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MONITORING OF TIME DELAYS OF CRIMINAL AND CIVIL CASES IN TIRANA AND GJIROKASTRA APPELLATE COURTS

Table of Contents

ACKNOWLEDGMENTS	3
ABBREVIATIONS	4
INTRODUCTION AND GOAL.....	5
I. METHODOLOGY	7
II. MAIN FINDINGS OF THE PROJECT	9
Tirana Appeals Court.....	9
Gjirokaster Appeals Court	10
III. SUMMARY OF MAIN FINDINGS OF STUDY AS PER PROCEDURAL STEPS OF A JUDICIAL FILE...	11
IV. RECOMMENDATIONS.....	19

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ABBREVIATIONS

<i>UDHR</i>	<i>Universal Declaration of Human Rights</i>
<i>ECHR</i>	<i>European Court of Human Rights</i>
<i>HCJ</i>	<i>High Council of Justice</i>
<i>MOJ</i>	<i>Ministry of Justice</i>
<i>UCHR</i>	<i>European Convention of Human Rights</i>
<i>ACLTS</i>	<i>Albanian Center for Legal Training and Studies</i>
<i>CPC</i>	<i>Civil Procedures Code</i>
<i>CrPC</i>	<i>Criminal Procedures Code</i>

INTRODUCTION AND GOAL

This study for the monitoring of time delays from closing of cases in courts of first instance up to the assignment of cases (otherwise stated: casting the lot and announcement of trial) in the Courts of Appeal of Tirana and Gjirokastra is conducted by the Albanian Center for Legal Training and Studies during May 2008 - June 2009. The main objectives of this monitoring were:

- 1. Establish a database for stages related to the transfer of judicial files from the courts of first instance to the courts of appeal; and*
- 2. Identify methods and specific areas where interventions can be successful result for the shortening of the time of the measured phases.*

This project focuses in three critical phases, which will be deeply analyzed as follows:

- A. Time from announcement of decision of first instance court to the arrival of file to the Appellate Court*
- B. Time from arrival of file to the Appellate Court to electronic case assignment*
- C. Time from electronic case assignment to the date of announcement of trial day*

After this monitoring, there was little or no objective data at all on the two time frames under monitoring, which were not included in the official statistics of the Ministry of Justice. Therefore, this analysis was focused on the following:

- A. Time frame from announcement of judicial district court decision to the arrival of the case file to the Appeals Court** *defined as the time used from judicial district court decision publication to the date of arrival of file to the Appeals Court as indicated in the register of the Appeals Court.*
- B. Time frame from arrival of file to the Appeals Court to case assignment** *defined as time used from arrival of file to the appeals Court to the date of lottery draw and assignment of judge panel.*
- C. Time frame from lottery draw to the date of publication of trial date,** *defined as time used from the assignment of judge panel to the date set for the first judicial proceeding.*

This report summarizes the project work, activities, monitored data, and findings, and provides recommendations for changes in the current organization of judicial case management.

The use of this monitoring method necessitated the analysis of a representative sample of source documents, such as court registers and court files with the aim of obtaining detailed information on the type of cases, time utilized for the publication of the verdict, time utilized for the transfer of the file to the Appeals court, and after that, the assignment of judge palen for the adjudication of the case. The monitoring sampling was finalized in cooperation with the USAID Rule of Law Program. Common statistical methods were used for the definition of sample size and then for the random selection of cases with the aim of achieving statistical reliability of the monitoring at a rate of 95% \pm 5%. The data collection tools were initially tested at the Tirana Appeals Court during the project start.

The goal of this monitoring is to use the generalized information obtained from source documents for measuring and assessing the process of file transfer from district court to appeals court in order to make courts and other justice system stakeholders aware of this time frame, which is not identified in official statistics so far and to give a statistical answer to the following questions:

- How fast is a file transferred from the judicial district court to the appeals court?*
- What are the causes that affect this transfer speed?*

One of the main goals of this monitoring was to identify practical strategy on shortening the time of judicial file transfer from district court to appeals courts. Therefore, the data of this monitoring will be offered to the main institutions of the justice system involved in the management of courts and judges, such as Ministry of Justice and High Council of Justice. Additionally, an analysis of finding and main recommendations will also be provided to these institutions. The data presented below represent a consolidated analysis of all cases monitored in two courts under monitoring – Appeals Court of Tirana and Appeals Court of Gjirokaster.

I. METHODOLOGY

To conduct this monitoring required the collection of 8 elements¹ of basic data that accompany each case. This information was gathered from the examination of court registries and court records in the courts of Appeal of Tirana and Gjirokastra. The sample size for each court was determined to achieve statistical confidence and after testing the survey in Tirana Appeals Court of Tirana, the result also achievable within the contracted period of the project.

Monitored samples were defined as follows:

For Tirana Appeals Court, which is the biggest Court of Appeals in the country and facing the greatest volume of work, the sample size is 25% of the closed civil cases and 25% of closed criminal cases closed during one calendar year, i.e., for years 2007 and 2008, though we have monitored some decisions of year 2006 in criminal cases in Tirana Appeals Court. The samples selected by the study group for this court included 265 civil closed cases and 237 criminal closed cases.

For Gjirokaster Appeals Court, which is a small court, the sample size is 50% of the civil closed cases and 50 % of closed criminal cases closed during the years 2007 and 2008. The samples size selected by the study group for this Gjirokaster Appeals Court included 224 civil closed cases and 88 criminal closed cases.

A summary of this data is provided in the following table.

Tabela 1: Mostrat e Monitoruara

Court	Sample				
	Civil Cases		Criminal Cases		
Tirana Appeals Court	2007	2008	2006	2007	2008
	89	155	10	220	30
Gjirokaster Appeals Court	2007	2008	2006	2007	2008
	51	175		34	82

The data defined to be examined were registered / issued from the court registers, where the information for all new cases is registered. The records contain information on date of registration application for indictment, the main stages of the trial of the case and closing of the case.

The data collected from the monitoring instruments reveals some conclusions and additional information besides the main focus of monitoring in terms of court's work progress from one year to the other. This data is related with the time utilized to the issue of the Appeals decision, etc.

¹ During this project, the following elements were analyzed: 1) Date of announcement of verdict of Judicial Court; 2) Arrival of file in Appeals Court; 3) Drawing of lottery; 4) Publication of trial date; 5) Date of first trial session; 6) Date of announcement of Appeals Court verdict, 7) Publication of Appeals Court verdict; 8) Delivery of file to the Judicial District Court.

The ACLTS monitors' groups collected the data at both courts. The monitors were individually responsible for the court data entry in the format of monitoring prepared by the expert group in Excel format. The survey data was processed statistically by a statistician and then the aggregated results were summarized and analyzed. Separate reports can be sent to each court with the aim of including this data and analysis in their plans for the improvement of case management.

II. MAIN FINDINGS OF THE PROJECT

ADJUDICATION TIME OF CASES FROM PUBLICATION OF VERDICT AT DISTRICT COURT TO PUBLICATION OF VERDICT FROM APPEALS COURT

The following data represents the time used in criminal and civil cases from issue of verdict at district court to issue of verdict in appeals court for years 2006-2008 in Tirana Appeals Court and Gjirokaster Appeals Court.

Tirana Appeals Court

- ❖ *An analysis of civil cases in Tirana Appeals Court during 2006-2008 indicates that:*
 - *53% of cases last as long as 13-17 months from issue of decision at the judicial district court to issue of decision at Appeals Court*
 - *22% of cases last for about one year*
 - *12% of cases last for 7-11 months*
 - *8% of cases last for 1.5 years*
 - *4 % of cases last for 2 years, of which 1% take up as many as 3 years*
- ❖ *An analysis of criminal cases in Tirana Appeals Court during 2006-2008 indicates that:*
 - *41% of cases last as long as 4-6 months from issue of decision at the judicial district court to issue of decision at Appeals Court*
 - *27% of cases take up some 7-9 months from issue of decision at the judicial district court to issue of decision at Appeals Court*
 - *14% of cases last for 3 months*
 - *5% of cases last for about 1 year and for 13% of criminal cases 1.5-3 years are needed for the decision.*

Gjirokaster Appeals Court

- ❖ *An analysis of civil cases in Gjirokaster Appeals Court during 2006-2008 indicates that:*
 - *Duration of adjudication of civil cases does not exceed 9 months.*
 - *Cases taking up the first place in terms of duration are the one referring to a timeframe of 4-6 months (that is: from issue of decision at the judicial district court to issue of decision at Appeals Court);. Some 64% of cases last as long as 3-6 months.*
 - *32% of cases last from 3 weeks to 2 months.*
 - *4% of civil cases take up 7-9 months from issue of decision in the judicial district court to issue of decision in the Appeals Court.*

- ❖ *An analysis of criminal cases in Gjirokaster Appeals Court during 2006-2008 indicates that:*
 - *For 33% of criminal cases, the duration from issue of decision in the judicial district court to issue of decision in the Appeals Court is about 2 months;*
 - *28% of cases last up to 3 months*
 - *22% of cases last for about 4-6 months*
 - *9% of cases last as long as 6 weeks; and*
 - *7% of cases take up 7 months to 1 year.*

III. SUMMARY OF MAIN FINDINGS OF STUDY AS PER PROCEDURAL STEPS OF A JUDICIAL FILE

Phase A: Time frame from issue of decision in Judicial District Court to Transfer of Case to Appeals Court

- For this phase, the time frame of criminal and civil cases under monitoring in both appeals courts during 2006-2007 varied from the minimal of 3 weeks to the maximum of 1 or 2 years.

Table A/1 Duration of Phase A for period 2006-2007

Tirana Appeals Court		Gjirokaster Appeals Court	
Volume of monitored criminal cases	Duration for phase A/2006-2007	Volume of monitored criminal cases	Duration for phase A/2006-2007
64%	Within one month	30%	Up to 1 month
7%	Within 4-6 weeks	25%	Up to 6 weeks
11%	Within 2-3 months	22%	Up to 3 months
5%-2%	1 - 2 years	23%	Up to 9 months
Volume of monitored civil cases	Duration for phase A/2006-2007	Volume of monitored civil cases	Duration for phase A/2006-2007
31%	Within 1 month	23%	Within 3 weeks
33%	Within 2 months	13%	Within 1 month
18%	Within 2-3 months	32%	Within 2 months
8%	Within 9 months	19%	Within 6 weeks
		13%	Within 3 month

- For the same phase, during 2008, both courts have improved in terms of duration of most criminal and civil cases, varying from 3 weeks to 9 months, though about 9% of these cases take up as much time as one year to transfer.

Table A/2 Duration of Phase A for period 2008

Tirana Appeals Court		Gjirokaster Appeals Court	
Volume of monitored criminal cases	Duration for phase A/2008	Volume of monitored criminal cases	Duration for phase A/2008
87%	Within 1 month	39%	Within 1 month
9%	Up to 12 months	52%	Within 2 months
		9%	Within 4-6 months
Volume of monitored civil cases	Duration for phase A/2008	Volume of monitored civil cases	Duration for phase A/2008
65%	Within 1 month	13%	Within 1 month
35%	2-9 months	16%	Within 6 weeks
		46%	Within 2 months
		25%	Within 3 months

Phase B: Time frame from arrival of file to the Appeals Court to drawing of lottery and assignment of judge panel

- *The time frame of lottery draw for the monitored criminal and civil cases in both Courts during 2006-2007 was 1-3 days and, in extreme cases, 1 year (for 3% of the monitored cases).*

Table B/1 Duration of Phase B for 2006-2007

Tirana Appeals Court		Gjirokaster Appeals Court	
Volume of monitored criminal cases	Duration for phase B/2007	Volume of monitored criminal cases	Duration for phase B/2007
9%	1-5 days	61%	2-3 weeks
3%	1.5 years	18%	1-3 days
15%	Within 2-3 weeks	6%	Within 1 month
12%	Within 1 month	9%	Within 2 months
11%	Within 6 weeks	3%	Within 6 weeks
13%	Within 2 months	3%	7-9 month
13%	Within 3 months		
18%	4-6 months		
4%	7-9 month		
Volume of monitored civil cases	Duration for phase B/2007	Volume of monitored civil cases	Duration for phase B/2007
46%	7-9 months	72%	Within 2-3 weeks
43%	About 1 year	14%	Within 3-7 days
9%	4-6 months	14%	Within 1 month
2%	1 month		

- *Duration for the same phase in 2008 varies a little during the same period as in 2007, that is, from 1-3 days up to 1 year. However, it is worth mentioning that the number of files has increased; they (70% of the criminal cases) are electronically assigned within the day, particularly in the Gjirokaster Appeals Court.*

Table B/2 Duration of Phase B for 2008

Tirana Appeals Court		Gjirokaster Appeals Court	
Volume of monitored criminal cases	Duration for phase B/2008	Volume of monitored criminal cases	Duration for phase B/2008
53%	2-3 months	70%	Within 1 day
14%	Within 1 months	20%	Within 3 days
13%	Within 6 weeks	10%	Within 2-3 weeks
13%	Within 4-6 months		
7%	Within 5 days		
Volume of monitored civil cases	Duration for phase B/2008	Volume of monitored civil cases	Duration for phase B/2008
47%	7-9 months	58%	Within 1 day
31%	4-6 months	26%	3-7 days
13%	3 months	16%	3 months
3%	2 months		
6%	Over 1 year		

Phase C: Time frame from lottery draw to announcement of verdict

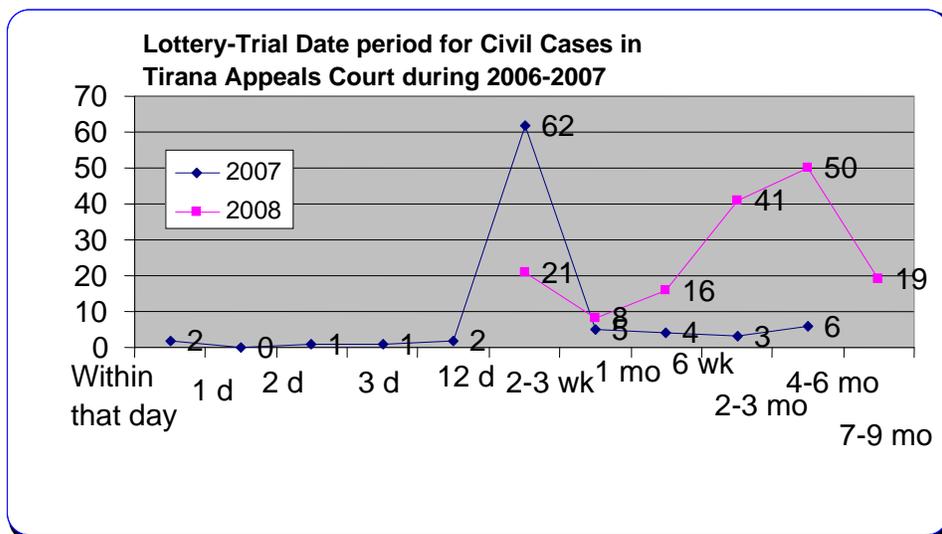
This period includes the time from assignment of judge panel to the assigned date for the development of the first judicial session.

- *Time used from lottery draw to the notice of the trial date for both courts during 2006-2007 varies from one day (for Tirana Appeals Court for civil cases) to nine months.*
- *While in 2008, the situation got worse in terms of duration for civil cases in Tirana Appeals Court as compared with year 2007, because this phase for most monitored cases lasted 4-6 months.*

Tirana Appeals Court

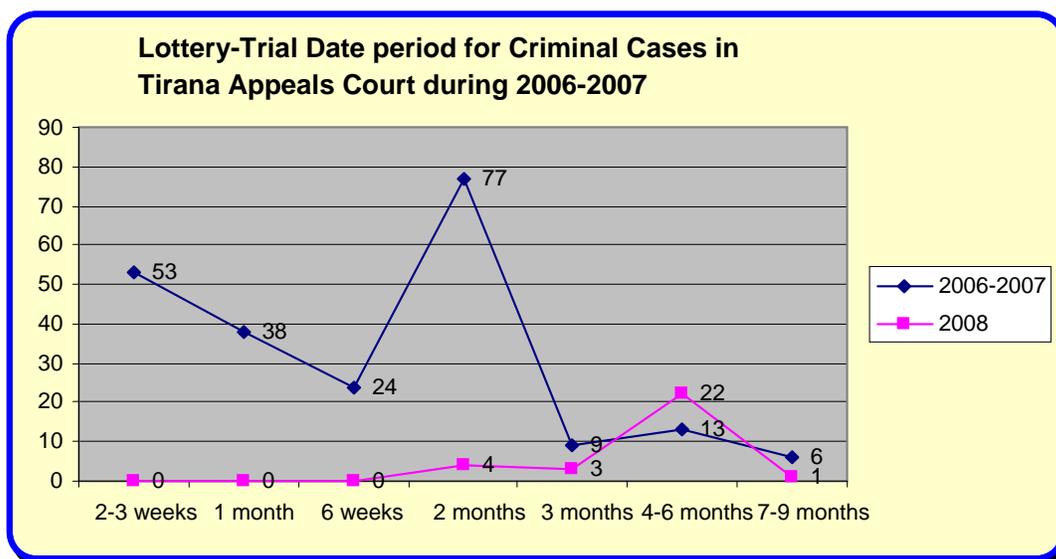
Civil cases: *In 2006-2007, there have been instances when within one day the lottery has been drawn and the trial date has been defined. Other instances have includes cases whose lottery had been drawn and trial date defined after 1 to 12 days while for other cases these procedures have been completed 2-3 weeks later (for most cases, 62 files). There are other instances where delays for the lottery draw and announcement of the trial date have been for 4-6 months.*

In 2008, delays are more frequent as compared with year 2007. Thus, for most files, the period from lottery draw to announcement of trial date has extended to 4-6 months. The minimal period is 2-3 weeks, while the maximum period is 7-9 months.



Criminal cases: Time frames for criminal cases for 2007 are similar to the ones for civil cases. The shortest deadline for this process is 2-3 weeks for 51 cases; the deadline continues with a climax of 2 months for 74 cases; and, ends with 6-9 months for 4-11 cases.

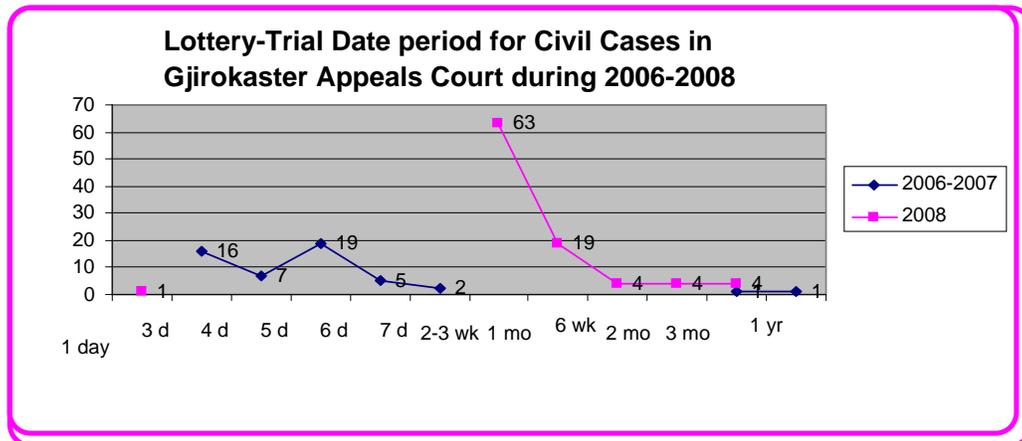
In year 2008, the graphic curve includes again most cases of the period of 4-6 months from lottery draw, indicating a delay in the accomplishment of this process.



Gjirokaster Appeals Court

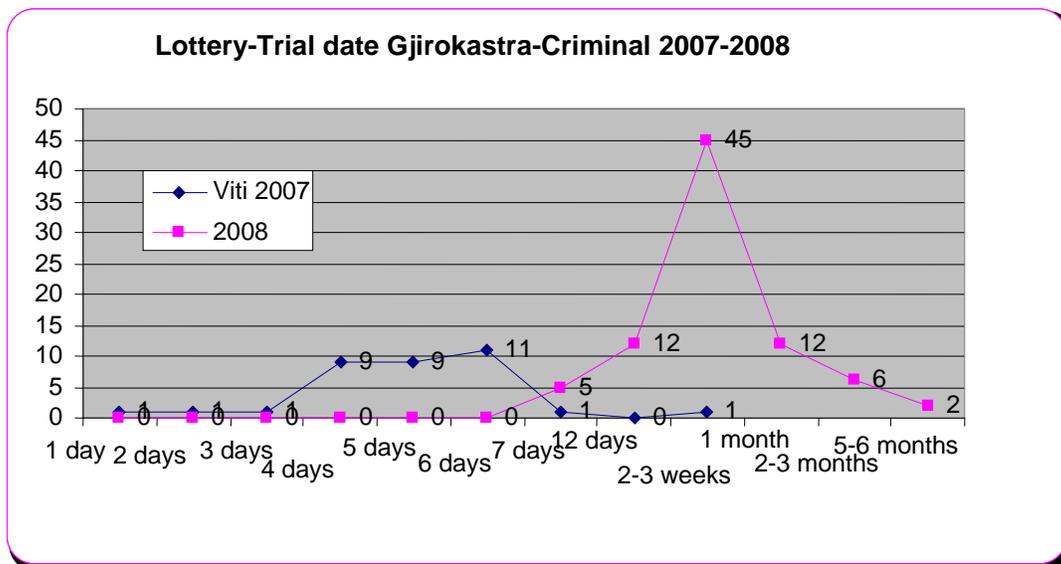
Civil Cases: The period 2006-2007 has been more positive in term of this time frame as compared with the Tirana Appeals Court, because the time frame for the publication of first trial date for most monitored cases varies from 1 to 7 days after electronic lottery draw.

However, there is a small number of cases whose trial date has been announced 3 months or 1 year later after the electronic case assignment. During 2008, most cases have a minimal deadline of 2-3 week up to one month with the biggest delay being 3 months. This indicates an improvement in 2008, though no cases have been published within few days just like there are no cases that have been published after 3 months. Official recording of electronic case assignment for the civil cases ranked 96-175 of year 2008 was not possible.



Criminal Cases: In criminal cases, the situation is highly improved. The graphic below clearly states that the longest deadline is not more than 3 weeks. During 2007, most cases were publicly announced within 12 days from electronic lottery.

During 2008, the only positive thing is that there are no deadlines over 3 weeks; yet, there are no deadlines of few days for a considerable number of cases.

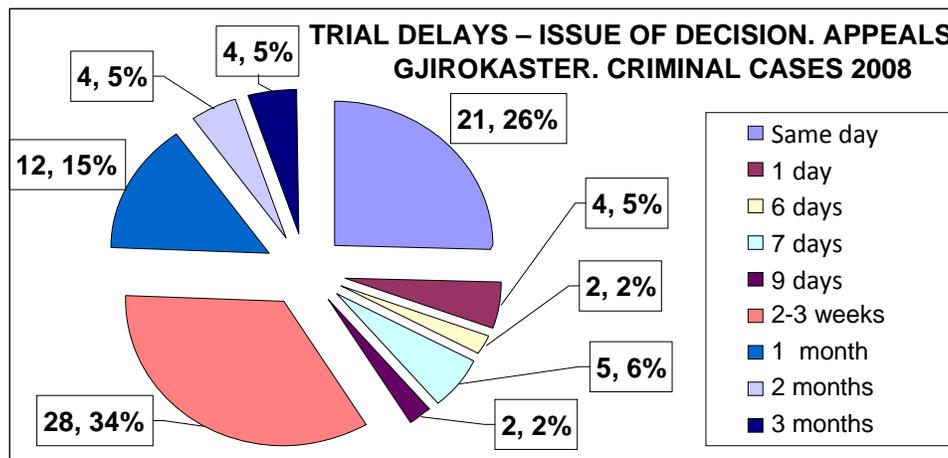


Phase D: Time frame from the date of adjudication of case at the Appeals Court to the issue of verdict

Criminal Cases

Tirana Appeals Court: We found out that in 66% of the criminal cases under monitoring the adjudication and issue of verdict have been completed within the day or in 70% of the cases monitored the verdict has been issued in the following day. There are, however, some cases where adjudication and issue of verdict are carried out with a time distance of one week or month. In 2008, for about 53% of the cases, the verdict has been issued on the trial date. For about 7% of cases, the verdict has been issued 4-6 months after the last trial date.

Gjirokaster Appeals Court: In 2007, only for 21% of the monitored cases the verdict has been issued within the trial day, which implies that the case has been adjudicated in one single session. In other words, for 45% of the cases, the verdict has been issued within the trial date up to 10 days later; for 25% of the cases, the judge has issued the verdict within 2-3 weeks, and for 30% of the cases, the verdict has been announced within 2-6 months later.



In terms of criminal cases under monitoring during 2008, we found out that for 26% of the cases the court ruled within one day; 28% of verdicts have been issued 2-3 weeks after the trial day; 25% of verdicts have been issued one month later, and 5% of verdicts have taken 1-3 months to be issued.

Civil cases:

Tirana Appeals Court: In 2007, about 71% of cases have been monitored in this court, for which the Court has given its decision within the trial day. About 4-6 months have been taken to issue decisions for approximately 9% of the cases. During 2008, issue of decisions within the same trial day has dropped. Thus, the decisions have been issued within the trial date for only 54% of cases. However, it is worth noting that court decisions have been issued within a week for about 82% of the cases.

Gjirokaster Appeals Court: For 2007 we have the following data: about 48% of verdicts have been issued within the trial day; 20% within 10 days; 18% within 2-3 weeks; 10% after 6 weeks of the trial day; and, 4% within a period of 4-6 months.

For year 2008, the monitoring data indicated that: 43% of verdicts have been issued within the trial day; 9% within 1-8 days; about 33% more than a month; and, 5% within 4-6 months.

Phase E: Time frame from issue of Appeals verdict to the publication of verdict

Once the court verdict is announced to parties and their defense counsels at the Appeals, the file undergoes another final step, which is the publication of the judicial decision by the relating judge. The study indicates that the time frame taken up most frequently for the publication of the decision for civil cases at the Appeals Court is 1-5 days, while for Tirana Appeals Court this time frame is 2-3 weeks. There are two factors that affect this situation: firstly, the great number of cases annually managed by Tirana Appeals Court as compared with Gjirokaster Appeals Court in proportion with the number of judges, and, secondly, the manner of file and case management by judges.

Tirana Appeals Court for 2006-2008: *Monitoring data indicated that:*

- *39% of verdicts are published within 10 days;*
- *44% of verdicts are published within 2-3 weeks from issue of verdict by the Court*
- *2% of verdicts are published within one month*
- *15% of verdicts are published within a period of 2 months to 1 year. This indicated a considerable delay affecting the efficient administration of justice.*

Publication of verdicts of civil cases in Tirana Appeals Court requires more time that for the criminal ones. Concretely speaking, only 13% of decisions are published within 5 days from issue date of the Court; 54% of decisions are published within 2-3 weeks; the rest of decisions of civil cases, 18%, are published one month after their issue from the judge.

Gjirokaster Appeals Court for period 2006-2008:

On criminal cases, we notice:

- *54% of verdicts are published within a period of 5 days*
- *35% of verdicts are published within 10 days*
- *9% of verdicts are published within 2-3 weeks*
- *2% of verdicts are published within one month*

If we refer to the data on publication of verdicts for civil cases at the Gjirokaster Appeals Court, we note that:

- *66% of verdicts are published within 1-5 days (as compared with 13% of the Tirana Appeals Court)*
- *32% of verdicts are published within 10 days*
- *2% of verdicts are published within 2-3 weeks*

No verdicts are published beyond the deadline of 3 weeks.

IV. RECOMMENDATIONS

V. Recommendations for improvement the regulatory and subregulatory legal framework

Define and specify in the Civil Procedures Code and Criminal Procedures Code respectively the legal causes that can justify the extension of judicial proceedings considering the positive practices of other countries and the jurisprudence of European Court of Human Rights and European Court of Justice.

Consider the option of relevant amendments in the Criminal and Civil Procedures Codes in terms of time to transfer a criminal file from the judicial district court to the appeals court no later than 15 days from the publication of decision for criminal cases and no later than one month for civil cases. Because of difficulties in approving amendments with 3/5 of votes, a guideline or order of the Minister of Justice and High Council of Justice should be considered in order to set out the above rule.

Stipulate legal terms or subregulatory acts (a guideline or order of the Minister of Justice and High Council of Justice) to set out the rule that trial date be announced immediately after the lottery and, in whatever situation, not later than 3-5 days from the lottery. Delays in this moment of the file transfer are unjustifiable.

Some cases, such as those related with obligations for feeding, food pension, retirement, social securities, work relations, indemnification of life and health, be treated and tried with priority because of their relation with the vital needs of the daily life. Likewise, issues returned for re-trial from the Supreme Court and issues coming from the judicial district court and returned for re-adjudication to the appeals court must be tried with priority. Otherwise, their judgment deadline will exceed the 3-year term.

Foresee amendments, in both procedures codes, on deadline for publication of decisions not later than 5 days from its announcement. Because of difficulties in approving amendments with 3/5 of votes, a guideline or order of the Minister of Justice and High Council of Justice should be considered in order to set out the above rule.

Amend the Law on Organization and Functioning of the Judicial Power to stipulate that there should be a panel of legal assistants at the appeals court to facilitate the drafting and publication of judicial decisions.

Foresee changes in both codes on maximal terms of judgment of a case in the judicial district court and appeals court, where the latter should not exceed one year for civil cases; three months for criminal cases of low social dangerousness where the conviction is up to five years; 6 months for criminal cases where conviction is 5-10 years; and not more than 9 months for serious criminal cases.

Stipulate in a regulation for court administration some disciplinary measures for those that cause delays during the process.

VI. Measures and recommendations of administrative and organizational character related with the good management of cases and court

- a. *Develop effective cooperation protocols between various bodies of the judiciary system and other institutions of the justice system, particularly with the National Chamber of Advocates (Bar Association) and other state entities, such as Prosecutor's Office, State Police, etc., which create obstacles and delays in trials.*
- b. *Develop internal regulations of the administrative activity within the courts to detail out:*
 - i. *Actions and acts that must be carried out*
 - ii. *Responsible persons*
 - iii. *The time required for each administrative activity, (e.g., for the transfer of one file from one unit to the other)*
 - iv. *Contact information of the responsible persons, and*
 - v. *Way of transfer of responsibility from one administrative unit to the other with the aim of disciplining the time needed for the arrival of each complained file from the judicial district court to the appeals court. The analysis of each court should include the delays created due to administrative process of files and their transfer. This piece of information is currently missing. MOJ can process tables of data to measure these administrative delays.*
 - vi. *Discipline the time of arrival of the file to the appeals up to the casting of lot. It is intolerable that this time, though in very few cases, exceeds 1.5 to 2 years. HCJ and MOJ should develop detailed guidelines for the judges and administrative staff. Inspections from both institutions can help solve this issue.*
- c. *From the technical viewpoint, computerize the process of judicial files, because it is currently carried out manually. This will speed up the time to prepare a file for the appeals court.*
- d. *The mail service of transfer of files should be performed with a specialized service and should be organized by the court. This service should be safe and quick and should take no more than 3 working days. This should replace the current practice in order to deliver files via special courier to Tirana and then to the districts. This saves distance, time, and expenses, because a file to be transferred from Saranda Judicial District Court to Gjirokaster Appeals Court needs to be sent to Tirana and to Gjirokaster, while the distance from Saranda to Gjirokaster is maximally a two-hour drive.*
- e. *From the technical viewpoint, the process of recording the data by the judicial secretary and the judges be computerized so that the data and arguments be*

identified from the minutes of the case to facilitate the preparation of the decision.

- f. We suggest that it is time to divide Tirana Appeals Court in two parts: Civil Appeals, and Criminal Appeals. This will serve not only to a better specialization of the judges and increase their level of professionalism, but will also increase the speed of judgment of cases, because criminal cases must have shorter adjudication phases.*
- g. The number of judges should increase (because in the Tirana Appeals Court there are currently 17 judges and since 2005 this court has served under the anticipated capacity.) This number should increase to at least 21², that is, 7 judging bodies in order to decrease the quantity and volume of cases they try. In this court, each judge takes up 24 cases per month and 150 criminal cases and 300 civil cases per year. This volume of work not only creates delays in administering justice, but it also reduces the quality of justice.*

VII. Improvement of the missing data system

- a. The statistical bulletin of the Ministry of Justice should definitely deadlines used for a case through administrative processes, such as transfer, lottery draw, publication of decision, etc. We are speaking of those proceses that are not included in the current statistics indicating that the deadline of adjudication is not real.*

This time is unjustly not recorded in the statistics and cannot be compared with the trial time terms. This leads to fictitious reflection of the speed of trial.

VIII. Improvement of computerized data system with effective software

- a. We suggest introducing more effective software to process the data in a computerized way and to make a fair assignment of cases among judges in order to make the secretary work easier. For this reason, the current application of Tirana Appeals Court should be replaced with a more effective one to meet judges' expectations in the process of case management.*

IX. Improvement of Inspection system

- a. The High Council of Justice should conduct inspection and studies on:
 - i. Time spent from the judgment of a case to the issue of a decision and should take measures for judges that delay the issues of reasoned decision, because the delay directly affects the right to file a complaint.*
 - ii. Instruct chief justices on case and court management with the aim of effectively enforce the article of the European Convention of Human Rights, Article 42/2 of the Constitution of Albania, and applicable codes and legislation.**

² This is a request of the Chief Justice of Tirana Appeals Court and is conditioned with the number of court rooms for 7 judge panels, though in consideration of the number of cases tried by this court, the number of judges should be greater than 21.

- b. The Ministry of Justice should continuously inspect the above from the aspect of the activity of administrative staff.*

X. Recommendations on judicial monitoring and access to justice as well as realization of studies and publications

- a. Promote monitoring of delays by civil society and other competent bodies; MOJ, HCJ, NGOs and international partner should provide support in carrying out this 'shadow' monitoring.*
- b. Publish findings and recommendations from monitoring of these delays;*
- c. Conduct frequent studies with the aim of updating the justice system to international standards for a fair judgment and for understanding a reasonable deadline;*
- d. Organize round tables of public debates and forums.*

XI. Recommendations on trainings

The School of Magistrates in collaboration with the Ministry of Justice and High Council of Justice should develop modules on:

- a. Training of court chancellors and chief justices on case and court management;*
- b. Training of administrative staff on realization of its activity in compliance with legal and international standards;*
- c. Training of inspector of Ministry of Justice*
- d. Training of inspectors of High Council of Justice.*