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**RULE OF LAW**  
PROGRAM IN ALBANIA

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## **Completion Report**

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**“Ismail Qemali” Street  
Bldg. 32/1, Ap. 3 (Third Floor)  
Tirana, Albania**

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**LIST OF ACRONYMS**

ACEC	Albanian Center for Entrepreneurial Communities
AIIA	Albanian Institute of Internal Audit
COI	Conflict of Interest
CPII	Center for Public Information Issues
CSO	Civil Society Organization
EU	European Union
FMOU	Framework Memorandum of Understanding
HCJ	High Council of Justice
HIDAA	High Inspectorate for the Declaration and Audit of Assets
ICMIS	Integrated Case Management Information System
IDRA	Institute for Development and Research Alternatives
IT	Information Technology
JBO	Judicial Budget Office
JIU	Joint Investigative Unit
MCATA	Millennium Challenge Albania Threshold Agreement
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
NAAJ	National Association of Albanian Judges
OPDAT	Overseas Prosecutorial Development and Training – an office in the U.S. Department of Justice
OSCE	Organization for Security and Cooperation in Europe
PBMP	Performance Based Monitoring Plan
Q-10	Court Users’ Satisfaction Survey
ROLP	Rule of Law Project
TIPA	Albanian Training Institute of Public Administration
TLAS	Tirana Legal Aid Society
SAI	State Audit Institution
UK	United Kingdom
UAJ	Union of Albanian Judges
WTAC	Working Technical Advisory Committee

## EXECUTIVE SUMMARY

### SUMMARY OF ACHIEVEMENTS

- USAID Rule of Law Project activities began with a Framework Memorandum of Understanding (FMOU) signed with the Ministry of Justice, High Judicial Council, Judicial Budget Office and the National Judicial Conference
- Immediately following the signing of the FMOU, ROLP select 10 pilot courts and signed Memorandums of Understanding (MOUs) with them.

### Component I: Accountable Courts

- ROLP supported computerized trial records in the 10 pilot courts with computers, printers, monitors, and other necessary equipment such as inverters and fast-typing training for secretaries.
- ROLP extended its computerized trial records assistance to the Albanian Supreme Court as well with the provision of a computer, monitors, printers, monitor stand and fast-typing training for secretaries.
- Audio recording of session hearings was piloted at Durres and Vlora District Courts and Serious Crimes Court in support of computerized trial records.
- ROLP, working with MOJ, upgraded court archiving and records management program by:
  - Drafting a “Legal Authorization for Implementation of a Records Management Program”
  - Drafting a “Records Retention and Disposition Schedule”
  - Drafting a “Records Management Manual”
  - Drafting archiving forms
  - Designing and purchasing new file folders
  - Purchasing hole-punchers and metal fasteners
  - Purchasing shelving
- Trained court archive staffs on implementation of principles and techniques described in the Records Management Manual.
- Conducted a closed case survey to determine reasons for case backlog and recommendations for reducing case backlog.
- Assessed reasons for limited usage of courtrooms with recommendation for increasing usage.
- Provided legal database software to all pilot court judges.
- Provided financial software to the pilot courts.
- Organized customer service training for court staffs.
- Improved court infrastructure and opened Public Information Offices in the Gjirokastra and Tirana Appeals Courts and Mat District Court.
- Reviewed options for publishing court decisions and recommend web-based publication
- Worked with pilot courts to develop and implement an anti-corruption strategy and followed-up on some of the recommendations from the closed case survey.
- Organized the following training and workshops:
  - Five regional workshops for all pilot court judges on legal research, reasoning and court decision writing
  - Workshop on researching European Court of Human Rights Case Law
  - Appellate Legal Opinion Writing in conjunction with the Magistrates School for Albanian appellate court judges
  - Internal Control and Conflict of Interest Workshop for pilot court chief judges and chancellors
  - Judges, Attorneys, and Prosecutors Workshop in Saranda for local judges, attorneys, and prosecutors

- Review of court decisions and follow-up workshops in each pilot court to discuss use of tips and techniques from the Legal Research, Reasoning, and Court Decision Writing Workshops.
- Three one-day Public Forums in Durres, Vlora, and Pogradec to encourage court/citizen dialogue with goal of improving public's perception of the courts.

### **Component II: Institutional Oversight and Audit**

- Component 2 activities began with an Assessment of Declaration of Assets Law and Conflict of Interest Law that served as a guide for planning Component 2 activities.
- Assessed HIDAA's training needs and used the conclusions as a guide for designing training and workshops.
- HIDAA has signed 17 MOUs with other governmental and agencies. Using the MOUs as a guide, HIDAA and ROLP organized roundtables with the Public Procurement Agency, the General Police Directorate, the Office of the Prosecutor, INSTAT, and the Commissary of Data Protection with the goal of improving cooperation and coordination of activities.
- With support from World Learning and OPDAT, ROLP organized two workshops on administrative investigation techniques for HIDAA's investigative staff, the Joint Investigation Unit (JIU) members and the Financial Investigation Unit members. Lecturers were from the U.S. Justice Department.
- ROLP supported the drafting and distribution of the following manuals:
  - Conflict of Interest Manual – Procurement (with training of HIDAA staff)
  - Conflict of Interest Manual – Local Governance (with training of HIDAA Staff)
  - Modern Internal Control
  - Administrative Investigations Manual (for general distribution)
  - Administrative Investigations Manual (HIDAA specific for distribution within HIDAA)
- ROLP coordinated with the Albanian Training Institute for Public Administration (TIPA) for training government employees on conflict of interest and asset declarations, fraud and internal control, ethics and anti-corruption, e-procurement, administrative investigations as well as High State Control (HCS) donor funding auditing.
- ROLP joined with the World Bank European Commission Project against Corruption in Albania (PACA) and the Polish national audit office for training the High State Control staff on auditing donor funding.
- ROLP staff drafted a plan for reorganizing HIDAA that was not implemented due to political reasons.
- With ROLP support, HIDAA organized Open Houses in 2009 and 2010 that featured the annual drawing of 160 Declarations of Assets for more intensive audit. The Open Houses were preceded by TV spots informing the public about the Open Houses.
- ROLP also supported TV spots reminding government officials to file Declarations of Assets.
- Working together, HIDAA and ROLP organized six regional roundtables to encourage dialogue between HIDAA, the media, private sector, and civil society and to change the negative public perception of HIDAA. The 2009 roundtables encouraged local citizens and media to work with HIDAA to reduce corruption. The 2010 roundtables focused on understanding and reporting conflicts of interest.

### **Component III: Civic Engagement**

- Working with Component 1, Component 3 oversaw the Q-10 Court Users' Satisfaction Survey, which is a performance measurement survey that assesses how effectively the 10 pilot courts are meeting court users' expectations for service.

- Component 3 oversaw the annual survey “Corruption in Albania; Perception and Experience.” Over time, the survey measures public perceptions of and experiences with corruption in Albania.
- ROLP contracted for production of five TV shows about the Albanian judicial system. The shows titled “Justice Matters” were aired on Albanian TV station News 24 on Saturday nights and again on Monday nights for 5 weeks.
- ROLP’s Component 3 organized two Investigative Journalism Workshops that were held in Shkoder and Vlora. The workshops were designed to improve Albanian journalists’ investigative skills and reporting on suspected cases of conflict of interest.
- ROLP awarded grants to five local civil society organizations:
  - Center for Development and Democratization of Institutions (CDII): The grant was given for monitoring and reporting on pilot courts’ responses to citizens’ Freedom of Information Act (FOIA) requests for information regarding court procedures, judicial practices and financial expenditures
  - Transparency International Albania (TIA): Under the terms of the grant, TIA was to work with pilot courts to develop (1) anti-corruption strategies and (2) monitoring programs for more effective communication between the courts and the public.
  - MJAFT! Movement (MAFT!): The grant agreement specified that MJAFT! was to investigate judicial corruption in the Vlora and Shkoder District Courts and Tirana Appeal Court, and report its findings.
  - Albanian Center for Entrepreneurial Communities (ACEC): Under the terms of the grant, ACEC was required to organize and train court monitors, monitor the Elbasan and Pogradec District Courts, and develop programs to educate the public on district court functions and transparency.
  - Albanian Center for Legal Trainings and Studies (ACLTS): As required by the terms of the grant agreement, ACLTS analyzed case files in the Tirana Appeal Court and the Gjirokastra Appeal Court to determine the length of the time between filing an appeal and the assignment of the case for hearing.
- Component 3 organized a roundtable to present the results of ROLP grantees’ monitoring activities. ROLP’s grantees and other interested NGOs attended the event. The goal of this activity was to encourage the invited civil organizations and NGOs to organize their own monitoring activities.

### **SIGNIFICANT PROBLEMS AND ACTIONS**

- Government agencies are slow to act due to a lack of commitment, inertia, and/or a culture of hierarchy. An example of this is the plan for HIDAA’s Open TV Studio, which was not implemented due to lack of commitment.
- If an activity involves more than one counterpart, they often cannot find common ground and agree on the implementation of the activity. Most of the time, this leads to cancellation of the activity, as with the Court Media Guide, where the Association and Union of Judges could not agree on the implementation terms.
- The lack of trained staff at the counterpart institutions can cause problems and delay. Considerable training is required to ensure the effective and sustainable implementation of the activity.
- Government’s financial problems often mean that the project must commit more funds than planned in order to give sustainability.

### **DEPARTURES FROM EXPECTED RESULTS**

- Project activities that were dependent on a functional case management system, Integrated Case Management Information System (ICMIS), were not carried out or substantially changed. The ICMIS was not fully functional, and functionality varied from court to

court. Accordingly, ROLP could not train on ICMIS and could only recommend electronic publication of court decisions since the web functionality was not developed.

- The plans to support the establishment of a professional institute of auditors had to be abandoned when the Albanian Institutional Auditors became inactive.
- Corruption perception and experiences did not improve as expected, either with the courts or oversight institutions, due to the political and economic environment. With the exception of HIDAA, we had no impact on oversight institutions. ROLP worked with HIDAA to improve its public outreach with the long-term goal of improving its poor showing in the Annual Corruption Survey in Albania: Perceptions and Experiences. HIDAA with ROLP support held 6 regional programs with local citizens, media and business persons. HIDAA and ROLP organized 2 Open Houses with advance publicity through TV spots, brochures and posters. Such programs are long term and if maintained should improve HIDAA's results in the Annual Survey.

### **LESSONS LEARNED**

- Memorandums of Understanding, Letters of Agreement, and other documents specifying activities, goals, expectations and responsibilities contribute to successful implementation of activities.
- Working with counterparts to design and implement programs meeting the counterparts' needs and expectations assures their participation and cooperation.
- Activities that are tightly focused with clear results will be fully supported by counterparts.
- Building on successful programs provides the opportunity to further the assistance, reach additional counterparts, construct new working relationships, and improve Project results.
- Encouraging public participation is important and encourages counterparts to improve transparency and public relations.
- Implementation of monitoring mechanisms is useful to evaluate the progress of activities.
- Cooperation with other donors builds synergies that result in effective and efficient implementation of project activities.

**SECTION I. SUMMARY OF ACHIEVEMENTS**

**COMPONENT I: ACCOUNTABLE COURTS**

**Commencement of Activities**

**Framework MOU**

Project activities began with the signing of the Framework Memorandum of Understanding (FMOU) by USAID and the Ministry of Justice (MOJ), the High Council of Justice (HCJ), the Supreme Court of Albania, and the Judicial Budget Office (JBO). The FMOU enumerated the tasks and responsibilities of the signing parties and established the general parameters of the technical assistance that the USAID Rule of Law Project (ROLP) would provide to 10 pilot courts.

**Selection of Pilot Courts**

Immediately after the signing of the FMOU, ROLP began selecting the pilot courts using the following criteria:

- Commitment to modernization and openness to changes/reforms
- Court size and geographic location
- Focus on District Courts but include some Appellate Courts
- Dynamic mix of realities
- Functioning automation system installed to some extent
- Caseload characteristics
- Condition of facilities (no major infrastructure needs can be addressed)

Using the above criteria, Memorandums of Understanding (MOUs) were signed with the following 10 pilot courts:

<b>Table 1. Pilot Courts</b>	
1.	Durres District Court
2.	Pogradec District Court
3.	Vlora District Court
4.	Saranda District Court
5.	Shkoder District Court
6.	Mat District Court
7.	Elbasan District Court
8.	First Instance Serious Crimes Court
9.	Gjirokastra Appeals Court
10.	Tirana Appeals Court

**Advisory Committees**

The FMOU and the ten pilot court MOUs provided for advisory committees. The FMOU Advisory Committee was made up of representatives from the MOJ, HCJ, JBO, and National Judicial Conference. ROLP met regularly with the FMOU Advisory Committee.

Each of the pilot Court Advisory Working Committees was made of the court’s chief judge, chancellor, court secretary, and either another judge or the court’s IT staff person. ROLP met monthly with each of the pilot Court Advisory Working Committees and reviewed ROLP activities in the court and future activities.

**Improved Trial Records**

**Computerized Trial Records**

The Project worked with the 10 pilot courts to improve the accuracy of session minutes, make them more readily available to interested parties, and improve transparency. To achieve the desired goals



of accuracy, availability, and transparency, the Project installed computers, printers, and monitors in the courtrooms. In each of the court’s largest courtrooms, one 32- or 50-inch monitor was installed to give lawyers, prosecutors, parties, witnesses, and spectators an opportunity to read the session minutes as they were typed. In all courtrooms in which computers and printers were installed, lawyers, prosecutors, and parties could ask for a printed copy of the minutes at the conclusion of the hearing.

Many court secretaries were not proficient in fast typing and needed to improve their skills so that they could accurately record the session minutes. To improve secretaries’ typing skills, the Project arranged for them to attend a speed typing course.

Nine of the pilot courts experienced power outages that resulted in the secretary either recording the minutes or the trial was delayed. The Project installed inverters that provided a short-term supply of electricity and allowed the secretary to continue recording the minutes by computer.

**Supreme Court Activities**

The Albanian Supreme Court, facing several high profile trials, requested project assistance to implement computerized trial records to ensure transparency, reduced corruption, and a public perception that the trials were fair and orderly. The Project purchased and installed one computer, one printer, six monitors, two 50-inch flat screens, one monitor stand, and arranged for four secretaries to receive fast typing training.<sup>1</sup>

ROLP provided computers, printers and monitors to the pilot courts and the Supreme Court to implement the computerized trial records. The following tables present the equipment and training provided to the courts for implementing computerized trial records in their court

Equipment & Training	QTY
Computers	5
Printers	5
Small monitors (17-inch)	9
Large monitors (32” & 50”)	1
UPSs	1
Inverters	1
Secretaries trained on fast-typing	22

Equipment & Training	QTY
Computers	3
Printers	3
Small monitors (17-inch)	7
Large monitors (32” & 50”)	2
UPSs	3
Inverters	1
Secretaries trained on fast-typing	17

<sup>1</sup> The training was suspended for several months due to the secretaries’ heavy workload.

<b>Table 2.3 Vloa District Court Equipment and Training for Computerized Trial Records</b>	
Equipment & Training	QTY
Computers	6
Printers	6
Small monitors (17-inch)	12
Large monitors (32" & 50")	2
UPSs	6
Inverters	1
Secretaries trained on fast-typing	23

<b>Table 2.4 Saranda District Court Equipment and Training for Computerized Trial Records</b>	
Equipment & Training	QTY
Computers	2
Printers	2
Small monitors (17-inch)	6
Large monitors (32" & 50")	2
UPSs	2
Inverters	1
Secretaries trained on fast-typing	8

<b>Table 2.5 Pogradec District Court Equipment and Training for Computerized Trial Records</b>	
Equipment & Training	QTY
Computers	3
Printers	2
Small monitors (17-inch)	5
Large monitors (32" & 50")	1
UPSs	3
Inverters	1
Secretaries trained on fast-typing	8

<b>Table 2.6 Mat District Court Equipment and Training for Computerized Trial Records</b>	
Equipment & Training	QTY
Computers	3
Printers	3
Small monitors (17-inch)	8
Large monitors (32" & 50")	1
UPSs	3
Inverters	1
Secretaries trained on fast-typing	5

<b>Table 2.7 Shkoder District Court Equipment and Training for Computerized Trial Records</b>	
Equipment & Training	QTY
Computers	6
Printers	6
Small monitors (17-inch)	12
Large monitors (32" & 50")	2
UPSs	6
Inverters	1
Switchers	1
Secretaries trained on fast-typing	24

Equipment & Training	QTY
Computers	5
Printers	4
Small monitors (17-inch)	8
Large monitors (32" & 50")	2
UPSs	5
Inverters	1
Switchers	1
Secretaries trained on fast-typing	14

Equipment & Equipment	QTY
Computers	7
Printers	7
Small monitors (17-inch)	14
Large monitors (32" & 50")	2
UPSs	7
Inverters	1
Secretaries trained on fast-typing	20

Equipment & Training	QTY
Computers	3
Printers	3
Small monitors (17-inch)	5
Large monitors (32" & 50")	1
UPSs	3
Inverters	1
Secretaries trained on fast-typing	8

Equipment & Training	QTY
Computers	1
Printers	1
Small monitors (17-inch)	6
Large monitors (32" & 50")	2
UPSs	1
Secretaries trained on fast-typing	10

### **Audio Recording**

To further improve the accuracy of trial sessions, ROLP provided the Durres District Court, Vlora District Court, and Serious Crimes Court with audio recording equipment. The equipment was installed in one courtroom in each court. Prior to installing the audio recording equipment, a Working Committee was organized to develop a Court Recording and Transcription Manual. The Manual sets procedures for recording session proceedings, logging the audio record and preparing transcripts of recorded proceedings.

ROLP's audio consultant trained the courts' IT staffs on using the equipment and recording sessions.

ROLP monitored the equipment usage for approximately three months. The monitoring results showed that the equipment was being used, but not as extensively ROLP believed it could be used. To determine the reasons for not using the equipment as extensively as hoped, ROLP organized a focus group of three judges from each of the three courts. The focus group discussed the reasons for limited usage and solicited ideas for improvements.

ROLP provided the three courts the audio recording equipment shown in the three tables below

<b>Table 3.1 Durres District Court Audio Recording Equipment</b>	
Equipment	QTY
Mixer Audio	1
CD Player	1
CD Recorder/Player/Cassette	1
Headphones	1
Loudspeakers	2
Microphones	8
Stativ	8
Control Loudspeakers	2
Audio Splitter	1
Laptop	1

<b>Table 3.2 Vlora District Court Audio Recording Equipment</b>	
Equipment	QTY
Mixer Audio	1
CD Player	1
CD Recorder/Player/Cassette	1
Headphones	1
Loudspeakers	2
Microphones	8
Stativ	8
Control Loudspeakers	2
Audio Splitter	1
Laptop	1

<b>Table 3.3 Serious Crimes Court Audio Recording Equipment</b>	
Equipment	QTY
Mixer Audio	1
CD Player	1
CD Recorder/Player/Cassette	1
Headphones	1
Loudspeakers	2
Microphones	8
Stativ	8
Control Loudspeakers	2
Audio Splitter	1
Laptop	1

## **Court Efficiency and Performance**

### ***Automated Case Management***

The Albanian court system has two separate automated case management systems: ARK-IT and ICMIS. ARK-IT is used in three of the pilot courts and ICMIS in the other pilot courts. The ICMIS

system is under construction under a contract between the Ministry of Justice (MOJ) and Euralius. Although the MOJ issued an order for the courts using ARK-IT to move to ICMIS, that transition has not happened due to the difficulties of developing and implementing ICMIS.

ROLP envisioned that it would provide the 10 pilot courts with training on ICMIS and assist them with implementing ICMIS. However, the development of ICMIS was spotty and many features have not yet been fully developed. The level of use varies substantially from court to court. Consequently, ROLP was never able to fully develop its plans to train and assist the pilot courts with implementing and using ICMIS.

### **Archiving**

At the May 2008 workshop “Toward Modern Court Administration,” Mr. Ron Stout, an international consultant, laid out the plans and procedures for improving and modernizing the courts’ archives and records management. In November 2008, Mr. Stout returned to Albania and worked closely with the MOJ and ROLP to develop documents and forms for a modern archive system. At the conclusion of his one-week trip, Mr. Stout recommended the following:

- Adopt the following three documents
  - Legal Authorization for Implementation of a Records Management Program
  - Records Retention and Disposition Schedule
  - Records Management Manual
- Introduce new case file folders
- Develop methods for destroying purged documents
- Develop a Judicial Central Archive for judicial files
- Train on implementation of a Records Management Program

The MOJ organized a Commission of Expertise to work with ROLP on implementation of Mr. Stout’s recommendations. The Commission and ROLP drafted the following.

1. Regulation on Archives of the Judicial System
2. Albania Judiciary Records Retention and Disposition Schedule
3. Albania Judiciary Records Management Manual
4. Design of new case file folders and implementation of records management plan
5. Archiving Forms

After the MOJ’s adoption of the Regulations on Archives of the Judicial System, Mr. Stout returned in June 2009 and conducted training for Commission of Expertise members, court chancellors, and court archiving staff on:

- Need for a comprehensive records management program;
- Review in detail of the Legal Authority for the Program, the Records Retention and Disposition Schedule, and the Records Management Program Manual;
- Benefits of applying the Disposition Schedule;
- Lessons learned from implementing and operating records management programs in other court systems.

Included in the training was a day-long hands-on training session at the Durres District Court where participants reviewed 70 criminal case files dating from the year 1978. Applying the Records Retention and Disposition Schedule, participants organized and determined which case files could be disposed. Based on this experience, participants presented recommendation to improve the Records Retention and Disposition Schedule, the procedures and forms in the Manual, and the design for the case file folders. The recommendations were approved by the MOJ by the end of September 2009. In coordination with the Commission of Expertise, ROLP developed and implemented the archiving and record management training program in the rest of the pilot courts.

To support the archive modernization, the Project has provided the courts with the following:

- Shelving
- Hole punchers
- Metal fasteners
- Colored file folders
- Support for staff purging files of out-of-date documents to be destroyed

ROLP had planned to develop archiving software. However, the MOJ IT Department requested that ROLP not proceed with the development of archiving software, explaining that ICMIS, when fully developed, would include an archiving component.

### ***Closed Case Survey***

The Project contracted with a local NGO to survey cases closed in 2007, 2008, and 2009 to measure the time required to close a case in the pilot courts and to compare the times in the pilot courts with 3 control courts Korca District Court, Kruje District Court, and Vlora Appeals Court. The NGO's final report included the reasons for case postponements and delays and gave a large number of recommendations and procedures for reducing case processing times. Some of the recommendations are set forth below:

#### **RECOMMENDATIONS**

- Cases such as request for inheritance certificate should be handled by court personnel who are not judges.
- Legislation should be passed creating assistant judges.
- Court administrative staff that accepts and register cases should have checklists of required documents, and if they are not included, refuse to accept the case.
- Software for the automatic assignment of cases should be developed for large courts.
- Amend codes regulating judicial practice to set a definite number of days between case assignment and first proceeding.
- Amend Civil and Criminal Procedures Codes so that judicial proceedings can only be postponed for legally justified reasons.
- Amend codes and regulations so that hearings can only be postponed upon a written request, made one week in advance, by a party or party's legal representative or the prosecutor. If the judge denies the request, the session must continue as scheduled.
- Court expenses for postponement of the session should be covered by the party requesting postponement.
- Parties should be notified of court sessions at least 3 days in advance
- Amend the Civil Procedures Code to allow appeals courts to hear cases that are conducted in absentia so that there is conformity with first instance courts
- Amend the Law on Legal Practice and the National Chamber of Advocates regulation to provide disciplinary measures for lawyers that cause unjustified trial postponements.
- The judicial secretary should check prior to a judicial proceeding that parties have been notified. If they have not been notified, the secretary should take the necessary measures to avoid postponement.
- Update and indexing of citizens' mail addresses, mainly in the largest urban areas, would facilitate the communication of judicial decisions and other acts and notices.
- The High Judicial Council should verify compliance with the regulations establishing the time for publishing of judicial decisions
- The automated case management system should automatically verify the date of delivery of the written decision in order to avoid manipulation.
- The case decision should be registered in the main decisions registry on the day the decision is published.
- Review procedures for transfer of files from a district to an appeal court and consider procedures for reducing unnecessary delays.
- Prepare a checklist of mandatory file content and documentation to be used by the administrative staff that binds the judicial file.
- Increase the number of training activities in areas such as case management, court management, and important management aspects of administrative staff, lawyers, prosecutors, etc.
- Involve all stakeholders, such as judges, prosecutors, lawyers, chief justices, chancellors, HCJ and MOJ inspectors in training activities.

Several of the recommendations drew upon Project activities which were already underway. ROLP worked with the courts to implement two of the recommendations, which included additional trainings for judges and staff on ethics, management, and customer service.

The following table shows that Pilot Courts have essentially performed better for 2008 and almost the same for 2009 compare to 2007, while Control Courts have performed worse over the same period of time.

<b>Table 4. Results: Decrease in Case Processing Times</b>						
	<b>YEAR 2007 Average Months/Case</b>	<b>YEAR 2008 Average Months/Case</b>	<b>YEAR 2009 Average Months/Case</b>	<b>Comparison 2008 / 2007 (%)</b>	<b>Comparison 2009 / 2008 (%)</b>	<b>Comparison 2009 / 2007 (%)</b>
<b>Pilot Courts Data for Civil Cases</b>	4.22	3.34	4.75	-20.85	+ 42.22	+ 12.56
<b>Control Courts Data for Civil Cases</b>	2.57	2.77	4.23	+ 7.78	+ 52.71	+ 64.59
<b>Pilot Courts Data for Criminal Cases</b>	4.89	3.92	3.61	- 19.84	- 7.91	- 26.18
<b>Control Courts Data for Criminal Cases</b>	1.71	2.48	3.68	+ 45.03	+ 48.39	+ 115.20
<b>Pilot Courts Consolidated Data for Civil and Criminal Cases</b>	4.46	3.52	4.42	- 21.08	+ 25.57	- 0.89
<b>Control Courts Consolidated Data for Civil and Criminal Cases</b>	2.31	2.68	4.03	+ 16.02	+ 50.37	+ 74.76

**Courtroom Usage**

Many Albanian courthouses have insufficient courtrooms, and judges are forced to hold hearings in their offices. This raises serious questions of transparency, solemnity of proceedings, and corruption. Project staff gathered procedures from courts in other countries for assigning courtrooms and reviewed the assignment procedures in each of the Project’s pilot courts. The Project concluded that the pilot courts should consider mandatory assignment of courtrooms. Mandatory assignment is a system in which judges or judges’ panels are assigned to specific courtrooms.<sup>2</sup> During regular visits to the courts, Project staff discussed with the Chief Judge the need to implement mandatory assignment of courtrooms where possible.

**Court Administration**

**Financial Software**

To improve the transparency of court expenses and other financial information, ROLP arranged for the installation of financial software in each pilot court. The financial software will automate the financial record keeping and report preparation. In addition to automating the financial record keeping and reporting, the software will improve financial transparency by automatically generating periodic financial reports that inform judges and court personnel about court spending. Before installation of the software judges and other court personnel did not have access to court financial information.

<sup>2</sup> Mandatory assignment requires a court to have more than 1 courtroom, which is not the case with the Pogradec District.

### ***Customer Service Workshops***

ROLP organized Customer Service Workshops for the court staff in the pilot courts.<sup>3</sup> The goal was to improve service at the pilot courts, thereby improving the public's perception of the courts. Using adult learning techniques with a goal of active involvement of the participants, the workshops covered the following topics:

- Customer service and ethics
- Court administration tasks and duties according to the legal framework
- Limitations to the legal aid offered by the court administration
- Present role plays for each of the above

The Albanian courts have not made an effort to train court staff and these workshops were one of the few that court staff has had.

### ***IT Training for Court Staff***

ROLP planned to offer pilot court IT staff training on basic maintenance of computers, other IT equipment, and software in collaboration with the MOJ's IT Department. However, efforts to meet with the MOJ and organize an agenda were not successful. Scheduled meetings were cancelled. There was a change in the MOJ's IT Department staff with the new members pleading for more time to become familiar with the Department's activities. Concluding that there was not sufficient interest, ROLP cancelled the IT training for court staff due to the approaching project termination date and the lack of progress on developing an agenda.

### ***Access to Justice, Transparency and Anti-corruption***

#### ***Court Infrastructure Improvements***

ROLP in cooperation with the Organization for Security and Coordination in Europe (OSCE) developed Public Information Offices (PIO) in the Gjirokastra Appeals Court and the Tirana Appeals Court. The Project contracted for the remodeling and refurbishing of space in the courthouses. OSCE provided office furniture and equipment. The PIOs were officially opened with public ceremonies attended by government officials, local dignitaries and citizens with media coverage

The Project also developed a PIO in the Mat District Court and provided it with a computer, printer, monitor and copier. Remodeling for the PIO included remodeling space to which the court's server was moved and enlarging the archive room.

To improve service for court users and courthouse security, the Saranda District Court remodeled an entrance to the courthouse. The Project provided a service counter and table.

#### ***Published Court Decisions***

ROLP reviewed the options for publishing court decisions and concluded that there were five options, as follow:

1. Publication in electronic form on the Court's website;
2. Delivery of a printed copy of court decisions upon request (according to the procedural laws and FOIA);
3. Annual printing of court decisions in a book to be retained in the court's archive;
4. Mailing appellate courts decisions to the first instance courts under their jurisdiction;
5. Daily printing of several copies of all or selected court decisions to be placed at court information booths for distribution to interested parties.

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<sup>3</sup> The schedule for the workshops was Elbasan & Pogradec – November 21, 2009; Shkoder & Mat – December 5, 2009; Vlora – December 12, 2009; Durres – January 16, 2010; Tirana Court of Appeals & Serious Crimes – January 23, 2010 and Saranda & Gjirokastra – January 30, 2010.



ROLP recommended publication of decisions on court websites. The benefit of electronic publication is the ease with which decisions can be uploaded to the website. With an active case management system, the decision is already formatted, so it can be uploaded using minimal staff time and minimal cost, which enhances the prospects of sustainability. The other options are less preferable because of the inconvenience of individual requests for printed copies, uncertain sustainability, and higher cost.

There were, however, several problems with publications on Albanian court websites. Although each pilot court should have their own website, only the Vlora District Court, Shkodra District Court, and the Serious Crimes Court with the ARK-IT case management system have active sites. These websites are only maintained sporadically due to lack of funds. The remaining courts use the ICMIS system, but the web portal is not yet functional.

### ***Courts Anti-Corruption Strategies***

In the Framework Memorandum of Understanding (FMOU), the parties agreed "...that in light of the significance of national anticorruption efforts, which are part of the national strategy of Republic of Albania as it seeks EU accession, one element of every Pilot Court MOU must be the adoption of an active Integrity Development/Anticorruption Strategy for the Pilot Court and the community which it serves. By the term "Integrity Development/Anticorruption Strategy the Parties mean a thoughtful, regular, consistent and active commitment and approach by the Pilot Court and those in the community who are actors and stakeholders in the court system to prevent the start of corruption or stop existing corruption, if it exists, within the court system of the jurisdiction."

In recognition of the agreement of the FMOU parties, the individual court MOUs required the pilot courts to adopt an Integrity Development/Anticorruption Strategy that would address the issues of transparency, poor public perception, poor public service and corruption.

In order to address the issues discussed above, each of the pilot courts developed an Integrity Development/Anticorruption Strategy that covered the following topics:

- Better case management
- Transparent standards for the assignment of cases
- Improved court services for users
- Improved notification for notices, trials and hearings
- Improve media relations
- Hearings in courtrooms rather than chambers;

Many of the above strategies have been or are in the process of being implemented. For example, the 30-inch monitors installed at courthouse entrances or in a courtroom and signs and bulletin boards improve court services for users and the recommendation for mandatory assignment of courtrooms reduce corruption and improve transparency. The Union of Albanian Judges is writing a Court Media Guide that when completed and implemented will improve media access to information and improve court-media relations.

### ***Court Media Guide***

ROLP worked with the Union of Albanian Judges (UAJ) and the National Association of Albanian Judges (NAAJ) to develop a media guide that would set forth regulations governing access to trials and procedures for obtaining information about trials and court procedures by the media. However, the UAJ and the NAAJ were not able to agree on the duties involved with drafting the manual, training, nor the sharing of costs. Since the two associations could not reach agreement, ROLP terminated its support and participation.

## Improved Judicial Skills

### Legal Databases

Albanian judges lack the tools for adequate research. To improve the quality of judges' opinions and to provide them with tools for research, ROLP purchased and installed "Juristi", an electronic library on a CD-ROM, at each pilot court judge's workstation (see text box).

The best tools of legal research for Albanian judges is provided by electronic libraries, which contain complete sets of all the legislation published at the Official Gazette plus other important legal acts such as the decisions of the High Court, or Governmental Regulations. They provide reliable solutions free from internet connection problems.

### Court Libraries

ROLP provided books for the Durres District Court and the Serious Crimes Court libraries. ROLP staff reviewed book requests from the courts. The following list of books were purchased and placed in the two libraries.

Table 5: Court Libraries	
Book Titles	
Permbledhje e Legjislacionit per Taksat dhe Tatimet	
Kushtetuta e RSH me interpretime te Gjykates Kushtetuese	
Kodi Civil & Proc. Civile	
Kodi Penal & Proc. Penale	
Permbledhje e Legjislacionit per Kthimin e Pronave dhe Legalizimet	
Permbledhje Legjislacioni per tregetaret & Shoqerite Tregtare	
Kodi i Punes dhe Legjislacioni per Punen	
Vendime Unifikuese te Gjykates se Larte te klasifikuara sipas objektit	
Kodi i Procedurave Administrative	
Kodi Zgjedhor	
Kodi i Familjes dhe Legjislacioni per Biresimet	
Permbledhje Legjislacioni per Pushtetin Gjyqesor dhe Drejtesine	
Veshtrime te nje Juristi per Kushtetuten	
Shkrimi & Arsyetimi Ligjor	

### Legal Research, Reasoning and Court Decision Writing Workshops

With the goal of improving the quality of judges' written decisions and implementing provisions of the MOU signed with the Albanian judicial authorities and the individual pilot court MOUs, ROLP, in close collaboration with the Albanian Magistrates School organized five regional workshops on Legal Research, Reasoning, and Court Decision Writing.

Table 6: Schedule of Workshops		
Location	Dates	Participating Courts
Pogradec	September 22-23	Elbasan & Pogradec District Courts
Tirana	September 25-26	Durres District Court & Serious Crimes Court
Shkoder	September 29-30	Shkoder District Court
Vlora	October 2-3	Vlora & Saranda District Courts
Tirana	October 6- 7	Gjirokastra & Tirana Appeals Courts

The curriculum for the two-day workshop was:

- General Writing Skills (Part I & II)
- Legal Research (Albania, US, Europe)
- Sources of Law
- The Anatomy of a Judicial Decision
- The Art of Legal Writing

- The Process of Writing a Court Decision (including IRAC method) (Part I & II)
- The Importance of Facts, Issues, and Rules and Their Effective Use in a Judicial Decision
- Principles of Laws' Interpretation
- Group Work
- Discussions

Lecturers at the five workshops were:

- Judge Ron Stam from The Netherlands
- Mr. Chip Selan, Professor of Legal Writing and Research, Hastings College of Law, San Francisco
- Retired Albanian Supreme Court Justice Thimjo Kondi
- Judge Christine Lindemann-Proetel from Germany

In the spring of 2009, ROLP organized follow-up workshops to review the information from the earlier workshops and to point out to the participants instances in which the tips and techniques discussed at the earlier workshops could have been used. Prior to the follow-up workshops, ROLP requested that the pilot courts provide copies of decisions written after the September-October 2008 workshops. Using a checklist developed by ROLP, Retired Albanian Chief Justice Thimjo Kondi reviewed the decisions to determine if the judges were using the tips and techniques taught in the September-October workshops. Justice Kondi found that there was some use of the tips and techniques. At follow-up workshops organized in May 2010 at each pilot court, Justice Kondi reviewed the tips and techniques and then critiqued the decisions showing where the tips and techniques had been used or should have been used.

### ***European Court of Human Rights***

ROLP organized six regional workshops on researching European Court of Human Rights case law.<sup>4</sup> Working knowledge of the European human right case law is important for Albanian judges due to its precedential value and the fact that the European Court of Human Rights is, in many instances, the de facto court of last resort. Training on legal research of the applicable international law complemented previous ROLP efforts to improve decision-writing in pilot courts. Ms. Elira Kokona was the lecturer at the workshops. Ms. Kokona is very knowledgeable about the Court and its case law, having worked in the Legal and Human Rights Capacity Building Division, Directorate General of Human Rights and Legal Affairs, Council of Europe Strasbourg, France before going into private practice.

### ***Appellate Legal Opinion Writing***

At the request of ROLP, World Learning organized, in cooperation with the Magistrates' School, a 2-week course on legal writing for the second year students at the School. ROLP arranged with Professor Chip Selan, a professor at the Hastings College of Law, to teach the course. Classes were held in April 2010.

Taking advantage of Professor Selan's presence in Albania, ROLP and the Magistrates' School organized two one-day workshops for Albanian appellate court judges on legal writing. The workshops were held in Tirana at the Magistrates' School.

#### **Measureable Results of Legal Writing Workshops**

During the preparations for the follow-up workshops held in 2009, the expert and ROLP reviewed two written court decisions from each pilot court judge. Those decisions showed that some improvements were made as a result of techniques and tools of legal writing that were learned at the workshops.

<sup>4</sup> The schedule for the workshops was Saranda & Gjirokastra on December 3; Vlora on December 4; Durres on December 7; Serious Crimes Court on December 9; Elbasan on December 11; Tirana Appellate Court on December 21.

### ***Internal Control and Conflict of Interest Workshop***

On March 5, 2010, chancellors and chiefs of courts' finances from the 10 pilot courts attended the "Fraud Awareness and Internal Control Workshop" organized by Components 1 and 2. The participants heard presentations by Grant Wilson and Gjon Ndreja, ROLP staff members in Component 2, Institutional Oversight and Audit. Additionally, Flori Karaj spoke about the High Inspector of High Inspectorate of Declaration and Audit of Assets.

### ***Judges, Attorneys and Prosecutors Workshop***

With support from ROLP, the Saranda District Court organized a roundtable for judges, attorneys, and prosecutors to discuss issues and problems facing the court.

A number of topics were discussed in the roundtable including solemnity issues, reducing hearing postponements, and improving communications between the court, attorneys, and media. Three recommendations were adopted at the conclusion of the workshop. The recommendations were the following:

1. Attorneys and court personnel should meet quarterly.
2. A weekly list of attorneys to be appointed to represent individuals should be prepared.
3. A plan to reduce case processing time should be adopted, which would include the following measures:
  - a. Requests for trial postponement should be presented in writing;
  - b. Trial requests should be accompanied by a list of the evidence supporting claims;
  - c. Evidence that financial fees have been paid;
  - d. Written requests for postponement can be granted or denied without hearing; and
  - e. Claims in trials should be presented in writing;
  - f. Written requests should be presented with enough copies to be distributed to all parties

The Court, the local bar association, and local prosecutor's office have signed an MOU for implementing these recommendations. At Court Advisory Working Meetings, Saranda's Chief Judge stated that the court and attorneys were implementing the provisions of the MOU.

### **Public Forums**

First-hand knowledge of how people perceive and experience the courts is important for developing programs to improve court transparency and judicial accountability and to provide citizens with information to better understand how Albanian courts are administering justice. To get that first-hand knowledge, ROLP organized three one-day public court forums that included judges, citizens, lawyers, prosecutors, civil society organizations, and media representatives to explore methodologies and techniques for interaction, dialogue, and greater understanding between the participants. The forums were held in Durres, Vlora and Pogradec. The forums' goals were:

- To better understand current specific perceptions and realities of how the courts are administering justice, and
- To explore methodologies and techniques for stimulating interaction and dialogue between the different court actors themselves and between the courts and the public on an ongoing basis at the court/community level.

## **COMPONENT 2: INSTITUTIONAL OVERSIGHT AND AUDIT**

### **Assessment of Declaration of Assets Law and Conflict of Interest Law**

Component 2 started its activities with an assessment of the degree to which HIDAA has implemented the Declaration of Assets Law and the Conflict of Interest Law. The assessment's conclusions given in the following table served as a guide for planning activities to support the anti-corruption efforts of HIDAA and to strengthen HIDAA.

**Table 7: Assessment Conclusions**

<ol style="list-style-type: none"> <li>1. Focus on implementation and compliance rather than any modification to improve the two laws</li> <li>2. Assist HIDAA to improve its impact in implementing the law's provisions</li> <li>3. Develop clarity in the definition of conflict of interest</li> <li>4. Develop better understanding of investigation and prosecution under criminal procedures versus administrative procedures</li> <li>5. Produce manuals on handling conflict of interest issues in procurement and at the local government level</li> </ol>
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### **Assessment of HIDAA's Training Needs**

Component 2 also assessed HIDAA's training needs. The assessment's findings covered the following key points:

- Address education and awareness of public officials about Conflict of Interest issues
- Address prevention of abusive activities in conflict of interest and asset declaration
- Address cooperation with other investigative bodies for prosecution of breaches of conflict of interest
- Address the following perspectives:
  - HIDAA as the supervisory body is responsible for conflict of interest and declaration of asset forms
  - HIDAA training for second level management at other responsible agencies
  - Develop and maintain a cadre of trainers from HIDAA and other investigatory agencies
  - Educate HIDAA staff in other laws which affect conflict of interest and the declaration of assets
  - Improve HIDAA staff skills in analysis and investigation

The assessment was instrumental in guiding the Project's training plans for HIDAA.

### ***HIDAA's MOUs***

HIDAA has entered into 17 MOUs with other Albanian government agencies. The purposes of the MOUs were to develop and support cooperation and coordination between the signing agencies and HIDAA. In discussions with HIDAA, it became apparent that HIDAA had no plans for implementing the MOUs that it had signed. ROLP's Component 2 staff reviewed the MOU's and recommend further cooperation and collaboration under the MOUs with the Public Procurement Agency, General Police Directorate, Office of the Prosecutor, and INSTAT. Roundtables were organized with each of these organizations, at which cooperation was discussed.

In 2010, HIDAA signed an MOU with the Commissioner of Data Protection and a roundtable was organized to discuss cooperation.

### ***Administrative Investigations***

An investigation of conflicts of interest or other corrupt activity by public officials usually starts with an administrative investigation. If that investigation finds cause for prosecution, the investigation then moves to the prosecutorial authorities. Often there is a conflict between the administrative investigators and the prosecutors with each alleging that failure to successfully prosecute is due to the faulty activities of the others. For example, prosecutors often allege that the administrative investigator used improper investigative tools and techniques which prejudiced further investigation by the prosecutors. Prosecutors often allege that the file that was delivered is not well organized, contains material that is not useful, and lacks important documents or information.

Roundtable: After completing an administrative investigation of conflicts of interest and breaches of the Declaration of Assets Law, HIDAA turns its findings and file over to the Joint Investigative

Unit (JIU) for criminal prosecution. Successful prosecution depends on HIDAA and the JIU working together. Both organizations although aware of the need to cooperate are not, according to HIDAA, always doing that. Therefore, to improve coordination and cooperation between HIDAA investigators and JIU, OPDAT<sup>5</sup> and ROLP organized a roundtable on “Investigations of Conflicts of Interest and Asset Declaration: HIDAA and Prosecutors Working Towards Albania’s Future.” The Roundtable participants discussed HIDAA’s investigative procedures, a hypothetical case for joint investigation, and continued cooperation.

**Workshops:** In June 2009, ROLP and OPDAT, in collaboration with World Learning, organized two workshops to give the participants from HIDAA’s investigative staff, Joint Investigation Unit (JIU) members, and members of the Financial Investigation Unit further training on the techniques and tools to conduct an administrative investigation. Due to the number of participants, the organizers decided to give two workshops with the same agenda. The first, “Investigating Public Officials, Asset Disclosure, and Conflict of Interest Workshop”, was held from June 18<sup>th</sup> through the 20<sup>th</sup>. The second workshop was held from June 22<sup>nd</sup> to 24<sup>th</sup>. The lecturers were from the U.S Justice Department.

**Manual:** To provide HIDAA’s administrative investigators with guidance on conducting an administrative investigation, Component 2 staff drafted an Administrative Investigation Manual that included the principles of administrative investigations and procedures for effective investigation and sharing of information. The Manual was reviewed for compliance with Albanian laws and regulations by Dr. Skender Kacupi, Dean of the Faculty of Law at the University of Tirana and Dr. Eralda Cani, Professor of the Law Faculty. A draft of the Manual was part of the teaching materials in the Investigating Public Officials, Asset Disclosure and Conflict of Interest Workshops. During the Workshop, participants gave comments and suggestions that were incorporated in the final manual. The manual was widely distributed throughout the country to ministries, municipalities, prefectures, universities, and independent institutions.

After reviewing the draft of the manual, HIDAA requested that the manual be more specific about HIDAA’s investigation. Consequently, a second manual was published that was specifically directed to HIDAA’s investigation activities.

Training was provided both to HIDAA as well as to oversight bodies in central government including High State Control, Directorate of Money Laundering, JIU, staff from the Council of Ministers, as well as to general prosecutor’s office.

## **Manuals**

### ***Conflict of Interest Manual – Procurement***

The assessment of the implementation of the Conflict of Interest Law completed at the start of the Project pointed out the need for a manual setting out procedures for investigating conflicts of interest in the public sector’s procurements. ROLP awarded a contract to the Albanian Center for Economic Research (ACER) for developing the Manual on Conflicts of Interest in Procurement, which provides guidance to government institutions when procuring goods and services.

An Albanian version of the manual has been distributed to government agencies. ACER trained HIDAA staff on the Manual’s principles and techniques. HIDAA-trained staff will train other agencies’ staff on the manual’s principles and techniques.

### ***Conflict of Interest Manual – Local Governance***

In fulfilling its obligation to look for approaches to institutional strengthening, improve government accountability, and to continue its focus on providing assistance to governmental institutions that

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<sup>5</sup> OPDAT works with the Prosecutor General’s Office and the JIU

have procurement functions, Component 2 develop a second conflict of interest manual for local government. Accordingly, the Project contracted with the Association of Albanian Municipalities (AAM) for development of a manual to guide local governments on procedures for reducing conflicts of interest. The manual was completed and approved by HIDAA and USAID. An Albanian language version was printed and distributed to local government and other agencies. AAM trained HIDAA staff on the manual's principles and techniques. HIDAA will now train other agencies' staff on the Manual.

### ***Modern Internal Control***

Albanian oversight agencies and departments lack sufficient procedures for safeguarding assets and preventing and detecting errors and fraud. With the objective of providing managers with principles and procedures for managing public resources, Component 2 staff wrote a "Guide on Modern Internal Control." The Guide sets out principles of internal control that will guide Albanian government agencies in developing procedures for reducing conflicts of interest and corruption in the agency; it is a valuable tool for training and can be used by agencies and departments after ROLP completes its activities.

Using the "Guide on Modern Internal Control" Component 2 trained HIDAA and other government agencies on applying Internal Control principles and techniques in their agencies. An Albanian language version was widely distributed throughout the country to ministries, municipalities, prefectures, universities, and independent institutions.

### **TIPA Training**

In cooperation with the with the Albanian Training Institute for Public Administration (TIPA) training was delivered to responsible authorities in ministries, independent institutions, and municipalities. With the successful implementation of HIDAA's training plan, the agreement was amended in Year 3 to expand TIPA's involvement to a number of other training events including: fraud and internal control, ethics and anticorruption, High State Control (HSC) donor funding auditing as well as e-procurement, and administrative investigations. The arrangement was highly successful and brought in other parties to the training events, including support of the European Commission Project Against Corruption in Albania (PACA) and staff from the Polish office of the World Bank along with the Polish national audit office.

Joint training with PACA centered on Ethics and Conflicts of Interest, while training for HSC related to sharing of experiences with the national audit office of Poland in auditing donor funding of procurement.

### **Plan for Reorganizing HIDAA**

Component 2 staff drafted a reorganization plan for HIDAA that, if implemented, would more clearly define HIDAA's organizational structure and staff responsibilities. HIDAA's Inspector General<sup>6</sup> agreed with the plan and indicated a willingness to use the plan's concepts as he developed his staff and assigned responsibilities. However, due to the Inspector General's illness and a general view that HIDAA needed to move slowly for political reasons, the plan has not been implemented.

### **Public Awareness**

#### ***Public Perception***

USAID's annual "Corruption in Albania: Perception and Experience Survey" consistently shows High Inspectorate for the Declaration and Audit of Assets to be one of the least effective institutions in the fight against corruption. To change that impression ROLP worked with HIDAA to reach out

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<sup>6</sup> A new Inspector General took office in October 2008. He gradually changed staff and responsibilities so that he could more effectively guide HIDAA in carrying out its functions.

to the public through the development of TV spots, organization of Open Houses, and regional roundtables to improve the public perception of HIDAA.

### ***HIDAA TV Spots***

ROLP supported HIDAA's TV Spots reminding government officials to file Declarations of Assets and inform the public of this most important anti-corruption initiative. The spots were shown 30 times during the last week of March 2010 on four TV stations, i.e., Top Channel, Klan Channel, News24 Channel and Ora Channel. A second HIDAA TV spot was supported in September 2009 to inform the public to use the HIDAA Hotline where there is suspicion of abuse of public office.

### ***HIDAA's Open House***

At ROLP's suggestion, HIDAA and ROLP organized a first-ever government agency Open House in April 2009. The second Open House was held in April 2010. The objective of the Open Houses was to highlight HIDAA's activities, inform the public about HIDAA's objectives, and introduce HIDAA's staff. In both years, flyers announcing the Open House were distributed and TV spots created and aired on the main local TV channels.

HIDAA annually conducts a drawing in which about 160 asset declarations are randomly selected for more intensive analysis (four percent of the declarations). At the 2009 Open House, the draw was public for the first time and citizens were invited to draw the names of filers whose declarations would be more intensively analyzed. In 2010, the Open House again featured the drawing of asset declarations for detailed analysis. However, in 2010 the drawing was by computer rather than the manual draw from a glass container. Citizens and media representatives also toured the HIDAA Offices. There was extensive and positive media coverage of the Open House.

### ***Regional Roundtables***

During 2009 and 2010, Components II and III organized six regional roundtables. The roundtables were held in 2009 in Vlora, Shkoder, and Korca. The 2010 roundtables were held in Fier, Lezha, and Durres. The objective of the roundtables was to encourage dialogue between HIDAA, the media, business, and civil society and to change the negative public perception of HIDAA. The 2009 roundtable "Roundtable with Media, Civil Society and HIDAA" focused on the role of HIDAA in fighting corruption and encourage local citizens and media to support and work with HIDAA to reduce corruption. The 2010 roundtable "Understanding and Reporting Conflict of Interest" was focused on conflict of interest with most of the participants coming from the local business community. At all the roundtables, there was discussion as to whether there was political pressure on HIDAA to limit its investigation of a public official due to his position and on what was included in the declaration of assets filed by public servants.

The roundtables were the result of a May 2008 roundtable "Media, Civil Society and HIDAA: Allies in Fighting Corruption" at which the participants were HIDAA senior staff, representatives from civil society organizations and journalists. The May roundtable topics were:

- "How we can improve collaboration between HIDAA, media, and civil society: understanding respective roles"
- "Practical experience and future prospects for media and civil society in investigating and exposing conflicts of interest"

The participants recommended that HIDAA organize more roundtables or meetings with media and civil society organizations as this type of joint activities are a useful tool for establishing contacts and increase collaboration.



**COMPONENT 3: CIVIC MONITORING AND ENGAGEMENT****Court Users' Satisfaction Survey (Q-10)**

The Court Users' Satisfaction Survey (referred to as the Q-10 Customer Survey™) is an example of cross-cutting activities between Components 1 and 3. Component 3 had responsibility for the survey that focuses on activities of interest to Component 1. The survey is a performance measurement tool that assesses how effectively the 10 pilot courts are meeting citizen's expectations for efficient and effective service by court staff and judges. The survey also includes three control courts: Korca District Court, Kruja District Court, and Vlora Appellate Court.

Overall there appears to have been no major change in court users' satisfaction. There does appear to be an increase in satisfaction in 2009 over 2008. In 2010 court users' satisfaction decreased. This could be attributed to the general environment in Albanian following the elections in 2009 and is consistent with the findings in the 2010 Annual Corruption Survey. A comparative summary of court users' responses is set forth below.

Question	2008		2009		2010	
	Satisfied	Unsatisfied	Satisfied	Unsatisfied	Satisfied	Unsatisfied
Q-1: Finding where I need to go in the courthouse was easy and convenient	77.16%	0.09%	83.41%	6.90%	76.61%	8.52%
Q-2: It was easy getting the information I needed when I came to the courthouse	62.94%	17.44%	80.06%	8.19%	68.50%	12.99%
Q-3: Court personnel treated me with courtesy and respect	65.13%	8.45%	76.83%	6.25%	70.79%	11.23%
Q-4: I understand the instructions of the court and what I need to do next	66.17%	10.02%	81.57%	5.50%	71.83%	8.21%
Q-5: During the hearing the judge listened to me, and was courteous and respectful	57.80%	10.72%	62.50%	11,21%	58.11%	13.20%
Q-6: The case or other business I had with the court was handled in a time promptly and in an efficient manner.	42.55%	29.38%	53.66%	15.95%	45.11%	29.73%
Q-7: The trial records are clear, accurate and reliable	47.77%	16.22%	63.15%	9.38%	56.86%	15.28%
Q-8: I received from the court a written copy of the Decision without delays, and it was understandable.	39.84%	25.89%	57.22%	12.61%	47.82%	22.14%
Q-9: I was treated fairly and impartially	49.52%	17.44%	59.91%	14.12%	57.48%	17.57%
Q-10: Overall, I think the court performed effectively.	50.48%	13.25%	66.06%	13.69%	58.84%	19.65%
Q -11: I had to pay a bribe in order to take a service from the court	n/a	n/a	6.36	75.43	9.68	71.31

Interviewers spent one day in each court asking all persons leaving the courthouse 10 questions. In 2009 and 2010, an eleventh question was added. The questions are set forth in Table 7 below.

**Table 9: Court User's Survey**

<p>Q1. Finding where I need to go in the courthouse was easy and convenient.  Q2. It was easy getting the information I needed when I came to the courthouse.  Q3. Court personnel treated me with courtesy and respect.  Q4. I understand the instructions of the court and what I need to do next.  Q5. During the hearing the judge listened to me and was courteous and respectful.  Q6. The case or other business I had with the court was handled in a time promptly and in an efficient manner.  Q7. The trial records are clear, accurate and reliable.  Q8. I received from the court a written copy of the Decision without delays and it was understandable.  Q9. I was treated fairly and impartially.  Q10. Overall, I think the court performed effectively.  Q11. I had to pay a bribe in order to take a service from the court</p>
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### **Annual Survey Corruption in Albania; Perception and Experience**

Each year ROLP contracted with the Institute for Development Research and Alternatives (IDRA), an Albanian company, to conduct a survey on corruption in Albania. The 2010 survey is the fifth annual survey. Over time, the survey measures the public attitude towards and experiences with corruption in Albania. The survey results are released in a public program attended by government officials, representatives of international donors and citizens. The release is covered by the print and electronic media. In general, the survey showed limited progress on the fight against corruption. However, in 2010 the results were less positive for the courts.

### **TV Show**

In order to provide the public with information about the Albanian legal system, encourage the discussion about the problems facing the judicial system, and improve the public's perception about the judiciary, ROLP contracted with the Center for Public Information Issues (CPII), a local NGO, to produce five TV shows about the Albanian judicial system. The five shows were aired in October and November on the Albanian TV station News24. The shows were aired under the title "Justice Matters" on Saturday nights from 21:00 to 22:30 and again on Monday nights from 22:00 to 23:30. The shows covered the following issues:

- Common perception of the judiciary system
- Courts infrastructure and solemnity during the hearing sessions
- Delays in court proceedings and execution of court decisions
- Informing the public and ethics of the judges

Each show had a panel of legal experts to discuss the show's topic and included interviews with Albanians working in or familiar with the Albanian legal system.

### **Media Strategy**

The Project contracted with Jean Garner, media consultant, to develop a media strategy for the Project and its partners. In her final report the consultant proposed the following four media activities.

1. A lawyers' database and media guide to the courts
2. Open media forum
3. Chancellors media education program
4. Law and order TV

The roundtable "Media, Civil Society and HIDAA Allies in Fighting Corruption,"<sup>7</sup> although not a technically an open media forum, contributed to improving journalists' understanding of corruption

<sup>7</sup> See Regional Roundtables page 18 for discussion on the roundtable

and the role of HIDAA in combating corruption. Journalists participated in the roundtable. ROLP also attempted to develop a media guide for the courts but did not complete the activity.<sup>8</sup> The Project also contracted for a series of five TV shows on legal issues and topics.

The Project organized two workshops in Vlora and Shkodra on investigative journalism where experienced international journalists trained about 45 local journalists on advanced methods of investigation with a focus on computer assisted research and investigation.

To inform counterparts on its activities, The Project published and disseminated two quarterly newsletters reflecting the activities and improvements supported from the Project

## **Grants**

The Project awarded grants to five local civil society organizations. A summary of the grants follows:

### ***Center for Development and Democratization of Institutions (CDII)***

The grant was given for monitoring and reporting on pilot courts' responses to citizens' Freedom of Information Act (FOIA) requests for information regarding court procedures, judicial practices, and financial expenditures. With a few exceptions this survey concluded that the responses to requests for information were either ignored or a less-than-satisfactory-response was given. In January 2008, CDII presented the results of the monitoring at a workshop at which the participants were the pilot courts' chief judges, pilot court chancellors, MOJ representatives, HCJ representatives, and a JBO representative. At the workshop the participants acknowledged weakness in compliance but argued that there are problems with implementing the Act because many procedures required by the Act are not clear. After the workshop CDII provided the courts with information and procedures intended to help the courts comply with FOIA requests.

### ***Transparency International Albania (TIA)***

The grant focused on four courts: the Tirana Appellate Court, the Shkodra District Court, the Durrës District Court, and the Vlora District Court. The activities with these four courts were designed with the goal of reducing corruption and increasing transparency. In coordination with the courts, TIA produced a working draft of a "Transparency Paper" that discussed methods and procedures for reducing corruption and increasing transparency in the courts. These methods and procedures included development of an anti-corruption strategy for the 4 courts, installation of complaint boxes, increased media coverage, involvement of all stakeholders in developing the anti-corruption strategy, and posting the courts' anti-corruption strategy in a public place in the courthouse. The working draft of the Transparency Paper was reviewed by the four courts and then presented at a roundtable in Tirana. Judges, prosecutors, lawyers, members of the High Council of Justice and representatives from the State Attorney's office, the People's Ombudsman, the Chamber of Advocates, the Prosecution Office, the Bail Office and the Police Department reviewed and discussed the Transparency Paper. TIA has published the "Transparency Paper" on its web page at: [http://www.tia.al/index.php?option=com\\_content&view=category&layout=blog&id=34&Itemid=64](http://www.tia.al/index.php?option=com_content&view=category&layout=blog&id=34&Itemid=64)

Working together the 4 courts and TIA developed an anti-corruption strategy that they formalized in a Strategy Paper outlining a strategy for the 4 courts to follow in reducing corruption and transparency. The Strategy Paper focused on giving the public access to court service and information on court activities and on managing cases and human resources. The Strategy Paper was then taken by each of the 4 courts and small modifications made where necessary to conform to the individual court's circumstances. The final document became the court's anti-corruption strategy. For example, the Tirana Appellate Court Strategy Paper followed the Strategy Paper and included:

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<sup>8</sup> See Court Media Guide page 11

- Development of a guide of general rules on provision of services from court, in accordance with their specificities.
- Development of a guide of general rules with the aim of facilitating participation, within possibilities of court infrastructure, of public, media, and public institutions that monitor the court activity, making us to reorganize courtrooms within the available funds.
- Creation of a continuously-updated database with the aim of informing broad public on court activity at least on 4-month intervals.
- Development of a guide of general rules on ways of receiving concrete and detailed information that cannot be obtained instantly, for any interested person.

TIA also placed boxes in the four courts in which citizens could deposit written complaints about court services. To facilitate the process, TIA prepared a complaint form and left copies on the boxes. During the grant, TIA monitored the boxes and gathered the complaints. The complaints were delivered to the Chief Judge or Chancellor for response and resolution of the complaint, if possible. After the conclusion of the grant the courts will monitor the boxes, gather the complaints and respond as a part of the court's ongoing anti-corruption strategy. At the conclusion of the grant, it was determined that the idea of placing boxes for complaints was not particularly successful since only 27 complaints were received out of which seven did not even fall into the category of complaint.

As a part of the courts' anti-corruption strategy, the courts are supposed to take the complaints from the box and respond to the complaint by communicating with the complainant or by changing procedures.

### ***Mjaft! Movement***

The grant agreement specified that Mjaft! would investigate judicial corruption in the Vlora and Shkoder District Courts and Tirana Appeal Court, and report its findings. Mjaft! used the following procedures in its investigation:

1. Reviewed 290 asset declarations of 58 judges from the three courts;
2. Conducted field investigation by local investigative journalists;
3. Reviewed documents filed at the Business Registration Center and the Real Estate Registration Office;
4. Reviewed the 2008 declarations filed by the 58 judges to see if information on file at the institutions named in point 3 above were declared.

Mjaft!'s final report stated that the investigation uncovered what appeared to be deficiencies in declaration filings by four judges. Mjaft! submitted this final report to HIDAA for further investigation.

HIDAA's Inspector General, Adriatic Ljalla, received the report and sent it to HIDAA's investigation department with instructions to the investigators to conduct a complete and thorough investigation of the declarations filed by the four judges. That investigation is in process.

### ***Albanian Center for Entrepreneurial Communities (ACEC)***

Under the terms of the grant, ACEC was required to organize and train court monitors, monitor the Elbasan and Pogradec District Courts, and develop programs to educate the public on district court functions and transparency in the courts. ACEC presented the results of the monitoring at a roundtable on June 12, 2009, distributed copies of the Court Monitoring Manual which it had prepared, and distributed three informational leaflets, i.e., "The Justice System", "Executives of District Court", and "Civil and Penal Cases and Complaints".

ACEC reported the following results from monitoring the two courts:

1. Courtrooms were not regularly used. Sessions were held in judges' offices when the courtrooms were not occupied;
2. Often judges did not wear the judicial robe;
3. Sessions did not start on time and judges gave no explanation for the delayed start;
4. Cell phones were not turned off during sessions and both parties and judges used their cell phones during sessions;
5. Monitors did not observe any discriminatory actions by judges;
6. There was a lack of space for public and judges;
7. Access for handicapped individuals was completely lacking.

ACEC also interviewed Elbasan and Pogradec residents to learn their perceptions about the two courts. The citizens' interviews mainly expressed the following:

1. Judges and court staff were respectful and listened to the parties involved in the case.
2. Courts need to enhance their effectiveness and accuracy of information.

### ***Albanian Center for Legal Training and Studies (ACLTS)***

As required by the terms of the grant agreement, ACLTS analyzed case files for 2007 and 2008 in the Tirana Appeal Court and the Gjirokastra Appeal Court to determine the length of the time between filing an appeal and the assignment of the case for hearing. ACLTS included recommendations for shorting case processing times in the two courts. Many of the recommendation were good and several had been implemented already by the Project. However, a number of the recommendations required legislation or issuance of regulations by the Ministry of Justice or the HCJ. Other recommendations called for procedures that were dependant on ICMIS. Due to ROLP's time frame, neither the recommendations calling for legislation nor regulations could be pursued. Similarly, the recommendations that were dependant on ICMIS could not be implemented since the system was not fully operational (see page 9 Automated Case Management).

Many of the more important recommendations are set forth below.

#### **RECOMMENDATIONS**

- Amend the Civil Procedures Code and Criminal Procedures Code to state the reasons for which judicial proceedings maybe extended.
- Amend the Criminal and Civil Procedures to specify a maximum of 15 days for transferring a criminal case from the judicial district court to the appeals court and 1 month for civil cases.
- Amend the necessary codes or issue a guideline or order by the Minister of Justice and High Council of Justice requiring a trial date to be announced immediately after the lottery and in no case later than 3-5 days from the lottery date.
- Amend both procedural codes to set maximum penalties in cases heard by the appeals courts.
- Adopt a regulation for court administration giving disciplinary measures for anyone causing delays during the judicial process.
- Develop effective cooperation protocols between all stakeholders in the justice system, i.e. the National Chamber of Advocates, Prosecutor's Office, State Police, etc., with the goal of reducing trial delays.
- Develop internal court administrative regulations that specify :
  - Actions and acts that must be carried out
  - Responsible persons
  - Time required for each administrative activity, (e.g., for the transfer of one file from one unit to the other)
  - Contact information of the responsible persons
  - The responsibility of each administrative unit and the time required to transfer a file from a judicial district court to the appeals court.
- The transfer of files by mail should be by a specialized service and should be organized by the court.
- Court files should be computerized to facilitate the preparation of a decision and a file sent for appeal.
- The Tirana Appeals Court should be organized into two chambers, Civil Appeals and Criminal Appeals.
- The statistical bulletin of the Ministry of Justice should define deadlines for each administrative process, such as transfer, lottery, draw, publication of decision, etc.
- The High Council of Justice should conduct inspection and studies on time between the judgment of a case and issuance of a decision and take disciplinary actions against judges that delay decisions.
- The High Council of Justice should work with chief judges to enforce the European Convention of Human Rights, Article 42/2 of the Constitution of Albania, and applicable codes and legislation.

The Project planned to present the above recommendations along with the recommendations from the Closed Case Survey (see page 11 Closed Case Survey) in a roundtable. However, due to scheduling problems and the closing of the Project, the roundtable did not take place.

***Grantee Roundtable***

ROLP organized a roundtable for the grantees and other CSOs from outside Tirana. The purpose of the roundtable was to present the monitoring methodologies and techniques of the grantees to the CSOs. By presenting these methodologies and skills, ROLP aimed to encourage the CSOs to develop monitoring programs in their local communities.

## **SECTION II. SIGNIFICANT PROBLEMS AND ACTIONS**

Government agencies are often slow to act due to lack of will or commitment, inertia, or a culture of hierarchy in which only the senior most person can make the decision. ROLP often found this to be the case with the Ministry of Justice and HIDAA, and tried to address the problem by both engaging high level officials and empowering the intermediate and lower levels through coordination committees.

ROLP experienced a problem with completing the Court Media Guide due to a conflict between two counterparts, the Union of Judges and the National Association of Albanian Judges. Realizing that the problem was not likely to improve and would result in failing to bring the activity to a successful conclusion, ROLP terminated its involvement in the activity. This allowed ROLP to devote more attention to the remaining activities.

ROLP experienced a problem with a lack of well-trained court IT staff. This caused problems with the computers and other equipment installed in the courts. Court IT staff would complain that a computer or monitor was not working and ROLP would send the experts from the company from which the equipment had been purchased. In some cases, the staff had changed the configuration, in others they did not know how to turn on the equipment, and in others they attempted to download updates or other software that damaged the installed software. ROLP tried to address this problem through the provision of basic IT trainings for court staff. Changes in the MOJ IT Department responsible for coordinating the implementation of such trainings resulted in delays that resulted in the cancelation of the activity.

Budget issues became another issue at the end of the project. The government had a severe financial problem and court budgets were drastically reduced from the previous years. With no money to purchase ink cartridges for the printers installed by ROLP, the courts often threatened to shut off the computers, printers and monitors used for computerized trial records. ROLP discussed this with the JBO and was able to supply three of the courts with a limited number of ink cartridges.

A change in leadership at HIDAA and illness of the Inspector General resulted in many activities being put on hold because no one was willing to make a decision. ROLP worked on activities that were in progress with HIDAA and in other cases waited until the leadership was in place and functioning.

### **SECTION III: DEPARTURES FROM EXPECTED RESULTS**

ROLP planned to train judges and court staffs on ICMIS. Successful implementation of some activities such as the publication of court decisions or automated tracking of archived files depended on the ICMIS. During the three years that ROLP was engaged in court activities, ICMIS was never fully functional and lacked some important features. Consequently, ROLP was not able to complete the planned training on ICMIS and or automated tracking of archived files.

Trained professional auditors are essential to fighting corruption. Component 2 planned to support the establishment of a professional institute of auditors. However, the president of the Albanian Institutional Auditors resigned and a new one was not elected. The organization gradually faded away.

Corruption perception and experiences did not improve as expected, either with the courts or oversight institutions. Several reasons might explain the lack of better results. The political situation in Albania and the ongoing dispute between the two major political parties were not conducive to the improvement of citizens' perception about the work of political and public institutions. Citizens in general are weary of the ongoing dispute and do not see government as responsive to citizen needs and expectation. Citizen weariness and government lack of response is reflected in the survey results conducted by ROLP. The general overall poor economic environment and the expectation that it will worsen contributed to a general lack of satisfaction and increase public concern about corruption perception and experiences.

Citizens' satisfaction with the courts was mixed. In general, the Court Users' Satisfaction Survey showed little increase in citizen satisfaction related to the courts despite the many important improvements that the project achieved. The results might reflect the general attitude in Albania that government and government institutions are not responsive to citizens' needs.

Improved performance and impact of oversight institutions was limited. ROLP was successful in working with HIDAA but had only limited impact on other oversight institutions such as High State Control. This limited impact was a result of both the lack of commitment from the public institutions and because most of ROLP's budget under the institutional oversight component was allocated to activities with HIDAA.



## SECTION IV: LESSONS LEARNED

### **Memorandums of Understanding, Letters of Agreement and other documents specifying activities, goals, expectations and responsibilities contribute to successful implementation of activities.**

Such documentation outlines the activities so that all parties are fully aware of the goals, objectives, and responsibilities of each party. These documents provide a clear framework for the implementation of activities and prevent any misunderstanding. In the case of limited or no compliance, written documents provide support for suggesting procedures or processes for resolving the difficulty and moving forward.

### **Working with counterparts to design and implement programs meeting the counterparts' needs and expectations assures their participation and cooperation.**

Activities with the selected pilot courts under Component 1 began with negotiating and signing of Memorandums of Understanding. This proved to be extremely useful because the Project then focused on activities that the pilot courts viewed as useful or necessary. The computerized trial records activity is a good example. As the program was implemented, support for the computerized trial records was not only received from the pilot courts but from the local bar, appellate courts, and the High Judicial Council as well. The success of this activity was affirmed when the Supreme Court of Albania requested ROLP to provide equipment so that it could implement the computerized trial record program.

The Assessment of Declaration of Assets Law and Conflict of Interest Law and the Training Needs Assessment under Component 2 allowed ROLP to design activities focused on HIDAA needs and expectations. By sharing the project's work plans and meeting frequently with HIDAA, activities such as the regional roundtables were fully supported by this institution.

### **Activities that are tightly focused with clear results will be fully supported by counterparts.**

The Project's results-oriented approach proved to be effective. MOJ officials, HCLJ officials, judges, and HIDAA staff often commented that ROLP activities were very practical and provided positive results. Providing equipment for specific purposes such as computerized trial records or audio recording for courts or electronic equipment that improved and expedited HIDAA's random draw of Declarations of Assets provided measurable results that improved counterparts' internal operations. Another clear example of this is the archiving and records management activities in the pilot courts. This activity had very positive results in that courts were able to reduce archives, reorganize files, and preserve the information in a better condition. Developing a system of color file folders for different case types allowed staff to sort files and find information faster. The archiving staff in the courts was fully supportive and implemented willingly the Project's suggestions.

### **Taking advantage of opportunities and successful programs can improve Project results.**

The request from the Albanian Supreme Court for help in developing a computerized trial record program gave USAID and ROLP an opportunity to highlight the success of its pilot court activity and expand their scope. The successful development of the Public Information Office in the Gjirokaster Appeals Court encouraged other pilot courts to request assistance in developing Public Information Offices. Responding to requests from the Tirana Appeals Court and the Mat District Court, the Project provided minor infrastructure improvements and opened Public Information Offices in these two courts. All three public information offices provided USAID and ROLP with publicity and improved court services to the public.

### **Encouraging public participation is important and encourages counterparts to improve transparency and public relations.**

Public forums and roundtables outside of the capital city with participation of local citizens and organizations encourage dialogue between counterparts and local citizens. The dialogue increases citizen awareness of counterpart activities

and improves public perceptions and counterpart transparency. HIDAA's Open Houses and TV spots are a prime example of a counterpart improving transparency and increasing public awareness.

**Monitoring is important and can give positive benefits.** Establishing oversight committees proved to be an important mechanism to evaluate the implementation and progress of activities. ROLP met monthly with committees from each of the 10 pilot courts. At the monthly meetings, staff discussed activities and the efforts of the court to implement and follow-up on activities. By monitoring the audio recording program, ROLP determined that its implementation was not as successful as hoped and organized a focus group to find the reasons for the lack of success and solicit recommendations for increasing usage.

**Cooperation with other donors builds synergies that result in effective and efficient implementation of project activities.** Thanks to the close coordination and cooperation with the OSCE, Public Information Offices were opened at the Gjirokaster and Tirana Appeal Courts, and Mat District Court. ROLP carried out minor court infrastructure improvements and OSCE provided funding for furnishing and equipping these premises. The cost-sharing and logistical cooperation allowed the project to implement this activity in an efficient and effective manner and allowed it to reach additional counterparts and increase its assistance.

**ANNEX A**  
**PERFORMANCE BASED MONITORING PLAN**

Performance Based Monitoring Plan (PBMP)												
Expected Results / Performance Milestones	Indicators for Expected Results	Data Source/ Method	Baseline	Year 1 Target	Year 1 Actual	Result	Year 2 Target	Year 2 Actual	Result	Year 3 Target	Year 3 Actual	Result
<b>Common Indicators</b>												
<b>Strategic Framework for Foreign Assistance Indicators</b>												
<b>Improvement in USAID common indicators</b>	Number of legal institutions and associations supported by USG	Project Reports	--	12	12	Target Met	12	20 -	+8	12	41	+29
	Number of Justice Sector Personnel that received USG training	Project Reports	---	9	278	n/a	300	371	+71	300	382	+82
	Number of government officials receiving anticorruption training	Project Reports		10	22	n/a	500	144	-356	500	533	+33
	Number of USG-supported anticorruption measures implemented	Project Reports	---	20	7	-13	30	18	-12	40	18	-22
	Number of mechanisms for external oversight of public resource use supported by USG assistance	Project Reports	---	8	4	-4	15	16	+1	20	34	+14
	Number of civil society organizations using USG assistance to improve internal organizational capacity	Project Reports	---	3	7	+4	4	9	+5	3	3	Target met
	Number of USG assisted civil society organizations that engage in advocacy and watchdog functions	Project Reports	---	10	7	-3	12	17	+5	15	26	+11
<b>Macro Corruption-Perception Indicators</b>												
<b>Overall reduction of corruption in public institutions</b>	Improvement in Freedom House "Corruption" Score  Scores range from 1-7 with 1 representing the highest level of democratic development and 7 the lowest	Freedom House Nations in Transit Annual Report	2006 Report published in 2007 5.00	4.5	5.00	-0.5	4.25	5.00	-0.75	4.0	5.00	-1.00

<sup>9</sup> Since the indicator was included at the end of FY 2008, a target was not established for that year.

<sup>10</sup> Since the indicator was included at the end of FY 2008, a target was not established for that year.

Performance Based Monitoring Plan (PBMP)												
Expected Results / Performance Milestones	Indicators for Expected Results	Data Source/ Method	Baseline	Year 1 Target	Year 1 Actual	Result	Year 2 Target	Year 2 Actual	Result	Year 3 Target	Year 3 Actual	Result
	Improvement in "How Widespread Corruption" Score (Score represents survey conversion to 0-100)	Annual Corruption in Albania Survey	2006 Report 82.2	75	82.6	-7.6	70	81.3	-11.3	65	80.8	-15.8
	Improvement in "Corruption Victimization" Score (Score represents mean number of ways people fall prey to corruption)	Annual Corruption in Albania Survey	1.4 2006 Report	1.2	1.6	-0.4	1.1	1.29	-0.19	0.9	1.31	-0.4
<b>Indicators by Component</b>												
<b>Component 1: Accountable Courts</b>												
<b>Courts perform notably better in terms of efficiency, transparency, and accessibility over the years and when compared to control courts</b>	Increase in the percentage of court users who are satisfied with pilot courts' accessibility, transparency, effectiveness over the years and in comparison with control courts	Q10 Project Survey	56	n/a <sup>11</sup>	0	n/a	+20%	29%	+9%	+30%	+9%	-21%
	Decrease in case processing times in pilot courts in selected types of cases over the years and also in comparison to case processing times in control courts	Closed Case Surveys; Site Visits	1.93	n/a <sup>12</sup>	0	n/a	+20%	+21.08%	+1.08%	+30%	+43%	+13%
	Decrease in the number of court users reporting they have paid a bribe over the years in the pilot courts and against the control courts	Q10 Project Survey	2.7	n/a <sup>13</sup>	0	n/a	-10%	N/A	N/A	-15%	-40%	+25%

<sup>11</sup> The data taken in the 1<sup>st</sup> year serves as a baseline for this indicator

<sup>12</sup> The data taken in the 1<sup>st</sup> year serves as a baseline for this indicator

<sup>13</sup> The first data for this indicator was taken during the second year of the project (2009) and serves as a baseline. The comparison for this indicator is made between 2010 data and the baseline

Performance Based Monitoring Plan (PBMP)												
Expected Results / Performance Milestones	Indicators for Expected Results	Data Source/ Method	Baseline	Year 1 Target	Year 1 Actual	Result	Year 2 Target	Year 2 Actual	Result	Year 3 Target	Year 3 Actual	Result
<b>Component 2: Institutional Oversight and Audit</b>												
<b>HIDAA performs its functions more effectively</b>	Increased number of HIDAA investigations leading to referral to prosecutors.	Government Reports; interviews	2007 6	16	0	-16	18	29	+11	20	8	-12
	Increase in the number of conflict of interest cases resolved	HIDAA Annual Report	135 cases	150 cases	200 cases	+50	170	97	-43%	190	15 <sup>14</sup>	-175
	Increase in public perception of HIDAA's ability to fight against corruption	Score on "Institution Fights Corruption" in annual Corruption in Albania Survey	38.8	48	36.1	-11.9	54	35	-19	60	32	-28
<b>Component 3: Monitoring and Engagement</b>												
<b>Improved civic monitoring and engagement</b>	Number of misconduct cases uncovered by project-supported NGOs and media organizations annually	Project Reports	0	+8	5	-3	+15	17	+2	+20	21	+1
	Improvement in Freedom House Civil Society Score	Freedom House Nations in Transit Annual Report	3.0	2.75	3.0	-0.25	2.6	3.0	-0.4	2.45	3.00	-0.5
	Extent to which Civil Society helps fight corruption	Annual Corruption in Albania Survey	46.5	50.5	48.4	-2.1	52	48.3	-3.7	53	43	-10
	Increase in the number of credible media and CSO reports on court performance	Project reports	2007	+2	0 Note	-2	+4	10	+6	+5	4	-1

<sup>14</sup> Data includes the number of conflict of interest cases resolved during the period January - June 2010. HIDAA was not able to provide data for the first part of the monitoring period (September-December 2009)

## EXPLANATORY SECTION OF PBMP

This sections explains the data in the PBMP for each indicator, section “Year 3 Actual/Results.”

### 1. USAID COMMON INDICATORS

#### **Indicator: “Number of legal institutions supported by USG/Year 3 Actual”**

List of Institutions and Associations supported by USG:

- |  |   |
|--|---|
| 1. District Court of Durres                              | 21. Agency for Legalization of Informal Areas ALUIZNI |
| 2. District Court of Shkoder                             | 22. Competition Authority                             |
| 3. District Court of Vlora                               | 23. Financial Oversight Authority                     |
| 4. District Court of Pogradec                            | 24. Ombudsman   |
| 5. District Court of Elbasan                             | 25. Agency of Natural Resources                       |
| 6. District Court of Saranda                             | 26. Property Restitution Agency                       |
| 7. High Crimes Court – Tirana                            | 27. Public Procurement Agency                         |
| 8. Gjirokaster Appellate Court                           | 28. General Department of Costumes                    |
| 9. Tirana Appellate Court                                | 29. General Department of Bailiff                     |
| 10. Mat District Court                                   | 30. General Department of Metrology                   |
| 11. School of Magistrates                                | 31. Labor Inspectorate                                |
| 12. Judicial Budget Office                               | 32. Construction Inspectorate                         |
| 13. Ministry of Justice                                  | 33. Data Protection Commissioner                      |
| 14. Supreme Court  | 34. High State Control                                |
| 15. General Prosecution Office/ Joint Investigative Unit | 35. Ministry of Interior                              |
| 16. General Department of State Police                   | 36. Ministry of Justice                               |
| 17. Money Laundering Prevention Department               | 37. Durres Prefecture                                 |
| 18. General Directorate of Taxation                      | 38. Elbasan Prefecture                                |
| 19. State Advocate                                       | 39. Fier Prefecture                                   |
| 20. HIDAA  | 40. Korca Prefecture                                  |
|  | 41. Shkodra Prefecture                                |

#### **Indicator: “Number of Justice Sector Personnel that received USG training/Year 3 Actual”**

A total of 382 Justice Sector Personnel (214 females/ 168) distributed as follows:

1. EHCR Training – TOTAL Trained 122 Judges and Supreme Court Advisors from which 42 Female and 80 Males
2. Costumer Service Training – TOTAL Trained 174 Court Staff from which 133 Females and 41 Males
3. Audio Recording Training – TOTAL Trained 15 persons from which 1 Female and 14 Males
4. Appellate Court Judges Workshop on Legal Reasoning – TOTAL Trained 49 Judges and Supreme Court Advisors from which 23 Females and 26 Males.
5. Internal Control Training for Court staff and chancellor by Component 2- TOTAL 22, of which 15 Females/7Males

**Indicator: “Number of government officials receiving anticorruption training/Year 3 Actual”**

A total of 533 government officials (264 Females/169 Males) trained in the workshops and roundtables supported by ROLP such as “Fraud and Anticorruption”; “Internal Control”; “Ethics and Anticorruption”; “Administrative Investigation of criminal cases of corruption”; HIDAA staff trainings; Responsible Authorities’ training; Magistrate School Training; Training with Data Protection Commissioner; High State Control Training on International donation auditing; Training on e-procurement; regional roundtables with civil society and media.

**Indicator: “Number of USG-supported anti-corruption measures implemented”**

List of USG supported/anticorruption measures implemented:

1. Survey 2010: Corruption in Albania: Perception and Experience
2. Facilitation of MOU between HIDAA and Data Protection Commissioner
3. Roundtable between HIDAA and Data Protection Commissioner
4. TV spot encouraging citizens to denounce cases of asset hidings and conflict of interest at HIDAA Hot Line
5. TV spot reminding officials to submit on time their asset declaration
6. TV spot inviting citizens to participate at HIDAA Open House
7. Durres Roundtable with HIDAA, local businesses and media
8. Fier Roundtable with HIDAA, local businesses and media
9. Lezha Roundtable with HIDAA, local businesses and media
10. Court Users Satisfaction Survey 2010
11. Transparent boxes installed by TIA in three District Courts
12. Public Information Office in Tirana Appellate Court
13. Public Information Office in Mat District Court
14. Audio recording system at High Crimes Court
15. Audio recording system at Durres District Court
16. Audio recording system at Vlora District Court
17. Costumer Service Workshop
18. “Legal reasoning and writing” Workshop

**Indicator: “Number of mechanisms for external oversight of public resource use supported by USG assistance/Year 3 Actual”**

*(This is a cumulative number. Therefore the actual number represents all the mechanisms supported during two years)*

1. Conflict of Interest Manual – Procurement
2. Conflict of Interest Manual – Local Governance
3. Internal Control Manual
4. Manual on Administrative Investigation of criminal cases of corruption
5. Manual on Administrative Investigation of criminal cases of private interest declaration
6. HIDAA’s Case Management System – updated and improved
7. TV spot encouraging citizens to denounce cases of asset hidings and conflict of interest at HIDAA Hot Line
8. TV spot reminding officials to submit on time their asset declaration
9. Tirana Roundtable with HIDAA, media and civil society

10. Vlora Roundtable with HIDAA, local authorities, media and civil society
11. Shkodra Roundtable with HIDAA, local authorities, media and civil society
12. Korca Roundtable with HIDAA, local authorities, media and civil society
13. Durres Roundtable with HIDAA, local businesses, and media
14. Fier Roundtable with HIDAA, local businesses, and media
15. Lezha Roundtable with HIDAA, local businesses, and media
16. 2009 HIDAA's Open House
17. 2010 HIDAA's Open House
18. Five (5) TV Shows - "Justice Matters" - on Judicial issues
19. Mjajt's investigation of judges declaration
20. ACLTS monitoring of case processing time and delays in two Appellate Courts
21. ACEC monitoring of court performance in Elbasan and Pogradec
22. "Court Monitoring Manual" by ACEC
23. CDDI's monitoring of FOIA implementation in pilot courts
24. TIA report on courts' anticorruption strategy
25. CSOs roundtable "Sharing Monitoring skills and methodology" October 2009
26. ACLTS's "Closed Case Survey 2007 and 2008"
27. ACLTS's "Closed Case Survey 2009"
28. "Internal Control" Training
29. "Fraud and Anti Corruption" Training
30. "Ethics and Anti Corruption" Training
31. "Administrative Investigation of criminal cases of corruption" Training
32. Administrative Investigation of criminal cases of private interest declaration" Training
33. "E-procurement" Training
34. "International donation funds auditing" Training of High State Control

**Indicator: "Number of Civil Society Organizations using USG assistance to improve internal capacity/Year 3 Actual"**

List of CSOs using USG assistance:

1. Transparency International Albania
2. Albanian Center for Legal Trainings and Studies
3. Tirana Legal Aid Society

**Indicator: "Number of USG assisted CSOs that engage in advocacy and watchdog functions/Year 3 Actual"**

List of CSOs whose focus is on advocacy and watchdog functions and who were assisted by ROLP through grants and roundtables.

1. Center for Development and Democratization of Institutions
2. Albanian Center for Entrepreneurial Communities
3. Transparency International Albania
4. MJAFT!
5. Albanian Center for Legal Training and Studies
6. Tirana Legal Aid Society
7. Center for Public Information Issues
8. Civil Society Development Center Durres
9. Human Rights Educators, Vlora
10. Vlora Vatra Center



11. “Me the Woman” Association, Pogradec
12. Korca Regional Development Agency
13. Conflict Resolution Foundation, Shkoder
14. Women Forum, Elbasan
15. Young Intellectuals, Hope
16. Business Council, Fier
17. Rural Women of Fier
18. Chamber of Commerce and Industry, Fier
19. Fier Regional Development Agency
20. Women Center of Lezha
21. Ecological Club of Lezha
22. Youth Committee, Lezha
23. Chamber of Commerce and Industry, Lezha
24. “Women Association” Durres
25. “Council of Associations” Durres
26. Chamber of Commerce and Industry, Durres

**2. MACRO CORRUPTION-PERCEPTION INDICATORS**

**Indicator: “Improvement in Freedom House “Corruption” Score/Year 3 Actual”**

The data is from the 2009 “Nation in transit” Annual report.  
 Link: <http://www.freedomhouse.hu/images/nit2009/albania.pdf>

**Indicator: “Improvement in “How Widespread Corruption” Score/Year 3 Actual”**

The data for this indicator results as a conversion of perceived corruption among Public Officials in a 0-100 scale where 0 means ‘Not at all spread’ and 100 means ‘Very widespread’. (2010 Corruption in Albania Survey, pg. 11; table 6)

Respondents were asked to evaluate based on their experience corruption among public officials in a 1-4 scale where 1 means ‘Very widespread’, 2 means ‘Widespread’, 3 means ‘Little widespread’ and 4 means ‘Not at all widespread’. For better presentation and more accurate statistical analysis the scale was converted to centi-scale ranging from 0 to 100 where 0 means ‘Not at all widespread’ and 100 means ‘Very widespread’. The conversion was achieved by first inverting the evaluation scale from 1 meaning to ‘Very widespread’ and 4 meaning to ‘Not at all widespread’ into 1 meaning ‘Not at all widespread’ and 4 meaning ‘Very widespread’. Then 1 was subtracted to each point in the 1-4 scale so that the evaluations are scored from 0-3 scale. The scale is then divided by 3 so it ranges from 0 to 1, and multiplied by 100 to obtain a 0-100 range. In this centi-scale 0 means ‘Not at all widespread’ and 100 means ‘Very widespread’. The following table provides a practical example of the scale conversion.

Question: Taking into account your experience or what you may have heard, corruption among public officials is:								
		Frequency	Percent	Valid Percent	Cumulative Percent	Evaluation in questionnaire	Inverted evaluation	Evaluation in 0-100 Scale
People responding	Very spread	605	50.5	51.6	51.6	1	4	100

	Somewhat spread	471	39.3	40.2	91.7	2	3	66.67
	Little spread	87	7.3	7.4	99.1	3	2	33.33
	It is not spread	10	.8	.9	100.0	4	1	0
People not responding	Total	<b>1173</b>	<b>98.0</b>	<b>100.0</b>	---	---	---	---
People surveyed	Total	<b>24</b>	<b>2.0</b>	---	---	---	---	---
	Total	<b>1197</b>	<b>100.0</b>	---	---	---	---	---

Average =  $(100*605 + 66.67*471 + 33.33*87 + 0*10) / 1173 = 80.8$

**Indicator: “Improvement in “Corruption Victimization” Score/Year 3 Actual”**

The data for this indicator can be found in “Corruption in Albania” Survey 2010, page 18, fig. 19.

**3. INDICATORS BY COMPONENT**

**Component 1: Accountable Courts**

*Indicator: “Increase in the percentage of court users who are satisfied with pilot courts’ accessibility, transparency, effectiveness over the years and in comparison with control courts Year 3 Actual”*

The percentage of citizens satisfied with the pilot courts in 2010 was 64%, which represented a 9 points increase over the 56% baseline determined in 2008. The target for 2010 was to increase the citizens’ satisfaction by 30% over the baseline. For further details see Attachment A.

The procedure for calculation of this increase in the percentage is: The ratio of satisfaction in pilot courts in 2008 to satisfaction in control courts in 2008 is subtracted from the ratio of satisfaction in pilot courts in 2010 to satisfaction in control courts in 2010 and this difference is divided by the ratio satisfaction in pilot to control courts in 2010.

Table 1. Results: “Level of Satisfaction of Citizens” 2008–2010	
2008 citizens in Pilot Courts	2010 citizens in Pilot Court
56%	64%
2008 citizens in Control Courts	2010 citizens in Control Courts
62%	65%

The ratio of satisfaction in pilot courts in 2008 to satisfaction in control courts in 2008 is  $56/62=0.9$   
 The ratio between 2010’ satisfaction in pilot courts and 2010’ satisfaction in control courts is  $64/65=0.98$

Percentage increase is  $(0.98-0.9)/0.9=9\%$

**Indicator: “Decrease in case processing times in pilot courts in selected types of cases over the years and also in comparison to case processing times in control courts”**

<b>Table 2. Results: Decrease in Case Processing Times</b>						
	<b>YEAR 2007 Average Months/Case</b>	<b>YEAR 2008 Average Months/Case</b>	<b>YEAR 2009 Average Months/Case</b>	<b>Comparison 2008 / 2007 (%)</b>	<b>Comparison 2009 / 2008 (%)</b>	<b>Comparison 2009 / 2007 (%)</b>
<b>Pilot Courts Data for Civil Cases</b>	4.22	3.34	4.75	- <sup>15</sup> 20.85	+ <sup>16</sup> 42.22	+ 12.56
<b>Control Courts Data for Civil Cases</b>	2.57	2.77	4.23	+ 7.78	+ 52.71	+ 64.59
<b>Pilot Courts Data for Criminal Cases</b>	4.89	3.92	3.61	- 19.84	- 7.91	- 26.18
<b>Control Courts Data for Criminal Cases</b>	1.71	2.48	3.68	+ 45.03	+ 48.39	+ 115.20
<b>Pilot Courts Consolidated Data for Civil and Criminal Cases</b>	4.46	3.52	4.42	- 21.08	+ 25.57	- 0.89
<b>Control Courts Consolidated Data for Civil and Criminal Cases</b>	2.31	2.68	4.03	+ 16.02	+ 50.37	+ 74.76

The table shows that Pilot Courts have essentially performed better for 2008 and almost the same for 2009 compare to 2007, while Control Courts have performed worse over the same period of time.

**Performance of Pilot Courts versus Control Courts for 2007**

4.46 months per case for PCs ÷ 2.31 months per case of CCs = **1.93**

This means that PCs have taken 1.93 times longer to close a case than CCs in 2007.

**Performance of Pilot Courts versus Control Courts for 2008**

3.52 months per case for PCs for 2008 / 2.68 months per case of CCs for 2008 = **1.31**

This means that PCs have taken 1.31 times longer to close a case than CCs in 2008.

**Performance of Pilot Courts versus Control Courts for 2009**

4.42 months per case for PCs / 4.03 months per case of CCs = **1.10**

This means that PCs have taken 1.10 times longer to close a case than CCs in 2009.

**Comparison of year 2009 with 2007 (when ROLP started to implement the project), between Performance of PC versus CC data, in %**

$(1.10 - 1.93) / 1.93 = - 43 \%$

This means that PCs have performed 43 % better than CCs between 2007 and 2009.

<sup>15</sup> The minus sign (-) indicates that there has been a decrease in case processing times from year to year.

<sup>16</sup> The plus sign (+) indicates that there has been an increase in case processing times from year to year.

**Indicator: Decrease in the number of court users reporting they have paid a bribe over the years in the pilot courts and against the control courts**

The base line for this indicator is the data from “Costumer Satisfaction Survey” 2009. The baseline is **2.7** and it is the ratio of percentage of citizens who declared to have paid bribe in pilot courts in 2009 to percentage of citizens who declared to have paid bribe in control courts in 2009.

The Actual Year 3 for this indicator is: **1.5**. The data is provided from “Costumer Satisfaction Survey” 2010.

The result for this year is a decrease of -40% compared to Year 3 Target (-15%)

The procedure for calculation of this decrease in the percentage is: The ratio of percentage of citizens who declared to have paid bribe in pilot courts in 2009 to percentage of citizens who declared to have paid bribe in control courts in 2009 is subtracted from the ratio of percentage of citizens declaring had to pay a bribe in pilot courts in 2010 to percentage of citizens who declared to have paid bribe in control courts in 2010 and this difference is divided by the ratio of citizens in pilot to citizens in control courts in 2010.

Table 1. Results: “Number of Citizens Declaring They Had to Pay a Bribe 2009–2010	
2009 citizens in Pilot Courts	2010 citizens in Pilot Court
8%	12%
2009 citizens in Control Courts	2010 citizens in Control Courts
3%	8%

The ratio of the percentage of citizens declaring that they “had to pay a bribe” in pilot courts vs. in control courts in 2009 is  $8/3=2.6$

The ratio of the percentage of citizens declaring that they “had to pay a bribe” in pilot courts vs. in control courts in 2010 is  $12/8=1.5$

Comparing the results from both periods, the decrease of citizens declaring that they have to pay a bribe in the pilot courts vs. control courts is 40% [ $(1.5-2.6)/2.6= -40\%$ ], which represents a 25% decrease over the established target (-15%).

**Component 2: Institutional Oversight and Audit**

**Indicator: “Increased number of HIDAA investigations leading to referral to prosecutors/Year 3 Actual”**

The data comes from HIDAA’s statement to ROLP, which indicates that 8 cases were referred to the Prosecutor Office from September 2009-June 2010.

**Indicator: “Increase in the number of conflict of interest cases resolved /Year 3 Actual”**

The data for this indicator comes from HIDAA’s statement to the Project and it reflects the number of COI resolved only from January 2010-June 2010. It is not possible for HIDAA to identify cases of COI resolved from September 2009-December 2009

***Indicator: “Increase in public perception of HIDAA’s ability to fight against corruption/Year 3 Actual”***

The data for this indicator is from “Corruption in Albania 2010” Survey, page 12, fig.8.

**Component 3: Civic Monitoring and Engagement**

***Indicator: “Number of misconduct cases uncovered by project-supported NGOs and media/Year 3 Actual”***

The number of misconduct cases (21) was taken from monitoring reports of TIA.

According to TIA Final report, there were 21 deposited complaints by the citizens in the Transparent Boxes placed in Shkodra, Durres and Vlora court house.

Reference: “TIA final report / Report on citizens complains in the courts”

***Indicator: “Improvement in Freedom House Civil Society Score/Year 2 Actual”***

The data is from the 2009 “Nation in transit” Annual report.

Link: <http://www.freedomhouse.hu/images/nit2009/albania.pdf>

***Indicator: “Extent to which Civil Society helps fight corruption/Year 3 Actual”***

The data for this indicator is from “Corruption in Albania 2010” Survey, page 12, fig.8.

***Indicator: “Increase in the number of credible media and CSO reports on court performance/Year 2 Actual”***

List of media and CSO reports on courts performance:

- 1 report from TIA “Anti Corruption Strategy and Transparent Boxes”, January 2010
- 1 report from TLAS, Court Users’ Satisfaction Survey , May 2010
- 1 report from IDRA, Corruption in Albanian: Perception and Experience Survey 2010
- 1 report from ACLTS “Closed Case Survey” 2009

**ATTACHMENT A**  
**“CITIZENS SATISFACTION IN 2010”**

The number to be used for the PBMP/Indicators by Component/Component 1/Indicator 1 is calculated by summing all the figures of the ten questions and then dividing it by 10. The data and the following tables are from the 2008 and 2010 Q10 report.

<b>Table 1. Results: “Level of Satisfaction of Citizens” 2008–2010</b>	
<b>2008 citizens in Pilot Courts</b>	<b>2010 citizens in Pilot Courts</b>
56%	64%
<b>2008 citizens in Control Courts</b>	<b>2010 citizens in Control Courts</b>
62%	65%

<b>Table 2. Results: “Level of Satisfaction of Citizens” in Pilot Courts in 2008</b>	
<b>Questions</b>	<b>Level of satisfaction</b>
Q1: Finding where I need to go in the courthouse was easy and convenient	64%
Q2: It was easy getting the information I needed when I came to the courthouse	76%
Q3: Court personnel treated me with courtesy and respect	75%
Q4: I understand the instructions of the court and what I need to do next	66%
Q5: During the hearing, the judge listened to me, and was courteous and respectful	53%
Q6: The case or other business I had with the court was handled in a time promptly and in an efficient manner	45%
Q7: The trial records are clear, accurate and reliable	44%
Q8: I received from the court a written copy of the Decision without delays, and it was understandable	40%
Q9: I was treated fairly and impartially	50%
Q10: Overall, I think the court performed effectively.	53%
<b>PMBP</b>	<b>56%</b>

<b>Table 3. Results: “Level of Satisfaction of Citizens” in Control Courts in 2008</b>	
<b>Questions</b>	<b>Level of satisfaction</b>
Q1: Finding where I need to go in the courthouse was easy and convenient	86%
Q2: It was easy getting the information I needed when I came to the courthouse	79%
Q3: Court personnel treated me with courtesy and respect	75%
Q4: I understand the instructions of the court and what I need to do next	70%
Q5: During the hearing, the judge listened to me, and was courteous and respectful	67%
Q6: The case or other business I had with the court was handled in a time promptly and in an efficient manner	42%
Q7: The trial records are clear, accurate and reliable	46%
Q8: I received from the court a written copy of the Decision without delays, and it was understandable	44%
Q9: I was treated fairly and impartially	60%
Q10: Overall, I think the court performed effectively	52%
<b>PMBP</b>	<b>62%</b>

<b>Table 4. Results: "Level of Satisfaction of Citizens" in Pilot Courts in 2010</b>	
<b>Questions</b>	<b>Level of satisfaction</b>
Q1: Finding where I need to go in the courthouse was easy and convenient	83%
Q2: It was easy getting the information I needed when I came to the courthouse	73%
Q3: Court personnel treated me with courtesy and respect	74%
Q4: I understand the instructions of the court and what I need to do next	75%
Q5: During the hearing, the judge listened to me, and was courteous and respectful	59%
Q6: The case or other business I had with the court was handled in a time promptly and in an efficient manner	49%
Q7: The trial records are clear, accurate and reliable	57%
Q8: I received from the court a written copy of the Decision without delays, and it was understandable	49%
Q9: I was treated fairly and impartially	61%
Q10: Overall, I think the court performed effectively	60%
<b>PMBP</b>	<b>64%</b>

<b>Table 5. Results: "Level of Satisfaction of Citizens" in Control Courts in 2010</b>	
<b>Questions</b>	<b>Level of satisfaction</b>
Q1: Finding where I need to go in the courthouse was easy and convenient	85%
Q2: It was easy getting the information I needed when I came to the courthouse	75%
Q3: Court personnel treated me with courtesy and respect	78%
Q4: I understand the instructions of the court and what I need to do next	70%
Q5: During the hearing, the judge listened to me, and was courteous and respectful	60%
Q6: The case or other business I had with the court was handled in a time promptly and in an efficient manner	59%
Q7: The trial records are clear, accurate and reliable	54%
Q8: I received from the court a written copy of the Decision without delays, and it was understandable	48%
Q9: I was treated fairly and impartially	63%
Q10: Overall, I think the court performed effectively.	63%
<b>PMBP</b>	<b>65%</b>

**ANNEX B**  
**INDEX OF ALL REPORTS AND INFORMATION PRODUCTS PRODUCED**

Index of all reports and information products produced			
No.	Deliverable	Type of Deliverable	Component
<b>Quarter # 3 (April - June 2008)</b>			
1	• 10 MOUs signed	Document	1
2	• “More Accountable Courts Operating in a More Transparent, Accountable and Efficient Manner” Report by Ron Stout, Consultant	Document	1
3	• 2008 Corruption Survey	Survey	3
4	• 2008 Judges Survey	Survey	3
5	• Q-10 Survey 2008	Survey	3
<b>Quarter # 5 (October – December 2008)</b>			
6	• Consultant’s report “Short-Term Technical Assistance Related to the Account Courts Component – Records Management Program”	Document	1
7	• Five TV shows on the Albanian Judicial System	Media	1&3
<b>Quarter # 6 (January – March 2009)</b>			
8	• Report on Courtroom Usage	Document	1
<b>Quarter #7 (April – June 2009)</b>			
9	• Consultant’s Final Report on Records Management Program Training	Document	1
10	• Memo on Publication of Court Decisions	Document	1
11	• 2009 Annual “Corruption in Albania: Perception and Experience Survey”	Survey	3
12	• Judges Survey 2009 Corruption in Albania: Summary of Findings	Survey	3
13	• Court Users’ Satisfaction Survey (Q-10) 2008	Survey	3
14	• HIDAA Open House Flyers	Document	2
15	• HIDAA TV Spots	Media	2
<b>Quarter #8 (July – September 2009 )</b>			
16	• Closed Case Survey 2007 & 2008	Survey	1
17	• Guide on Modern Internal Control	Document	2
18	• Conflict of Interest Manual – Procurement	Document	2
19	• Conflict of Interest Manual – Local Governance	Document	2
20	• 2009 Annual Work Plan	Report	1, 2, 3
21	• 2009 Annual Report	Report	1, 2, 3
<b>Quarter #9 (October – December 2009)</b>			
22	• Manual on Audio Recording	Document	1
<b>Quarter #10 (January – March 2010)</b>			
23	• HIDAA Administrative Investigation Manual	Document	2
24	• HIDAA’s TV Spots on reminder to file asset declarations	Media	2



Index of all reports and information products produced			
No.	Deliverable	Type of Deliverable	Component
<b>Quarter #11 (April – June 2010 )</b>			
25	• HIDAA Open House Flyers	Handout	2
26	• HIDAA Open House TV Spots	Media	2
27	• Legal Commentary No. 5	Document	2
28	• Closed Case Survey	Survey	2
29	• 2010 Corruption Survey	Survey	3
30	• 2010 Judges Survey	Survey	3
31	• 2010 Q-10 Survey	Survey	1
32	• Investigation Manual (General)	Document	2
33	• Focus Group Report	Document	1
34	• TIPa Training Report	Document	2
35	• HIDAA Legal Commentaries #5	Document	2
36	• Project Closing Event Video	Media	1, 2, 3
37	• Project Closing Event Interactive CD	Media	1, 2, 3
38	• Project Closing Event Highlights Pamphlet	Media	1, 2, 3
<b>Grantees' Reports</b>			
39	• Albanian Center for Legal Trainings & Studies Final Report	Document	3
40	• Center for Development and Democratization of Institutions Final Report	Document	3
41	• Albanian Center for Entrepreneurial Communities Final Report	Document	3
42	• Transparency International Albania Final Report	Document	3
43	• Mjaf! Movement Final Report	Document	3