

Overall Logical Framework

LOGICAL FRAMEWORK FOR THE PROJECT

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	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objective	The overall objective is to strengthen the independence, transparency, efficiency, accountability and public trust in the Albanian justice system in line with the EU acquis and best practices	Reports of international organisations on the justice sector in Albania verify an improvement of the Albanian justice system, in terms of that the Albanian justice system has become more independent, transparent, efficient and modern	Different international reports providing an assessment on the Albanian justice system such as: <ul style="list-style-type: none"> EU Annual Progress Report OSCE Reports CEPEJ Reports Transparency International 	Political willingness to implement proposed measures Local ownership of the Albanian institutions involved Cooperation of the Albanian project partners with the project and among each other
Specific objective	<p>Specific Objective 1 To improve the independence, transparency, efficiency and effectiveness of the Albanian justice system pursuant to a clear and comprehensive reform strategy developed by the Albanian Ministry of Justice (MoJ) and other actors in the system</p>	<p>Albania has a concrete justice reform strategy in place that provides the framework for necessary reforms of the justice system in Albania for the next years until 2017</p> <p>The main pillars of the institutional framework of the Albanian justice system function better, more efficiently and more transparently</p> <p>Confidence of the Albanian society in the justice system has increased</p>	Reports by the EU and other international organisations like the Venice Commission, OSCE and CEPEJ give a better assessment of the Albanian justice system	<p>Political willingness and consensus to agree on a set of reforms for the Albanian justice system</p> <p>Availability of necessary budget funds to implement the required reforms</p>
Specific objective	<p>Specific Objective 2 To improve the organizational, administrative, technical and resource management capacities, as well as the case management capabilities of the judiciary in order to improve the efficiency of courts and their transparency</p>	<p>People's trust in the courts has increased in comparison to previous years</p> <p>Backlogs and duration of proceedings have been reduced</p>	<p>Official statistics by the MoJ on the performance of courts</p> <p>Reports by the EU and other international donor organisations</p> <p>Opinion polls</p>	<p>Stable personnel situation in the Judiciary</p> <p>Political willingness to clearly regulate the status of judicial administration</p> <p>Sufficient budget funds to manage the courts' infrastructure, in particular the IT system</p>
Specific objective	<p>Specific Objective 3 To align the Albanian criminal justice system to EU standards</p>	<p>The legal framework has been brought closer to European standards</p> <p>Efficiency of criminal investigations has increased</p> <p>Number of convictions, especially regarding specialised forms of crime like white collar and organised crime has increased</p>	<p>Annual report by the the GPO on the situation of criminal justice in Albania</p> <p>Official statistics by the MoJ</p> <p>Reports of the EU and other national and international organisations</p>	<p>Willingness to cooperate by the criminal justice institutions</p> <p>Readiness by the prosecution to adjust investigate methods to best practices</p>

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	<p>Specific Objective 4 To align the Albanian civil and administrative justice system to EU standards</p>	<p>The new administrative courts in Albania are functioning well and the administrative justice system has become more professional and in line with human rights practice</p> <p>The Civil and Civil Procedure Code have been reviewed with a view to a incorporating changes necessitated by European practice</p> <p>The overall Albanian civil law system has been brought closer to the EU <i>acquis</i></p>	<p>Reports of the EU and other national and international organisations</p> <p>Official statistics by the MoJ</p>	<p>Clear awareness regarding the importance of the administrative justice system</p> <p>Availability of the financial means to make the administrative courts and justice system really function</p> <p>Commitment of the MoJ to reform the civil law system</p>
<p>Expected Results</p>	<p>Specific Objective 1 1.1 A justice system strategy with a concrete action plan for the period 2014 – 2017 and with a view to guaranteeing independence, transparency and efficiency is in place</p>	<p>A meaningful justice reform strategy containing specific measures and a feasible action plan has been developed</p> <p>Once approved, the strategy starts to be implemented</p>	<p>The availability of the strategy itself</p> <p>EURALIUS reports</p> <p>Reports of other international organisations</p>	<p>Involvement of institutions of the justice system in particular the MoJ, the HCJ, the GPO</p> <p>Awareness of the Government to allocate necessary human and budgetary resources</p>
	<p>1.2 Professionalism and accountability of the services of the MoJ and subordinate authorities are enhanced</p>	<p>A stabile and well-trained personnel is in place in the MoJ</p> <p>Quality of the services provided by the MoJ has improved</p> <p>The MoJ has a more precise overview about the available resources of the judiciary and handles them much better (statistics, financial and human resources)</p>	<p>EURALIUS reports and reports of other international organisation</p> <p>Government reports</p> <p>Statistics by the MoJ (giving a more accurate picture of the judiciary)</p>	<p>Commitment of the MoJ to undertake these measures</p> <p>Readiness to strengthen the position of civil servants in Albania in practice</p>
	<p>1.3 Access to courts is open to anyone, i.e. there are no barriers for example for indigent people and/or members of minorities</p>	<p>The legal aid scheme becomes operative throughout the country</p> <p>The court fee system provides for effective exemptions for those who cannot afford to pay them</p> <p>Less complaints by citizens concerning denial of access to justice</p>	<p>EURALIUS reports</p> <p>Reports of other international organisations on the situation of access to justice, in particular the Council of Europe and the OSCE</p> <p>Reports by Civil Society organisations providing legal aid in Albania</p>	<p>Awareness of the Government about the importance of access to justice</p> <p>Allocation of necessary budgetary means to make the legal aid system really operational</p>

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	1.4 Transparency of judicial proceedings is enhanced, i.e. the general public has better information about court activities, enhancing their trust	<p>Systematic publication of courts' decisions is functioning</p> <p>The public has more accurate and official information on court activity</p> <p>Public relations by courts have been professionalised and institutionalised</p>	<p>Availability of systematic courts' decisions</p> <p>National scientific and media reports on the judiciary in Albania</p> <p>Websites of the courts, press releases</p> <p>Reports of international organisations certifying an enhanced trust of the Albanian society</p>	<p>Commitment of the MoJ to ensure the necessary means for publication</p> <p>Awareness of the judiciary on the importance of better public relations</p> <p>Stronger involvement of the NJC</p>
	1.5 Decisions taken by the HCJ regarding the status of judges are taken on objective and transparent criteria in line with EU standards	<p>The HCJ considers the results of an evaluation as the binding groundwork for its decisions</p> <p>Decisions are more transparent and well argued making them traceable</p> <p>Disciplinary proceedings against judges are fairer and transparent</p>	<p>Reports of the HCJ</p> <p>Reports of the Council of Europe and other reports of the international organisations</p>	<p>Readiness of the HCJ to achieve real and sustainable improvements in all these aspects, which have been issues of concern for many years</p>
	1.6 Independence, efficiency and effectiveness of the High Court have been improved ensuring that the court can fulfill its constitutional task to provide guidance to all other Albanian courts by unifying the judicial practice	<p>A revised internal organisational structure of the High Court is in place integrating the new administrative chamber in a smooth manner</p> <p>Backlog of cases has been reduced resulting in getting quicker decisions</p> <p>Appointments of judges to the High Court are more transparent</p>	<p>Statistics on the activity of the High Court</p> <p>Reports of the High Court</p> <p>Reports of national and international organisations</p>	<p>Commitment of the High Court to change its internal structure</p> <p>Regarding the appointment procedure requiring constitutional changes, political willingness to adopt such changes</p>
Expected Results	1.7 Issues pertaining to judicial cooperation among stakeholders of the Albanian justice system and international partners are managed in a more coherent manner	<p>Measures requiring judicial cooperation (e.g. those foreseen under this expected result) have been adopted and implemented successfully</p> <p>Institutionalised collaboration through regular working groups and other means has developed</p> <p>Enhanced acceptance of the Albanian society</p>	<p>Government reports and statistics</p> <p>Minutes of inter-institutional meeting</p> <p>Reports of international organisations</p>	<p>Readiness among the institutions to cooperate with each other</p>
	<p>Specific Objective 2</p> <p>2.1 The School of Magistrates (SoM) will continue to be the central institution to ensure high-quality education of judges and prosecutors on the basis of a solid financial basis and refined training curricula</p>	<p>Curricula are up-to-date incorporating latest changes to the legal framework and contemporary training methods</p> <p>Curricula, trainers and necessary financial means are guaranteed for the next years</p> <p>Trainees receive the knowledge and tools they need to handle court cases</p>	<p>Planning instruments and reports of the SoM</p> <p>Written curricula and training programme</p> <p>Budget of the SoM; Reports of the SoM</p> <p>Reports of EURALIUS and other international organisations</p>	<p>Political commitment of the Government to allocate the necessary budget funds to the SoM</p> <p>Sound management and dedication of the executive staff of the SoM</p>

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	<p>2.2 Court proceedings are held in a more efficient and transparent manner facilitating a reduction of trial durations and thereby the backlog of court cases</p>	<p>Duration of court trials has been reduced significantly to previous years The number of hearings has been reduced by 30% eliminating the still high number of non-productive ones Backlog of cases at Albanian courts has been reduced by one fourth Functioning courts experts system is in place</p>	<p>Statistics on court activity by the MoJ Opinion polls Reports of EURALIUS and other international organisations</p>	<p>Commitment by judges to implement tools and methods to concentrate and expedite court proceedings Political willingness to provide for a functioning framework for courts experts</p>
	<p>2.3 A country-wide implementation of a unified electronic case management system (ICMIS) assuring random allocation of cases and smooth functioning of the progress of the cases, as well as providing reliable statistics and publication of court decisions, is in place</p>	<p>ICMIS is used at all courts of Albania ensuring in particular that the random allocation of cases is done without exception The full scope of functionalities of ICMIS is used The use of other electronic or IT means at courts has been explored and concrete measures to implement selected applications have been taken</p>	<p>Usage reports Assessment reports of EURALIUS how the courts actually use the system Feasibility study of EURALIUS on the use of other electronic or IT means in courts</p>	<p>Commitment of the MoJ to further support the roll out of ICMIS and to other forms of digitalisation of court processes Acceptance of the ICMIS by the court staff and willingness to use the full scope of functionalities</p>
	<p>2.4 The performance of the administrative court staff has improved on the basis of clear job descriptions and enhanced managerial capacities leading to a more professional and efficient management and organization of the courts</p>	<p>Improved resource management at the Albanian courts The number of non-productive court hearings has been reduced</p>	<p>Reports of the MoJ Reports of EURALIUS and international organisations</p>	<p>Political willingness to adopt the necessary sound legal basis Proper implementation of the rules in practice</p>
<p>Expected Results</p>	<p>2.5 Professionalism of Albanian lawyers involved in judicial proceedings has improved. The recently established School for Lawyers is functional and providing high quality initial and continuous training for Albanian lawyers</p>	<p>The recently founded School for Lawyers is established and functioning well Curricula for initial and continuing training of lawyers have been developed and are being implemented More professional conduct of lawyers in court leading to a significantly reduced number of deferred hearings</p>	<p>Statistics and reports of the MoJ Written curricula of School for Lawyers Assessment reports of the OSCE and Council of Europe on the handling of court proceedings in Albanian courts EURALIUS reports; EU annual progress report</p>	<p>Cooperation of the National Chamber of Advocacy Commitment of the National Chamber of Advocacy to undertake a stricter disciplinary oversight of lawyers</p>

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	<p>2.6 Professionalism of Albanian notaries involved in judicial proceedings and otherwise has improved</p>	<p>Curricula for initial and continuing training of notaries have been developed and are being implemented</p> <p>More professional conduct of notaries in court proceedings and elsewhere leading to fewer court trials and enhanced legal certainty, especially with regard to the registration of immovable property</p> <p>Due to the improved performance of notaries political considerations have started to move more competences from the courts to the notaries</p>	<p>Statistics and reports of the MoJ</p> <p>Written curricula of National Chamber of Notaries</p> <p>Assessment reports in particular of the OSCE and Council of Europe on the handling of legal proceedings, especially regarding the registration of immovable property process</p> <p>EURALIUS reports; EU annual progress report</p>	<p>Cooperation of the National Chamber of Notaries</p> <p>Commitment of the National Chamber of Notaries to undertake a stricter disciplinary oversight of notaries</p>
	<p>Specific Objective 3</p> <p>3.1 The legislative framework in criminal matters including international cooperation has been aligned to EU and Council of Europe standards, in particular with regard to legislative measures in the field of anti-corruption and fighting organized crime</p>	<p>Amendments to the Criminal and Criminal Procedure Code bringing legislation closer to EU standards in place</p> <p>Other elements of the criminal legislation (e.g. anti-mafia law) have been modernised</p> <p>Improved international cooperation leading to a higher number of successful investigations regarding international criminal activity</p>	<p>Official gazette (regarding laws)</p> <p>Statistics and reports of GPO and the MoJ</p> <p>Reports of the Council of Europe and other international organisations</p>	<p>Political commitment to further reform the criminal law framework</p>
	<p>3.2 Criminal investigations, in particular regarding specialised areas of criminal activity, are handled in a more efficient and effective way</p>	<p>Improved skills of the GPO and prosecutors regarding specialised forms of criminal activity</p> <p>Improved cooperation with other institutions involved in organised crime</p> <p>Increased number of indictments with regard to these forms of criminal activity compared with previous years</p>	<p>Statistics and reports of GPO, Albanian State Police and the MoJ</p> <p>Availability of guidelines and templates for complex forms of crimes</p> <p>Reports of the Council of Europe and other international organisations</p>	<p>Cooperation between the involved institutions</p> <p>Commitment of the GPO to implement the measures</p> <p>Political readiness to support the prosecution with staff and other necessary resources (budgetary means)</p>
	<p>3.3 Efficiency and accountability of the Albanian prosecution service has improved among other measures due to an increased professionalism of the prosecutors</p>	<p>Clear and objective criteria for an evaluation system have been defined and adopted</p> <p>Awareness of proper conduct of prosecutors to avoid any conflict of interest raised</p> <p>Revised structures of the prosecution service lead to an improved internal management of the prosecution service (e.g. clear allocation of cases)</p>	<p>The rules how to apply the new evaluation system and the evaluation system itself</p> <p>Manuals, guidelines and other training material (clips) on proper conduct of prosecutors</p> <p>EURALIUS reports and reports of international organisations</p>	<p>Willingness of the GPO to introduce a merit-based evaluation system for prosecutors</p> <p>Commitment of the GPO to do a restructuring of its office and local prosecutor offices</p>

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	<p>Specific Objective 4</p> <p>4.1 The newly established administrative courts are functioning well, producing efficient, transparent and effective judicial decisions</p>	<p>The new administrative courts are functioning and operating well</p> <p>A merit-based system for the appointment of administrative judges has been developed</p> <p>A sound legal framework for the adjudication of administrative cases is in place</p> <p>Proper training curricula for initial and continuing training of administrative judges has been developed</p>	<p>Reports of the MoJ</p> <p>Reports of national and international organisations</p> <p>Official gazette (regarding laws)</p> <p>Availability of training curricula</p>	<p>Political commitment to provide continuous support to the operation of the administrative courts</p> <p>Political awareness and commitment to adopt necessary changes for a sound legal framework</p>
	<p>4.2 The civil law reform, continues, taking into consideration latest EU developments</p>	<p>Amendments to legal framework in civil matters to bring legislation in accordance with the EU <i>acquis</i> have been developed and adopted</p> <p>International cooperation in civil matters has improved</p>	<p>Official gazette (regarding laws)</p> <p>Reports of national and international organisations</p> <p>Templates, forms and guidelines regarding international cooperation</p>	<p>Capacities of the MoJ to properly transpose the EU <i>acquis</i> into national legislation</p> <p>Political willingness to continuously reform legislation in civil matters</p>

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Overall Objective	The overall objective is to strengthen the independence, transparency, efficiency, accountability and public trust in the Albanian justice system in line with the EU acquis and best practices	Cp. Overall Log Frame	Cp. Overall Log Frame	Cp. Overall Log Frame
Specific Objective	Specific Objective 1 to improve the independence, transparency, efficiency and effectiveness of the Albanian justice system pursuant to a clear and comprehensive reform strategy developed by the Albanian Ministry of Justice (MoJ) and other actors in the system	Albania has a concrete justice reform strategy in place that provides the framework for necessary reforms of the justice system in Albania for the next years until 2017 The main pillars of the institutional framework of the Albanian justice system function better, more efficiently and more transparently Confidence of the Albanian society in the justice system has increased	Reports by the EU and other international organisations like the Venice Commission, OSCE and CEPEJ give a better assessment of the Albanian justice system	Political willingness and consensus to agree on a set of reforms for the Albanian justice system Availability of necessary budget funds to implement the required reforms
Expected Results	Specific Objective 1 1.1 A justice system strategy with a concrete action plan for the period 2014 – 2017 and with a view to guaranteeing independence, transparency and efficiency is in place	A meaningful justice reform strategy containing specific measures and a feasible action plan has been developed Once approved, the strategy starts to be implemented	The availability of the strategy itself EURALIUS reports Reports of other international organisations	Involvement of institutions of the justice system in particular the MoJ, the HCJ, the GPO Awareness of the Government to allocate necessary human and budgetary resources
	1.2 Professionalism and accountability of the services of the MoJ and subordinate authorities are enhanced	A stable and well-trained personnel is in place in the MoJ Quality of the services provided by the MoJ has improved The MoJ has a more precise overview about the available resources of the judiciary and handles them much better (statistics, financial and human resources)	EURALIUS reports and reports of other international organisation Government reports Statistics by the MoJ (giving a more accurate picture of the judiciary)	Commitment of the MoJ to undertake these measures Readiness to strengthen the position of civil servants in Albania in practice
	1.3 Access to courts is open to anyone, i.e. there are no barriers for example for indigent people and/or members of minorities	The legal aid scheme becomes operative throughout the country The court fee system provides for effective exemptions for those who cannot afford to pay them Less complaints by citizens concerning denial of access to justice	EURALIUS reports Reports of other international organisations on the situation of access to justice, in particular the Council of Europe and the OSCE Reports by Civil Society organisations providing legal aid in Albania	Awareness of the Government about the importance of access to justice Allocation of necessary budgetary means to make the legal aid system really operational

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	<p>1.4 Transparency of judicial proceedings is enhanced, i.e. the general public has better information about court activities, enhancing their trust</p>	<p>Systematic publication of courts' decisions is functioning The public has more accurate and official information on court activity Public relations by courts have been professionalised and institutionalised</p>	<p>Availability of systematic courts' decisions National scientific and media reports on the judiciary in Albania Websites of the courts, press releases Reports of international organisations certifying an enhanced trust of the Albanian society</p>	<p>Commitment of the MoJ to ensure the necessary means for publication Awareness of the judiciary on the importance of better public relations Stronger involvement of the NJC</p>
	<p>1.5 Decisions taken by the HCJ regarding the status of judges are taken on objective and transparent criteria in line with EU standards</p>	<p>The HCJ considers the results of an evaluation as the binding groundwork for its decisions Decisions are more transparent and well argued making them traceable Disciplinary proceedings against judges are fairer and transparent</p>	<p>Reports of the HCJ Reports of the Council of Europe and other reports of the international organisations</p>	<p>Readiness of the HCJ to achieve real and sustainable improvements in all these aspects, which have been issues of concern for many years</p>
	<p>1.6 Independence, efficiency and effectiveness of the High Court have been improved ensuring that the court can fulfill its constitutional task to provide guidance to all other Albanian courts by unifying the judicial practice</p>	<p>A revised internal organisational structure of the High Court is in place integrating the new administrative chamber in a smooth manner Backlog of cases has been reduced resulting in getting quicker decisions Appointments of judges to the High Court are more transparent</p>	<p>Statistics on the activity of the High Court Reports of the High Court Reports of national and international organisations</p>	<p>Commitment of the High Court to change its internal structure Regarding the appointment procedure requiring constitutional changes, political willingness to adopt such changes</p>
	<p>1.7 Issues pertaining to judicial cooperation among stakeholders of the Albanian justice system and international partners are managed in a more coherent manner</p>	<p>Measures requiring judicial cooperation (e.g. those foreseen under this expected result) have been adopted and implemented successfully Institutionalised collaboration through regular working groups and other means has developed Enhanced acceptance of the Albanian society</p>	<p>Government reports and statistics Minutes of inter-institutional meeting Reports of international organisations</p>	<p>Readiness among the institutions to cooperate with each other</p>

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	Activities	Means:	Costs	Pre-conditions	Assumptions & Risks
Expected Result 1.1	<p>1.1.1. Support the relevant Albanian institutions in drafting a justice reform strategy accompanied with a concrete action plan for the period 2014 – 2017 streamlining the Cross-Cutting Justice Strategy covering the years 2011-2013 helping the institutions focus more directly on key reforms, including those aimed at enhancing the independence, accountability and professionalism of the judicial system in line with the EU acquis and best practices. Support for the drafting and adoption process of the new Cross-Cutting Justice Reform Strategy will be done through an inclusive and consultative process in which Albanian authorities will also engage with the Venice Commission and take into consideration the latter's findings</p>	<p>Meetings with actors involved in the process Analysis of the previous justice reform strategy Provision of information about reform in the justice area in other EU MS Ongoing expertise on relevant legal issues Coordination measures such as roundtables, seminars Coordination with the Venice Commission and the 14-member justice advisory group to the Minister of Justice</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary no other major costs</p>	<p>Willing of the actors involved in cooperating on the development of the justice reform strategy Viable plan how the inclusive and consultative process for defining the justice reform strategy shall be handled</p>	<p>Assumptions: Political commitment to continue with the reform. Capacity and willingness to cooperate of the MoJ, codification department, and the working structure in Parliament. Open communication, sharing of documents and comments by all stakeholders. Risk: The political process is not following the recommendations.</p>
	<p>1.1.2 Support the implementation and monitoring of the new Cross-Cutting Justice Reform Strategy and its action plan, i.e. among other things by assisting the MoJ in drafting or amending necessary laws and by-laws that are called for by the strategy. Ensure that these measures take into consideration relevant measures of the anti-corruption strategy</p>	<p>Consultation with the MoJ regarding how to best implement the measures Consultations to the Laws Committees of the Parliament once the measures are to be transposed into legal acts</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary no other major costs</p>	<p>Political willingness of the parties in Parliament to actually support the reform process</p>	<p>Assumption: MoJ is nominating counterparts of the codification department and they are willing to cooperate with the project. Risk: Politics does not recognize suggestions and follows political priorities.</p>
	<p>1.1.3 Assist the MoJ in assessing and planning relevant human resources and budgetary needs for funding the initiatives called for by the strategy. In particular, assist the MoJ in implementing and monitoring the new Cross-Cutting Justice Reform Strategy</p>	<p>Consultation with the MoJ Studies on financial feasibility and planning of certain measures</p>	<p>Human resources: long-term experts permanently assigned to the project 1 international MTE regarding financial feasibility and planning study (3 weeks)</p>	<p>Political willingness to underpin the measures foreseen in the justice reform strategy with sufficient budget funds</p>	<p>MoJ cooperates with the project. Commitment of Parliament. Awareness of the need to plan and honourable assessment of relevant human resources and</p>

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Expected Result 1.2	1.2.1 Assist the MoJ in strengthening and adding a core team of experts in the Codification and International Judicial Cooperation Department	<p>Coaching and training of the staff of these two directorates</p> <p>Use the manual for training measures</p> <p>Advice on upcoming legislation in areas of the judiciary (organization, financing, human resources, civil, criminal, administrative, constitutional law in the broadest sense); This implies capacity building, coaching of the existing law drafting manual, coordination and interaction between the ministries in regard to law drafting</p>	<p>Human resources: long-term experts permanently assigned to the project</p> <p>1 international MTE regarding updating the law drafting Manual and training (4 weeks)</p> <p>Costs for training</p>	<p>Support by the MoJ to the staff by giving the staff the opportunity to dedicate time to participate in such training</p> <p>Readiness of the staff to participate</p> <p>Personnel stability</p>	<p>budgetary needs. Financing made available by the State budget.</p> <p>Assumption: The MoJ is enabling an assessment of the directorate and the staff and is open for improvements. Judges and prosecutors can be seconded to the MoJ. Needed legislation comes into place.</p> <p>Risk: The MoJ does not see any need to change the structure in place. In a first brainstorming the project obtained the comment, that the existing structure is sufficient and cannot be changed easily as the structure is given by act of the Prime Minister and is not subject to the decision of the minister. In regard to requested comments to pieces of legislation the project was not able to obtain the necessary information from the Codification Directorate. Such a cooperation will is an assumption to implement this activity.</p>
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<p>1.2.2 Organise and deliver trainings on budget planning, budget allocation and resources management to the Judiciary Budget Administration Office</p>	<p>Coaching of staff Continue previous project work regarding standardisation of certain procedures e.g. on expenditure reporting (extensively addressed under EURALIUS II) Training of ministerial staff</p>	<p>Human resources: long-term experts permanently assigned to the project 1 international MTE regarding financial management (4 weeks) Costs for training</p>	<p>Readiness of the staff to participate Personnel stability Political willingness to improve budget management in the justice system</p>	<p>Assumption: The board of OAJB includes EURALIUS during the budget planning activities. Information about costs per case (or similar) is available. Risk: Funds are not made available by the Ministry of Finance despite requests.</p>
<p>1.2.3 Support the "zero tolerance" policy regarding corruption and /or misuse of funds inside the MoJ and implement internal control standards, assuring coordination with the GoA's overall anti-corruption strategy</p>	<p>Coaching regarding clear reporting standards Recommendation on internal controlling Support the MoJ and the other institutions in the frame of implementation of the action plan of the GoA</p>	<p>Human resources: long-term experts permanently assigned to the project 1 international MTE regarding controlling standards (4 weeks)</p>	<p>Political willingness to address the corruption problem at all levels</p>	<p>Assumptions: Awareness of possible corruption risks. Readiness of the MoJ and affected staff to actively fight corruption, acceptance of control mechanisms. Risk: Hidden or sophisticated corruption mechanisms cannot be identified.</p>
<p>1.2.4 With the aim of establishing a clear track record of investigations, prosecutions and convictions, support the capacities of the MoJ to elaborate statistics and improve the reporting system in coordination with the GPO, Ministry of Interior, the Albanian State Police (ASP)</p>	<p>Recommendations to improve statistical management Working groups with the actors involved in the process Other coordination measures among the actors involved</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary no other major costs</p>	<p>Cooperation between the actors involved Political willingness to have better statistics</p>	<p>Assumptions: Cooperation between the actors involved, political willingness to have better statistics. Statistical data are available; statistic system in judicial institutions is working. Risk: Statistical data are unavailable, unusable or not shared.</p>

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	1.2.5 : Improve the human resource management in the MoJ regarding appointment and the transfer of personnel based on close consultation, meritocracy and clear and pre-defined criteria, carefully following developments with and implementation of the new Law on the Civil Servant	Drafting of guidelines for establishment of HR Policy Definition of clear job descriptions, hiring and promotion standards Coaching and training on HR management including proper handling of personnel files and skill management	Human resources: long-term experts permanently assigned to the project 1 international MTE regarding the development of a HR policy (3 weeks) Costs for training	Political willingness to have a more stable personnel system	Assumption: The MoJ and its human resources department are willing to cooperate and to improve. This includes access to personal files if needed (TL only).
	1.2.6 Support the Budget and Finance Directorate of the MoJ in procurement proceedings and optimal allocation of resources	Recommendations to improve current procurement procedures Elaboration of checklists, guidelines for proper handling of procurement processes Coaching and training on the preparation and implementation of procurement proceedings	Human resources: long-term experts permanently assigned to the project 1 international MTE to assist in procurement standards (2 weeks) Costs for training	Political willingness to have a more transparent procurement system	Assumption: Access to procurement files and active involvement of the relevant person(s) in charge.
Expected Result 1.3	1.3.1 Provide support to the State Commission of Legal Aid (SCLA) and the implementation of recent amendments to the Law on Legal Aid, providing for more support to vulnerable groups at the local level. This includes the provision of support regarding the necessary budget allocation to set up local offices in order to encourage development of efficient legal aid services at local level	Consultation with the SCLA and the MoJ Roundtables and seminars with the aforementioned Information brochures and other material	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Costs for publication of information material	Political willingness to dedicate necessary funds for a functioning legal aid systems	Assumption: The willingness of Albanian institutions to proceed and achieve improvements in regard to access to justice for vulnerable groups is assumed. Risk: There is a risk that budgetary restraints and other prioritization hampers progress in this field.
	1.3.2 Support Albanian civil society institutions in their efforts to provide legal aid, in coordination with the SCLA and NCA	Working meetings with civil society organisations Coordination with the SCLA and the NCA Roundtables with the aforementioned and support information campaigns Monitoring reports	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Costs for roundtables and	Willingness of the actors involved to cooperate with each other Political willingness to support a full functioning legal aid system	Assumption: Sufficient state budget to implement legal aid replacing NGO's. Risk: International donors will cut back the support to legal aid NGOs and budgetary restraints

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			other information campaign measures		will hamper the implementation of the Legal Aid Law.
	1.3.3 Review the existing judicial fee structure with a view to ensuring simplified and efficient access to justice for all parts of the Albanian society including underprivileged people	Comparative studies on judicial fee systems and exemptions to pay them in EU MS Recommendations to improve the current system 1 Study visit (including aspects regarding the provision of legal aid in EU MS)	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 study visit	Political willingness to reform the judicial fee system and thereby reduce budget revenues	Assumption: Solutions can be found within the competence of the MoJ and the courts, and if not cooperation with third parties, such as the SCLA, is possible. Statistical data to measure indicators can be made available. Risk: State budget on Legal Aid could be decreased, instead of being increased.
Expected Result 1.4	1.4.1 Support the systematic publication of courts' decisions taking into account all necessary aspects relating to the protection of personal data	Meetings with the MoJ to assess the problem and come up with a strategy to solve issues Analysis of the current requirements to data protection in Albania and recommendations to bring publications in line with those Monitoring reports	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary no other major costs	Political willingness to address this important issue regarding the transparency of justice	Assumption: Courts are willing to invest more time to check the decisions manually; Risk: Anonymisation software is costly as well as its integration. Budget and human resources are available for establishing a centralized systematic publication forum for court decisions.
	1.4.2 Support the Judicial Documentation Centre among other measures in updating the electronic database and promoting its use among relevant judicial staff; explore the status of other electronic data bases at the SoM, MoJ and elsewhere	Meetings with the MoJ to revive the Judicial Documentation Centre Lobbying for other forms of provision of information on judicial activity	Human resources: long-term experts permanently assigned to the project, therefore no	Political willingness to look for possibilities to provide more legal information to the public	Risk: No sufficient budget becomes available for implementation.

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	<p>assisting in planning for expansion and coordination of them</p>	<p>Information material, media campaign</p>	<p>separate cost calculation necessary Costs for publications, information campaign</p>		
	<p>1.4.3 Improve the public relations of courts with the general public, working among others with the National Judicial Conference (NJC) and its relevant commission, the NJC Executive Council and the Union of Albanian Judges (UAJ)</p>	<p>Cooperation with the local court administration Hands-on coaching in finding communication channels with the public Media training, campaigning</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE regarding media training (2 weeks)</p>	<p>Willingness of the MoJ and the courts personnel to improve the public relations of the courts</p>	<p>Assumption: Interest in press matters despite previous failure of similar activities.</p>
<p>Expected Result 1.5</p>	<p>1.5.1 Assist the HCJ in the implementation of its internal rules in order to reduce discretion and improve transparency of the decisions; assist the MoJ and the HCJ in evaluating amendments to the 2001 Law on the HCJ to further these principles as well as resolve other problems that have been shown to exist</p>	<p>Meetings with executive personnel of the HCJ and the MoJ to change rules Recommendations to improve the internal rules Drafting new rules</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Commitment of the MoJ and the HCJ to change the way the HCJ currently works</p>	<p>Assumptions: There is an underlying risk of a missing or weak political willingness to refrain from provisions that establish clearer separation of powers. Moreover, the risk to limit consultation and ensure an inclusive process with a view of long term sustainability is existing. Risk: The willingness for cooperation at the working level might jeopardize the achievement of the expected results.</p>

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	<p>1.5.2 Assist the HCJ in implementing the new secondary legislation governing the promotion and transfer of judges according to objective criteria</p>	<p>Recommendations regarding proper implementation of the new rules Monitoring reports on the degree of implementation</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Commitment of the HCJ to actually implement the new rules Cooperation of the HCJ</p>	<p>Risk: There is an underlying risk of a missing or weak political willingness to refrain from provisions that establish clearer separation of powers and to revise once again the respective laws. Moreover, the risk to limit consultation and ensure an inclusive process with a view of long term sustainability is existing. Also, the willingness for cooperation at the working level might jeopardize the achievement of the expected results.</p>
	<p>1.5.3 Assist the HCJ in the implementation and/or review of the evaluation system for judges. Assist the further development of the inspection system taking into account international best practice and EU standards and with a view to a long-term solution (beyond the current MoU) for the overlapping inspectorates</p>	<p>Cooperation with the MoJ and the HCJ to find a sustainable solution for the two inspectorates Recommendations regarding further improvement Interviews with chairmen of courts, judges and HCJ members</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Willingness of the HCJ to apply a modern and merit based evaluation system</p>	<p>Assumption: The willingness of the political instances to improve the legal framework for evaluation is assumed and already demonstrated. Risk: Weak or missing readiness for a thorough consultation process and to give precedence to speedy visibly results than to quality and sustainability.</p>

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	<p>1.5.4 Assist the HCJ in reviewing and amending the rules on disciplinary procedures against judges according to EU standards</p>	<p>Studies and recommendations including considerations of how EU MS address this issue</p> <p>Monitoring reports on real disciplinary proceedings taking place in the HCJ against specific judges</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>No other major costs</p>	<p>Readiness to apply fair trial rules in disciplinary proceedings against judges</p>	<p>Risks: Missing or weak political willingness to introduce clear cut accountability mechanisms and at the same time to refrain from provisions that establish clearer separation of powers. The risk to limit consultation and ensure an inclusive process with a view of long term sustainability is existing. The willingness for cooperation at the working level might jeopardize the achievement of the expected results.</p>
	<p>1.5.5 Support the "zero tolerance" policy regarding corruption in the HCJ and work with the HCJ to extend similar policy to the courts, assisting in the development and implementation of internal control standards and assuring coordination with the GoA's overall anti-corruption strategy</p>	<p>Analysis of existing internal control standards at the HCJ</p> <p>Recommendations for their improvement</p> <p>Coordination between the HCJ and MoJ ensuring that the HCJ standards consider Government's anti-corruption strategy</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>No other major costs</p>	<p>Political willingness to address the corruption problem at all levels</p>	<p>Assumption: The political willingness to fight corruption is assumed.</p> <p>Risk: There is a general risk that the fight against corruption is not pursued with the necessary determination by all relevant stakeholders and the corporatism and other interests prevail over efficient and determined actions.</p>

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Expected Result 1.6	<p>1.6.1 Provide assistance to the High Court in improving its internal organisational structure, among other things as to reduce the backlog of cases in line with the latest amendments to the law, and also with special attention to the changes necessitated by the introduction of a new administrative chamber</p>	<p>Analysis of existing internal structure Recommendations for improvement Continuous cooperation with High Court executive staff to provide for a sounder organisation of the High Court</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Cooperation of executive staff of the High Court</p>	<p>Assumption: The HC collaborates and is ready for adopting new best practice standards. Statistical data or other indicators are available. Risk: willingness to revise and improve the internal organisation in order to enhance efficiency.</p>
	<p>1.6.2 Assist the MoJ and other relevant institutions including Parliament in considering changes to the appointment process of judges to the High Court with a view to make the High Court more independent and impartial, in particular assisting the MoJ in the drafting of appropriate legislative and/or constitutional changes</p>	<p>Analysis and study of the existing appointment procedure and recommendations for possible alternatives Working groups and roundtables with actors involved to elaborate the right alternative Lobbying for the necessary constitutional changes in the Government and Parliament</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Costs for roundtables and similar measures</p>	<p>Political willingness to change the appointment procedures Political climate allowing for constitutional amendments</p>	<p>Assumption: The quality of justice will not deteriorate when the HC moves to the position of a Court of Cassation by limiting appeals to the HC. Risk: Lack or weak political willingness to loose the influence in the appointment process of HC judges and the willingness to widen the competences of the HCJ. On the other hand there is the risk that the HCJ is not ready for taking over the additional competences regarding the HC.</p>
	<p>1.6.3 : Provide assistance to the High Court in preparing and implementing a comprehensive programme for disseminating information about the unification of judicial practice and analysing its legal precedents (case law) to date with a view to including them in the dissemination programme</p>	<p>Analysis of current dissemination programmes Technical assistance to the High Court to prepare new dissemination programmes Initial support to the High Court regarding dissemination programme</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p>	<p>Cooperation of the High Court Commitment to launch new information dissemination programme</p>	<p>Risk: missing financial and human resources to implement a proper program or search tools for dissemination of decisions and</p>

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		(public campaign)	Costs for public campaign and information material		unification of judicial practice.
Expected Result 1.7	1.7.1 Provide assistance to the MoJ, in collaboration with the HCJ in implementing the courts' territorial reorganisation, determining the number of judges and organising the transfer and redistribution of judges; the territorial reorganisation must be carried out in collaboration with the GPO, ASP and all other relevant justice system and law enforcement bodies	Study and analysis of the current territorial organisation of the judiciary in Albania Coordination among the institutions involved through working groups Recommendations for the improvement and assisting implementation with plans and feasibility studies	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Cooperation of the institutions involved Commitment to make individual changes to the current system affecting individual institutions	Assumptions: Data are available. Risks: Uncertainty of the decision of the CC. Considering that it cannot be estimated when the CC will rule on the said new territorial – administrative law (since there is no term for adjudications provided in the law), the study on the reorganization of the courts (should it begin before the ruling of the CC) will then be based on the existing territorial-administrative division in Albania. But in this case, there is the risk that the CC rules that the said new law does not infringe the Albanian Constitution and then the findings of the said report would not be valuable to certain extent. On the other hand, should the study be based on the new territorial – administrative law, which then may be found by the Court to

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					be unconstitutional, than the findings of the report would be unfeasible.
	1.7.2 Support the implementation of the Memorandum of Understanding (MoU) between the MoJ and the HCJ inspectorates through the conduct of joint inspections	Coordination between the MoJ and the HCJ Assessment reports	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Commitment of the two institutions to coordinate and collaborate	<p>Risks: The revision of the inspection system in Albania would need changes in the law. The overall general underlying risk is the political willingness to carry out a comprehensive justice sector reform. Moreover, the risk to limit consultation and ensure an inclusive process with a view of long term sustainability is existing.</p> <p>Risks: Even when there is a general willingness to proceed with a justice reform, missing or weak local ownership might hamper progress. This risk does have an effect on all levels of the Albanian institutions, from decision taking down to working level, where the risk may materialise e.g. in the lack of attendance and interest of the target groups in each of the planned activities.</p> <p>Risks: Moreover, the willingness for cooperation might</p>

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					jeopardize the achievement of the expected results as well as insufficient budget or human resources. Aside from this there is finally the risk that the Albanian counterparts are not or only partially willing to implement recommendations and to adjust existing practices and established systems to best practices' examples.
1.7.3 Support to MoJ, HCJ and the High Court in policy analysis and reporting through the establishment of a trial monitoring system of the most relevant judicial cases	<p>Studies on how this topic is handled in other EU MS</p> <p>Coordination between the MoJ, the HCJ and the High Court</p> <p>Creation of a trial monitoring system</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>No other major costs</p>	Commitment of the institutions involved to cooperate with each other	<p>Assumption: all the counterparts are willing to cooperate in making more explicit timelines and case management guidelines.</p> <p>Risk: overlap with CoE / CEPEJ activities (coordination is established to overcome the risk).</p>	
1.7.4 Assist the MoJ, the GPO and the courts in the implementation of international instruments for judicial cooperation, including the new cooperation agreement with EUROJUST, and the adoption of additional international instruments that may be necessary or desirable for such cooperation	<p>Coordination between the MoJ, the GPO and the courts</p> <p>Elaboration of practical tools how to implement judicial cooperation</p> <p>Liaise and lobby with EUROJUST for signing a new cooperation agreement with the Albanian authorities</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>No other major costs</p>	Coordination of the approaches of the institutions involved	<p>Assumption: Enough resources are available at the MoJ. Cooperation of EUROJUST</p>	

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	<p>1.7.5 Assist the provision of universal access to international legal data base (e.g. Lawtel, Westlaw, etc) via internet to all judges, prosecutors, the SoM, the MoJ and law enforcement bodies or assist in the development of reasonable lower cost alternatives</p>	<p>Analysis and recommendations regarding which data bases are needed</p> <p>Identification of the needed data bases and of the approach how and whom to get connected</p> <p>Finding other channels for getting necessary legal information</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>No other major costs (licence fees of data bases to be paid by the Albanian state)</p>	<p>Necessary financial means to support this initiative, clear identification of who pays and sustainable commitment</p>	<p>Assumption: A national approach to search in laws and courts jurisprudence is accepted by the government;</p> <p>Risk: The budget of the MoJ for publication is decreasing from 70,4 million ALL in 2010 to 49.1 million ALL in 2013; while increase in budget is needed.</p>
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Overall Objective	The overall objective is to strengthen the independence, transparency, efficiency, accountability and public trust in the Albanian justice system in line with the EU <i>acquis</i> and best practices	Cp. overall log frame	Cp. overall log frame	Cp. overall log frame
Specific Objective	Specific Objective 2 To improve the organizational, administrative, technical and resource management capacities, as well as the case management capabilities of the judiciary in order to improve the efficiency of courts and their transparency	People's trust in the courts has increased in comparison to previous years Backlogs and duration of proceedings have been reduced	Official statistics by the MoJ on the performance of courts Reports by the EU and other international donor organisations Opinion polls	Stabile personnel situation in the Judiciary Political willingness to clearly regulate the status of judicial administration Sufficient budget funds to manage the courts' infrastructure, in particular the IT system
Expected Results	Specific Objective 2 2.1 The School of Magistrates (SoM) will continue to be the central institution to ensure high-quality education of judges and prosecutors on the basis of a solid financial basis and refined training curricula	Curricula are up-to-date incorporating latest changes to the legal framework and contemporary training methods Curricula, trainers and necessary financial means are guaranteed for the next years Trainees receive the knowledge and tools they need to handle court cases	Planning instruments and reports of the SoM Written curricula and training programme Budget of the SoM; Reports of the SoM Reports of EURALIUS and other international organisations	Political commitment of the Government to allocate the necessary budget funds to the SoM Sound management and dedication of the executive staff of the SoM
Expected Results	2.2 Court proceedings are held in a more efficient and transparent manner facilitating a reduction of trial durations and thereby the backlog of court cases	Duration of court trials has been reduced significantly to previous years The number of hearings has been reduced by 30% eliminating the still high number of non-productive ones Backlog of cases at Albanian courts has been reduced by one fourth A functioning courts experts system is in place	Statistics on court activity by the MoJ Opinion polls Reports of EURALIUS and other international organisations	Commitment by judges to implement tools and methods to concentrate and expedite court proceedings Political willingness to provide for a functioning framework for courts experts

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<p>2.3 A country-wide implementation of a unified electronic case management system (ICMIS) assuring random allocation of cases and smooth functioning of the progress of the cases, as well as providing reliable statistics and publication of court decisions, is in place</p>	<p>ICMIS is used at all courts of Albania ensuring in particular that the random allocation of cases is done without exception The full scope of functionalities of ICMIS is used The use of other electronic or IT means at courts has been explored and concrete measures to implement selected applications have been taken</p>	<p>Usage reports Assessment reports of EURALIUS how the courts actually use the system Feasibility study of EURALIUS on the use of other electronic or IT means in courts</p>	<p>Commitment of the MoJ to further support the roll out of ICMIS and to other forms of digitalisation of court processes Acceptance of the ICMIS by the court staff and willingness to use the full scope of functionalities</p>
<p>2.4 The performance of the administrative court staff has improved on the basis of clear job descriptions and enhanced managerial capacities leading to a more professional and efficient management and organization of the courts</p>	<p>Improved resource management at the Albanian courts The number of non-productive court hearings has been reduced</p>	<p>Reports of the MoJ Reports of EURALIUS and international organisations</p>	<p>Political willingness to adopt the necessary sound legal basis Proper implementation of the rules in practice</p>
<p>2.5 Professionalism of Albanian lawyers involved in judicial proceedings has improved. The recently established School for Lawyers is functional and providing high quality initial and continuous training for Albanian lawyers</p>	<p>The recently founded School for Lawyers is established and functioning well Curricula for initial and continuing training of lawyers have been developed and are being implemented More professional conduct of lawyers in court leading to a significantly reduced number of deferred hearings</p>	<p>Statistics and reports of the MoJ Written curricula of School for Lawyers Assessment reports of the OSCE and Council of Europe on the handling of court proceedings in Albanian courts EURALIUS reports; EU annual progress report</p>	<p>Cooperation of the National Chamber of Advocacy Commitment of the National Chamber of Advocacy to undertake a stricter disciplinary oversight of lawyers</p>
<p>2.6 Professionalism of Albanian notaries involved in judicial proceedings and otherwise has improved</p>	<p>Curricula for initial and continuing training of notaries have been developed and are being implemented More professional conduct of notaries in court proceedings and elsewhere leading to fewer court trials and enhanced legal certainty, especially with regard to the registration of immovable property Due to the improved performance of notaries political considerations have started to move more competences from the courts to the notaries</p>	<p>Statistics and reports of the MoJ Written curricula of National Chamber of Notaries Assessment reports in particular of the OSCE and Council of Europe on the handling of legal proceedings, especially regarding the registration of immovable property process EURALIUS reports; EU annual progress report</p>	<p>Cooperation of the National Chamber of Notaries Commitment of the National Chamber of Notaries to undertake a stricter disciplinary oversight of notaries</p>

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	Activity	Means	Costs	Pre-conditions	Assumptions & Risks
<p>Expected Result 2.1</p>	<p>2.1.1 Provide assistance to the SoM in developing and delivering training to judges in improving the reasoning and quality of decisions and management of trials</p>	<p>Studies and recommendations regarding the methodology to a better reasoning of decisions Cooperation with the SoM on developing of training seminars</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Commitment of the SoM</p>	<p>The assumption underlying this activity is that financial means and human resources are available to expand the training program. A general risk for all training activities is the availability of trainees who due to the huge workload might face difficulties in attending training programs.</p>
	<p>2.1.2 Provide assistance to the SoM to further develop the continuous training for judges and prosecutors, stressing introducing the recent adopted national legislation as well as international legislation and case law (including the European Court of Justice)</p>	<p>Studies and recommendations regarding the training contents and material Cooperation with the SoM on developing of training seminars 1 international MTE to work out training programmes on specific issues of international legislation Training materials</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (4 weeks) Costs for training materials</p>	<p>Commitment of the SoM</p>	<p>The assumption underlying this activity is that financial means and human resources are available to expand the training program. A general risk for all training activities is the availability of trainees who due to the huge workload might face difficulties in attending training programs.</p>

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	<p>2.1.3 Monitor the procedures followed by the SoM in selecting the curricula, professors and organising transparent and clear selection procedures</p>	<p>Elaboration of profiles for lecturers and terms and conditions for their engagement Assistance in finding the right lecturers and in the selection process Monitoring the quality of training</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Financial means to facilitate a meaningful training and hire highly qualified lecturers</p>	<p>Assumption: The new Steering Council and the new Director will co-operate fully with EURALIUS and sufficient financial means are available. The transition phase implies the risk that good practices and institution knowledge gets lost. Assumption: The right of judges and prosecutors to go back to their own previous position without clear rules on career advancement might be a low incentive for really well prepared judges and prosecutors to act as teachers at the SoM. Assumption: A precondition for successful mental and psychological test is highly qualified expertise in this regard. If this is not available it might endanger the results of the selection</p>

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					<p>process.</p> <p>Risk: There are concerns that the mental and psychological test might be susceptible to improper interference due to the lack of expertise in the country.</p>
	<p>2.1.4 Assist in ensuring the necessary financial means for the SoM to facilitate contemporary training methods and attract highly qualified trainers. In doing so, assist the SoM in ensuring continuous bilateral international support already provided to the SoM</p>	<p>Lobby with the MoJ to assure the financial means and sustainable funding of the SoM</p> <p>Recommendations with regard to raising other forms of funding for the SoM</p> <p>Lobby and support continuing bilateral programmes with the IRZ</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>No other major costs</p>	<p>Awareness of the MoJ and the Government as a whole of the importance of proper training for</p>	<p>The risks underlying the implementation are the commitment of the SoM in the collaboration for implementation, political commitment of the Government to allocate necessary budget funds to SoM and the willingness of international donors to further support the Schools activities.</p>
	<p>2.1.5 Support the "zero tolerance" policy of the SoM regarding corruption inside the SoM and implement internal control standards, assuring coordination with the GoA's overall anti-corruption strategy</p>	<p>Analysis of existing internal control standards at the SoM</p> <p>Recommendations for their improvement</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>No other major costs</p>	<p>Continuous commitment of the SoM to not allow and actively fight any forms of corruption at the SoM at all levels</p>	<p>Assumption: The political willingness to fight corruption is assumed.</p> <p>Risk: The fight against corruption is not pursued with the necessary determination by all relevant</p>

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					stakeholders and the nepotism and other interests prevail over efficient and determined actions.
Expected Result 2.2	2.2.1 Based on the existing procedural framework assist judges in working out methods for a more efficient management of court trials in civil, criminal and administrative matters	<p>Detailed elaboration of a package of measures to handle court cases more efficiently</p> <p>Consultation with practitioners on defining these measures</p> <p>Training/workshops with judges on these measures</p> <p>1 Albanian MTE for elaboration of the specific measures and assistance of the training</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>Training materials</p> <p>1 Albanian MTE 4 weeks has been transferred to activity 2.4.3</p>	Readiness of Albanian judges to participate in these workshops and actively apply these guidelines	<p>Assumption: Commitment to increase the efficiency by implementing the existing law more effectively.</p> <p>Risk: Use of discretion by judges is not changed by law or culture.</p>
	2.2.2 Assist in empowering judges to effectively use their procedural rights to streamline proceedings, among other things by taking disciplinary actions against lawyers and witnesses for unjustified absence in proceedings (including coordination with the NCA on this issue)	<p>Coordination between the MoJ, courts and the NCA</p> <p>Analysis of existing framework and recommendations regarding the procedural tools for disciplining lawyers and witnesses</p> <p>Training/workshops with judges</p> <p>If need be, elaboration of legal amendments</p> <p>1 Albanian MTE</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary</p> <p>Training materials</p> <p>1 Albanian MTE 2 weeks</p>	Commitment of the NCA to cooperate on this issue Readiness of Albanian judges to participate in these workshops and actively apply these guidelines	<p>Assumption: Willingness to discipline the behavior of lawyers, prosecutors and experts that lead to unreasonable delays in hearings (and cases). Availability of data for indicators.</p> <p>Assumption: Political willingness to amend the procedural legislation as proposed.</p> <p>Risk: Parliament will completely choose another approach in Law.</p>

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	<p>2.2.3 Assist in establishing a functional and efficient framework for court experts</p>	<p>Analysis of the current legal framework and practice for court experts Working groups with the MoJ Recommendations and studies Elaboration of necessary legal amendments 1 international MTE regarding international practice and transformation into Albanian law and practice</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (4 weeks)</p>	<p>Political willingness to provide a framework for a functioning court experts' system</p>	<p>Assumption: Collaboration of all the courts and experts to establish a national on-line database with the names and generalities of the licensed experts and the on-line maintenance by the experts; Risk: Availability of budget to establish and maintain the national database; level of data protection available in national solution in which experts maintain their data on the database.</p>
<p>Expected Result 2.3</p>	<p>2.3.1 Assist the MoJ and the Office for Administration of Judicial Budget on the unification of the case management system in all the courts in Albania, in particular by incorporating the courts in Tirana into the ICMIS</p>	<p>Site visits at the courts Assessment of deficiencies and reasons why the system is not used country wide Coordination with the MoJ on the approach to connect all courts 1 International MTE for assessment and providing recommendations</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (4 weeks)</p>	<p>Readiness of the remaining courts to change to ICMIS Commitment of the MoJ to accompany this process</p>	<p>Assumption: First Instance Courts in Tirana will start using the ICMIS system; Risk: Changing to the new system will hamper the performance of these courts and increase the backlog.</p>

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	<p>2.3.2 Support the MoJ in the full application of a computerised management system and random allocation of cases in all courts</p>	<p>Site visits at the courts Interviews with court chairmen on the problems why the system is not fully used Recommendations for improvement / software modification (configuration) 1 or 2 international MTE</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 or 2 international MTE (8 weeks)</p>	<p>Readiness of the remaining courts to change to ICMIS Commitment of the MoJ to accompany this process</p>	<p>Assumption: the Ministry is willing to work in cooperation in adapting the present ICMIS and develop a new version that is planned for 2016 and become operational in 2016-2017. Risk: Donors and the MoJ do not fund this needed new generation of ICMIS.</p>
	<p>2.3.3 Assist the MoJ in the further extension of the use of electronic applications and tools in the judiciary such as audio recording with a view to making court proceedings more efficient, effective and transparent</p>	<p>Site visits at the courts Assessment of the use of electronic means and IT applications at the courts Working groups with the MoJ on possible extension of use of other electronic or IT systems</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (4 weeks)</p>	<p>Political willingness of the MoJ to extend the use of electronic means and IT applications at the courts Financial means to fund these initiatives</p>	<p>Assumption: EURALIUS is able to influence the introduction and use of (new) technologies to make it contribute to more efficiency. Audio recording remains available and is maintained. Risk: New IT is out of control by the MoJ, since it is paid for and installed by third parties such as JuST/USAID</p>
<p>Expected Result 2.4</p>	<p>2.4.1 Assist the MoJ in the review of the Law on the Judicial Administration with a view to establish a "Judicial Civil Service" in line with EU standards and promote a broad consultation process for the revisions to the law needed in light of the Constitutional Court decision repealing the law of</p>	<p>Recommendations and studies of the relevant international practice Working group meetings with the MoJ and representatives of courts (judicial and administrative) on the review of</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Political willingness to have a clear delineation of competences between judicial and administrative staff</p>	<p>Assumption: Political willingness to have a clear delineation of competences</p>

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	April 2013	the law			between judicial and administrative staff
	2.4.2 : Assist the SoM in developing and delivering training to chancellors, court officers and other judicial administrators following up on the Council of Europe project implemented several years ago	Workshops with staff of the MoJ, SoM and judicial and administrative staff of the courts Definition of training contents and programme Support implementing the training at the SoM	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Political willingness to have a clear delineation of competences between judicial and administrative staff	The assumption underlying this activity is that financial means and human resources are available to expand the training program. A general risk for all training activities is the availability of trainees who due to the huge workload particularly at administrative courts might face difficulties in attending training programs.
	2.4.3 Assist the MoJ in other measures (e.g. in drafting internal rules and manuals) to strengthen the managerial capacities of administrative court staff; encourage broad consultation with the HCJ, the courts, the Union of Albanian Judges and other stakeholders in supporting and implementing the measures	Working groups and workshops with staff of the MoJ and courts to review or develop a set of guidelines and forms for the proper administration of courts Manuals, guidelines, forms Dissemination of these materials at the courts	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Costs for publications 1 Albanian MTE 4 weeks has been transferred from activity 2.2.1	Commitment of the MoJ and court staff to work out concrete measures and materials	Assumption: Courts are willing to proceed in court management excellence. Risk: The chief judges do not take responsibility for court management.

Logical Framework for Specific Objective 2

Expected Result 2.5	2.5.1 Support the MoJ and the National Chamber of Advocacy (NCA) in the implementation of the Law on the profession of lawyers, the new disciplinary procedures for lawyers and the new requirements for professional liability insurance	Cooperation with the MoJ and the NCA Working groups with the MoJ and the NCA on the implementation of the law Development of clear guidelines for lawyers	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Costs for publications	Commitment of the MoJ and in particular the NCA to ensure proper implementation of the law	Assumptions: Willingness of the advocates to work on the improvement of the professional performance and on tools to sanction improper behavior. Risk: The lack or weak commitment of the NCA to ensure proper implementation of the law is a general risk underlying this activity.
	2.5.2 Support the NCA in further improving the School for Lawyers and in developing and implementing a training program for lawyers and lawyer candidates (initial and continuous training). Assist the NCA in others issues related to the setting up and putting into operation the new School of Lawyers	Cooperation with the MoJ and the NCA Development of training curricula for initial and continuous training 1 study visit to an EU MS	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 study visit		The risks underlying the implementation of these activities are the cooperation of the NCA and their willingness to implement the legal requirements regarding the training of the lawyers and candidate lawyers, the willingness of the NCA to allocate the necessary funds for the School of Advocates.

Logical Framework for Specific Objective 2

	<p>2.5.3 Support the NCA in the implementation of the Lawyer's Code of Ethics</p>	<p>Assessment of the current Code of Ethics and finding practical cases to illustrate its meaning Guidelines regarding practical implementation Incorporating the results and practical cases into the training programme for lawyers 1 Albanian MTE</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Costs for publications (guidelines) 1 Albanian MTE (2 weeks)</p>	<p>Commitment of the NCA to seriously improve the conduct and ethics of lawyers</p>	<p>A general risk underlying this activity is a weak or missing commitment of the NCA to engage in activities relating to the Code of Ethics and to improve the conduct and ethics of lawyers as well as the commitment of lawyers to attend trainings and follow the rules.</p>
<p>Expected Result 2.6</p>	<p>2.6.1 Provide support to the National Chambers of Notaries (NCN) regarding its internal organisation and functioning, especially also with regard to the disciplinary procedures for notaries</p>	<p>Cooperation with the NCN Assessment of the internal organisation of the NCN and recommendations for its improvement 1 study visit to an EU MS</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 study visit to an EU MS</p>	<p>Commitment of the NCN to work with the project and review the internal structure</p>	<p>Risk: There is a risk of a weak or missing involvement and capacity of the NCA and the MoJ (inspectors).</p>
	<p>2.6.2 Support the Ministry of Justice and the NCN in the implementation of a training program for notaries and notary' candidates</p>	<p>Identification of the training topics for initial and continuous training and preparation of the training program Implementation of the training program</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Commitment of the NCN to set up initial and continuous training in a sustainable manner</p>	<p>Assumptions: The commitment of the NCN to set up a comprehensive system for initial and continuous training in a sustainable manner. Risk: There is a general risk that budgetary and human resource constraints jeopardize the achievement of concrete results.</p>

Logical Framework for Specific Objective 2

	<p>2.6.3 Support the MoJ and the NCN in the further implementation of the immovable property registration scheme initiated several years ago that simplifies the registration through the notaries' office and electronic registration</p>	<p>Assessment and reports on the current situation Coordination with the MoJ, the Immovable Property Registration Office and the NCN Recommendation of improvements and further implementation 1 international and 1 Albanian MTE</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs 1 international MTE (2 weeks) 1 Albanian MTE (4 weeks)</p>	<p>Cooperation of the institutions involved</p>	<p>Assumption: Capacity of the project and the beneficiaries to take part and to implement suggested options, cooperation of the institutions involved.</p>
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Logical Framework for Specific Objective 3

Overall Objective	The overall objective is to strengthen the independence, transparency, efficiency, accountability and public trust in the Albanian justice system in line with the EU acquis and best practices	Cp. overall log frame	Cp. overall log frame	Cp. overall log frame
Specific Objective	Specific Objective 3 To align the Albanian criminal justice system to EU standards	The legal framework has been brought closer to European standards Efficiency of criminal investigations has increased Number of convictions, especially regarding specialised forms of crime like white collar and organised crime has increased	Annual report by the the GPO on the situation of criminal justice in Albania Official statistics by the MoJ Reports of the EU and other national and international organisations	Willingness to cooperate by the criminal justice institutions Readiness by the prosecution to adjust investigate methods to best practices
	Specific Objective 3 3.1 The legislative framework in criminal matters including international cooperation has been aligned to EU and Council of Europe standards, in particular with regard to legislative measures in the field of anti-corruption and fighting organized crime	Amendments to the Criminal and Criminal Procedure Code bringing legislation closer to EU standards in place Other elements of the criminal legislation (e.g. anti-mafia law) have been modernised Improved international cooperation leading to a higher number of successful investigations regarding international criminal activity	Official gazette (regarding laws) Statistics and reports of GPO and the MoJ Reports of the Council of Europe and other international organisations	Political commitment to further reform the criminal law framework
	3.2 Criminal investigations, in particular regarding specialised areas of criminal activity, are handled in a more efficient and effective way	Improved skills of the GPO and prosecutors regarding specialised forms of criminal activity Improved cooperation with other institutions involved in organised crime Increased number of indictments with regard to these forms of criminal activity compared with previous years	Statistics and reports of GPO, Albanian State Police and the MoJ Availability of guidelines and templates for complex forms of crimes Reports of the Council of Europe and other international organisations	Cooperation between the involved institutions Commitment of the GPO to implement the measures Political readiness to support the prosecution with staff and other necessary resources (budgetary means)

Logical Framework for Specific Objective 3

	3.3 Efficiency and accountability of the Albanian prosecution service has improved among other measures due to an increased professionalism of the prosecutors	Clear and objective criteria for an evaluation system have been defined and adopted Awareness of proper conduct of prosecutors to avoid any conflict of interest raised Revised structures of the prosecution service lead to an improved internal management of the prosecution service (e.g. clear allocation of cases)	The rules how to apply the new evaluation system and the evaluation system itself Manuals, guidelines and other training material (clips) on proper conduct of prosecutors EURALIUS reports and reports of international organisations	Willingness of the GPO to introduce a merit-based evaluation system for prosecutors Commitment of the GPO to do a restructuring of its office and local prosecutor offices
	Activity	Means	Costs	Pre-conditions
Expected Result 3.1	3.1.1 Assist the MoJ (in particular the Codification Department) in reviewing the Criminal Code and Criminal Procedure Code, in particular finalizing the work of the “Task Force” and working group on the Criminal Procedure Code over the last two years, in accordance with EU and Council of Europe standards and in particular with regard to the implementation of the 2012 constitutional reform limiting the immunity of judges and deputies	Assessment and reports Comparative studies from the EU MS Working group meetings with MoJ, GPO and other institutions involved Lobbying and support in Parliament for the adoption of the amendments	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Assumption: MoJ codification department shares ongoing work and joins actively working group. Commitment of involved stakeholders Assumption: Willingness to cooperate by the criminal justice institutions involved Assumption: Political commitment to further reform the criminal law framework practices, commitment of the GPO to implement the proposed measures. Political willingness to adopt a new Criminal Procedure Code
	3.1.2 Support the further reform and modernisation of the Criminal Justice legal and Institutional Framework, among other things by reviewing the other criminal legislation (e.g. the civil forfeiture or “anti-mafia” law) in particular those elements of the legislation relating to anti-corruption measures	Assessment and reports Drafting of necessary amendments to important laws in criminal matters EU comparative studies Development of new investigation methods and techniques 1 study visit to EU MS	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 study visit to EU MS	Assumption: Albania finalizes Anti-corruption strategy 2015. Selection of Albanian authorities to study Croatian solution USKOK further. Legislative changes provide admissibility of evidence that is taken within investigation. Assumption: Willingness to cooperate by the criminal justice institutions involved. Political commitment to further reform the criminal law framework practices Commitment of the GPO to

Logical Framework for Specific Objective 3

				implement the proposed measures.
	3.1.3 Support the implementation of the existing legislation in international cooperation in criminal matters and develop, in coordination with the SoM, GPO or other stakeholders, training programs to increase familiarity with the procedures of such legislation	Assessment and reports on current situation Development of guidelines and forms Training of prosecutors	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Assumptions: -Willingness to cooperate by the criminal justice institutions involved. - Political commitment to further reform the criminal law framework practices -Commitment of the GPO to implement the proposals
Expected Result 3.2	3.2.1 Assist the General Prosecution Office in upgrading technical skills of the prosecution service regarding specialised areas such as white-collar crime (e.g. financial investigations) and cybercrime, also supporting the joint investigative units in Tirana and other districts on economic and financial crime	Survey of the existing situation as to specialised forms of crime in Albania Comparative analysis from EU MS Preparation of training workshops for prosecutors and other members of joint investigation unit Coordination with PAMECA 1 international MTE for training on specialised areas of crime	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (3 weeks)	Assumption: Cooperation of GPO.
	3.2.2 Assist the General Prosecution Office in the implementation of the existing legislation, in particular regarding measures for fighting organised crime (e.g. asset confiscation)	Coordination with PAMECA Development of guidelines and forms Definition of a training programme Training and workshops for prosecutors 1 international MTE 1 study visit to EU MS (together with Activity 3.1.2)	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (3 weeks) 1 study visit to EU MS	Assumption: Willingness to cooperate by the criminal justice institutions and projects involved. -Political commitment to further reform the criminal law framework practices -Commitment of the GPO to implement the proposed measures.

Logical Framework for Specific Objective 3

	<p>3.2.3 Support the implementation of memoranda to strengthen cooperation between institutions involved in the fight against organised crime and financing of terrorism (joint activities with PAMECA as regards cooperation prosecution service and police)</p>	<p>Roundtables Cooperation with PAMECA Training workshops for practitioners from courts, police and prosecution</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Cost for roundtables</p>	<p>Cooperation of stakeholders. Willingness to cooperate by the criminal justice institutions involved. Political commitment to further reform the criminal law framework practices Commitment of the GPO to implement the proposed measures.</p>
	<p>3.2.4 Follow closely the development of the new electronic case management system currently being developed at the GPO, assist in its implementation and training activities when it is completed; assist in general in improving IT matters at the GPO with a view to enhanced compatibility with the IT systems of the police and courts as well as the prosecution services in EUMS</p>	<p>Meetings and coordination with staff implementing the project at the GPO Assessment of the IT system Workshops with IT staff managing ICMIS and the prosecution IT system Feasibility studies on compatibility 1 international MTE</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (3 weeks)</p>	<p>Assumptions: IT staff is available within the Albanian counterparts. Willingness to combine systems of the GPO with ICMIS.</p>
<p>Expected Result 3.3.</p>	<p>3.3.1 Assist the GPO and the Council of the Prosecutors in the implementation and/or review of the evaluation system for prosecutors; in connection with this assist the GPO in analyzing the role of the Council of the Prosecutors with a view to finding possible alternatives</p>	<p>Assessment of current evaluation system Recommendations for improvement Review of the institutional set-up regarding the evaluation system (role of the Council of Prosecutors)</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Assumptions: Willingness to cooperate by the criminal justice institutions involved. Political commitment to further reform the criminal law framework practices Commitment of the GPO to implement the proposed measures.</p>
	<p>3.3.2 Assist the GPO and the Council of Prosecutors in establishing in and implementing a true system of advancement in career with clear criteria</p>	<p>Written analysis EU comparative studies Recommendations for improvement</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>Commitment of MOJ, GPO and Council of Prosecutors.</p>
	<p>3.3.3 Support the Association of Prosecutors and the GPO in the implementation of the Codes of Ethics for prosecutors</p>	<p>Assessment of the current Code of Ethics and finding practical cases to illustrate its meaning Guidelines regarding practical implementation Incorporating the results and practical cases into the training</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 Albanian MTE (3</p>	<p>Assumption: Willingness to cooperate by the criminal justice institutions involved. Political commitment to further reform the criminal law framework practices Commitment of the GPO to implement the proposed</p>

Logical Framework for Specific Objective 3

		programme for prosecutors 1 Albanian MTE	weeks)	measures.
	3.3.4 Assessment of the current institutional set up of the GPO and other prosecutor's offices with the aim of evaluating the current independence and accountability (in particular, an analysis of the existing checks and balances) of prosecutors in line with EU standards	Survey of the current institutional set-up of the GPO and other prosecutor's offices Recommendations for improvement	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Assumption: Willingness to cooperate by the criminal justice institutions involved. Political commitment to further reform the criminal law framework practices Commitment of the GPO to implement the proposed measures.
	3.3.5 Support the General Prosecutors Office in reviewing its own internal organisational structure, human resources and financial management and that of the district prosecutor's offices, for the purpose of overall improvement of functioning	Assessment and reports on current situation Workshops to improve standards Elaboration of improved standard procedures (reporting, internal controlling) Coaching of key executives Training of prosecutors	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary Costs for training	Assumptions: Substantial judiciary reform is going to happen. Willingness to cooperate by the criminal justice institutions involved. Political commitment to further reform the criminal law framework practices Commitment of the GPO to implement the proposed measures.

Logical Framework for Specific Objective 4

Overall objective	The overall objective is to strengthen the independence, transparency, efficiency, accountability and public trust in the Albanian justice system in line with the EU acquis and best practices	Cp. Overall log frame	Cp. Overall log frame	Cp. Overall log frame
Specific Objective	Specific Objective 4 To align the Albanian civil and administrative justice system to EU standards	The new administrative courts in Albania are functioning well and the administrative justice system has become more professional and in line with human rights practice The Civil and Civil Procedure Code have been reviewed with a view to a incorporating changes necessitated by European practice The overall Albanian civil law system has been brought closer to the EU acquis	Reports of the EU and other national and international organisations Official statistics by the MoJ	Clear awareness regarding the importance of the administrative justice system Availability of the financial means to make the administrative courts and justice system really function Commitment of the MoJ to reform the civil law system
Expected Results	Specific Objective 4 4.1 The newly established administrative courts are functioning well, producing efficient, transparent and effective judicial decisions 4.2 The civil law reform, continues, taking into consideration latest EU developments	The new administrative courts are functioning and operating well A merit-based system for the appointment of administrative judges has been developed A sound legal framework for the adjudication of administrative cases is in place Proper training curricula for initial and continuing training of administrative judges has been developed Amendments to legal framework in civil matters to bring legislation in accordance with the EU acquis have been developed and adopted International cooperation in civil matters has improved	Reports of the MoJ Reports of national and international organisations Official gazette (regarding laws) Availability of training curricula Official gazette (regarding laws) Reports of national and international organisations Templates, forms and guidelines regarding international cooperation	Political commitment to provide continuous support to the operation of the administrative courts Political awareness and commitment to adopt necessary changes for a sound legal framework Capacities of the MoJ to proper transpose the EU acquis into national legislation Political willingness to continuously reform legislation in civil matters

Logical Framework for Specific Objective 4

	Activity	Means	Costs	Pre-conditions
Expected Result 4.1	4.1.1 Provide assistance to the HCJ and the MoJ in preparing the necessary sub-legal acts for the Law on Justice and the Administrative Courts	Assessment and reports Working groups with the MoJ and the HCJ Recommendations Drafting of necessary sub-legal acts	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Assumption: It is assumed that the listed sublegal acts are in compliance with the law and will ensure a proper functioning of the administrative courts. Moreover, it is expected that the recruitment process foreseen in Article 6/1 to 6/5 AC Law is implemented and legal assistants are finally recruited. The following risks may jeopardize the process: willingness of the competent bodies and units to implement the procedure or the lack of budgetary means hinders the recruitment.
	4.1.2 Assist the HCJ in evaluating the implementation of the selection and appointment procedures that took place for the new administrative court judges and provide continuing assistance to the HCJ and the SoM in the future implementation of these procedures	Evaluation of the first round of appointment of administrative judges Recommendations for improvement Reviewing the procedures for appointment	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	Assumption: The political willingness to address the issue, ensure proper budgeting and find options for fair and sound framework is a precondition for a solution.
	4.1.3 Provide assistance to the SoM in preparing a training needs assessment and to develop and deliver a general training program for the administrative court judges that will be sustainable and will bring their performance up to EU standards	Assessment of training needs Comparative study on training in EU MS Development of curricula Support training and review it over time	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	The assumption underlying this activity is that financial means and human resources are available to expand the training program. A general risk for all training activities is the availability of trainees who due to the huge workload particularly at

Logical Framework for Specific Objective 4

				administrative courts might face difficulties in attending training programs.
	4.1.4 Provide assistance to the SoM in preparing an advanced training program for the administrative court judges focusing on the case law of the European Court of Justice, the Court of First Instance (General Court) and other EUMS high courts on the handling of administrative law issues	Assessment of the topics to be covered by this advanced training Development of the training topics 1 international MTE Support the training and review it over time	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 international MTE (2 weeks)	The assumption underlying this activity is that financial means and human resources are available to expand the training program. A general risk for all training activities is the availability of trainees who due to the huge workload particularly at administrative courts might face difficulties in attending training programs.
	4.1.5 Provide assistance concerning final improvements to and adoption of the new Administrative Procedures Code, assisting the MoJ in having a broad consultation process that includes the new administrative court judges as well as existing judges with administrative experience and the legislation and interpretation of administrative jurisdiction in line with EU standards	Interviews with practitioners Working group meetings with MoJ and judges Recommendations for improvement Drafting of necessary legal amendments	Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs	The process of adoption is currently pending at the Assembly's Law Commission. Several provisions have been introduced into the draft law in the last minute. There is a risk that an unreflected adoption of the last version jeopardizes the quality and the work of several years. Furthermore, the adoption depends on the political willingness to adopt a new code which is in compliance with international standards and fits into the national legal order.

Logical Framework for Specific Objective 4

Expected Result 4.2	<p>4.2.1 Provide assistance to the MoJ (Codification Directorate) in a review of issues under the Civil Code with a view to updating the Code especially in view of alignment the EU <i>acquis</i></p>	<p>Working group meetings with the MoJ and other involved parties Assessment studies and evaluation of the existing provisions of the Civil Code Recommendations for amendments in line with the EU <i>acquis</i> Drafting of legal amendments Lobbying and support in Parliament If need be, one or two international MTE/STE on specific EU <i>acquis</i> related topics</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary 1 or 2 international MTE/STE (max 4 weeks)</p>	<p>It is assumed that the MoJ codification department shares the ongoing work and participates actively in the working group. There is a risk of weak or missing willingness to cooperate of justice institutions involved. Assumption: Political commitment to further reform the civil law framework and to adopt a new Civil Code. Commitment of the courts to implement the proposed measures</p>
	<p>4.2.2 Provide assistance to the Codification Directorate to review outstanding issues remaining in connection with the ongoing reform of the Civil Procedure Code, especially in view of alignment with the EU <i>acquis</i></p>	<p>Working group meetings with the MoJ and other involved parties Assessment studies and evaluation of the existing provisions of the Civil Procedure Code Recommendations for amendments in line with the EU <i>acquis</i> Drafting of legal amendments Lobbying and support in Parliament</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>It is assumed that the MoJ codification department shares the ongoing work and participates actively in the working group. There is a risk of weak or missing willingness to cooperate of justice institutions involved. Assumptions: Political commitment to further reform the civil law framework and to adopt a new Civil Procedure Code. Commitment of the courts to implement the proposed measures</p>
	<p>4.2.3 Support the MoJ in continuing adoption of legislation regarding international cooperation in civil matters and implementation of that already adopted</p>	<p>Assessment of the current degree of implementation and practice of international cooperation Working group meetings with the MoJ Recommendations for improvement Lobbying and support in Parliament</p>	<p>Human resources: long-term experts permanently assigned to the project, therefore no separate cost calculation necessary No other major costs</p>	<p>The willingness of the MoJ and justice institutions to cooperate is assumed. A risk might be the political commitment to further reform the civil law framework and practices and the commitment of the courts to implement the proposals.</p>