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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
H CJ	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

1. COMPONENT I: ACCOUNTABLE COURTS

During the second year, Component I: Accountable Courts focused on technical assistance for pilot courts, case management, court administration, improving judicial skills, and anti-corruption activity.

1.1 Technical assistance for pilot courts

Component I staff met regularly with the Working Technical Advisory Committee and the Court Advisory Working Committees as required under the Framework Memorandum and the pilot court MOUs. One of the major activities of the Project was assisting the pilot courts with development of a computerized trial record system. The Project provided computers, printers, and monitors for the courtrooms. It also provided 50" flat screens for one large courtroom in each pilot court. The Project also provided fast typing training for court secretaries so that they can record the trial minutes by computer. Judges can view the minutes as they are typed and make any necessary corrections or additions. Attorneys, prosecutors and other interested parties may request a printout of the minutes at the conclusion of the hearing. In the large courtrooms the minutes scroll across the 50" screens as the secretaries type them enabling attorneys, prosecutors, parties and spectators to read the minutes. The pilot court Chief Judges have issued orders that the minutes of trials in courtrooms are to be kept electronically.

1.2 Case Management and Court Administration

One of the major activities was archiving and file management. During the second year the MoJ appointed a Commission of Expertise that working with Component I staff drafted a regulation authorizing a records management program, records retention and disposition schedule and a records management manual. The Commission also approved redesign for case file folders and archiving forms. Commission members and pilot court chancellors and archivists were trained in the principles and techniques of archiving.

1.3 Court Infrastructure

The Project in collaboration with OSCE remodeled a room in the Gjirokaster Appeal Court for use as a Public Information Office. The Project and OSCE are also planning to remodel a room in the Tirana Appeal Court for use as a Public Information Office. The Project also provided:

- Signs and bulletin boards for the Serious Crimes Court, Shkoder District Court, Pogradec District Court and Durres District Court;
- Shelving for the Durres and Shkoder District Courts;
- A second electric line for the Durres District Court ;
- 30" monitors at entrances.

1.4 Courtroom Usage

Working with the pilot courts, Component I reviewed courtroom usage and recommended that judges be assigned to specific courtrooms.

1.5 Closed Case Survey

The Project commissioned a survey of case processing times in the pilot courts. The survey will also analyze reasons for case delay. The contractor for the survey will give recommendations based on its analysis for reducing case processing times. The Project

will select two recommendations and work with the pilot courts to implement the two selected.

1.6 Judges, Attorneys and Prosecutors Workshop

At the request of the Saranda Court Chief Judge, the Project and the Court organized a workshop with the goal of improving cooperation between the court, attorneys and prosecutors. At the conclusion of the workshop there were recommendations for improving the cooperation. A Memorandum of Understanding between the three specifying procedures for implementing the recommendations has been signed.

1.7 Improved Judicial Skills

Following up on the regional Legal Research, Reasoning and Court Decision Writing Workshops, the Project reviewed decisions by participants to determine if the tips and techniques discussed at the regional workshops were used. The Project then organized follow-up workshops in each pilot court at which retired Albanian Supreme Court Chief Justice Thimjo Kondi reviewed briefly the tips and techniques for writing better decisions and critiqued opinions written since the regional workshops.

1.8 Published Court Decisions

Component I staff reviewed the options for publishing court decisions and based on efficiency and cost reasons concluded that the best option was to publish the decisions on the courts' webpages. However, only the Vlore District Court and Serious Crimes Court using the ARK-IT case management system have functional webpages. The Project agreed to provide update and maintenance for the two courts' websites so that the publishing of decisions could be monitored.

1.9 Court Media Guide and Training

One of the results in the Integrity Development/Anticorruption Strategy, which each pilot court developed, was improved media relations. Accordingly, the Project has been working with the Union of Albanian Judges and the National Association of Albanian Judges to develop a program for writing a court media guide and training judges and journalist so that relations between the two improve and the public is better informed about the court activities and procedures.

2. COMPONENT II: INSTITUTIONAL OVERSIGHT & AUDIT

During the second year of the Project, Component II continued its focus on government accountability by implementing activities to strengthen the capacity of HIDAA, enhance its work by fostering roundtables and workshops with other oversight institutions, and promote its role in fighting corruption. The activities implemented by Component II were the following:

2.1 HIDAA's Open House

The Project supported HIDAA's first Open House to which the public and media were invited. The Open House activities consisted of randomly drawing 400 Declarations of Assets for more intensive audit and tour of the HIDAA offices. Project support included producing TV spots advertising the event and leaflets explaining HIDAA's role in fighting corruption.

2.2 Manuals & Guides

During the second year of the Project, Component II staff worked with HIDAA and outside consultants/contractors in order to produce the following:

- Conflict of Interest Manual – Procurement;
- Conflict of Interest Manual – Local Governance;
- Guide on Modern Internal Control;
- Administrative Investigation Guide.

The Conflict of Interest manuals and Internal Control Manual will be used to train staff in other agencies.

A draft of the Administrative Investigation Manual written by Project staff was included in the teaching materials at the “Investigating Public Officials, Asset Disclosure and Conflict of Interest Workshop.” This workshop was held twice in June so that all HIDAA investigative staff, JIU staff and Financial Investigation Unit staff could attend. The workshop was a joint effort of the Project, OPDAT and World Learning. Lecturers were from the U.S. Department of Justice.

2.3 MOU Facilitation

HIDAA has signed a number of MOUs with other Albanian institutions including the Public Procurement Agency, INSTAT and General Police Directorate. With the goal of improving cooperation with the signing institutions and improving HIDAA’s investigations of conflicts of interest and fraudulent Declarations of Assets, HIDAA with Project support organized roundtables with INSTAT and the General Police Directorate to discuss improved cooperation. HIDAA and the Project also organized a meeting with the Public Procurement Agency at which the focus was training HIDAA on how to use the Public Procurement electronic system in investigations.

3. COMPONENT III: CIVIC MONITORING AND ENGAGEMENT

Component III’s activities are primarily cross-cutting activities with Components I and II as described below.

3.1 Regional Roundtables

Components II and III organized three “Roundtable with Media, Civil Society and HIDAA: Improving Public Sector Accountability.” The Roundtables were held in Vlora, Shkodra and Korce with the objective of encouraging dialogue between HIDAA, media and civil society and of improving HIDAA’s image as an effective fighter against corruption. The participants questioned HIDAA on its activities and discussed topics such as closer collaboration, establishing local HIDAA offices, and more roundtables to develop local contacts.

3.2 “Corruption in Albania” and “Court Users’ Satisfaction” Surveys

Component III oversaw the annual “Corruption in Albania: Perception and Experience” and “Court Users’ Satisfaction Survey.” The 2009 annual corruption survey results showed some positive changes, particularly in the judicial system. The courts and General Prosecutor’s Office showed an improvement in public trust and transparency since 2005. Albanians’ trust in the judicial system improved by 12% from the 2005 survey.

The Court Users' Satisfaction Survey also showed that court users were getting better service from the courts. Based on the results of the survey, Component III in coordination with Component I will work with the courts to design and implement activities to improve the satisfaction of court users.

3.3 TV Shows: Component III worked with a local NGO to produce 5 TV shows about the Albanian judicial system. The 5 shows covered:

- The common perception of the judiciary system;
- Court infrastructure and solemnity during the hearing sessions;
- Delays in court proceedings and execution of court decisions;
- Informing the public and ethics of the judges.

3.4 Grants: Component III worked closely with the Project's 5 grantees. Significant grant activities included:

- A workshop reporting the results of monitoring pilot courts responses to Freedom of Information Act requests;
- A workshop presenting the results of monitoring the Pogradec and Elbasan District Courts. The monitoring disclosed among other findings:
 - Judges did not always wear their judicial robes;
 - Cell phones were not turned off during trials and hearings;
 - Trials and hearings did not start on time and judges gave no reasons for the delay;
 - Judges did not engage in any discriminatory behavior;
 - There are no access for handicapped individuals;
 - Judges and court staffs were respectful;
 - Effectiveness and accuracy of information should be improved.
- Investigation of Declaration of Assets with further local investigation by journalists indicated deficiencies in declarations by 4 judges in the Vlora and Shkodra District Courts.
- Monitoring of the length of time between filing an appeal and assignment for hearing.

4. IMPLEMENTATION PROBLEMS AND ACTION TO SOLVE

The automated case management system, ICMIS, is not fully functional. Consequently, the Project was not able to provide "... technical support to the Pilot Courts to help those courts achieve the objective of improved court performance, accountability and transparency through effective use of the computerized case management information system" as specified in the Framework MOU. Nonetheless, the Project carried out activities such as the provision of IT support for the maintenance and service of the Vlora District Court's website for monitoring the publishing of court decisions and working with the MoJ's IT department to develop a training program for courts' IT staff.

SECTION: ACHIEVED RESULTS

During the 2008-2009 Project year, Component I: Accountable Courts focused on implementation of the activities set forth in the pilot court MOUs. Computer equipment was installed and training for computerized trial records was completed. The pilot courts have begun keeping computerized trial records. Infrastructure improvements and judicial training were other major activities during the second year.

Component II: Strengthened Institutional Oversight and Audit completed conflict of interest manuals for procurement and local governance, a “Best Practice Guide on Modern Internal Control,” and a working draft of an “Administrative Investigations Manual.” It also support a number of HIDAA-specific activities such as roundtables for facilitation of MOUs between HIDAA and other agencies and a HIDAA Open House for the public and media.

During the second year of the Project, Component III: Civic Monitoring and Engagement worked closely with the Project’s five grantees to make sure that the grantees complied with grant requirements. It worked with a local organization to produce 5 TV shows about the Albanian judicial system. In conjunction with Component II, it organized three regional roundtables, “Roundtable with Media, Civil Society and HIDAA: Improving Public Sector Accountability.” Component III also oversaw the “2009 Annual Corruption in Albania: Perceptions and Experience Survey” and the “Court Users’ Satisfaction Survey.”

1. COMPONENT I: ACCOUNTABLE COURTS

In May 2008, the Project suspended the MOU with the Mat District Court pending a decision on charges of corruption presented to the High Judicial Council. In May 2009, the High Judicial Council imposed disciplinary sanctions on a Mat Court District Judge. The Project then lifted the suspension and began working with the Mat District Court to implement activities set out in the MOU.

For annual reporting purposes and ease of presentation, the work plan tasks and activities in Component 1 can be categorized as follows:

- Technical assistance for pilot court activities;
- Case management and court administration;
- Improvement of judicial skills;
- Anti-corruption activity.

1.1 Technical assistance for Pilot Court

Advisory Committees

During the second year, project staff met regularly with the Working Technical Advisory Committee.¹ The Project also reported semi-annually to the High Judicial Council (HCJ) with written reports and presentations at the HCJ meetings.

Each of the MOUs requires that a Court Advisory Working Committee (CAWC) be organized. The CAWC and the Court’s pilot court adviser² meet regularly to review activities between the court and the Project.

¹ The Working Technical Advisory Committee was established under the terms of the Framework Memorandum of Understanding. See Annual Report 1, September 15, 2008 for further details.

Improved Trial Records

In Albania court secretaries usually record trial minutes by hand. The handwritten minutes are often difficult to read and inaccurate. Judges, attorneys, prosecutors and appeal court judges often lose time trying to decipher the handwritten notes and frequently have to meet with the secretary writing the minutes to get a clear understanding of the minutes. The pilot court MOUs committed the pilot courts and the Project to undertake activities to improve the trial records.

Computerized trial records

Computer Equipment: The Project purchased and installed the equipment shown in the following table so that the pilot courts could computerize their trial records.

Table 1 Computer and Computer related Equipment³

Equipment	Number of Items
Computers	41
Monitors	85
Printers	41
32" Flat Screen	8
50" Flat Screens	8
UPS	40
Switchers -24 ports	3
Switchers – 16 ports	1
Inverters	9

Fast typing training for court secretaries: The Project arranged fast typing training for court secretaries so that they could record the minutes by computer during the session hearing. The Project contracted with local organizations to provide the training. The secretaries were tested at the start of the training and again 60 days after they completed the typing training. Self-practice software was also installed on each secretary's computer.

Implementation of computerized records: Each of the pilot courts have issued orders that the trial minutes are to be kept by computer. At hearings in the courtrooms, the trials minutes are recorded on the computer. However, when hearings are held in judges' offices, there is often not sufficient space and secretaries have to keep the minutes by hand and enter them later in the computers. The 50" monitors installed in the largest courtroom in the courthouse enables attorneys, prosecutors and observers to read the minutes as they are typed. The printers installed in each courtroom give attorneys, prosecutors, and the parties the opportunity to request an immediate printout of the minutes.

The electricity supply in the courts is unstable, causing the computers, printers and monitors to shut down. The shut-down of the equipment interrupts the flow of the trial. The court must either wait or the hearing secretary must record the minutes by hand and

² Pilot court advisors are Project staff members who work with the CAWCs and the courts to implement the MOU activities.

³ The table includes equipment installed at the Supreme Court

later enter them in the computer. In order to provide a more stable supply of electricity the Project arranged with the Judge Budget Office for second electrical lines to be run and then purchased and installed inverters.

Audio Recording: As a complement to the computerized trial records, the Project is working to implement an audio recording system. A working group was organized to develop regulations and procedures for audio recording in the courts. The Project then contracted with a technical consultant to advise on the type of equipment and the purchase. The consultant recommended mobile equipment rather than fixed, installed equipment for several reasons. Mobile equipment is battery operated which minimizes operational issues due to electricity shut downs. It also allows recording in judges' offices as well as courtrooms.

The equipment has been installed in the Durres and Serious Crimes Courts and the Project is monitoring its use. If the Project determines that the court is satisfied with the system and uses it regularly, it will be installed in the other pilot courts.

Supreme Court Activities

The Albanian Supreme Court, facing several high profile trials, requested project assistance for implementing computerized trial records of trials so that there would be transparency, reduced corruption, and a public perception that the trials were fair and orderly. The Project purchased and installed one computer, a printer, six monitors and two 50" flat screens and arranged for 4 secretaries to receive fast typing training.⁴

1.2 Case Management and Court Administration

Archiving and File Management

At the May 2008 workshop "Toward Modern Court Administration" international consultant Ron Stout presented an outline for developing modern, efficient archives in the pilot courts.⁵ After the workshop the Project suggested to the Ministry of Justice (MoJ) that a working group be appointed to work with the Project to implement the outline presented at the workshop. The working group, later re-named Commission of Expertise (Commission), began working with the Project to develop the details given in the outline.

In November 2008, Mr. Stout returned to Albania and worked closely with the Commission to develop documents and forms for an archiving system. At the conclusion of his one-week trip, Mr. Stout recommended the following:

- The following three key documents be adopted:
 - Legal Authorization for Implementation of a Records Management Program,
 - Records Retention and Disposition Schedule,
 - Records Management Manual.
- New case file folders;
- Develop methods for destroying purged documents;
- Develop a Central Archive of the Judicial System;
- Training on implementation of a Records Management Program.

⁴ The training was suspended for several months due to the secretaries' heavy workload.

⁵ See Annual Report 1, September 15, 2008 for further details

During the project year, Project staff and the Commission drafted the following documents.

1. Regulations on Archives of the Judicial System;
2. Albania Judiciary Records Retention and Disposition; Schedule
3. Albania Judiciary Records Management Manual;
4. Design for case file folders and an implementation plan;
5. Archiving Forms.

In April 2009 the MoJ officially adopted the Regulations on Archives of the Judicial System. Pursuant to a Commission request, Mr. Stout returned in June 2009 and conducted the training for Commission members, chancellors and court archiving staffs 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 one-day hands-on training session at the Durres District Court where participants reviewed 70 criminal case files that were filed in the year 1978.

Applying the Records Retention and Disposition Schedule, participants concluded that all 70 case files could be destroyed. At the conclusion of the workshop and, based on their experience in reviewing the 70 files, participants recommended changes to the Records Retention and Disposition Schedule, the procedures and forms in the Manual and the design for the case file folders. After the MoJ's approves the revised documents, the Project and Commission members will conduct training in each of the pilot courts and will work with court staff to implement the Records Management Program.



Durres District Court Archives

Court Infrastructure

Gjirokaster Appeal Court: In a joint project with OSCE, space in the Court was remodeled for use as a Public Information Office (PIO) and office furniture and equipment provided. The Public Information Office was officially opened in a public ceremony on March 30, 2009. The Court's Chief Judge, Maria Qirjazi, was the Mistress of Ceremony. U.S. Ambassador, John Withers II, delivered remarks followed by OSCE Deputy Head of Presence, Renate Herrmanns, Minister of Justice, Enkelejd Alibeaj, and Deputy Chairman of the High Council of Justice, Mr. Kreshnik Spahiu. The PIO will reduce waiting time and allow citizens and attorneys to get documents in one room rather than going to 3 or 4 rooms. With more efficient service, citizens will have a better perception of the court and the Albanian Judicial System.

Tirana Appeal Court: In a similar project, the Project and OSCE are collaborating on remodeling space in the Tirana Appeals Court for use as a PIO. The remodeling is in process and the Project expects that a public ceremony officially opening the PIO will take place in early November. The Tirana Appeal Court is perceived as one of the worst courts for giving efficient customer service. As a condition for supporting the remodeling, the Project asked the Court to commit to a number of measures designed to improve customer service. Examples of the Court's commitments are posting signs with information on procedures and ensuring access during hours when the courthouse is open.

Other Remodeling Projects: The Project has received requests from the Vlore District Court and the Mat District Court. It is reviewing the remodeling plans with the JBO. If the JBO approves the plans, the Project expects to start the remodeling of these courts in November, 2009.

Other Improvements: The Project has provide signs and bulletin boards to the Serious Crimes Court, Shkoder District Court, Pogradec District Court and Durres District Court that give court users directions to offices and courtrooms and provides notices and regulations on court procedures for obtaining information. The Project has also provided shelving at the Durres and Shkoder District Courts. The Project installed a second electrical line at the Durres District Court.

In order to inform users and facilitate their displacement within the courts, the Project installed 30" monitors at court entrances in each of the 10 pilot courts. The monitors show court users the judge's name and courtroom where the trials are being heard.

The Project has also contracted with a local company, ARK-IT, to update and maintain the Serious Crimes and Vlore District Court case managements systems for one year.

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 worked with the pilot courts to develop procedures for maximizing the use of courtroom. 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 one in which judges or judges' panels are assigned to specific courtrooms.⁶

Closed Case Survey

The Project contracted with a local organization to conduct a survey of cases closed in 2007 and 2008. The survey covered eight pilot district courts and three control courts. The survey measured the case processing time of a representative sample of cases closed in 2007 and 2008 in the pilot and control courts. The contractor's final report included the reasons for case postponements and delays and gave recommendations and procedures for reducing case processing times.

The Project is reviewing the report's recommendations and procedures with the pilot court CWACs and will select at least two recommended procedures for a trial implementation.

⁶ Mandatory assignment requires a court to have more than 1 courtroom which is not the case with the Pogradec District.

Judges, Attorneys and Prosecutors Workshop

The Project and the Saranda District Court organized a roundtable with judges, attorneys, and prosecutors to discuss issues and problems facing the court. The roundtable, held on June 26, 2009, was an attempt to develop a model for improving judicial, bar, and prosecutor cooperation.

A number of topics were discussed in this 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 should meet quarterly;
2. A weekly list of attorneys to be appointed to represent individuals will be prepared⁷;
3. A plan to reduce case processing time should be adopted which would include the following measures:
 - a. A written request include enough copies of the request for all parties;
 - b. Written requests for trial postponement;
 - c. Trial requests be accompanied by a list of the evidence supporting claims;
 - d. Evidence that financial fees have been paid;
 - e. Written requests for postponement can be granted or denied without hearing;
 - f. Claims in trials should be presented in writing.



Participants at the Saranda Workshop

The Court, the local bar association and local prosecutor's office have signed an MOU for implementing these recommendations. The Project will monitor the implementation of these recommendations and will organize similar workshops with other pilot courts.

1.3 Improved Judicial Skills

Legal Research, Reasoning and Court Decision Writing Workshops

The Project in collaboration with The Albanian School for Magistrates organized five workshops on Legal Research, Reasoning and Court Decision Writing.⁸ Follow-up workshops were organized for each of the 10 pilot courts to reinforce the tips and techniques taught at the September-October Workshops. The follow-up workshops were held at the courts in May 2009. Project staff requested decisions from each of the pilot court.

⁷ This issue was hotly debated. A number of the participants stated that the same attorneys were always appointed and that this indicated some sort of understanding or agreement between judges, prosecutors and appointed attorneys.

⁸ For details on the September-October workshops see Annual Report 1, September 15, 2008

Retired Albanian Supreme Court Justice **Thimjo Kondi** reviewed the decisions using a checklist developed by Project staff to determine whether the judges were using the tips and techniques taught in the September–October workshops and whether there was any improvement in the quality of the opinions. Justice Kondi concluded that there had been some improvement⁹. At the follow-up workshops, Justice Kondi reviewed the tips and techniques taught at the earlier workshops and then critiqued the written opinions showing where the tips and techniques had been used or should have been used



Retired Albanian Supreme Court Justice **Thimjo Kondi** lecturing at the Shkoder follow-up workshop

Published Court Decisions

Published court decisions not only encourage judges to write more carefully reasoned decisions, they also improve transparency and reduce corruption by clearly stating the facts and law on which a decision is based. In order to encourage the courts to publish decisions, the project reviewed the options for publishing them and issued a memo “Publication of Court Decisions” giving its conclusions and recommendations. The Project concluded that there were five options for publishing court decisions. The five options were the following:

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.

After reviewing the various options, the Project recommended the 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 that it can be uploaded using minimal staff time and minimal cost which enhance 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 are, however, several problems with publications on Albanian court websites. Although each pilot court should have their own website, only the Vlore 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.

⁹ Justice Kondi’s conclusion is subjective. The Project attempted to find objective measures but was not successful.

In order to test the publication of decisions on websites, the Project supported updating and maintaining the ARK-IT system at the Vlore and Serious Crimes Courts.

1.4 Integrity Development/Anti-corruption Strategy

Court Strategies

The Framework MOU and the individual court MOUs require the pilot courts to adopt an Integrity Development/Anticorruption Strategy. Nine of the ten pilot courts have adopted a strategy.¹⁰ The strategies cover 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” monitors, signs and bulletin boards improve court services for users; the recommendation for mandatory assignment of courtrooms and the Court Media Guide are some of the activities implemented or in the process of being implemented for reducing corruption and improving transparency.

Court Media Guide and Training

The Project has been working 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 development of the guide has been delayed because the UAJ and the NAAJ have not been able to reach an agreement on the duties involved with drafting the manual and following-up with training nor on the sharing of costs.

1.5 Comments-Results & Achievements

At the Annual Meeting of each court, positive comments were mentioned about the assistance provided by the Project. We view this positive mention of the Project as an indication that the pilot courts fully support the activities and are actively working with the Project.

The computerized trial records (see 1.1 Technical assistance for Pilot Court above) have made a positive contribution to more efficient and transparent courts. Project staff has received positive comments from judges and lawyers that they liked the program. The comments usually referred to it being easier and faster to review the files because they were typed rather than handwritten. Prosecutors and lawyers also commented positively on the opportunity to either view the minutes as they are typed or received a printed copy at the close of the session.

The fact that the Supreme Court requested assistance for developing a computerized trial record program at the Court is an indication that the program has been well- received and improves transparency and accuracy.

¹⁰ Mat District Court has not yet developed the strategy because its MOU was suspended pending a decision by HCJ on corrupt activities by one of its judges. After the HCJ rendered its decision in June, the suspension was lifted. The Court is in the process of developing an anti-corruption strategy.

The collaboration with OSCE for the establishment of a Public Information Office in the Gjirokaster Appeal Court was a success and has become a model for collaboration on other infrastructure projects. OSCE and the Project are now working on installing a Public Information Office in the Tirana Appeal Court. With joint sharing of costs, it is possible to implement more and larger projects.

The pilot courts and MOJ staff have been very positive about the archiving and file management program. Clearly the program has their support. However, it has been difficult to keep the program on schedule due to the need for MOJ approval. As indicated in “Section Implementation Problems and Actions to Solve” below, the culture of hierarchy has created difficulties. Since everything requires the approval of the Minister of Justice, some of the activities could not move forward until a decision was officially approved. The problem was discussed at the Working Technical Advisory Committee meetings and members of that Committee brought the problem to the attention of the Minister. Project meetings with the Minister also help moved the program forward.

The follow-up workshops on Legal Research, Reasoning and Court Decision Writing Workshops were important and kept focus on the need to improve judicial opinions. Other donors and local organizations have emphasized the need to improve judicial opinions and have often held workshops on improving judicial opinions. However, follow-up workshops are rare. The Project’s follow-up workshops were unique in that the staff and consultants developed a checklist for reviewing subsequent opinions for implementation of tips and techniques from the earlier workshops and then discussed the reviewed opinions in the workshops at each court.

2. COMPONENT II: INSTITUTIONAL OVERSIGHT & AUDIT

During the second year, Component II continued its focus on government accountability. In addition to activities to strengthen HIDAA, Component II supported roundtables and workshops with other oversight institutions. The roundtables and workshop improved cooperation for implementing the terms of MOUs that HIDAA had signed with other agencies. The manuals developed by the Project will be used for training HIDAA staff and staff of other oversight agencies on controlling conflicts of interest and reducing corruption.

2.1 HIDAA’s Open House

At the suggestion of Project Staff, HIDAA and the Project organized an Open House. The objective was to highlight HIDAA’s activities, inform the public about HIDAA’s objectives and introduce HIDAA’s staff. 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 400 asset declaration forms are randomly selected for more intensive analysis. The 2009 annual drawing, took place during the Open House and citizens were invited to draw the names of filers whose declaration would be more intensively analyzed. Citizens and media representatives also toured the HIDAA Offices. There was extensive and positive media coverage of the Open House.

2.2 Modern Internal Control

Component II completed the “Guide on Modern Internal Control”. The Guide sets out principles of internal control which will guide Albanian government agencies in developing procedures for reducing conflicts of interest and corruption in the agency. Component II plans to conduct training on the Guide in the coming year. The training will be provided to HIDAA as well as other government agencies to bring about the necessary

the reforms outlined in the manual. It will also work with Component 1 to introduce the Guide to pilot court staff.

2.3 MOU Facilitation

The Project fostered during the second year various workshops and roundtables to increase the cooperation between HIDAA and other institutions. The focus of this activity focus on the following:

Public Procurement Agency

After some initial hesitation the Public Procurement Agency agreed to meet with HIDAA staff to teach them procedures for using the Public Procurement electronic system. HIDAA will be able to access the system for information about conflicts of interest and potential sources of under-the-table money not reported on the asset declarations forms under investigation.

INSTAT

The HIDAA/INSTAT roundtable held in February 2009 focused on collaboration and using INSTAT statistics to increase HIDAA's investigative capacity. INSTAT agreed to develop a database of statistics that will give HIDAA better information for investigating the asset declaration forms.

General Police Directorate

At the March 2009 roundtable with State Police and HIDAA staff, participants discussed better collaboration under the terms of the MOU and gave recommendations for better collaboration. The MOU has been amended to incorporate the roundtable's recommendations.

2.4 Administrative Investigation

Investigating Public Officials, Asset Disclosure and Conflict of Interest Workshop

The Project and OPDAT, in collaboration with World Learning, organized two workshops on administrative investigation techniques. The first "Investigating Public Officials, Asset Disclosure and Conflict of Interest Workshop" was held from June 18th through the 20th. The second workshop was held from June 22nd to the 24th. Among the participants were HIDAA's investigative staff, Joint Investigation Unit (JIU) members, and Financial Investigation Unit members. The two workshop lecturers were from the U.S Justice Department.

Administrative Investigation Manual

Component II staff drafted an Administrative Investigation Manual that sets out the principles of administrative investigations and gives 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 Public University of Albania. A draft of the Manual was part of the teaching materials in the Investigating Public Officials, Asset Disclosure and Conflict of Interest Workshops. Workshop participants' comments and suggestions will be incorporated in the final manual, which will be published and distributed within HIDAA and the JIU.

2.5 Plan for reorganizing HIDAA

Component II staff drafted a reorganization plan for HIDAA that, if implemented, would more clearly define HIDAA's organizational structure and staff responsibilities.

HIDAA's Inspector General¹¹ agreed with the plan and indicated a willingness to use the plan's concepts as he develops his staff and assigns responsibilities.

2.6 Conflict of Interest Manual – Procurement

The Project awarded a contract to The Albanian Center for Economic Research (ACER) for drafting a Manual on Conflicts of Interest in Procurement. HIDAA appointed a working group to provide guidance for the development of the manual. A new Inspector General was appointed in October 2008 and the working group was reorganized and new members appointed. The reorganized working group changed the direction and scope of the manual. It took some time for the Project, ACER and HIDAA to come to an agreement on the direction and scope of the Manual.



Conflict of Interest Manual in Procurement

After agreement, drafting resumed and the Manual was completed. The Manual was approved by HIDAA and USAID and translated into English. The Albanian language version was printed and is being distributed to other agencies. ACER trained some HIDAA staff on the Manual's principles and techniques. Subsequently, HIDAA staff will train other agencies' staff on the Manual.

2.7 Conflict of Interest Manual – Local Governance

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. A working group was appointed by HIDAA to work with AAM on drafting the manual. The manual was completed and approved by HIDAA and USAID and translated into English. The Albanian language version was printed and is being distributed to other agencies. AAM trained HIDAA staff on the Manual's principles and techniques. HIDAA will now train other agencies' staff on the Manual.

2.8 Improving the Public's perception of HIDAA

The annual Corruption in Albania: Perception and Experience surveys¹² consistently shows that the public perceives HIDAA as one of the least effective institutions in fighting corruption. The Project has encouraged HIDAA to develop a stronger and more active public relations program that will implement programs to actively change the perception. In addition to supporting HIDAA's Open House, the Project supported regional workshops designed to familiarize local citizens and media with HIDAA and its activities. Component III outlines this activity in more detail.

2.9 Comments-Results & Achievements

The HIDAA Open House (See Section 2.1 HIDAA's Open House above) was an extremely successful activity. The media coverage of the Open House was extensive and positive and made the public and institutions more aware of HIDAA's important role in minimizing conflicts of interest in public officials' activities and making more transparent

¹¹ A new Inspector General took office in October 2008. He is gradually changing staff and responsibilities so that he can more effectively guide HIDAA in carrying out its functions.

¹² See Component III: Civic Monitoring and Engagement, Survey 2009: Corruption in Albania – Perception and Experience

officials' assets and revenues. The free hot line to report was promoted at the Open House and will give citizens an opportunity to report possible corrupt activities and to obtain more information on how the public can play a stronger role in holding officials to account.

Component II has worked closely with HIDAA on MOU facilitation (See 2.3 MOU Facilitation above). Cooperation between agencies is extremely important in the fight against corruption. The workshops and roundtables with other agencies has, for the first time, encourage the agencies to address issues and problems with improved understanding of the roles, activities and issues of each. The roundtable with the General Police Directorate resulted in amending the MOU. Anytime that people and organizations engage in open communication there are positive results from the sharing of problems and ideas.

A major accomplishment during the project year was the willingness of the JIU to meet with HIDAA to discuss problems and issues. The "Investigating Public Officials, Asset Disclosure and Conflict of Interest Workshop" (see Section 2.4 Administrative Investigation) has started the process of sharing information. Much remains to be done to overcome the reticence to share and cooperate but the Workshop is a positive start.

3. COMPONENT III: CIVIC MONITORING AND ENGAGEMENT

Component III's activities are primarily intended to support Component I and II activities. Examples of cross-cutting activities are the three regional roundtables "Roundtable with Media, Civil Society and HIDAA: Improving Public Sector Accountability.", the Court Users Satisfaction Survey, and the 2008 Annual Corruption Survey in Albania: Perception and Experience, and

3.1 Regional Roundtables

Components II and III organized three regional roundtables. The three roundtables, "Roundtable with Media, Civil Society and HIDAA: Improving Public Sector Accountability," were held in Vlora, Shkodra and Korca. The objective of the roundtables was to encourage dialogue between HIDAA, the media, and civil society and to change negative public perceptions surrounding HIDAA. Representatives of the Montenegro Commission for Prevention of Conflict of Interest were invited to and attended the Shkodra roundtable. Mr. Tahir Gjonbalaj, a member of the Montenegro Commission, gave remarks during the roundtable.

Participants at the workshop were particularly interested in the following:

1. Whether there was political pressure on HIDAA. HIDAA's response was that it was not subjected to political pressure.
2. Whether there is any hesitation by HIDAA to do a full investigation of a public official due to his position. HIDAA assured the participants there was no hesitation and gave an example of the investigation and charging of the head of the Durres Prosecutor's Office.

Discussion, ideas and comments covered the following topics:

- Closer collaboration between HIDAA; local media and NGOs;
- Amend the Asset Declaration law in order to establish local HIDAA offices in each region;
- The process for local media to obtain the asset declarations of officials should be made easier by allowing a request for information by email, the declaration should be sent by e-mail and there should be no fee for such service;
- HIDAA should make public the names of public officials that are under administrative investigation;
- HIDAA should focus more on the declarations made by public officials after they no longer hold their official positions;
- In some cases the connection between business and politics is a barrier to full transparency of public officials;
- Joint workshops and roundtables are a useful tool for establishing contacts and collaboration;
- Responsible authorities should have more competencies;
- Further contacts between HIDAA, local media and NGOs should be created;
- HIDAA and central government should be more present in the local media.



Breakout Group at the Shkodra regional roundtable

3.2 Court Users' Satisfaction Survey (Q-10)

The Court Users' Satisfaction Survey (often referred to as the Q-10 Survey) is a performance measurement survey which measures how effective the courts are in meeting citizen's expectations for efficient and effective service by court staffs and judges.¹³

The Project awarded the Tirana Legal Aid Society (TLAS) a 2-year grant to conduct the Customer Satisfaction Survey in 2009 and 2010. The 2009 survey results showed that customer satisfaction increased over the 2008 survey. Component III prepared a summary of results for each court. At the Court Working Advisory Committee meetings, Component I staff reviewed the summary of each Court's results and the overall survey results.

3.3 Survey 2009: Corruption in Albania; Perception and Experience

Component III oversaw the "Corruption in Albania: Perception and Experience 2009 Survey" which was conducted by the Albanian company Institute for Development Research and Alternatives (IDRA). The survey results were released at a public meeting on April 20, 2009 by USAID Mission Director Robert Mahoney. The Survey is the fifth Albanian corruption survey supported by USAID.¹⁴ The Survey measures over time the public perception of attitude towards and experiences of corruption in Albania.

¹³ Seen Annual Report 1, for a more detailed discussion of the report including the list of questions.

¹⁴ The earlier surveys were conducted in 2004, 2005, 2006 and 2008.

The major findings of the survey are set forth in the table below:

Table 2 Corruption in Albania: Perception and Experience

2009 Survey
Findings
<ul style="list-style-type: none"> • Public Perception of corruption in Albania has not substantially changed. • Overall experience with corrupt transactions has declined from 2005-2009. • The health sector continues to be the sector with the highest level of bribery. • Citizens' trust in Albanian institutions remains low. • Religious leaders, HIDAA and the government are seen as least effective in fighting corruption. • The Courts and the General Prosecutor's Office show an improvement in public trust and transparency since 2005. • Albanian's trust in the judicial system has improved by 12% from 2005. • Almost 75% of Albanians that have dealt with the court stated that they were treated "Very Well" or "Well." This is an improvement from 2005 by almost 15%. • Albanians continue to have more tolerance for one who gives a bribe than for the one receiving the bribe. • Albanians believe that "price gouging" is a form of corruption

3.4 TV Show

The Project entered into a contract 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 News 24. 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.

3.5 Grants

The Project awarded grants to 5 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 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, specified 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)

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. The grant required TIA to work in the Tirana Appeal Court, Shkodra District Court, Durres District Court and Vlora District Court. In March, TIA held a workshop with representatives from the pilot courts, judges' associations, state advocacy, People's Ombudsman, and civil society to present its conclusions and recommendations. TIA also presented a TV spot about reducing corruption in the courts. When TIA delivered its final report, the Project refused to accept it on the grounds that it was inadequate and did not show compliance with the grant's requirements. TIA was instructed to make the necessary changes.

Mjaft! Movement

The grant agreement specified that Mjaft! was to investigate judicial corruption in the Vlora and Shkodra 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 4 judges. Mjaft! submitted this final report to HIDAA for further investigation.

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, distributed copies of the Court Monitoring Manual which it had prepared, and distributed 3 informational leaflets, i.e., "The Justice System", "Executives of District Court", and "Civil and Penal Cases and Complain". ACEC is also developing a TV documentary explaining court functions and procedures that will be shown on local stations in late fall, 2009.

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. 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 Trainings and Studies (ACLTS)

As required by the terms of the grant agreement, ACLTS analyzed case files in the Tirana Appeal Court and the Gjirokaster Appeal Court to determine the length of the time between filing an appeal and the assignment of the case for hearing. ACLTS completed the analysis and presented its findings at a meeting in September. Component I staff is reviewing the analysis and recommendations, and it will work with the two courts to implement, where possible, procedures to reduce the time involved.



ACLTS monitors recording data from court files

3.6 Comments-Results & Achievements

Based on the discussion and comments at the roundtables (see 3.1 Regional Roundtables), these accomplished their purpose of bring local organizations and people together to discuss HIDAA and learn about its activities. One reason for the success of the roundtables is the fact that they were held outside of Tirana. At each of the roundtables participants commented on the fact that their regions did not often receive information about HIDAA or its activities except as it comes from the Tirana viewpoint. It is clear that people are not fully aware of HIDAA's activities. Roundtables and other events which highlight HIDAA activities in fighting corruption should contribute to improving HIDAA's standing as an efficient and effective organization battling corruption.

The 2009 Annual Corruption Survey (3.3 Survey 2009: Corruption in Albania; Perception and Experience) discusses in detail the changes in corruption perceptions. While there have been some significant changes in the legal and judicial systems, overall the change has not been significant. However, the results indicate that the trend is towards improved perceptions of and experience with corruption.

SECTION: IMPLEMENTATION PROBLEMS AND ACTION TO SOLVE

1. ICMIS AND OTHER IT PROBLEMS:¹⁵

1.1 Implementation Problems

The automated case management system, ICMIS, continues to be a source of problems for the successful implementation of Project activities. The system is only partially functional and lacks several important features. The MoJ has only partially accepted the system and is waiting for the contract with the software developer to terminate before deciding how to proceed. Consequently, the Project has not been able to carry out planned activities such as training staff on ICMIS.

Two of the pilot courts have the ARK-IT case management system which is different from ICMIS. Although the system is functional and the courts are satisfied with the system, the courts do not have sufficient funding to maintain the system. Consequently, the Project must assist when problems arise or when planning activities which use the ARK-IT System.

An example of a problem which involves both ICMIS and ARK-IT is the publication of court decisions on the court's web page.¹⁶ The courts using ICMIS do not have web capability because it is one of the features not yet functional. Although the ARK-IT system has web capability, it needs maintenance and upgrading.

Supply and stability of electricity is also a problem. Computers shut down and activities come to a stop. Thus, courts frequently maintain dual records, i.e., electronic and handwritten. Although, handwritten recording is completed when electricity fails, it still requires considerable time to enter the information electronically once the electricity supply is re-established, adding significant time to the case processing.

Many of the IT personnel working in the courts lack the necessary skills to maintain or service the court's computers. Proper maintenance is also an issue. The Project has found that at some courts the computers are dusty and the computer rooms are not cleaned regularly.

1.2 Action to Solve

The Project and USAID have discussed the problems outlined above with the Minister of Justice and the Deputy Chairman of HCJ. Both acknowledge the problems, but neither offer specific solutions or indicate they will attempt to resolve them.

Where possible the Project revises the activity or implements alternative activities. For example, the Project is assisting the Vlora District Court with the maintenance and service of its website in order to monitor the publishing of court decisions. The Project is also working with the MoJ's IT department to develop a training program for court IT staff using the MoJ's IT department staff. To solve the unstable supply of electricity, the Project has assisted the courts with the provision of second electrical lines and batteries/inverters that will ensure a more stable supply of energy.

¹⁵ See Annual Report 1, September 15, 2008, Section: Implementation Problems, 1. ICMIS for more details on ICMIS

¹⁶ The Project reviewed options for publishing court decisions and concluded that the most efficient and least costly option was electronic publication on court webpages. See 2. Published Court Decisions, page 15.

2. CULTURE OF HIERARCHY

2.1 Implementation Problem

As discussed in Annual Report 1, the culture of hierarchy is extremely strong in Albanian public institutions including the courts, MoJ, HIDAA, and other organizations. Under the culture of hierarchy nothing is done, or undertaken and commitments are not made until they are approved by the most senior person involved. It takes time for the issues to move up the chain of command to the senior person and back down. Consequently, the implementation of activities takes longer than necessary.

Whenever there is a change in a minister, chairman, inspector general or other top official, many activities stop until the newly appointed official is appointed and has had time to familiarize him/herself with the ministry or agency. This becomes yet another source of time delay adding difficulty to a prompt and efficient implementation of activities.

2.2 Action to Solve

The Project recognizes the problem and tries to adjust to the environment in which it is working. Towards that end, the Project has been increasingly promoting the coordination and work between intergovernmental agencies in order to build relations and foster a more horizontal and consensus-building culture. The results of such initiatives have been significant as counterparts continue to build trust, designing, and jointly implementing new initiatives.

SECTION: OBSERVATIONS TO IMPROVE IMPLEMENTATION

None

SECTION: SUCCESS STORIES

Two success stories of activities during the project year are attached as Appendix A.

SECTION: LIST OF DELIVERABLES

1. Final Report – November 2008 -Short-term Technical Assistance Related to the Accountable Courts Component Records Management Program, Ron Stout, consultant, November 2008
2. Final Report – June 2008 – Short Term Technical Assistance Related to the Accountable Court Component Records Management Program Training, Ron Stout, consultant
3. Legal Research, Reasoning and Court Decision Writing Workshop, October 2-3, Vlora
4. Legal Research, Reasoning and Court Decision Writing Workshop, October 6-7, Tirana
5. Nine Follow-up Legal Research, Reasoning and Court Decision Writing Workshops
6. Regulations on Archives of the Judicial System
7. Albanian Judiciary Records Retention and Disposition Schedule
8. Albanian Judiciary Records Management Manual
9. 3-Day Training on Albania’s Records Management Program
10. Public Ceremony Opening the Gjirokaster Appeal Court Public Information Office
11. Recommendation for Mandatory Assignment of Courtroom Rooms
12. Recommendation that court decisions be published electronically
13. Saranda Judges, Attorneys and Prosecutors Workshop
14. Computers, printers, monitors, flat screens and inverters for pilot courts and Supreme Court
15. Signs, bulletin boards and shelving for pilot courts
16. Nine Pilot Court Integrity Development/Anti-corruption Strategies
17. HIDAA Open House
18. Guide on Modern Internal Control
19. Administrative Investigation Manual
20. Conflict of Interest Manual – Procurement and related training
21. Conflict of Interest Manual – Local Governance and related training
22. HIDAA/INSTAT Roundtable on MOU Facilitation
23. HIDAA/General Police Directorate Roundtable on MOU Facilitation
24. HIDAA/Public Procurement Agency training
25. 3 regional roundtables “Roundtable with Media, Civil Society and HIDAA: Improving Public Sector Accountability”
26. Court Users’ Satisfaction Survey (Q-10)
27. Corruption in Albania: perception and Experience Survey 2009
28. Corruption in Albania: perception and Experience Survey 2009 –Judges Survey 2009
29. 5 TV Shows Justice Matters
30. 2009 Annual Workplan

SECTION: PERFORMANCE-BASED MONITORING PLAN

See Appendix B for the PBMP

APPENDIX A
SUCCESS STORIES

SUCCESS STORY 1: HIDAA OPEN HOUSE

At the suggestion of the Albanian Rule of Law Project (ROLP), the High Inspectorate of Declaration and Audit of Assets (HIDAA) held its first Open House on 29 April 2009 at its offices in Tirana. The media, representatives of civil society organizations and the general public were invited to attend.

Working together ROLP and HIDAA arranged for TV advertising spots to be produced and aired that gave details about the Open House and invited the public to attend.

Leaflets were printed and distributed describing HIDAA's role in fighting corruption.

HIDAA audits the annual declarations of assets filed by public officials for conflicts of interest. Every year 400 declarations are randomly drawn for a more detailed audit. At the Open House individuals were invited to draw the names of those individuals whose declarations would be more intensely audited. Individuals attending the Open House were able to tour the HIDAA offices and to ask HIDAA staff questions about HIDAA, its activities and its role in fighting corruption.



Random drawing of names for audit of Declaration of Assets



Part of the crowd at HIDAA's Open House

At the start of the Open House, HIDAA's Inspector General, Mr. Adriatik Llalla, welcomed those attending the Open House. Speaking to an overflowing crowd, Mr. Llalla stated that HIDAA organized the Open House as part of its commitment to increase transparency and to involve Albanians in the fight against corruption.

Media coverage of HIDAA's first Open House was extensive and very positive.

SUCCESS STORY 2: USAID SUPPORTS PUBLIC INFORMATION OFFICE AT GJIROKASTER COURT

Until a few days ago lawyers, litigants and others seeking information from the Gjirokaster Appeal Court had to go from office to office within this Court.

This could required several hours before all the documents and information could be gathered. But on March 30, 2009, that changed. On that day the Public Information Office in the Gjirokaster Appeal Court was officially opened in a public ceremony at the Courthouse.



The Public Information Office

Now anyone can go to the Public Information Office request information or documents and wait in the waiting area until the documents or information has been gathered.

USAID is working with the Albanian Government, other donors and local organizations to improve access to court information and to increase transparency of Albanian court procedures with the objective of increasing trust in the Albanian courts and judicial system. The Public Information Office at the Gjirokaster Appeal Court will improve access to information and give citizens confidence that their interests are being served.

The Public Information Office was a cooperative effort between USAID, the Office for Security and Cooperation in Europe (OSCE) and the Gjirokaster Appeal Court. An unused room in the Courthouse was remodeled and refurnished through the cooperative effort.

The public ceremony at the Gjirokaster Appeal Court was attended by local citizens and the media. U.S. Ambassador John L. Withers II delivered remarks. Also participating in the public ceremony were OSCE Deputy Head of Presence for Albania, Renate Herrmanns; Albania's Minister of Justice, Enkelejd Alibeaj; and the Deputy Chair of the Albanian High Council of Justice Kreshnik Spahiu. Chief Judge of the Gjirokaster Appeal Court Maria Qirjazi was Mistress of Ceremonies.



US Ambassador John L. Withering speaking at the opening of the Public Information Office

APPENDIX B
PERFORMANCE BASED MONITORING PLAN

PERFORMANCE BASED MONITORING PLAN

Performance Based Monitoring Plan (PBMP)										
Expected Results / Performance Milestones	Indicators for Expected Results	Data Source/ Method	Baseline	Year 1	Year 1	Result	Year 2	Year 2	Result	Year 3
				Target	Actual		Target	Actual		Target
Common Indicators										
Strategic Framework for Foreign Assistance Indicators										
Improvement in USAID common indicators	Number of legal institutions and associations supported by USG	Project Reports	--	12	12	Target Met	12	20	+8	12
	Number of Justice Sector Personnel that received USG training	Project Reports	---	17	278	n/a	300	371	+71	300
	Number of government officials receiving anticorruption training	Project Reports		18	22	n/a	500	144	-356	500
	Number of USG-supported anticorruption measures Implemented	Project Reports	---	20	7	-13	30	18	-12	40
	Number of mechanisms for external oversight of public resource use supported by USG assistance	Project Reports	---	8	4	-4	15	16	+1	20
	Number of civil society organizations using USG assistance to improve internal organizational capacity	Project Reports	---	3	7	+4	4	9	+5	3
	Number of USG assisted civil society organizations that engage in advocacy and watchdog functions	Project Reports	---	10	7	-3	12	17	+5	15
Macro Corruption-Perception Indicators										
Overall reduction of corruption in public institutions	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

¹⁷ The target is missing because this indicator was added only at the end of FY 2008.

¹⁸ The target is missing because this indicator was added only at the end of FY 2008.

Performance Based Monitoring Plan (PBMP)										
Expected Results / Performance Milestones	Indicators for Expected Results	Data Source/ Method	Baseline	Year 1	Year 1	Result	Year 2	Year 2	Result	Year 3
				Target	Actual		Target	Actual		Target
	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
	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
Indicators by Component										
Component 1: Accountable Courts										
Courts perform notably better in terms of efficiency, transparency, and accessibility over the years and when compared to control courts	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	0	n/a	+20%	66	+29%	+30%
	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	Calendar 2007	0 See Note 2	0	n/a	+20%	+21.08%	+1.08	+30%
	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	8%		0	n/a	-10%	N/A	N/A	-15%

Performance Based Monitoring Plan (PBMP)										
Expected Results / Performance Milestones	Indicators for Expected Results	Data Source/ Method	Baseline	Targets						
				Year 1 Target	Year 1 Actual	Result	Year 2 Target	Year 2 Actual	Result	Year 3 Target
Indicators by Component										
Component 1: Accountable Courts										
Courts perform notably better in terms of efficiency, transparency, and accessibility over the years and when compared to control courts	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	0	n/a	+20%	66	+29%	+30%
	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	Calendar 2007	0 See Note 2	0	n/a	+20%	+21.08%	+1.08	+30%
	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	8%		0	n/a	-10%	N/A	N/A	-15%
Component 2: Institutional Oversight and Audit										
HIDAA performs its functions more effectively	Increased number of HIDAA investigations leading to referral to prosecutors.	Government Reports; interviews	2007 6	16	0	-16	18	29	+11	20
	Increase in the number of conflict of interest cases resolved	HIDAA Annual Report	135 cases	150 cases	200 cases	+50	170	97	-43%	190
	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

Performance Based Monitoring Plan (PBMP)										
Expected Results / Performance Milestones	Indicators for Expected Results	Data Source/ Method	Baseline	Targets						
				Year 1 Target	Year 1 Actual	Result	Year 2 Target	Year 2 Actual	Result	Year 3 Target
Component 3: Civic Monitoring and Engagement										
Improved civic monitoring and engagement	Number of misconduct cases uncovered by project-supported NGOs and media organizations annually	Project Reports	0	+8	5	-3	+15	17	+2	+20
	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
	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
	Increase in the number of credible media and CSO reports on court performance	Project reports	2007	+2	0 Note	-2	+4	10	+6	+5

EXPLANATORY SECTION OF PBMP

This sections explains the data in the PBMP for each indicator, section “Year 2 Actual/Results”

1. USAID COMMON INDICATORS

Indicator: “Number of legal institutions supported by USG in Year 2 Actual”

List of Institutions and Associations supported by USG:

1. District Court of Durres
2. District Court of Shkoder
3. District Court of Vlora
4. District Court of Pogradec
5. District Court of Elbasan
6. District Court of Saranda
7. 1st Instance Serious Crimes Court – Tirana
8. Gjirokaster Appellate Court
9. Tirana Appellate Court
10. Mat District Court
11. School of Magistrates
12. Judicial Budget Office
13. Ministry of Justice.
14. Supreme Court
15. General Prosecution Office/ Joint Investigative Unit
16. General Department of State Police
17. Money Laundering Prevention Department
18. General Directorate of Taxation
19. State Advocate
20. HIDAA

Indicator: “Number of Justice Sector Personnel that received USG training/Year 2 Actual”

A total of 371 Justice Sector Personnel distributed as follows:

- a. Legal writing/reasoning: Total 69 (Appellate Tirana court 17, Appellate Gjirokastra Court 6, Vlora 17, Saranda 7, Shkoder 18, Mat 4)
- b. Follow up Legal writing: Total 97 (Elbasan 13, Pogradec 8, Appellate Tirana court 10, Appellate Gjirokastra Court 6, Vlora 12, Saranda 9, Durres 11, Shkoder 12, Mat 3, and First Instance Serious Crime 13)
- c. Court Secretaries’ Fast typing: Total 154 (Elbasan 17, Pogradec 8, Appellate Tirana court 20, Appellate Gjirokastra Court 8, Vlora 23, Saranda 10, Durres 22, Shkoder 17, Mat 5, First Instance Serious Crime 20, 4 chancellors)
- d. Archiving: Total 41 (Chancellors, Archivists, Chief Secretaries, members of the commission on expertise/MoJ)
- e. Finance Software Training: Total 10

Indicator: “Number of government officials receiving anticorruption training/Year 2 Actual”

A total of 144 government officials trained in the workshops and roundtables supported by ROLP such as regional roundtables with civil society and media; MOU facilitation roundtables between HIDAA and other government institutions; workshop “Avoidance of Conflict of Interest on Public Procurement Manual”; workshop “Avoidance of Conflict of Interest in Local Governance Manual”

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

List of USG supported/anticorruption measures implemented:

1. Survey 2009: Corruption in Albania: Perception and Experience
2. Facilitation of MOU between HIDAA and the Public Prosecutors
3. Facilitation of MOU between HIDAA and State Police
4. Facilitation of MOU between HIDAA and General Directorate of Taxation
5. Facilitation of MOU between HIDAA and Money Laundering Prevention Directorate
6. Facilitation of MOU between HIDAA and State Advocate’s Office
7. Vlora Roundtable: “Media, Civil Society and HIDAA: Allies in Fighting Corruption”
8. Shkodra Roundtable: “Media, Civil Society and HIDAA: Allies in Fighting Corruption”
9. Korca Roundtable: “Media, Civil Society and HIDAA: Allies in Fighting Corruption”
10. Roundtable between HIDAA and State Police
11. Roundtable: HIDAA and INSTAT
12. Roundtable: HIDAA and Public Prosecutors
13. Grant to Transparency International for developing a program to reduce corruption and public perceptions of corruption in the pilot courts
14. Grant to MJAFT! to investigate, expose and denounce judicial corruption by investigating Declarations of Assets filed by judges in the Vlora and Shkodra District Courts and the Tirana Appellate Court
15. Court Users Satisfaction Survey
16. Workshop between judges, lawyers and prosecutors in Saranda
17. Transparent boxes installed by TIA in three District Courts
18. Public Information Office in Gjirokastra Appellate Court

This measurement is treated as a cumulative measurement because increasing the number of USG-supported anti-corruption measures by 30 would mean that the project was supporting 50 anti-corruption measures in the second year.

Indicator: “Number of mechanisms for external oversight of public resource use supported by USG assistance/Year 2 Actual”

(This is a cumulative number)

1. Conflict of Interest Manual – Procurement
2. Conflict of Interest Manual – Local Governance
3. Internal Control Manual
4. HIDAA’s Case Management System – updated and improved
5. Administrative Procedures Manual
6. Vlora workshop with HIDAA, local authorities, and media
7. Shkodra workshop with HIDAA, local authorities, and media
8. Korca workshop with HIDAA, local authorities, and media
9. HIDAA’s Open House
10. Five (5) TV Shows - “Justice Matters” - on Judicial issues
11. Mjaft’s investigation of judges declaration
12. ACLTS monitoring of case processing in two Appellate Courts
13. ACEC monitoring of court performance in Elbasan and Pogradec
14. “Court Monitoring Manual” by ACEC
15. CDDI’s monitoring of FOIA implementation in pilot courts
16. ACLTS’s “Close Case Survey 2007 and 2008”

Indicator: “Number of Civil Society Organizations using USG assistance to improve internal capacity/Year 2 Actual”

List of CSOs using USG assistance:

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 Trainings and Studies
6. Tirana Legal Aid Society
7. Center for Public Information Issues
8. Union of Albanian Judges
9. National Association of Judges

Indicator: "Number of USG assisted CSOs that engage in advocacy and watchdog functions"

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
9. Environmental Center "Adriatiku"
10. Vlora Youth Center
11. "Women to Women" Association
12. Young Intellectuals, Hope
13. Regional Development Agency
14. Women of Korca
15. "Me the Woman" Association
16. "Intellectual Women" Pogradec
17. "Youth Legal Aid" Association

2. MACRO CORRUPTION-PERCEPTION INDICATORS

Indicator: "Improvement in Freedom House "Corruption" Score/Year 2 Actual"

The data is from the 2008 "Nation in transit" Annual report.

Indicator: "Improvement in "How Widespread Corruption" Score/Year 2 Actual"

The data for Year 2 Actual is 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". Not converted data can be found in "Corruption in Albania" Survey 2009, page 11, fig. 8, English version.

The methodology of the conversion is as follows:

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 a 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 by 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 scale. In this centi-scale, 0 means "Not at all widespread" and 100 means "Very widespread".

Indicator: "Improvement in "Corruption Victimization" Score/Year 2 Actual"

The data for this indicator can be found in "Corruption in Albania" Survey 2009, page 18, fig. 21, English version.

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 2 Actual"

The level of satisfaction of citizens in the pilot courts in 2009 was 66%. There is an increase of +29% compared to the target +20%. 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 2009 to satisfaction in control courts in 2009 and this difference is divided by the ratio satisfaction in pilot to control courts in 2009.

Table 1 "Level of satisfaction of Citizens" 2008-2009

Results	
2008 citizens in Pilot Courts	2009 citizens in Pilot Courts
56%	66%
2008 citizens in Control Courts	2009 citizens in Control Courts
62%	57%

The ratio of satisfaction in pilot courts in 2008 to satisfaction in control courts in 2008 is $56/62=0.9\%$

The ratio between 09' satisfaction in pilot courts and 09' satisfaction in control courts is $66/57=1.16$

Increase in the percentage is $(1.16-0.9)/0.9=29\%$

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"

The information for the calculation of the decrease in case processing times is taken from the Closed Case Survey for years 2007 and 2008. The Survey covered civil and criminal cases in the pilot courts and the control courts. The 21.08% improvement, i.e., decrease, in case process times for pilot courts compared to control courts is better than the targeted 20% improvement by 1.08%. The change in processing times for pilot court civil cases and criminal cases compared to the control court civil and criminal cases is shown in the table below and substantiates the comparison of the combined civil and criminal cases. The data is based on a calculation of the total case months for the year divided by the number of cases monitored in the year. The result was the average number of months to process a case.

Table 2 Closed Case Survey 2007-2008

Results			
Pilot Courts 2008	Pilot Courts 2007	Change	% of Change
3.34 ave. # of months	4.22 ave. # of months	-0.88	-20.85 *
Control Courts 2008	Control Courts 2007	Change	% of Change
2.77 ave. # of months	2.57 ave. # of months	-0.2	+7.78*
Pilot Courts 2008	Pilot Courts 2007	Change	% of Change
3.92 ave. # of months	4.89 ave. # of months	-0.97	-19.84 *
Control Courts 2007	Control Courts 2008	Change	% of Change
2.48 ave. # of months	1.71 ave. # of months	+0.77	+45.03*

* A negative indicates an improvement in case processing times, i.e., less time to process a case.

A positive indicates that case processing times did not improve but in fact worsened.

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

Data is not available for the comparison. The Court Users Satisfaction Survey was to provide the information. However, the 2008 survey did not have the appropriate question for gathering the data.. The 2009 Survey was corrected and the data gathered. However, without the baseline from the 2008 survey, a comparison is not possible. With the adjustment of the survey questions a comparison of 2009 survey results with the anticipated 2010 survey results a comparison will be possible .

Component 2: Institutional Oversight and Audit

Indicator: “Increased number of HIDAA investigations leading to referral to prosecutors/Year 2 Actual”

The data for this indicator comes from HIDAA’s 2008 annual report covering the period January 2008-December 2008 plus HIDAA’s statement to ROLP that it solved 12 cases in the first 9 months of 2009.

Indicator: “Increase in the number of conflict of interest cases resolved /Year 2 Actual”

The data for this indicator comes from HIDAA’s 2008 annual report covering the period January 2008-December 2008 plus HIDAA’s oral report of cases solved in the first 9 months of 2009.

Indicator: “Increase in public perception of HIDAA’s ability to fight against corruption/Year 2 Actual”

The data for this indicator is from “Corruption in Albania 2009” Survey, page 13, fig.11, English version.

Component 3: Civic Monitoring and Engagement

Indicator: “Number of misconduct cases uncovered by project-supported NGOs and media/Year 2 Actual”

The number of misconduct case (17) was taken from monitoring reports by project-funded grantees.

- Seven (7) cases of undeclared properties investigated by Mjaft.
- Ten (10) cases of non compliance with the FIOA according to CDDI grant on FOIA implementation in the pilot courts. CDDI presented the findings at a roundtable in January 2009.

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

The data is from the 2008 “Nation in transit” Annual report.

Indicator: “Extent to which Civil Society helps fight corruption/Year 2 Actual”

The data for this indicator is from “Corruption in Albania 2009” Survey, page 13, fig.11, English version.

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:

- 5 reports from Center of Public Information Issues (5 TV Shows – “Justice Matters”), November-December 2008;
- 1 report on Elbasan Court performance in the newspaper from ACEC’ journalist in Elbasan, December 2008
- 1 report on FOIA implementation by CDDI, January 2009
- 1 report from ACEC on Elbasan and Pogradec on court performance, July 2009
- 1 report from TLAS, Court Users’ Satisfaction Survey , May 2009
- 1 report from IDRA, Corruption in Albanian: Perception and Experience Survey 2009

ATTACHMENT A
"CITIZENS SATISFACTION IN 2009"

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 2009 Q10 report.

Table 1 "Level of satisfaction of Citizens" 2008-2009

Results	
2008 citizens in Pilot Courts	2009 citizens in Pilot Courts
56%	66%
2008 citizens in Control Courts	2009 citizens in Control Courts
62%	57%

Table 2 "Level of satisfaction of Citizens" in pilot courts in 2008

Results	
Questions	Level of satisfaction
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%
PMBP	56%

Table 3 "Level of satisfaction of Citizens" in control courts in 2008

Results	
Questions	Level of satisfaction
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%

Results	
Questions	Level of satisfaction
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%
PMBP	62%

Table 4 "Level of satisfaction of Citizens" in pilot courts in 2009

Results	
Questions	Level of satisfaction
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	81%
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	78%
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	52%
Q7: The trial records are clear, accurate and reliable	56%
Q8: I received from the court a written copy of the Decision without delays, and it was understandable	53%
Q9: I was treated fairly and impartially	59%
Q10: Overall, I think the court performed effectively.	62%
PMBP	66%

Table 5 "Level of satisfaction of Citizens" in control courts in 2009

Results	
Questions	Level of satisfaction
Q1: Finding where I need to go in the courthouse was easy and convenient	66%
Q2: It was easy getting the information I needed when I came to the courthouse	66%

Results	
Questions	Level of satisfaction
Q3: Court personnel treated me with courtesy and respect	71%
Q4: I understand the instructions of the court and what I need to do next	64%
Q5: During the hearing, the judge listened to me, and was courteous and respectful	62%
Q6: The case or other business I had with the court was handled in a time promptly and in an efficient manner	39%
Q7: The trial records are clear, accurate and reliable	50%
Q8: I received from the court a written copy of the Decision without delays, and it was understandable	35%
Q9: I was treated fairly and impartially	63%
Q10: Overall, I think the court performed effectively.	55%
PMBP	57%