and the Media be established in each court;
2. The Court authorities should provide their information without discrimination to any journalist;
3. The Court authorities should preferably provide their information through official statements by authorized officers;
4. The Court authorities and the journalists should bear in mind the protections of privacy based on the Albanian Law on Personal Data Protection and other international documents;
5. The Court authorities should only provide factual information and abstain from any speculative evaluation of the factual and legal situation of a given case;

6. The Court authorities should, where possible, reserve in the court rooms a number of places for journalists which is sufficient to ensure adequate media reporting with respect to the public interest in a given case;
7. The presence of cameras during court proceedings should be at the full discretion of the judge in order not to intimidate victims, witnesses and parties to the legal proceedings;
8. Where possible, journalists should have the right to make or receive copies of judgments;
9. Journalists dealing with the judiciary matters should increase their knowledge through special training sessions organized for them on judiciary affairs.

The media working group will present these recommendations to the next Roundtable of Chief Judges in October. If the roundtable approves, these recommendations will be delivered to the Minister of Justice for further consideration and possible legislative action.

The working group on Security Issues presented its Draft Law on Court Security to the Minister of Justice, who is taking it under serious consideration.

### **3. CONTINUED BASIC COMPUTER SKILLS TRAINING FOR COURT ADMINISTRATORS/JUDGES**

Again due to the closure of the courts for summer vacation, there has been no basic computer training in the courts. During this reporting period, EWMI has arranged for the Harry T. Fultz Technical School to provide basic computer courses to School of Magistrates' students and staff.

### **4. Coordination with World Learning**

During this month, EWMI personnel maintained close contact with World Learning with respect to a court administration study tour. The project assisted WL in organizing the study tour for court administrators, both in terms of subject matter as well as in identifying proper candidates.

In the next months the project will follow up and report more concretely on the above activities.

### **5. Coordination with the School of Magistrates**

Also during this reporting period, EWMI continued its close and effective working relationship with the School of Magistrates. The two organizations—EWMI and the School of Magistrates—jointly worked for the preparation of the second Chief Judges' roundtable discussed above. Additionally, both organizations meet regularly to discuss and exchange ideas.

During this reporting period, EWMI began offering concrete technical assistance to the School of Magistrates through EWMI consultant Anthony Fisser. Mr. Fisser, the

Director of Continuing Education for the Connecticut Judicial Branch, worked closely with the School and its staff in preparing an institutional assessment. Prior to leaving Albania, Mr. Fisser orally reported his initial findings to USAID/Albania. The assessment report will be used in determining the specific types of targeted assistance that will be provided to the School by EWMI from the fall of 2000 to the end of the calendar year.

As mentioned above, during July, EWMI also began providing basic computer training to the staff and students of the School of Magistrates. This training was arranged through the Harry T. Fultz Technical School.

#### **6. Coordination with Albanian District Courts**

During July, EWMI personnel met with the Chief Judges of several courts during their visits to Tirana or during visits of EWMI personnel to their courts.

#### **7. Training on Office Management/Secretarial Skills**

As mentioned in earlier reports, in addition to computer training, EWMI have been working closely with the Harry Fultz Technical School to develop a curriculum to train key personnel in the basics of office management and administration. It is expected that this training will begin in September, when the courts will begin work after summer vacation.

### **C. PROPOSED CHANGES TO WORK PLAN**

None.

### **D. ANTICIPATED SCHEDULE IN AUGUST 2000**

Meetings of the Court Security and Media working groups are expected to be organized during the month of August. Furthermore, preparations for the "Comparative Judicial Reform" workshop, to be held September 11-16, and the commercial law training on "Commercial Arbitration and Alternative Dispute Resolution", to be held September 18-30, will continue.

Basic computer skills training at the Harry T. Fultz Technical School for the staff and students of the School of Magistrates will continue in August.

### **E. COORDINATION WITH OTHER ACTORS IN THE FIELD**

EWMI continues its close contact with USAID and other donors and assistance providers such as ABA/CEELI, GTZ, World Bank, COE, etc.

**F. REQUESTS FOR SHORT TERM EXPERTS FROM OUTSIDE ALBANIA**

No short-term experts are expected during the month of August, however, EWMI expects that a significant number of short-term experts will be utilized to provide technical assistance to the School of Magistrates from September until the end of the calendar year.

**G. SUPPORT FROM ALBANIAN LEGAL INSTITUTIONS**

During this reporting period, EWMI personnel met with several Chief Judges of the District Courts. The Chief Judges again reiterated their full support to the project and promised that their judges and court administrators will attend EWMI training sessions and meetings.

The level of cooperation and support between EWMI and the School of Magistrates continues to grow, with EWMI meeting frequently and regularly with Acting School Director Luli.

# ALBANIA JUDICIAL TRAINING/STRENGTHENING PROJECT

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June 2000

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### 4. PROJECT DESCRIPTION

The Project's objectives are to strengthen the commercial law knowledge of Albanian judges and their ability to adjudicate commercial law cases, and also to improve the efficiency of operations in the administrative offices supporting Albanian courts.

## **B. PROJECT ACTIVITY FOR REPORTING PERIOD**

### **1. COMMERCIAL LAW TRAINING**

Training for District Court judges in the fundamentals of commercial law continues as planned. The School of Magistrates endorses EWMI's commercial law training, and EWMI is thereby assisting the School in meeting its mandate to provide continuing legal education to experienced judges.

IDLI began teaching the first course on "International Contracts: Basic Concepts" in April 2000. The second course on "International Contracts: Sale of Goods" took place in May. The third course, entitled "International Contracts: Agency, Distribution, Intellectual Property, Franchising" was held in Durres from June 5-16. Attendance during the entire training series has been excellent, with almost 60 Albanian judges participating in each course. In the first three courses, the instructors were Italian lawyers with practical experience counseling foreign clients active in Albania (It is important to note that the Albanian Civil Code, which contains the fundamental elements of Albanian commercial law, is closely modeled on the Italian Civil Code). According to the evaluations completed after each session, the participants found the training to be very valuable and accurate to the types of commercial law cases that appear before Albania's courts.

The complete commercial law training program includes seven separate topics, with each course offered over a two-week period. During each two-week period a course is presented four times, each session accommodating 15 judges and lasting three days. Thus, 60 commercial law judges will participate in each of these six courses. This scheduling approach allows all commercial judges from the larger district courts to be trained, as all judges cannot be away from their courts at the same time.

### **2. Roundtable for District Court Chief Judges**

As mentioned in the previous report, the second roundtable for District Court Chief Judges, co-sponsored by EWMI and the School of Magistrates, was held in Durres on June 23<sup>rd</sup>-24<sup>th</sup> 2000. (Attached please find a copy of the Agenda and Court Security Presentation prepared by the Working Group). Ms Anila Arapi, USAID Development Program Assistant, attended the roundtable and provided the participants with a description of USAID's activities in Albania.

The meeting was organized and chaired by EWMI, and focused on court security, the relationship between the Chief Judge and the media, continuing training needs, and information technology issues. In order to enhance a real Albanian-to-Albanian discussion on those matters, EWMI utilized a working group format with 5 to 6 Chief Judges preparing a Court Security Presentation as the meeting's main working document. The first part of the Security Presentation briefly explained the current state of affairs and addressed some of the most urgent issues identified in the report. The working group recommended the drafting of a court security act to better define the basic standards of

security for the court and judicial personnel. The working group also recommended that a questionnaire be circulated amongst the judges for the next several months to collect data on the current state of security in the courts. The findings and conclusions of the working group will then also be supported by actual data.

Almost all Chief Judges participated in the meeting, and EWMI noted with pleasure that in comparison to the first meeting, there was a qualitative change in terms of participation in the discussions and in the launching of new ideas. The meeting resulted in the endorsement of the Security Presentation and commendation of the Working Group. Within two weeks from the date of the meeting, all Chief Judges will provide their written comments and recommendations with relation to the proposed draft law on court security contained in the Security Presentation. The roundtable also decided to follow up on court security matters at their next roundtable planned for the Fall.

Another issue discussed during the meeting was the relationship between the media and the judiciary. All participants agreed that this relationship is extremely important in order to build the authority and respect of citizens and government branches toward the judiciary. The meeting decided to establish another working group on media-judiciary relations. The working group will be convened during the month of July and will be given the responsibility of thoroughly researching media-judiciary issues, outlining the options for improving the current situation, and leading the discussions on that subject at the next roundtable.

At the end of the meeting, all participants agreed that the next roundtable would be held at the beginning of October 2000. As mentioned in the previous report, EWMI intends to continue to support this Chief Judges' roundtable structure to reinforce the basic idea that Albanian judges can actively participate in analyzing and resolving Albania's judicial problems.

### **3. CONTINUED BASIC COMPUTER SKILLS TRAINING FOR COURT ADMINISTRATORS/JUDGES**

As mentioned in previous reports, EWMI has arranged for the Harry T. Fultz Technical School to provide basic computer courses to court secretaries of the Tirana District Court. By using local instructors, similar computer training is being provided to secretaries, court administrators and judges in the larger courts throughout Albania. The training of 60 court secretaries from Tirana has now been completed. During the month of May, 15 judges from the Tirana District Court also completed their basic computer skills training course. At the beginning of June, a second group of judges from the Tirana court participated in the same training.

During this reporting period, EWMI continued to provide basic computer training to secretaries, court administrators and judges in District Courts of Librazhd, Lushnja, Pogradec, Shkodra, Tropoja and Vlora. EWMI is exploring the possibilities of expanding in several other cities during the month of July.

On June 29, EWMI held an awards ceremony in the Shkodra District Court. The approximately 30 judges and court administrators were awarded certificates for their successful completion of the computer training course by Dr. Howard Sumka, USAID Mission Director. This event received full coverage by the local media and represented an important event for northern Albania's main court.

#### **4. Coordination with World Learning**

On June 17, the ten commercial judges returned from the US study tour hosted by the National Center for State Courts and organized by EWMI and World Learning. All participants reported that this was a very successful activity. The Chief Judges of Shkodra and Kavaja reported on the trip to their colleagues during the Chief Judges' roundtable. These two Chief Judges have prepared action plans for their respective courts based upon the information and support received during the study tour. These action plans will include the sharing of the information they acquired with their colleagues, improvements in the management of their courts, improvements in court relations with the public, and the like. In the next few months, EWMI will follow up and report on these follow-on activities.

#### **5. Coordination with/Support to the School of Magistrates**

EWMI continues its close and effective working relationship with the School of Magistrates. The two organizations—EWMI and the School of Magistrates—jointly worked on the preparation of the second Chief Judges' roundtable discussed above. Both organizations meet regularly to discuss and exchange ideas about issues of mutual interest.

During this reporting period, EWMI began what is expected to be a comprehensive and continuing program of concrete technical assistance to EWMI's local partner, the School of Magistrates. As requested by Acting Director Luli, this new facet of EWMI's relationship with the School began with an institutional assessment by EWMI expert, Anthony Fisser (a copy of the Scope of Work and Mr. Fisser's resume is attached hereto). Mr. Fisser has 25 years experience as a judicial educator/administrator and is the current Director of the Connecticut Center for Judicial Education. At the conclusion of Mr. Fisser's assessment, he will provide to EWMI a report on his findings and recommendations. Based on Mr. Fisser's report, EWMI intends to provide additional support by bringing targeted experts to the School to provide concrete technical assistance in order to assist in the School's development and overall sustainability as a institute of continuing education of the judiciary.

During the month of July, EWMI plans to begin providing basic computer skills training to the staff and students of the School of Magistrates. This training will again be arranged through the Harry T. Fultz Technical School in Tirana.

## **6. Coordination with Albanian District Courts**

In June, EWMI personnel met with the Chief Judges of several courts while they participated in commercial law training held in Durrës, during Working Group meetings in preparation for the second Chief Judges' roundtable, as well as during the roundtable itself.

## **7. Training on Office Management/Secretarial Skills**

As mentioned in earlier reports, in addition to computer training, EWMI has been working closely with the Harry T. Fultz Technical School to develop a course to train court secretaries in the basics of office management and administration. It is expected that this training will begin in September, when the courts resume their fulltime work after the summer.

To briefly summarize, the curriculum for this secretary's course includes: communication skills and procedures, the management and processing of business documents, telephone duties, the proper performance of mail functions, general office management skills, and the concept of professionalism on the job.

## **C. PROPOSED CHANGES TO WORK PLAN**

None.

## **D. ANTICIPATED SCHEDULE IN JULY 2000**

Meetings of the Court Security and Media Issues working groups will be organized during the month of July.

Basic computer skills training at the Harry T. Fultz Technical School for the staff and students of the School of Magistrates will begin in July. Additional computer training organized by EWMI will begin/continue in a number of other District Courts throughout the country.

EWMI has submitted its proposal requesting USAID/WDC approval for a subcontracting agreement with IDLI for a Comparative Judicial Reform Roundtable to be held in Tirana on September 11-16, 2000 and an Accounting for Judges Course to be held in December. USAID approval is expected in July.

## **E. COORDINATION WITH OTHER ACTORS IN THE FIELD**

EWMI continues its close contact with USAID and other donors and assistance providers such as ABA/CEELI, GTZ, World Bank, COE, etc.

**F. REQUESTS FOR SHORT TERM EXPERTS FROM OUTSIDE ALBANIA**

Mr. Fisser will complete his initial assignment and leave Albania on July 8<sup>th</sup>. As noted above, EWMI intends to provide additional short-term experts to the School of Magistrates, however, no such assistance is currently scheduled.

**G. SUPPORT FROM ALBANIAN LEGAL INSTITUTIONS**

EWMI's close professional relationship with the Chief Judges of the District Courts continues to grow. During their roundtable, the Chief Judges reiterated their full support for the project and promised that their judges and court administrators will attend EWMI training sessions and meetings.

The level of cooperation and support between EWMI and the School of Magistrates also continues to grow as EWMI adds a technical assistance component to its work, concentrating on providing pragmatic support toward the development of the School's administration. EWMI meets frequently and regularly with School Director Luli.

**Roundtable  
with  
District Court Chief Judges  
Durrës, Albania  
23-24 June 2000**

**Friday, 23 June**

- 3:00pm      Opening remarks and explanation of roundtable -- Michael Diedring,  
Chief of Party, East West Management Institute (EWMI)
- 3:10pm      Opening remarks and comments on the results of the First Roundtable  
Thimio Kondi, Chief Justice of the High Court of Albania
- 3:20pm      Role of the Chief Judge in court security and security of judges and court  
personnel. Report from the Chief Judges Working Group. (Moderator --  
Andrea Lako)
- Relationship with the police
  - Who has authority over the police force posted on the court premises
  - Working Group recommendations on security in the court
- 4:20pm      Role of the Chief Judge in the court's relationship with the press.  
(Moderator -- Andrea Lako)
- How does the press understand court affairs
  - Educating the press concerning legal matters in general
  - Discussion of the merits of a press office within the court
  - The Chief Judge's relationship with journalists
- (This presentation and discussion will be informative, drawing upon the  
expertise of IREX, the USAID funded project on media. The invited  
experts will be Mr. Andrea Stefani of IREX and Mr. Gent Ibrahimimi of  
IPLS. It is expected that these discussions will result in the creation of a  
working group that will report to the next Chief Judges Roundtable)*
- 6:00pm      End of the session
- 6:30pm      Light Reception
- 8:30pm      Dinner

## Saturday, 24 June

- 9:00am Light breakfast
- 9:30am Training for Judges and Court Administrators (Moderators – Andrea Lako & Fatmira Luli, Acting Director, School of Magistrates)
- Commercial law training organized by EWMI
  - Computer training organized by EWMI (how it has improved the work of the courts and future training needs)
  - On-going training by the School of Magistrates and future plans
  - Report on the US study tour (Chief Judges of Kavaja and Shkodra)
  - Future training needs
- 10:15am Information technology and its role in the improvement of the work of the courts (Moderator – Andrea Lako)
- 10:30am Open discussion for other matters of interest to all participants
- 11:00am Conclusion of the Roundtable

# WORKING GROUP ON COURT SECURITY

Material for discussion  
at the Second Roundtable  
of District Court Chief Judges

(Durrës, June 23 – 24, 2000)

## Table of Contents

1. *Report on Court Security*
2. *Annex A: Court Security Incident Reporting Form (Questionnaire)*
3. *Annex B: Draft Court Security Act*

# **Report on Court Security**

## ***INTRODUCTION***

This brief presentation has been prepared based on the experience of some of the Albanian courts and does not pretend to have discussed all the security problems the Albanian courts are currently facing. This is, however, a first attempt to raise the court security issue at a more scientific and institutional level. Once this report is presented to the attendants, the roundtable will be open to discussions and suggestions to be reflected in the final report with a view to enabling further considerations in this respect.

This report explains briefly the current state of affairs and tries to modestly address some of the issues discussed in it and suggest the drafting of a court security act. The Working Group is also recommending that to have a more scientific and convincing approach to this issue an opinion poll (questionnaire) be conducted, the findings and conclusions of which be based on facts, and therefore, not contestable.

## ***CURRENT COURT SECURITY SITUATION***

The primary purpose of a government is to provide for the security of its citizens; and especially for a democratic government, the maintenance of a safe place for the conduct of public business is of paramount importance. Litigants, lawyers, judges and their staffs, as well as any and all other interested parties, must be assured an environment where they can seek and

dispense justice free of any fears or concerns about their well-being. Anything less threatens to compromise the quality and independence of the judiciary and deprive the public of the benefits to be derived from living under a rule of law.

Recommendation no. 12 of the of the Council of Europe Ministers' Committee on Independence, Efficiency and Role of the Judiciary puts emphasis on creation of normal working conditions for the members of the judiciary. In Article 3, paragraph 2 of this document is recommended that "Measures be taken to ensure court security through ensuring that the court perimeter is secured or by ensuring physical protection of members of the judiciary who have or may have received serious threats".

It is obvious that to ensure that court operations are conducted appropriately, apart from other measures, an important role plays the presence of court security officers and in some cases the physical protection of the judges in and, why not even, outside the courthouse (at home). This becomes of great importance when they hear cases involving sensitive issues such as crimes against the person or against health, especially when there are indications that the family members of the criminals may tent to retaliate. There have been several cases when, in the courthouse, we witness incidents or conflicts involving disputing parties and threats directed to the members of the judiciary.

In many such cases, the members of the judiciary are under double pressure. Family members and/or friends of the criminals put pressure that they be acquitted, whereas the family members and/or friends of the victim demand that the criminals be sentenced. Therefore, judges are put under a lot of

pressure, which not only does not help them in conducting their duties but also makes them feel threatened.

There is a wrong and very superficial opinion that security issues are only related to criminal cases. As a result of this mentality, while there is police presence in criminal hearings, in civil trials this is not the case. In fact, the highest number of incidents occurs between parties to a civil case. Therefore, police (security officers) presence is also necessary during civil hearings.

### ***COURT SECURITY SERVICE***

It is a must that security service be provided around the clock. The security officers' presence is necessary during working hours not only at the court entrance but also inside the courthouse, in the hallways, as this presence, even formally speaking, effects maintain the order. Large courthouses with a lot of people going in and out may need security presence at each floor, whereas in smaller courthouses the number of security officers could be left at the chief judge's discretion. Quarrels, heated arguments and sometimes exchange of blows between the parties to a trial or between one party and the other party's witnesses are frequent in the courthouse, hence security presence in each floor would be advisable. On the other hand, courts also carry out administrative duties to the public, providing documents to the public or putting files at disposal of lawyers. It would be advisable that security presence be established in this administrative part of the courthouse, to keep order and make the court a safe place for the court administrators and the public.

## ***REPORTING OF COURT SECURITY OFFICERS***

Up to date, court security officers do not report to the chief judges. For this reason, security officers sometimes are replaced very frequently. Moreover, we all know cases when the police transportation unit has not transported prisoners to court just because the chief of police has decided at the last minute on some other priority for the day. In other occasions, trials have been postponed as the security officers (policemen) assigned to guard the prisoners in the courtroom have been called in the middle of the session.

It is obvious to all of us now that the solution would be to have court security officers report directly to the chief judge and be replaced only for some important reasons. Court security officers serving for a certain length of time become more familiar with day to day problems of the court, their security responsibilities, know better the staff and may have the possibility to receive special training.

In case of disagreements with the police force on the number of security officers (policemen) and their remuneration, a line item could be foreseen in the next year's budget allocation to the judiciary.

## ***USE OF MODERN SECURITY EQUIPMENT***

After the public unrest of 1997 there is a huge number of weapons in the hands of the civilians. In several occasions incidents involving weapons have occurred in courthouses or even in the courtroom. The situation is aggravated by the fact that in many courts lacking appropriate premises trials are held in unsuitable courtrooms or even in judge's offices. In most of the

cases the judge's desk is not separated from the area designated to the parties or the public, exposing judges to considerable risk.

Taking into consideration what discussed above, entry screening should be instituted at each court or at each courtroom. Securing the entire building, as opposed to each individual courtroom, would result in some operational savings since fewer checkpoints would require fewer personnel. However, this would make more difficult to provide other services to the public and apart from that, substantial remodelling would be required in many courts.

The cost of court security – at least of the perimeter screening kind – are not only monetary, however. Aesthetics are often compromised, as walls, stations, cameras and other equipment are installed where none were contemplated when the affected buildings were designed. Lawyers, litigants and others are subjected to considerable inconvenience as they are forced to queue up and are required to submit their persons and belongings to search. And ease of access to judicial officers and their staffs is impaired, not to mention a more formal, distant atmosphere created between the public and the judiciary. Needless to say, the latter effects are particularly regrettable in a democracy; however, the court security must be of top priority.

Providing the court security officers with portable metal detectors is another difficult issue to solve.

In several occasions, in Tirana district court or other courts with a large flow of people, during criminal or civil hearings the parties, witnesses or individuals from the public have been carrying weapons in the courthouse or even in the courtroom, sometimes even showing them to the judges' panel; at moments of high emotionalism this could be of regrettable consequences.

Currently, suspicious individuals are required to submit their person and belongings to search, but it is impossible to apply it to all the public.

The best solution would be to provide access screening to the entire first floor of the court. This would be more costly but at least would be more esthetical than individual (body) search, which at specific moments tends to create unnecessary congestion and is very inconvenient for the litigants and the lawyers.

Court security is a costly but necessary enterprise. At the end of the day, if the cost and the benefits of having a safe court and judges were to be put on balance, undoubtedly that the benefits the Albanian society was to have if the justice system was functioning well would by far be of greater importance.

Court security as is presently being provided relies on the traditional method of policemen patrolling court premises, hallways and sometimes the courtrooms. There has not been so far a calculation of the cost the state is to bear if this service is provided updated to modern standards. It would be good that the Judicial Budget Administration Office undertake an economic-financial study to find out the court security needs, so that in making incremental state funding requests, we accord top priority to court security.

It is clear now the high emotionalism attendant at our courts, which has resulted in courthouse murders, personal injuries and death threats, demands that we pursue every potential source of funding so that we can provide at least a minimum adequate security in the courthouse. For those questioning the urgency of this need, they need only remember the high number of weapons still in the hands of the civilians.

***COURT SECURITY SURVEY (COURT SECURITY INCIDENT REPORTING FORM)***

To produce more arguments in support of the security issues raised by the judiciary the Working Group has suggested conducting a 3-month survey to collect evidence of court incidents. The Working Group has drafted a questionnaire<sup>1</sup> (Annex A) to constitute the basis of a court security survey, which can be organised by the chief judge of each court. A similar survey has been already conducted by the Annual Conference of the American Bar Association.

The intention of the Working Group is through the survey to collect information from all the Chief Judges on the current security situation in their courts. A week from this meeting, this forum agreeing on the idea of a survey, the questionnaires and the respective instructions on how to fill them in will be sent to all the district courts, indicating that they will have to be sent back to the office of the East-West Management Institute (EWMI) in Tirana. EWMI's office shall act as a secretariat for this activity.

At the end of the 3-month period the information collected through the questionnaire will be analysed and the results presented to the next District Court Chief Judges Roundtable. Once they receive the questionnaire the Chief Judges shall distribute copies of it to the judges and other court personnel, with an instruction to complete it any time a court incident occurs. The persons completing the questionnaire (reporting form) will be explained that their report would be used for survey purposes only.

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<sup>1</sup> Court Security Incident Reporting Form

Although the Working Group members do not pretend to be experts in conducting or evaluating surveys, the findings and conclusions will be a strong argument in support of the importance actions to provide court security take.

### ***LEGAL SOLUTIONS TO THE COURT SECURITY ISSUE***

An important issue is to determine the body with the power to make decisions on court security issues. The current legislation in force is not clear about the responsibility of the executive branch of the government, or better to say of the police, to provide court security services. The Working Group finds that there is not a court security act in Albania. Such a law exists in Canada and many states of the United States of America. In this context, the Working Group recommends that a court security act is drafted, with a view to finding solutions to such issues as: appointment of court security officers, their powers and number, reporting requirements, requirements to enter the court area, power of judge to decide on security issues, drafting of court security internal regulations, etc. The Working Group has prepared a text (Annex B) as a first attempt to draft a court security act, which once discussed and approved by the roundtable, may be recommended to the Ministry of Justice, which may support its endorsement by the Government and final enactment by the Parliament.

### ***CONCLUSIONS***

What is court security? How are the courts currently managing security issues? Who is currently responsible for court security and who should be in

the future? If court security is a must, what will be the financing sources for it? What are the most appropriate means on which financial resources/allocations should be focused upon? What should be the contents of a court security act?

All these questions reflect some of the issues that this meeting may address, in the hope that, step by step, more light is shed to the problems identified and appropriate solutions are found. To provide more information and perhaps answers to these questions, the Working Group is recommending that the court security issue be discussed in all the roundtables to come, whereas specific problems may be addressed in different seminars to be organised or surveys to be conducted.

**This report was prepared with the contribution of the following persons:**

**Armando Subashi**

**Artan Gjermeni**

**Artan Laze**

**Sazan Aliko**

**Andrea Lako**

**COURT SECURITY  
INCIDENT REPORTING  
FORM**

Date and Time of Incident: \_\_\_\_\_ 2000

Location: \_\_\_\_\_

- |  |           |          |
|--|-----------|----------|
| 1. Was there a weapon involved?        | _____ Yes | _____ No |
| 2. Were any threats made?              | _____ Yes | _____ No |
| 3. Was anyone in fear of being harmed? | _____ Yes | _____ No |
| 4. Was an assault committed?           | _____ Yes | _____ No |
| 5. Was anyone injured?                 | _____ Yes | _____ No |
| 6. Was law enforcement notified?       | _____ Yes | _____ No |
| 7. Was any hostage involved?           | _____ Yes | _____ No |
| 8. Was any arrest made?                | _____ Yes | _____ No |

**Statement of facts:** (please explain any "yes" answers and include other information which in your opinion is of importance. Attach additional sheets if necessary.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Persons involved in the incident: \_\_\_\_\_

Witnesses to the incident: \_\_\_\_\_

\_\_\_\_\_  
Name of Person preparing report\* Date of report

Address:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Copies of this form should be sent to the East-West Management Institute at the following address and fax number:

**East-West Management Institute**  
Rr. "Deshmoret e 4 Shkurtit", Pall. 7/1, Sh. 2, Ap. 2,  
TIRANA  
Tel: (042) 51981; Fax: (042) 51982

\*Putting or not the name is up to the person preparing the report.  
Prepared with the support of East-West Management Institute



**REPUBLIC OF ALBANIA  
PEOPLE'S ASSEMBLY**

**Court Security Act**

No. \_\_\_\_\_, date \_\_\_\_\_ 2000

Pursuant to Articles 78 and 83, paragraph 1 of the Constitution of the Republic of Albania, upon proposal of the Council of Ministers,

**The PEOPLE'S ASSEMBLY  
Of the Republic of Albania**

**Resolved:**

**CHAPTER I**

**Article 1**

***Scope of the Act***

This Act sets fourth the rules to guarantee security and order in the courts, as well as to protect the life, health and property of judges and administrative staff.

**Article 2**  
***Interpretation***

In this Act,

- (a) “court” means the Supreme Court, appellate courts and trial courts.
- (b) “court area” means an area that is used for the purposes of a court, whether or not the public is normally admitted to the area, and, without restricting the generality of the foregoing, includes an area that is used for conducting court proceedings, for a judge’s chambers of judge’s office or for an office or workplace used for the purposes of a court and any common areas used in connection with such areas.
- (c) “property of judges and administrative staff” means their residence.
- (d) “weapon” has the same meaning as in the Criminal Code.
- (e) “court security officer” means the policemen assigned to secure the court, judges and the administrative staff.

**CHAPTER II**  
**ORGANISING COURT SECURITY**

**Article 3**  
***Determination of the number of court security officers***

The number of court security officers shall be determined, by agreement of the Chief Judge and the Chief of Police of the Prefecture, by January 15 of each year and shall not change for the rest of the year.

#### **Article 4**

##### ***Appointment of Security Officers***

For the purpose of providing security in a court area, the Director of Public Order Department of the Prefecture under whose jurisdiction the courthouse is located, shall appoint security officers, in agreement with the Chief Judge of the court.

Court security officers shall be selected from amongst the Police Forces of the District in which the courthouse is located.

When, for a justifiable reason, a security officer may have to be removed, a replacement shall be provided within that same day, pursuant to the appointment rules described in paragraph 1 of this Article.

#### **Article 5**

##### ***Duration and scheduling of court security***

Court security service shall be provided around the clock. The Chief of Police shall divide security officers in shifts, whereas the number of officers per shift shall be determined in agreement with the Chief Judge.

#### **Article 6**

##### ***Reporting of Court Security Officers***

Court security officers are part of the Police Forces of the district in which the courthouse is located. During the performance of their duties to provide security in the court area or protect the life of judges and administrative staff and their property, security officers report to and obey only the orders of the chief judge or a person by him designated.

**CHAPTER III  
POWERS AND DUTIES  
OF COURT SECURITY OFFICERS**

**Article 7**

***Powers of Court Security Officers***

Every court security officers appointed pursuant to Article 4 has, for the purpose of this Act, the powers of a police officer and every other power designated to him by the Chief Judge, as defined in the internal court security regulation approved by the Chief Judge.

**Article 8**

***Duties of the Court Security Officer  
to apply rules for entry to court area***

A security officer may:

- (a) Require the court staff member to satisfy the security officer as to the person's identity;
- (b) If the security officer is not satisfied that the person is a judge, or if that person is suspected to be carrying a weapon, screen the person for weapons, before the person enters the court area, regardless of the fact that this person may have a permit to carry weapon. He may screen a person for weapons at any time while the person is within a court area, when this person was not screened for weapons at the entrance of the court area and/or the suspicion arises during his stay within this area or when there are indications that the person may be carrying a weapon. If the security officer requests a person carrying a weapon illegally to leave the court area, the law enforcement (police) must be notified immediately.

- (c) Require a person entering the court area to satisfy the security officer as to the person's identity, if the security officer has any suspicion as to the true identity of the person;
- (d) Require a person carrying a briefcase, suitcase, and the like while entering the court area to submit his person and belongings to search;
- (e) Refuse permission to enter the court area to persons who are under the influence of alcohol or narcotics.
- (f) Require a person who is causing a disturbance (fights, screams, shouts, swears, sings or uses insulting or obscene language) in the court area to leave the court area and he may use such force as is reasonably necessary to force the person to leave.

#### **Article 9**

#### ***Obeying the Directions of a Judge***

When during court proceedings the defendants, parties to a trial, witnesses or persons from the public do not comply with a judge's requirement to maintain order in the courtroom, the judge may request the assistance of the security officer, who is obliged to obey. Under no circumstances the security officer may intervene in the courtroom without the judge directing him to do so.

#### **Article 10**

#### ***Handing over of duty from one shift to the other***

When the shift is over, the security officer shall prepare a duty handing-over report, in which he reports every extraordinary event (incidents), if any, that occurred during his shift.

If an extraordinary event (incident) occurs within the court area but after the working hours, the security officer shall report it immediately to the Chief of Police and to the Chief Judge or his deputy.

#### **Article 11**

##### ***Protection of Court Security Officers***

Every person who refuses to satisfy the requirements of the court security officer or impedes him in performing his duties under this Act and regulations issued by chief judges pursuant to this Act, is guilty of a criminal offence, punishable under Article 236 of the Criminal Code.

### **CHAPTER IV LAST PROVISIONS**

#### **Article 12**

##### ***Subsidiary legislation (decrees) pursuant to this Act***

The Council of Ministers shall, within two months from the date this Act is enacted, to issue the relevant decrees, pursuant, and for purposes of implementation of, this Act, directing the Ministry of Public Order to identify the officers that will be designated to court security.

#### **Article 13**

##### ***Issue of internal court security regulations***

The Chief Judges shall, one month from the enactment of this Act, issue internal court security regulations pursuant Article 7 of this Act.

**Article 14**  
***Proclamation***

This Act comes into force 15 days after its publication in the Official Gazette.

**SPEAKER OF PARLIAMENT**

**Skender GJINUSHI**

**ANTHONY B. FISSER**

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**DIRECTOR**

Director, Continuing Education, Connecticut Center for Judicial Education,  
Connecticut Judicial Branch, 1975 - Present

Responsible for all aspects of the continuing education function for the state's Judicial Branch workforce, including the judiciary, management, and support personnel. Specific responsibilities include needs assessments, curriculum design, program development, program evaluation, and production of legal and other supporting materials. Has designed and produced over two hundred and fifty judicial education programs covering all aspects of judges' work. Manages trainers, research attorney and administrative support staff.

Current Projects: Conducted multi-day Strategic Planning Workshop to develop Five-Year Strategic Plan for Judicial Education; career education for judges; development of multimedia capability for computer-based and web-based distance education.

**CONSULTANT**

Judicial Training Center of Bulgaria, (East-West Management) Faculty Development Workshop, 2000

National Centre for Judicial Studies, Government of Egypt (AMIDEAST), Recommendations for Re-Engineered Workflow Process for all Aspects of Judicial Education Program Function, 1999

National Centre for Judicial Studies, Government of Egypt (AMIDEAST), Documentation and Analysis of Workflow Process for all Aspects of Judicial Education Program Function, 1998

New Jersey Administrative Office of the Courts, Judicial Education and Training Division, Application of Judicial Education Management System (JEMS) software, 1997

Government of Latvia, Faculty Development Workshop, 1997

District of Columbia Education and Training Office, Application of Judicial Education Management System (JEMS) software, 1997

Government of Macedonia, Faculty Development Workshop, 1996

First Judicial District of Pennsylvania (Philadelphia),

Assessment and Proposal for Creation of a Judicial Education Function, 1994

Iowa Judicial Branch Planning Workshop to Design a Comprehensive Orientation Process for New Judges, 1990

Justice Ministry of Bangladesh, Assessment of Needs and Proposal for Establishment of Judicial Education in Bangladesh, 1989 - 1990

North Dakota Court System, Analysis and Recommendations for Design and Establishment of New Judge Orientation Process, 1989

Colorado Judicial Branch, Analysis and Recommendations for Future Direction of Colorado Judicial Education Function, 1989

## **FACULTY**

Instructor in Faculty Development Workshop for Presenters at Court Technology Conference V (CTC5), 1997

"Distance Learning" Session, Court Technology Conference III (attendance 1200), National Center for State Courts, 1991

"Continuing Professional Education and Contemporary Judicial Education in the United States", National Symposium on Judicial Education, 1990

"Judicial Education in the United States", National Conference, National Center for State Courts, 1989

Numerous panels and sessions at national conferences:

- "Building Effective Education Organizations"
- "Managing Benchbook Projects"
- "Conducting Needs Assessments"
- "Historical Development of Judicial Education in the United States"
- "Designing Training for Court Managers"
- "Designing Pre-Bench Orientation and Mentor Systems"

Co-Author, "Court Unification in Seven States", National Center for State Courts

## **SELECTED JUDICIAL EDUCATION ACTIVITIES**

National Association of State Judicial Educators (NASJE)

Author, Association's Constitution and Bylaws

Chair , 1990 - Present, Standards Committee, and Primary Drafter, "Principles and Standards of Continuing Judicial Education" (Endorsed by Conference of Chief Justices, 1992, American Judges Association, 1993, National Conference State Trial Judges, 1993, Judicial Administration Division, American Bar Association, 1996, published in sixteen languages.)

Chair, 1993 - Present, and Project Originator, Judicial Education Management System (JEMS), a multi-year, national, grant-funded project to complete systems analysis, data definition, design, programming, and prototype testing of software application that manages and administers all aspects of the judicial education function.

Member, ABA/Central and East European Law Initiative (CEELI) Advisory Committee on Judicial Education, 1995 - Present.

Member, Advisory Committee, 1991 - 1993, National Model Judicial Education Curriculum - Understanding Sexual Violence: The Judicial Response to Rape

Member, 1991 - Present, Advisory Board, National Judicial Education Program to Promote Equality for Women and Men in the Courts (NJEP) (NOW Legal Defense and Education Fund)

Member, 1989 - 1991, Advisory Committee, Model Judicial Education Curriculum - Domestic Matters

Member, 1990 - 1992, Advisory Committee, and Author, Model Curriculum, Alternative Dispute Resolution Course, National Judicial College.

Member, 1988 - 1990, Advisory Committee, "Personnel Manual for Court Administrators" and "Financial Manual for Court Administrators", National Association for Court Management (NACM).

## **EDUCATION**

Drake University, Juris Doctor, With Honors, 1973

San Jose State University, B.A. 1970

Georgetown University, School of Foreign Service

Workshops in 2000: Authorware (one-week course for design of computer and web-based curriculum); Macromedia *Director*; Non-Linear Digital Editing; national conference Society for Applied Learning Technology

## **PROFESSIONAL AFFILIATIONS**

National Association of State Judicial Educators (NASJE)

President, 1982 -84; Vice- President, 1980 - 82; Board of Directors, 1975 - 80

American and Connecticut Bar Associations

American Society for Training and Development (ASTD)

SCOPE OF WORK FOR EXPERT TO PROVIDE INSTITUTIONAL  
ASSESSMENT TO THE ALBANIAN SCHOOL OF MAGISTRATES FROM  
June 27, 2000 TO July 12, 2000

Albanian Judicial Training/Strengthening Program

Contract Number EPE-I-00-95-00076-00

Task Order Number 5

**Background:** East West Management Institute ("EWMI") conducts the Albanian Judicial Training/Strengthening Program ("the Program") pursuant to a contract with USAID. According to the Task Order issued under the contract, EWMI is responsible for managing training that addresses both substantive legal issues and court administration issues with the ultimate goal of assisting in building a stronger Albanian judicial system. In accordance with the contract, a long-term technical advisor is stationed in Tirana, Albania, working primarily on the Program's judicial training component. In addition to overseeing the Program office and managing commercial law training sessions for judges, it is the role of the EWMI long-term advisor to identify short-term assistance and training needs and provide substantive and logistical support to short-term advisors operating in Albania. The contract under which the Program operates was entered into on September 14, 1998 and terminates on December 31, 2000.

**Purpose:** This Scope of Work ("SOW") addresses the Program's primary judicial training component through fundamental institutional support for the School of Magistrates ("the School"), the Program's primary local partner. The School currently provides training to judges with less than 5 years experience although, under its mandate, the School is also responsible for continuing legal education programs for all members of the Albanian judiciary. To date, the Program's commercial law training has been coordinated and/or held in collaboration with the School to assist in building the School's reputation in the area of continuing judicial education.

In order for continuing judicial education in Albania to keep developing, training skills and the culture of continuing judicial education must be transferred to a viable local host organization. With its mandate and experience in training, together with the current support and acceptance of the Albanian judiciary, the School is the logical choice for such skills transfer. The School, however, continues to struggle with normal institutional "growing pains". The Acting Director of the School, Ms. Fatmira Luli, has asked the Program for assistance in performing an initial management needs assessment, to be followed by short-term experts who will provide support and assistance in the targeted substantive areas identified.

**Objectives:** The objectives of this initial management assessment are:

- to develop baseline data and indicators of the institutional capabilities of the School in the areas of its operations, management and finance;
- to provide input and comment on the School's development strategy
- to build the capacity of the School's leaders in overall management and operation
- to provide recommendations for improvements in the short and medium term development of the School's operations, management and finances, including recommendations for specific additional short-term technical assistance.

The EWMI expert will examine, assess and propose recommendations to develop the following areas of the School, its management and operations:

**Institutional Governance, Organizational Structure and Management**

Analyze and assess the organizational structure of the School and assess the appropriateness of that structure for meeting its goals;

**Systems/Staffing**

Analyze and assist the School in clarifying and enhancing job descriptions and staffing needs, and provide advice in the development of a system of performance evaluation.

**Accounting**

Assist the School in utilizing fiscally sound and understandable accounting methods consistent with Western norms.

#### Budgeting

Assist the School in its ability to prepare comprehensive budgets that accurately reflect projected needs.

#### Finance

Assess the School's ability to garner financial and other resources together with recommendations on how the School can maximize its capacity to do so. This will include recommendations on how the School can provide its services and articulate their importance to prospective funding sources.

#### Reporting

Assist the School in designing and preparing clear and concise reports on its finances, programming, projected needs and areas of activities for its Board and for use in explaining its activities to the public, government and donor communities.

#### Planning

Review the School's current strategic and budgetary planning procedures, report on the School's baseline statistics and needs, and develop recommendations for methods that will improve the School's planning capacities.

#### Documentation/Archiving

#### Premises and Equipment

Assess the physical space requirements and equipment needed for the next three years.

In carrying out the assignment, the EWMI expert will provide assistance and training to the School's senior managers on all aspects of the assessment in order to build their capacities to manage the School efficiently and cost effectively while responding to the training needs of the School's constituency. The assessment will include recommendations on specific areas in which the provision of additional technical assistance through short-term experts is appropriate. Moreover, all recommendations developed in the course of the assignment shall be discussed with the School to insure that they are understandable, acceptable to, and capable of implementation by the School.

**Deliverable:** The EWMI expert shall deliver a report that provides a description of all matters covered in the assignment. The report shall be in sufficient detail to provide both the basis for establishing baseline data and as a guide for the continuing institutional development of the School. It shall also describe the assistance that was provided to the School in the course of the assignment and contain specific recommendations for actions to be taken by the School and/or the Program in the short and medium term to further support the development of the School as an institution and enhance its ability to attract financial and other support. A preliminary report will be delivered to the Program upon completion of the assignment and before the Expert returns to the United States, with a final report due no later than 10 working days from the Expert's subsequent return to the United States.

#### Level of Effort:

The approximate level of effort may be broken down as follows:

- 10 working days for in-country assistance
- 3 working days for in-country preliminary report writing
- 2 working days for final report preparation

Total 15 working days

#### Term and Completion:

The EWMI expert will begin work in Albania on or about June 27, 2000 and have all in-country assistance and final reporting complete and delivered to EWMI by or before July 14, 2000.