



REPUBLIKA E SHQIPERISE
MINISTRIA E DREJTËSISË

DIRECTORATE OF POLICIES AND STRATEGIES IN THE FIELD OF JUSTICE

CROSS-SECTOR JUSTICE STRATEGY 2021-2025 MONITORING REPORT 2022

JUSTAL

Technical Assistance to Support
the Implementation of the Crosscutting
Justice Strategy in Albania



Funded by
the European Union



The Crosscutting Justice Strategy 2021-2025 is the continuation of the joint path, started in 2014, for the transformation of the justice system into an independent, impartial and professional justice system, which essentially aims to protect the interests of every Albanian citizen with the same quality as the interests of every citizen of the European Union are protected. The present document is an expression of the unwavering will of the Albanian Government that reforming the justice system is the right way to realize the long-standing dream of Albanian citizens for membership in the European Union.

Ulsi Manja
Minister of Justice

CROSS-SECTOR JUSTICE STRATEGY MONITORING REPORT 2022

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LIST OF ACRONYMS

ACA	Albanian Chamber of Advocates
CAMS	Case Management System of the Albanian Prosecution Office Service
CC	Constitutional Court
CoE	Council of Europe
CM	Council of Ministers
CSJS	Cross Sector Justice Strategy
DSCI	Directorate for Securing Classified Information
ECHR	European Convention on Human Rights
ECtHR	European Court of Human Rights
EU	European Union
FLAD	Free Legal Aid Directorate
GDACHL	General Directorate of Approximation, Codification and Harmonization of Legislation
GDP	General Directorate of Prisons
GDPS	General Directorate of Probation Service
GDPML	General Directorate of Prevention of Money Laundering
GPO	General Prosecution Office
HC	High Court
HIJ	High Inspector of Justice
HJC	High Judicial Council
HPC	High Prosecutorial Council
IECD	Institution for the Execution of Criminal Decisions
IP	Implementation Period
IPA	Instrument for Pre-Accession
IPSIS	Integrated Planning Information System
IQC	Independent Qualification Commission
IT	Information Technology
JFA	Justice for All Project
MFE	Ministry of Finance and Economy

LIST OF ACRONYMS

MHSP	Ministry of Health and Social Protection
MoJ	Ministry of Justice
NBI	National Bureau of Investigation
NCPJB	National Chamber of Private Judicial Bailiffs
NGOs	Non-governmental Organisations
NMCH	National Mediation Chamber
NPEI	National Plan of European Integration
NPOs	Non-Profit Organisations
NSDI	National Strategy for Development and Integration
OSFA	Open Society Foundation for Albania
NSDP	National Systemic Data Plan
PG	Policy Goal
SAC	Special Appeal Chamber
SASPAC	State Agency for Strategic Programming and Aid Coordination
SDG	Sustainable Development Goals
SCUs	Special Care Units
SO	Specific Objective
SoM	School of Magistrates
SPAK	Special Anti-Corruption Structure
TA	Technical Assistance
TF	Task Force
WG	Working Group

I. SUMMARY INFORMATION

1.1. Executive Summary

Justice Reform has been a priority for Albania in the last decade. The reform process was initiated with the aim to introduce fundamental changes in the justice system to guarantee and consolidate independence and efficiency, to increase transparency, to strengthen public trust in the justice system and to further improve the infrastructure of the penitentiary system. The successful implementation of the Justice Reform requires special attention on the delivery of the institutional responsibilities of each institution involved with the objective of consolidating the results.

The Cross-Sectoral Justice Strategy 2021–2025 and its strategic documents such as the Action Plan and the Passport of Indicators were adopted in 2021, with DCM no. 823, dated 24.12.2021 and the implementation of the Strategy started immediately. The first annual report on implementation of the CSJS in 2021 was adopted in 2022 with Decision no. 5, dated 31.03.2022 of the Sectoral Steering Committee for Justice Reform. Also, by Decision no. 36, dated 19.12.2022, the Sectoral Steering Committee adopted the mid-year report for the period January-June 2022.

The current annual report monitors and analyses the implementation of CSJS for 2022. The Report summarises the data and the assessments provided by 18 institutions in the justice sector. All independent justice institutions and several subordinate institutions to the MoJ have contributed the implementation of the CSJS.

In summary, the year 2022 has marked several important, positive, and encouraging achievements in the main areas of the Cross-Sectoral Justice Strategy which have been translated into concrete results and have had an impact in several main directions, in relation to the four Policy Goals of the Strategy.

Albania applied for EU membership in April 2009 and was granted EU candidate status in June 2014. On 24 March 2020, the Ministers for European Affairs of EU Member States gave their political agreement to the opening of accession negotiations with Albania and North Macedonia.

The First Intergovernmental Conference between Albania and the EU was held in Brussels on 19 July 2022. This marked a historic moment in Albania's European integration journey and a step closer to realizing the aspiration of the Albanian people to become part of the European family. The CSJS 2021-2025 aims to reflect the standards foreseen in Chapter 23, "Judiciary and fundamental rights". The vision of

“Good progress, particularly through the continued implementation and consolidation of the comprehensive justice reform.”

European Commission Report on Albania, 12 October 2022

CSJS 2021-2025 and the policy goals directly aim at increasing the institutional capacities to lead the process of harmonization of the legislation with the EU *acquis* for this chapter. The

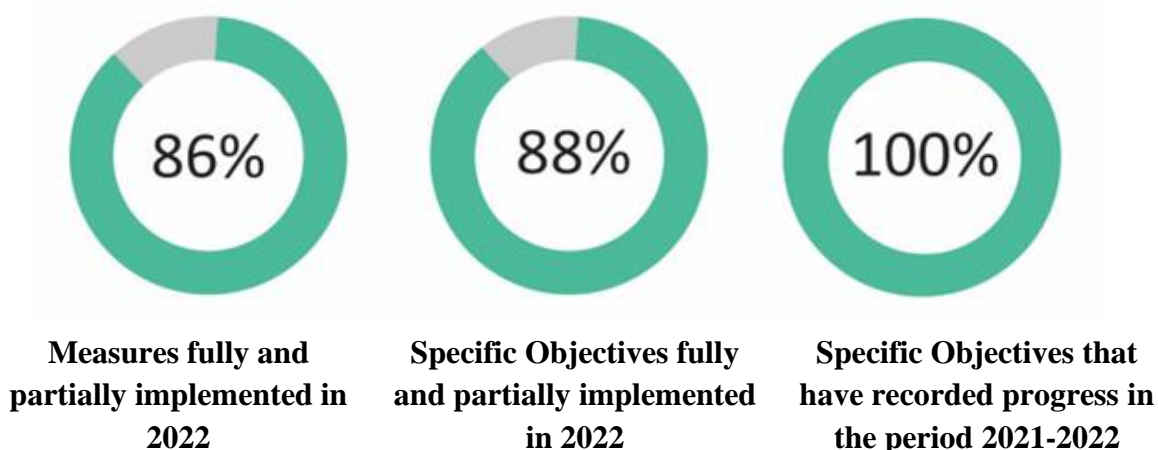
proper implementation of the *acquis* is one of the most fundamental conditions for the country's European integration.

During its five years of implementation, the CSJS (2021-2025) foresees the realization of 17 Specific Objectives and 184 measures. The analysis in this report for the reporting period 2022 considers the following:

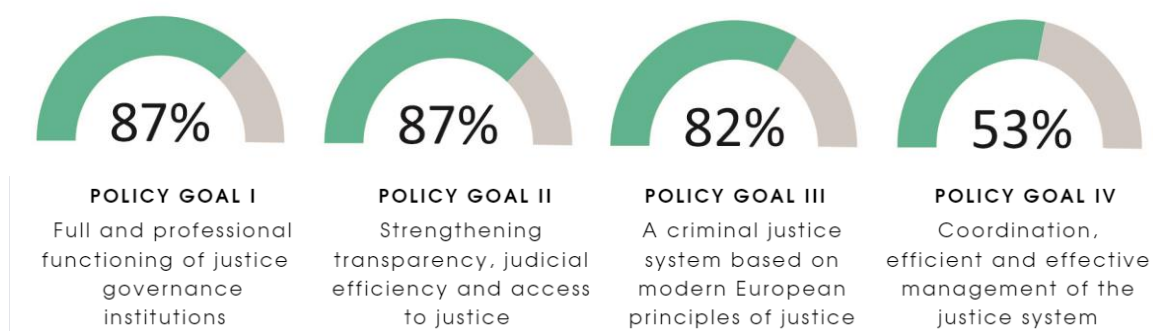
- 16 Specific Objectives - the remaining one is related to Juvenile Justice and is implemented in the framework of the Juvenile Justice Strategy 2022-2026;
- 169 implementable measures during the period 2021-2022.

The report also assesses the achievement of the 32 indicators foreseen in the Passport of Indicators, in relation to each Policy Goal and Specific Objective (see Chapter III). The main findings of this report are shown in the info graphs below:

16 SPECIFIC OBJECTIVES AND 169 MEASURES IMPLEMENTABLE DURING THE PERIOD 2021-2022

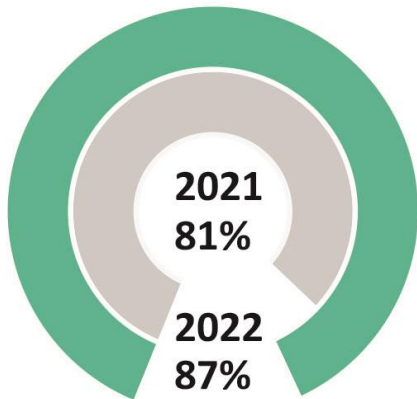


IMPLEMENTATION OF THE POLICY GOALS IN 2022

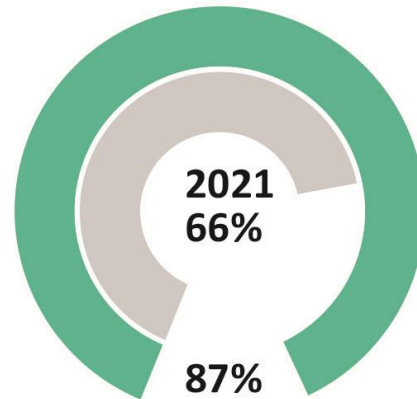


**Already in the second year of the implementation of the CSJS,
all four Policy Goals have been implemented by over 50%**

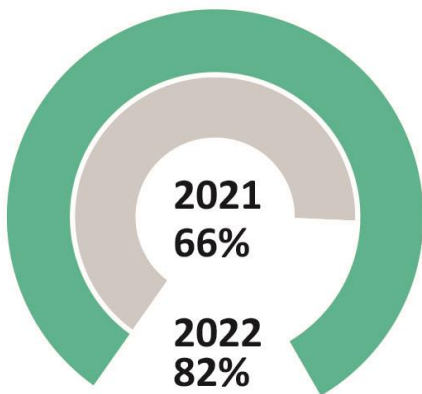
In 2022, progress on all four Policy Goals.



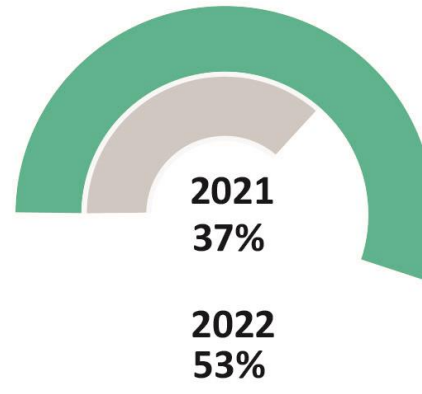
Level of implementation:
Policy Goal I



Level of implementation:
Policy Goal II



Level of implementation:
Policy Goal III

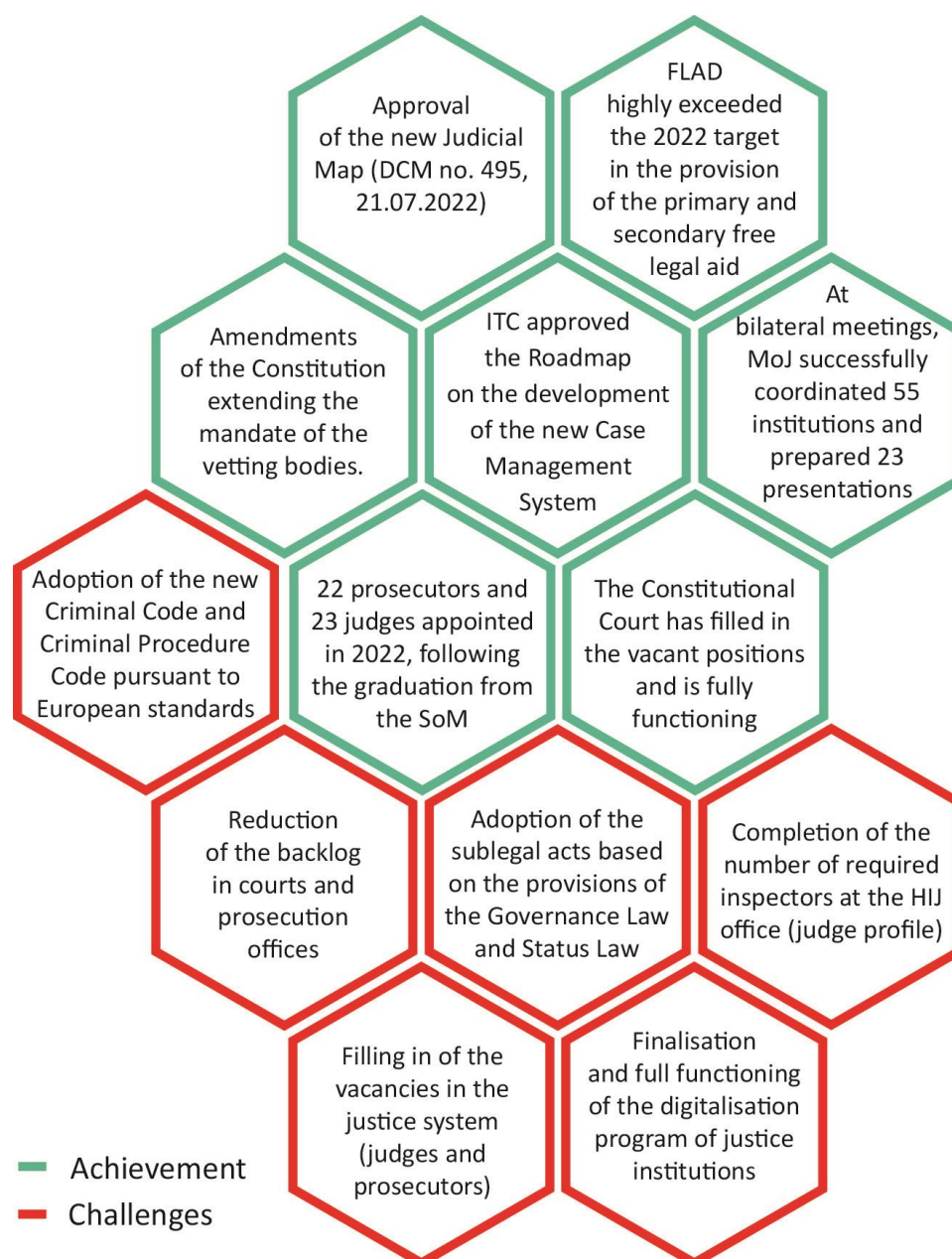


Level of implementation:
Policy Goal IV

The current situation in Policy Goal IV requires continuous coordination efforts for the full development of the integrated system of electronic justice and the communication systems via IPSIS methodology.



MAIN ACHIEVEMENTS AND CHALLENGES



Looking ahead, the CSJS and its strategic documents should be updated to enable improved performance by the institutions and a results-oriented report for monitoring performance in the implementation of the CSJS, which contains tools for risk identification and mitigation. The update will reflect the current situation of the justice system and institutions, as well as the needs and priorities of the institutions in the framework of the EU integration.

2.1. Methodology

This section on the Methodology of the Monitoring Report describes the process followed during the drafting of the report. It aims to provide the necessary directions to facilitate the comprehension and understanding of the main results in terms of achievements, challenges and recommendations for improvement.

In order to ensure a monitoring process based on concrete achievements, the Ministry of Justice carries out intensive communications with the representatives of the institutions included in the Action Plan. The purpose of this approach is to enable a fair and clear consideration in the report of the achievements and possible challenges encountered during the reporting period.

Thus, during the drafting period, continuous communication with some of the institutions included in the strategy has taken place (verbal and official, in writing), depending on the specifics for completing the reporting documents. This has allowed the institutions involved to highlight the accomplishments that have brought visible results in their performance, as well as to identify the challenges, problems and components which have influenced or hindered progress in the implementation of the foreseen activities.

— Institutional Coordination for drafting the Monitoring and Performance Report

The Sector on Monitoring, Implementation of Priorities and Statistics, at the Directorate of Policies and Strategies in the Field of Justice was established by Order of the Prime Minister No. 128, dated 08.11.2021, “On the approval of the structure and organigram of the Ministry of Justice”. This Sector is the body responsible for the monitoring process and for drafting the Strategy Monitoring Reports. It also carries out the coordination with all the responsible institutions and drafts the monitoring report. The Monitoring Report of the CSJS 2021-2025 for the period 1 January until 31 December 2022 is drafted based on the contributions provided in the Action Plan by the reporting institutions responsible for contributing to the Action Plan.

— Frequency of the drafting of the Monitoring and Performance Report

The Ministry of Justice drafts semi-annual and annual reports on the monitoring and reporting of the strategic documents. These provide in due time the necessary information for policy makers regarding the progress made in the implementation of the measures foreseen in the Action Plan of the CSJS for the 5-year duration of the Strategy. The reports are published and can be accessed on the following link: <https://drejtesia.gov.al/plani-i-veprimit-te-strategjise-ndersektoriale-te-drejtesise/>

— Reporting manual according to IPSIS

The Ministry of Justice has drafted the monitoring and progress report for the relevant period pursuant to the manual on the data entry on the IPSIS system, adopted by decision no. 290, dated 11.4.2020 “On the creation of the state database of the integrated planning information system (SIPI/IPSIS).

— Compliance of the monitoring and progress report with the Good Governance Principles.

This report has been drawn up in accordance with the Principles of Good Governance, which contain a framework for the evaluation of Monitoring and Performance Reports. This enables the regular analysis of the progress achieved in the implementation of the Principles and the setting of standards that the country must meet. The principles are designed for countries that would like to join the EU and that receive EU assistance through the Instrument for Pre-Accession (IPA).

- **Effectiveness:** Aggregation of document levels. This principle should allow the use of synergies between the reports on the implementation of different strategic documents. If the documents are closely related content-wise, the monitoring and reporting system should take this into account to enable their further development and avoid overlaps. The basic elements of the monitoring reports (e.g., objectives, measures, indicators) in the lower-level document should evolve towards the monitoring and reporting content in the higher-level documents. Connections must be considered. This principle should improve the frequency and content of monitoring reports.
- **Accountability:** Respecting the content of planning documents. Monitoring reports should focus on the elements of planning documents to ensure accountability for planned reforms and interventions.
- **Importance:** Meeting monitoring and performance user needs. Monitoring reports should be tailored to the needs of the users in terms of content, length and frequency. Furthermore, the reports should account for the achievement of results in a verifiable manner and in relation to the SMART indicators.

— The Integrated Policy Mechanisms

The Sectoral Steering Committee for Justice Reform operates at a technical level through two thematic groups, which are part of the group for integrated policy management for the justice sector and other participating institutions, as well as through the technical secretariat. The technical secretariat is the Sector of Monitoring, Implementation of Priorities and Statistics in the Ministry of Justice. The thematic groups have been set up in accordance with and in implementation of the Prime Minister's order no. 157, dated 22.10.2018, “On taking measures for the implementation of a broad sectoral / intersectoral approach and the creation and functioning of an integrated sectoral / intersectoral mechanism”:

- Thematic group on the full functioning of the justice system and access to justice;
- Thematic Group for criminal justice.

The meeting of the thematic groups organized at the premises of the Ministry of Justice on 13.04.2023 addressed aspects of the report, the problems and obstacles arising during the implementation of the CSJS and in the day-to-day activities of the relevant institutions, as well as the steps that will be taken in these regards.

— The phases followed for the drafting of the Monitoring and Performance Report

The phases for the preparation and consolidation of the report and monitoring of the performance are as follows:

- The request for contribution was sent on 9 January 2023 to all the reporting institutions pursuant to the standards of the IPSIS system and Good Governance Principles;
- Organization of workshops by JUSTAL assistance:
 - the first Workshop organized by JUSTAL assistance and MoJ on 25 January 2023, on strengthening the collaboration between the MoJ and the reporting institutions regarding the CSJS;
 - the second Workshop organized on 3 March 2023, on problems faced during the implementation of measures by the institutions;
- roundtable on 13 April 2023 with the Thematic Groups, on the consultation of the First draft of the Monitoring Report of CSJS for the year 2022;
- publication on the official website of the Ministry of Justice and transmission to all institutions involved in the strategy for the purpose of receiving comments and suggestions;
- consolidation of the package after receipt of the feedback from and reflection of the comments received in the report;
- organization of the Steering Committee Meeting on the Justice Reform for the purpose of adopting the monitoring report;
- publication of the final Annual Monitoring Report on the official website of the Ministry of Justice.
- Transmission of SCM-related documents (minutes of the meeting, operational conclusions, public consultation report) and the final package, together with the publication link, for info to SASPAC.

■ Methodology of data analysis for the Monitoring and Performance Report

- The report presents the main achievements in a clear manner through in-depth analysis, including visually through the use of graphs, dashboards, and tables. The level of implementation of the Policy Goals and of the Specific Objectives is clearly displayed.

The analysis on the progress of the implementation of the Policy Goals follows a structured approach. First, the report assesses the overall progress made with regard to each Policy Goal, on the basis of the level of achievement of the related Specific Objectives (SOs). Secondly, for each SO, the report provides a summary of the quantitative and qualitative results of the implementation of the respective measures. The analysis of the implementation of the measures covers the activities undertaken by the responsible institutions, a risk analysis and mitigation actions for addressing them (as the case may be), as well as an assessment of the performance indicators, where possible, based on the data provided by the reporting institutions.

The presentation of the results on the implementation of the measures follows their numbering in the Action Plan and is shown in colored background according to the level of implementation (*fully implemented/ partially implemented/ not implemented*). The

measures that start their implementation period after year 2022 are shown in white background.

- The assessment regarding the achievement of the SOs based on the related the measures and performance indicators, also includes a summary table with the main highlights related to the most important achievements, risks and challenges.
- In order to highlight developments and trends related to the implementation of the Policy Goals, Specific Objectives, measures and performance indicators, the analysis for the year 2022 contains comparisons with the monitored performance in 2021.
- **The level of implementation of the measures** (in percentage) is self-determined by each responsible institution and is shown in the contributions sent by them regarding each relevant measure (Annex 1). The degree of implementation of the measures is determined based on the interval:
 - **Implemented:** the measure is fully implemented at 100%;
 - **Partially implemented / in process:** the measure has been partially implemented and/or continues to be implemented at 50%-99% during the reporting period.
 - **Not implemented:** the measure has not registered any development in the reporting period, or there has been no progress (value reported 0%-49%).
- **The determination of the level of implementation of performance indicators** is calculated against the target set in the Passport of Indicators for the year 2022.

In the case of *indicators with an increasing trend* (e.g., the number of harmonized laws with the EU legislation) where the reported value should be equal or higher than the target, the level of achievement of the target is calculated as the ratio between the reported value (R) and the target (T), expressed as a percentage ($R/T*100\%$).¹

In the case of *indicators with a decreasing trend* (e.g., the average duration of criminal cases at the appeal instance) where values lower than the target are considered positive performance, the level of achievement of the target is calculated as the ratio between the target (T) and the reported value (R), expressed as a percentage ($T/R*100\%$).²

When the reported value is zero (0), the percentage of achievement of the target is also considered to be zero (0).

- **The determination of the level of achievement of SOs** is calculated in two ways.
First, the achievement of the Specific Objective is assessed against the average percentage of implementation of the relevant measures. The analysis based on the level of implementation of the measures reflects more accurately the level of achievement of the

¹ For example, if the target is “5 acts” (T=5) and the reported value is “8 acts” (R=8), the implementation percentage of the target is calculated as $(R)8/(T)5*100=160\%$. If the reported amount would be “3 acts”, the percentage of the target’s implementation would be $(R)3/(T)5*100=60\%$.

² For example, if the target is “average duration of criminal cases 3 months” (T=3) and the reported value is “2 months” (R=2), this being a target with decreasing trend, the reported value shows a better performance of the courts than the one determined by the target. The target’s implementation percentage is calculated as $(T)3/(R)2*100=150\%$. If the reported value would be “5 months”, the percentage of target’s implementation would be $(T)3/(R)5*100=60\%$.

SOs, compared to the analysis based on the achievement of the indicators. The available data on the performance indicators – absence thereof in some cases – do not enable a general comprehensive analysis for all SOs. The implementation scale of SOs is determined on the basis of the interval:

- **Implemented:** average of the implementation of the measures is 100%;
- **Partially implemented:** average of the implementation of the measures is 50%-99%;
- **Not implemented:** average of the implementation of the measures is 0%-49%.

Secondly, the implementation of SOs is analysed against the ratio of fully implemented measures (expressed in %). The calculation is done based on the scale indicated in the table below:³

Category	Level of Tolerancee
Weak	From 0 to 30 per cent of fully implemented measures
Sufficient	From 31 to 50 per cent of fully implemented measures
Good	From 51 to 85 per cent of fully implemented measures
Very good	From 86 to 110 per cent of fully implemented measures
Exceeded	111 and above

- **The determination of the level of implementation of the Policy Goal** is calculated as the average percentage of the implementation of the related Specific Objectives.
- In the monitoring report, **the identification of risks** is evaluated in order to identify the steps that will need to be followed to be addressed within the framework of the implementation of the objectives of the Cross-Sector Strategy of Justice. The risks have been identified at the PG and SO level in accordance with Law No. 10 296, dated 7.8.2010 "On financial management and control"⁴. Two aspects have been taken into consideration: the possibility of verifying the risks and their impact, pursuant to the assessment carried out by each institution responsible for implementation. Each of these two aspects is evaluated based on three categorizations: *i. low; ii. medium and iii. high*.
- The conclusions and recommendations are based on the findings of the report and provide concrete measures for the correction/improvement to be addressed in the decision making.

Financial Analysis

- The analysis of the implemented budget is analyzed in relation to the budget programs (the total number of budget programs is clearly indicated) at three (3) levels: (i) the Policy Goals (ii) the Specific Objectives.

³ The evaluation was carried out in accordance with the Methodological Guide "Structure of monitoring reports for sectoral and intersectoral strategic documents for the good governance agenda".

⁴ The risk analysis and assessment was carried out referring to the Methodological Guide for the drafting of monitoring reports for the Good Governance Agenda.

- The level of financial analysis has been carried out and the causes of the lack of funds and how this gap will be handled in the future have been identified.

■ **Public consultation of the Monitoring and Performance Report**

The process of public consultation is an important component of good governance that is related to an increased quality of the accountability and transparency of public institutions as well as to a stronger democracy. The regulatory framework for public consultation has been already unified and has influenced the improvement of transparency and quality of policies. Active involvement of the public and the civil society in the policy-making processes remains a priority.

In accordance with the legal criteria for public consultation, after preparing the draft report, on 11.05.2023 the Ministry of Justice sent the document for consultation to the reporting institutions and to civil society organizations. The draft was also published on the official website of the Ministry of Justice, which also contains an electronic address where comments can be sent (webpage www.drejtesia.gov.al, in the menu priorities/cross-sectoral strategy/Cross-sectoral Justice Strategy). Following the consultation process, the Ministry of Justice reflected the relevant comments/suggestions on the draft monitoring report and convened a dedicated meeting, for the purpose of discussing the analysis, the findings of the report and the assessment of the Policy Goals with all the implementing and reporting institutions of the action plan.

Following the approval of the report by the Sectoral Steering Committee, the Ministry of Justice published on its official website the monitoring, in Albanian and English.

II. STRATEGY PROGRESS

2.1 Reforms successfully implemented in 2022

Justice Reform has been a priority for Albania in the last years. The reform process was initiated with the aim to introduce fundamental changes in the justice system to guarantee and consolidate independence and efficiency, to increase transparency, to strengthen public trust in the justice system and to further improve the infrastructure of the penitentiary system. The successful implementation of the Justice Reform requires special attention on the delivery of the institutional responsibilities of each institution involved.

In summary, the year 2022 has marked several important, positive and encouraging achievements in the main areas of the Cross-Sectoral Justice Strategy which have been translated into concrete results and have had an impact in several main directions, in relation to the four Policy Goals of the Strategy.

Policy Goal I

Full and professional functioning of the governance institutions of the justice system in accordance with constitutional and legal requirements, and European standards, guaranteeing independence, efficiency, and accountability.

For the successful fulfilment of this political goal, the following results have been achieved:

- The transitional re-evaluation process of judges and prosecutors has proceeded at a regular pace in 2022. The IQC managed to complete the assessment of 75% of the assesses undergoing vetting, thus meeting the target set in the passport of indicators for 2022. The Constitutional amendments regarding the extension of the mandate of the re-evaluation bodies (until December 2024) have provided the necessary guarantees to enable them to complete the entire process effectively and in a timely manner.
- The HJC, HPC and HIJ have elaborated analyses related to the legal framework relevant to them and have suggested the necessary related amendments of the Status Law, the Governance Law as well as of other relevant laws.
- HIJ has issued a significant number of orders and administrative acts regulating the internal organisation and functioning of the HIJ to ensure quality and efficiency of the activities performed and the services provided.
- HIJ has carried out 3 thematic inspections based on an approved Methodology. Two of them are completed and the resulting reports have been sent to the respective institutions for the implementation of the recommendations.
- Following graduation from the SoM, 23 new judges and 22 prosecutors have been appointed in 2022 by the HJC and the HPC respectively.

- The HJC has promoted 6 judges at the HC and 11 judges at Appeal Courts (7 promotion procedures in the appeal courts of general jurisdiction, 1 in the Administrative Appeal Court, 3 in the Special Appeal Court on Corruption and Organized Crime and 1 in the Special Court on Corruption and Organized Crime).

Policy Goal II

Strengthening transparency, efficiency of the judiciary and access to justice in line with constitutional, legal, and European standards.

For the successful fulfilment of this political goal, the following results have been achieved:

- Thanks to the filling of the vacancies at the HC (currently operating with 15 judges, out of 19 foreseen by law) and the adoption of several measures for the reduction of the backlog, the HC has started a positive trend of reduction of the backlog, which went down by 12% in 2022, and of the disposition time of cases.
- The Constitutional Court is functional and operational. Three more vacancies at the CC were filled in during the reporting year, based on the proposals of JAC. The President of the CC has been elected among the judges of the CC. The approval of the Code of Ethics for Constitutional Court Judges marks another major achievement of this year. The infrastructure and logistics of the Constitutional Court facilitate the daily work of judges and supporting staff.
- The CC managed to successfully reduce the share of pending cases, reaching and exceeding the 2025 target in the Passport of Indicators already in 2022.
- The School of Magistrates provided the Initial Training Program in auditoriums for 163 magistrate candidates and 4 legal advisers and legal assistants in the first, second and third year of the Initial Training Program and graduated 46 candidates. SoM conducted 81 training activities with magistrates of all levels in the judicial system and judicial civil employees, based in a revised methodology for the assessment training needs and the trainings' quality and efficiency. SoM has also created a database of lecturers and trainers with expertise in EU law, who are engaged in the curricula of the initial and continuous training program.
- With the aim of addressing the immediate needs of the justice system while also guaranteeing access to justice for citizens, the New Judicial Map was adopted by DCM no. 495, dated 21.07.2022, "On the reorganization of judicial districts and judicial powers of courts". The reformed judicial map comprises, among others, 13 courts of first instance and 1 appeal court of general jurisdiction, and 2 administrative courts of first instance and 1 administrative appeal court and defines their respective territorial powers.
- The HJC approved the Communication Plan for the Courts in November 2022 and has started its implementation.
- The HIJ has established a procedure for direct communication with citizens which already has very good results. The initiative ensures easy access to justice and transparency.

- The Free Legal Aid Directorate has achieved excellent results in 2022 and has implemented all the relevant measures of the Action Plan. It has also highly exceeded the target values in the Passport of Indicators regarding both primary and secondary free legal aid. Several trainings, listed in the Action Plan, have been successfully organised with the support of donor programs.
- The new statute of the National Chamber of Mediators was approved. In 2022, 247 licenses were issued. In addition, 89 candidates were trained in order to be licensed through examination at the MoJ. 27 mediators were trained in continuous training, which is compulsory.

Policy Goal III

A criminal justice system based on modern principles of justice, which guarantees re-socialization, reintegration and rehabilitation, and respect for human rights and freedoms and gender equality within an integrated approach and with solid prevention practices of crime.

For the successful fulfilment of this political goal, the following results have been achieved:

- In 2022, 21 judicial police officers and 21 prosecutors were trained and appointed in prosecution offices of general jurisdiction. Also, during 2022, 741 prosecutors and 84 judicial police officers have participated in continuous trainings.
- In June 2022, the NBI completed the total number of investigators foreseen in the organigram (60 investigators). The 60 NBI investigators participated in 36 trainings. They have been engaged in the investigations of approximately 300 procedural investigations.
- SPAK has made progress towards full functionality. Out of 20 positions foreseen, 17 prosecutors have been promoted as prosecutors at the SPAK. Special trainings for SPAK prosecutors have been organised and delivered.
- All measures foreseen under SO 3.4 have been successfully implemented by the General Directorate for Probation Service.
- During the period January-December 2022, 1,774 employees of the General Directorate of Prisons were trained (44% of the total number).
- The analytical report on working conditions in prisons/identification of problems and needs for improvement and the drafting of an operational plan of measures pursuant to the findings of the analytical report is elaborated. Active supporting role of the CoE in achievement of most of the results by the GDP.

Policy Goal IV

Coordination, efficient and effective management of the justice system across all institutions of the sector.

For the successful fulfilment of this political goal, the following results have been achieved:

- The High Judicial Council has approved the roadmap for the development of the new Case Management System as a first step for the future developments of the electronic management system of judicial cases.
- On 22.04.2022, at the Court of Tirana Judicial District, the HJC launched the new and innovative online system, on the electronic notifications of lawyers in relation to the judicial processes in order to improve the justice service.
- The WAN intranet network between the HJC and 38 Courts was set up and put into operation.
- A supporting infrastructure (Server, Storage pc etc.) was set up for the classified network in order to exchange confidential materials by the Members of the HJC. A supporting infrastructure (Server, Storage, firewall, etc.) for the digitalization program of the judicial archive was also set up.
- The implementation of the Electronic Register of the NPOs has begun. It is based on the instructions of Law 80/2021, “On the registration of non-profit organizations”, and is foreseen to become operational by the end of 2023.
- The objective of the Ministry of Justice, in the capacity of the leading institution for the Political Criterion and Chapter 23 “Judiciary and Fundamental Rights” within the negotiation process, is the preparation for the conduct of EU-Albania Bilateral Meetings, updating and improving the legal gap analysis (LGA) documents, tables of compatibility (TOC) and institutional and administrative gap analysis (IAGA), for Chapter 23. The First Intergovernmental Conference between Albania and the European Union was held in Brussels on 19 July 2022. A plan of measures was drawn up in January 2022 to address the recommendations of the Commission’s report for Albania in 2021, and its monitoring continued throughout 2022; The process of monitoring the legal and enforcement measures provided in the PKIE 2022-2024 for Chapter 23 “Judiciary and Fundamental Rights” continued; PKIE 2022-2024 was approved by DCM no. 91, dated 09.02.2022;

Justice Reform progress and framing it into an effective strategy requires the will, commitment, and bridges of cooperation between all the actors involved. These are essential enablers considering the importance of advancing this reform and its vision to guarantee the sustainability and continuity of policies, to strengthen the institutions’ integrity and to promote good governance.

2.2 Impact of the sector development in the region/or wider

The process of Albania's integration into the European Union (EU) is considered a national strategic priority by the Albanian state, in order to democratize and transform the Albanian society, in accordance with the values and principles of the European Union. CSJS 2021-2025 aims to reflect the standards provided for in Chapter 23, "Judiciary and fundamental rights". The vision of the CSJS 2021-2025 and the goals of the policy directly

aim at increasing the institutional capacities to lead the process of harmonizing the legislation with the EU *acquis* for this chapter. The proper implementation of the *acquis* in the domestic system is one of the fundamental conditions for the country's European integration.

The European Commission Report on Albania on 12 October 2022: Albania has *made good progress*, particularly through the continued implementation and consolidation of comprehensive justice reform.

National Plan for European Integration 2023-2025. Chapter 23 is an essential chapter in the stabilization-association process and carries a special importance during the membership negotiations. This chapter covers three important areas: (1) *the judicial system*; (2) *anti-corruption policies* and (3) *fundamental rights*. The harmonization of the principles with the EU *acquis* for chapter 23 constitutes an obligation derived from the EU-Albania Stabilization-Association Agreement. Articles 1, 2, 13, 70 and 78 of the SAA are of fundamental importance for this chapter. According to Article 78, "Strengthening of institutions and the rule of law", a special importance should be given to the strengthening of institutions at all levels of the administration in general, strengthening the rule of law and its implementation, as well as the administration of justice. In addition, Article 78 of the SAA stipulates that the cooperation between Albania and the European Union should aim at strengthening the independence of the judiciary and improving its effectiveness, improving the functioning of police and law enforcement bodies, providing appropriate training and fighting corruption and organized crime.

Also, the harmonization with the EU *acquis* and standards for chapter 23 is one of the requirements that the candidate country in the EU must meet during the process of negotiations for accession to the European Union. The First Intergovernmental Conference between Albania and the EU was held on 19 July 2022 in Brussels. This was a historic moment in Albania's European integration journey and a step closer to realizing the aspiration of the Albanian people to be part of the European family. In accordance with the new enlargement methodology, the negotiations are expected to continue with the opening of the First Group of "Fundamental" Chapters, which includes issues of the judiciary and fundamental rights.

On 27 September 2022, the explanatory screening for chapter 23 "Judiciary and fundamental rights" was held as part of the group of fundamental chapters. Explanatory screening meetings are aimed at clarifying the basis of the negotiation, practically familiarizing the negotiating state with the entire legislative corpus and EU standards (*acquis*) in the respective fields. In this meeting, the European Commission presented the latest developments of the *acquis* in this field, and invited the Albanian authorities to highlight, at this stage of the negotiations, the initiatives, mechanisms, networks, and funding schemes applicable at this stage only to the Member States of EU. Explanatory screening meetings were followed by bilateral screening meetings, which took place in November 2022 (regarding Chapter 23). In these meetings, the Albanian authorities presented the progress in the harmonization of the Albanian legislation with the EU *acquis*, as well as concrete measures for the implementation of this legislation. Following these meetings, the European Commission will draw up the

Screening Report. This process and its subsequent steps are both technical and political in nature. For this reason, its duration depends on many factors related to the proven progress of Albania, the dynamics of the European Union itself, as well as the Member States.

2.3 General execution of the budget

Monitoring the implementation of the budget of the action plan of the Cross Sector Justice is an important element that enables the analysis of the effectiveness of the progress of the strategy. This monitoring report aims to provide transparency for every interested party by presenting the expenses incurred in order to take measures to address the needs in terms of financial resources⁵. The detailed action plan, attached as an annex to this strategic document, was drawn up in accordance with the methodology of the IPSIS system. It is cost-effective and detailed budgets are provided in the same way in the IPSIS system, also providing the appropriate allocation for budget programs according to institutions. The finances will be covered by the state budget, the "EU Justice Reform" sectoral contract, by donors in the form of grants, loans or any other capital fund or technical assistance provided. The total cost for the implementation of the Strategy is expected to be **ALL 4,154,621,209** or **EUR 33,777,408**⁶. The cost measures in the 2021-2025 action plan, which are planned to be covered by the state budget funds, are within the funds assigned to the responsible institutions, according to DCM no. 440, dated 22.07.2021, "On the approval of the final expenditure ceilings of the medium-term budget program 2022-2024".

The total budget used for the period January-December 2022 is as follows:

- Financing from the state budget is in the amount of ALL 672,838,250.
- Funding from donors is in the amount of ALL 0.⁷

Budget spent by Policy Goal

During the analysis carried out, one of the findings is that the information reported by the responsible institutions, which is related to the execution of the budget, is partial. Moreover, the information on donors' funding is completely missing.⁸

The information received from the institutions highlights some issues related to measures where one institution is indicated as the responsible institution in "administrative costs" while there is foreseen a budget for the measure's implementation. Moreover, if there is no reporting on the budget of the relevant measures it is impossible to provide an accurate value.

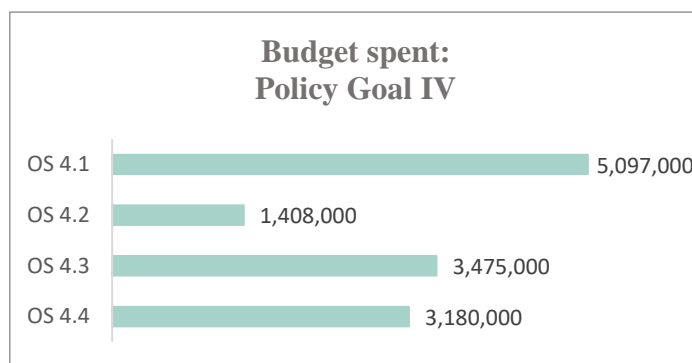
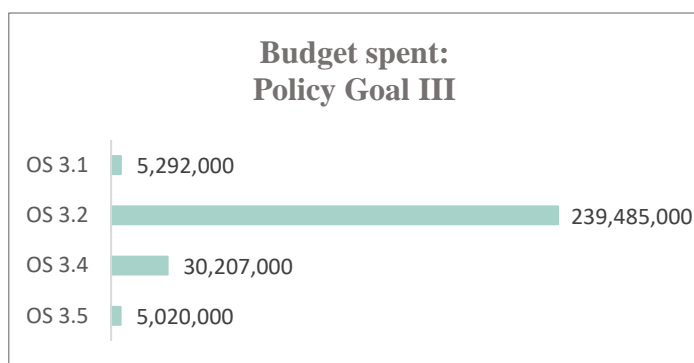
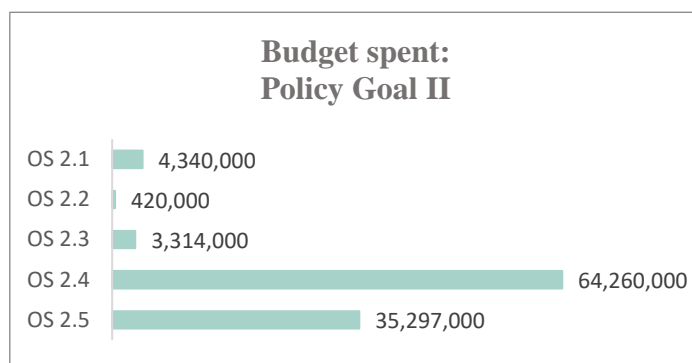
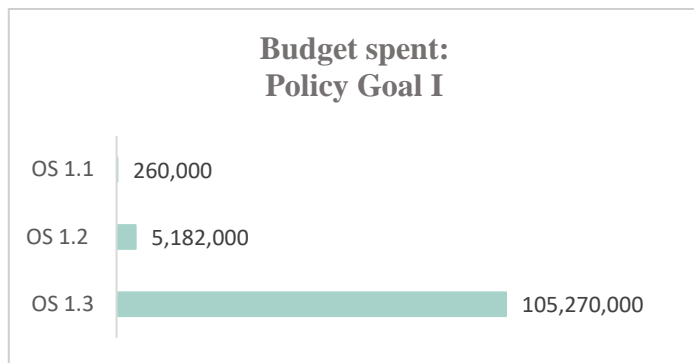
⁵ It needs to be emphasized that during the collection of the contribution of institutions there have identified lack of information regarding the implementation of the budget.

⁶ From the approved CSJS it results that 1 euro=123 Leke.

⁷ During the period January-December 2022, there is no information on funding from donors for the measures of the action plan (this information is not available to all contact points at the reporting institutions).

⁸ This problematic is treated in the Chapter "Next Steps".

According to the reporting by the institutions, the foreseen budget to be spent in relation to Policy Goal IV, for those measures which result as not implemented or in the process of implementation, shall be spent during the next period.



III. PROGRESS RELATED TO POLICY GOALS, SPECIFIC OBJECTIVES & MEASURES

3.1 Summary of achievements of the Policy Goals and Specific Objectives according to measures

During the 5 years of implementation, the CSJS 2021-2025 foresees the implementation of 17 Specific Objectives and 184 measures. Only the following have been considered in the analysis, for the reporting period:

- 16 SOs – the remaining one (1) is related to the Juvenile Justice and is implemented in the framework of the Juvenile Justice Strategy 2022-2026;
- 169 measures that are implementable by the institutions during 2021 -2022.

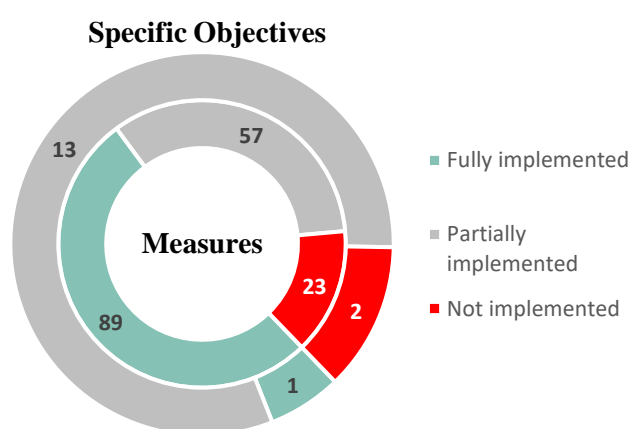
In relation to some of the 17 measures that start their implementation after the reporting period (which have been indicated with white color in the explanatory tables of the measures for each SO), the implementing institutions have already reported some degree of implementation, mainly concerning the measures on staff capacity building.

In the year 2022, of the 16 Specific Objectives, **one (1) has been fully implemented**, 13 have been partially implemented and **two (2) objectives have not been implemented**.

Out of a total of 169 measures which have started to be implemented in the period 2021-2022, **89 measures, or 52%, are fully implemented**, 57 measures, or 34%, are partially implemented, and **23 measures, or 14%, are not implemented**.

It is also important to consider whether the achievement of the SOs – measured as the average percentage of the implementation of the related measures – shows any progress when comparing the performance during 2021 and 2022. Overall, between 2021 and 2022, progress has been recorded in the implementation of all 16 SOs (or 100%) as shown in the graph below.

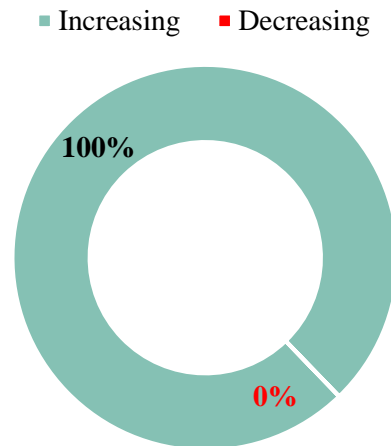
Overall Level of Implementation: 16 Specific Objectives and 169 Measures



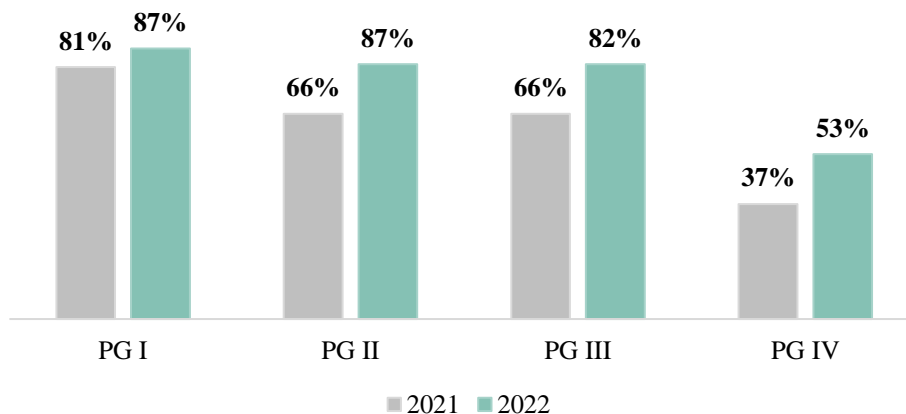
Therefore, the comparative assessment of the percentage of realization of each Policy Goal, between 2021 and 2022, also shows progress in relation to all four Policy Goals.

While acknowledging the positive trend in the level of achievement of the Policy Goals in the period 2021-2022, as shown in the graphs below, the performance regarding Policy Goal IV is lower compared to the other Goals. This is related to the low percentage of the implementation of measures and the high number of non implemented measures (15 measures or 38% of the measures in Policy Goal IV), respectively those related to the full development of the integrated system of electronic justice (SO 4.1- level of implementation 21%) and the improvement of coordination, management of performance and communication system via the IPSIS methodology (SO 4.2- level of implementation 41%).









Trend of Implementation of Specific Objectives 2021-2022











IMPLEMENTATION OF POLICY GOALS DURING 2021-2022



The table below reflects the details of the achievement of each Specific Objective for year 2021 and 2022 as well as a quantitative analysis based on the implementation percentage of the Specific Objectives calculated as the average percentage of the implementation of the relevant measures. In Chapter III of this report are reflected the elements of a qualitative analysis on the implementation of each measure.

Specific Objectives		Scale of implementation of measures pursuant to the Specific Objective		
		Year 2021	Year 2022	
Policy Goal I	1.1 Continuation of the implementation and finalization of the transitional re-evaluation process of judges and prosecutors in an effective and efficient manner according to the provisions of the Constitution and the law.	92%	98%	
	1.2 Updating and improving justice reform legislation based on findings from reform implementation analysis and monitoring, including, but not limited to, updated legislation on powers, transparency, efficiency, and coordination.	83%	91%	
	1.3 Strengthening and consolidation of the governance institutions of the justice system in accordance with European standards, through the creation and development of capacities, so as to carry out the activity with independence, efficiency and professional standards, and the provision of service of the governance institutions in justice fulfills the rules and relevant standards.	67%	72%	
Policy Goal II	2.1 Review of the legal framework related to the judiciary as necessary to further improve professionalism, accessibility, transparency and efficiency.	56%	67%	
	2.2 Institutional strengthening and capacity development of the Constitutional Court, provision of adequate resources and its professional operation, in a transparent and effective manner.	92%	100%	
	2.3 Increasing the efficiency and professionalism of the training system which ensures the advancement towards European practices and quality in the field of justice by ensuring an appropriate number of magistrates, trained legal advisors and assistants for the justice system in Albania.	78%	89%	
	2.4 Improvement of the judicial system to increase the effectiveness and efficiency of all levels of the judicial system, including the High Court, and ensure the provision of transparent justice, without delays and accessible to citizens.	28%	90%	
	2.5 Efficient access to justice ensured through legal aid, alternative dispute resolution and appropriate court fees.	78%	87%	

Policy Goal III	3.1 The Criminal Code and the Criminal Procedure Code were updated aiming at an integrated approach of justice institutions and a restorative justice approach, built on prevention, resocialization, reintegration and rehabilitation, replacing the existing punitive approach.	86%	92%	
	3.2 An efficient and proactive prosecution system that operates according to European standards in order to efficiently investigate and prosecute corruption and organized crime.	75%	86%	
	3.3 Improving juvenile justice, guaranteeing juvenile-friendly justice that protects their best interests ⁹ .	-	-	-
	3.4 An effective and efficient probation service that uses operational standards, supervision methodologies and individualized case management, supports resocialisation, reintegration and rehabilitation and works in line with the EU best practices and standards.	29%	66%	
	3.5 Development of the penitentiary system based on European standards, which ensures full respect for human resources and uses individual development plans.	75%	83%	
Policy Goal IV	4.1 Full development of the integrated electronic justice system (e-justice) with unified identifiers, updated case management systems, internet-based electronic registration for all three areas (criminal, administrative, civil) and links with relevant national registries and databases.	13%	21%	
	4.2 Improving coordination, performance management and communication systems through the IPSIS methodology.	28%	42%	
	4.3 Development of the capacities of the Ministry of Justice, resources and support for its dependent institutions.	53%	67%	
	4.4 Updating the legal framework and capacities of the MoJ and improvements in the field of international legal cooperation and preparation of Albania for EU membership by harmonizing Albanian legislation with the EU acquis and other acts of integration with the EU and member states in the field of justice.	55%	81%	

⁹ Objective 3.3 related to Juvenile Criminal Justice is not included. This reference is made in this strategic document within the Juvenile Justice Strategy. The plan of measures in implementation of this specific objective is not included in the action plan of CSJS 2021-2025 to avoid overlap with the measures provided in the Juvenile Justice Strategy

3.2 Assessment of the achievement of the Policy Goals against measures and indicators

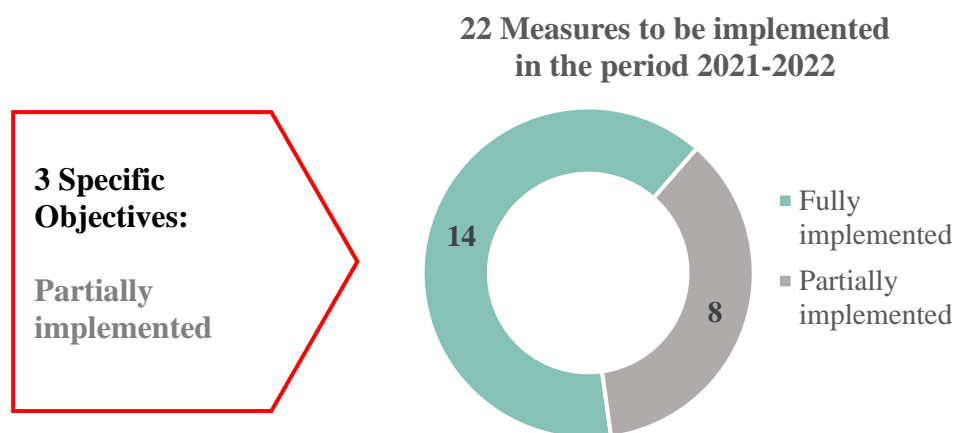
3.2.1 Policy Goal I

Full and professional functioning of the justice system governance institutions in accordance with constitutional and legal requirements and European standards, guaranteeing independence, efficiency, and accountability.

During 2022 further steps have been made towards the achievement of Policy Goal I. During the reporting period, all three specific objectives related to Policy Goal I were partially implemented. Of the 22 measures related to this goal, **14 measures were fully implemented, and 8 measures were partially implemented.** There were no measures that were not implemented.

As regards the year 2022, the Action Plan foresees five (5) measures for SO1.1, 12 measures for SO1.2 and 5 measures for SO1.3. The measures follow the numbering of the Action Plan and are colour coded by level of achievement (**fully implemented/partially implemented/not implemented**).

Policy Goal I



One indicator is foreseen at the Policy Goal level:

- *% of assesses (transitional re-evaluation) who believe that governance institutions of the justice system are independent and impartial*

The indicator aims to measure, on the basis of a questionnaire drawn up by HJC and HPC, the performance of the new governance institutions of the justice system in the light of the perception of the subjects of transitional re-evaluation. The information reported and analyzed shows that such assessment has not taken place.

The tables below summarise and assess the main actions undertaken by institutions towards the achievement of the measures in the Action Plan related to each of the three Strategic Objectives of Policy Goal I. The full details provided by the reporting institutions can be found in the Action Plan, annexed to this Report.

Specific Objective 1.1.

The Action Plan for Objective 1.1 foresees five (5) measures, **four (4) of which are fully implemented** and **one (1) is partially implemented** (80% of the measures have been fully implemented – the level of tolerance is “good”). The level of implementation of SO 1.1. according to the average percentage of implementation of the measures is 98%.

SO1.1: Continued implementation and finalization of the process of transitional reevaluation of judges and prosecutors effectively and efficiently as foreseen in the Constitution and in the law.	
1.1.1	<p><i>Preparation and consolidation of transitional evaluation reports of assesseses, judges and prosecutors, by the existing transitional re-evaluation bodies based on the existing mandate. (IP: 2021-2022)</i></p> <p><u>Reporting institution:</u> Independent Qualification Commission (IQC), Special Appeal Chamber (SAC)</p> <p><u>Summary of actions:</u></p> <p>In the period 1 January to 31 December 2022, the Independent Qualification Commission has issued 118 decisions in total, 57 of which are confirmations in duty (26 judges and 29 prosecutors) and 36 are dismissals. The Action Plan contains the details regarding the type of decisions issued by the IQC in 2022.</p>
1.1.2	<p><i>Legal and budgetary support for the transitional re-evaluation bodies of judges and prosecutors. (IP: 2021-2025)</i></p> <p><u>Reporting institution:</u> Assembly</p> <p><u>Summary of actions:</u></p> <p>The Assembly of Albania has granted the re-evaluation bodies additional funds to those initially proposed in the draft law "On the 2022 budget", based on their requests.</p> <p>The Assembly of Albania with its decisions no. 35, 36 and 37, dated 12.05.2022, approved the structural changes of the three re-evaluation bodies SAC, IQC and Public Commissioner. The changes approved in the structures of these institutions are very important for the smooth progress of the work with the aim of concluding the process of transitional re-evaluation of judges and prosecutors in the Republic of Albania.</p>
1.1.3	<p><i>Completion of final re-evaluation reports (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> IQC, SAC¹⁰</p>

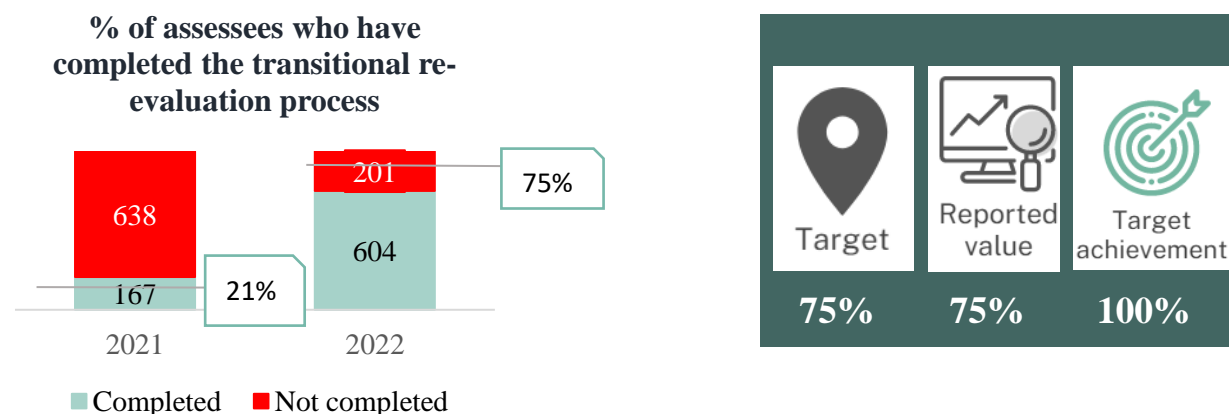
¹⁰ Only the Independent Qualification Commission (IQC) is part of the reporting on this measure. The reporting of the Special Appeal Chamber (SAC) based on its organization and functioning consists in the statistical data related to the progress of re-evaluation process and the cost in the budget of the activity foreseen for the relevant year.

	<p><u>Summary of actions:</u></p> <p>During 2022, 133 evaluation reports/re-evaluation files were in process and 118 of them were finalized by decision of the IQC.</p>
1.1.4	<p><i>Review the legal framework for the justice governance institutions and incorporation of good practices into the revised legislation. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> IQC</p> <p><u>Summary of actions:</u></p> <p>Extension of the mandate of IQC commissioners, from 5 years until 31.12.2024 via the legal proposal for amending the Constitution, Article 179/b. The status of the measure is fully implemented by law no. 16/2022 dated 10.2.2022.</p>
1.1.5	<p><i>Review of the internal regulations of the justice governance institutions and incorporation of good practices in the revised regulations. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> IQC</p> <p><u>Summary of actions:</u></p> <p>The change in the structure and staff from the Assembly of Albania has been reflected via job descriptions and the recruitment of specialists.</p>

One performance indicator is related to SO1.1:

➤ *% of judges who have completed the transitional re-evaluation process before the justice institutions of the justice system¹¹*

According to the passport indicators, the 2022 target value for this indicator was “75% of the total number of the re-evaluation subjects” (805 assessees at the beginning of the process). The target value of the indicator for 2022 has been reached. The 2022 indicator also shows progress compared to the previous year, with regard to completing the process of transitional re-evaluation of judges and prosecutors.



¹¹ The set target is part of the analysis for the following years only for the Independent Qualification Commission (IQC). The reporting of the Special Appeal Chamber based on its organization and operation consists only of statistical data related to the progress of the reassessment process as well as the budgeted cost of the activity foreseen for the relevant year.

Highlights for SO 1.1

- The transitional re-evaluation process for judges and prosecutors was carried out by the re-evaluation bodies in 2022 as planned and taking into consideration the end of the extended mandate – December 2024.
- The Constitutional amendments have provided the necessary guarantees for the reevaluation bodies to complete in a timely maner the entire process.
- Because of this process (still ongoing) which has led to a reduction of the number of judges and prosecutors in office, courts and prosecution offices have developed a backlog of cases that might only be addressed through the development of a ‘package’ of mitigating measures and the involvement of all relevant stakeholders in the identification of the best solutions.

Specific Objective 1.2.

The Action Plan for the Specific Objective 1.2 foresees 12 measures, **nine (9) of which are fully implemented** and **three (3) are partially implemented** (75% of measures are fully implemented – tolerance level: “good”). The level of implementation of SO 1.2. according to the average percentage of the implementation of the measures is 91%.

SO1.2: Updating and improving justice reform legislation based on the findings from the analysis and monitoring of reform implementation, including, but not limited to, updates of the legislation on competencies, transparency, efficiency, and coordination.

1.2.1	<p><i>Drafting the analysis of the justice system reform implementation reagrding the HJC.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>In order to improve the regulatory framework in accordance with the situation created in the judicial system due to the reduction of the number of judges in office, the efforts to normalize the functionality of the courts and the scarcity of human resources, the HJC has proposed to the Parliamentary Commission of Laws, in the Assembly of Albania, opinions on the need for necessary additions and amendment regarding 7 laws.</p> <p>The suggestions put forward by the Council, some of which are already reflected in the approved laws, have had a direct impact on increasing the efficiency of the courts.</p>
1.2.2	<p><i>Preparation of the response on the analysis of the review of the law as regards the status and governance structure of the HJC (draft legal proposals).</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>The proposals for legal amendments for the laws no. 96/2016 and no. 115/2016 were sent in October 2022 to the Assembly. Based on the principle of legal certainty, frequent amendments of the legislation are not recommended; they should be introduced only after their implementation is monitored and analyzed during a certain and sufficient time of implementation. As a result of this, the</p>

	HJC made the proposal for legal amendments in 2022 only after carefully analyzing the implementation of the laws.
1.2.3	<p><i>Finalizing the review of the legal framework related to the governance of justice - component related to the HJC (consultation and adoption of acts).</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>Several additions and amendments have been proposed to Law no. 96/2016, Law no. 115/2016, Law no. 98/2016. Some of them have been adopted by the Assembly, however the suggested proposals in 2022 are still pending before the Assembly.</p> <p>The HJC is actively involved in several activities related to the review of the legal framework and submission of proposals for amendments of the laws related to the functions of the HJC and the judicial system in Albania.</p>
1.2.4	<p><i>Review and consolidation of the internal rules of the HJC.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>The draft regulation is in the process of being finalized to reflect the comments of international partners.</p> <p><u>Risks and mitigating actions:</u></p> <p>The process of adoption of the Internal Regulation has taken too long. The HJC will take steps to speed up the final adoption of its Internal Regulation.</p>
1.2.5	<p><i>Preparation of the analysis of the implementation of the justice system reform - component related to the HPC.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Prosecutorial Council</p> <p><u>Summary of actions:</u></p> <p>The analysis made by the HPC on an ongoing basis is related to the acts that the Council shall draft and adopt by law. Based on this analysis and the already adopted sublegal acts by the HPC (for instance, on lateral transfer, promotion to a leadership position, transfers and temporary assignments, promotion to the Special Prosecutor's Office, promotion of the head of the Special Prosecutor's Office)</p> <p>The HPC has clarified that the main focus in 2022 shall be the ethical-professional assessment of prosecutors.</p> <p>The Regulation on the Ethical and Professional Evaluation of Prosecutors was adopted by Decision of the Council no. 95, dated 09.05.2022. This was followed by Decision no. 140, dated 06.06.2022, on the approval of the evaluations Program that defines the list of prosecutors for whom the ethical and professional assessment will be carried out in the year 2022. Decision no. 141, dated 06.06.2022 sets out the the 3-month planning of the ethical and professional evaluation of prosecutors. Moreover, via Decision no. 313, dated 30.11.2022, the HPC has approved the program that determines the list of prosecutors, for whom the individual ethical and professional assessment will be carried out throughout the year 2023.</p> <p>Furthermore, via Decision No. 316, dated 02.12.2022, was adopted the three-month plan of ethical and professional evaluation of prosecutors for the year 2023.</p>

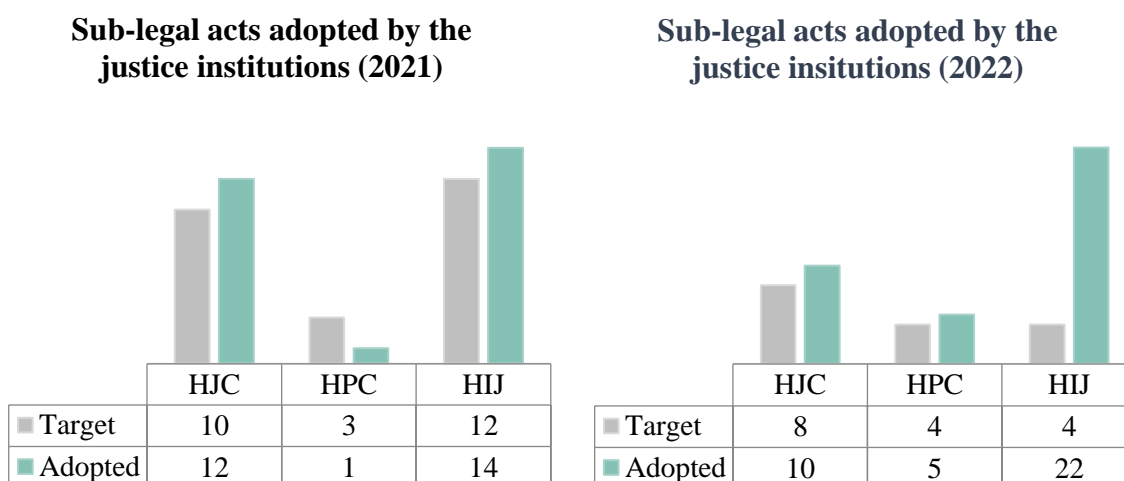
	<p><u>Risks and mitigation actions:</u></p> <p>The HPC still needs to adopt a number of sub-legal acts based on the requirements of the Status Law and Governance Law. The absence of some important sub-legal acts creates risks for the inconsistent implementation of legal provisions, based on different interpretations. The elaboration and approval of all sub-legal acts foreseen by the primary legislation shall be a priority of the HPC.</p>
1.2.6	<p><i>Preparation of the response on the analysis of the review of the law as regards the status and governance structure of the HPC (draft legal proposals).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Prosecutorial Council</p> <p><u>Summary of actions:</u></p> <p>The HPC has continuously cooperated with the Ministry of Justice, giving its opinion when a draft law is presented for opinion, and also by presenting its concerns in various meetings, and putting forward reasons for the need for amendment of the legislation in force.</p> <p>Of the two proposals initially foreseen, the HPC submitted only one - one joint proposal for the Law no 96/2026 and Law no 115/2026. Therefore, the measure is considered to have been implemented at 50%.</p>
1.2.7	<p><i>Finalizing the review of the legal framework related to the governance of justice - component related to the HPC (consultation and adoption of acts).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> The High Prosecution Council</p> <p><u>Summary of actions:</u></p> <p>Based on the review of the legal framework the HPC has established Working Groups for the drafting of sub-legal acts, for which Law No. 96/2016 and Law No. 115/2016 tasks the Councils to regulate various aspects in more detail.</p>
1.2.8	<p><i>Review and consolidation of the internal rules of the HPC.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Prosecutorial Council</p> <p><u>Summary of actions:</u></p> <p>The “Regulation on the organization and internal functioning of the HPC” was adopted by HPC Decision no. 407, dated 17.12.2021.</p>
1.2.9	<p><i>Preparation of the analysis of the implementation of the reform in the justice system - component related to the HIJ.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>During 2022 the HIJ reported the following:</p> <ul style="list-style-type: none"> i. 789 new complaints filed with the HIJ; ii. In total 1715 have been administered, 534 of which are backlogged complaints. iii. 28 decisions on disciplinary investigation via which have been investigated the claimed violations against the activity of 41 magistrates; iv. 6 requests on the initiation of disciplinary procedure for 6 magistrates have been submitted at HJC and HPC; v. Three thematic inspections have been initiated and 2 of them are completed. They have been made available to the competent bodies, together with recommendations to address the problems encountered. <p>With decision no. 44, dated 11.10.2022 the HIJ has appointed 4 inspectors (non-magistrates).</p>

	<p>Currently, the number of inspectors is 12, four (4) of which are magistrate inspectors and eight (8) are non-magistrate inspectors. Also, the procedures for seven (7) civil servants have been closed and two (2) advisers have been appointed.</p>
1.2.10	<p><i>Preparation of the response on the analysis of the review of the law as regards the status and governance structure of the HIJ (draft legal proposals).</i> (IP: 2021-2025)</p> <p>Reporting institution: High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>Via letter no. 2922 prot. dated 02.12.2020, the HIJ sent to the Ministry of Justice proposals for legal amendments of Law no. 115/2016 "On Governance Institutions" as amended, and Law no. 96/2016 "On the status of judges and prosecutors in the Republic of Albania" as amended.</p> <p>One of the important proposals concerns the changing of the criteria for the secondment of magistrates in the position of inspectors at the HIJ. It is suggested that the law should foresee the possibility of seconding to these positions magistrates who meet the criteria to be promoted in positions in appeal courts or prosecutors' offices (7 years of experience). The reason for this proposal is the fact that judges with more than 13 years experience (following the current criterion) have not applied for secondment positions as inspectors.</p> <p>The proposals have been addressed to the Assembly and are under consideration.</p> <p><u>Risks and mitigation actions:</u></p> <p>The lack of judges seconded as inspectors at the Office of the HIJ creates a 'gap' in the pool of experiences and inside knowledge of acting inspectors about challenges in performance duties as judges. This fact affects also some aspects of inspections, especially when it comes to the courts and judges' activities. There is a need for additional commitment by the institutions to ensure in the future the involvement of judges as inspectors at HIJ, via law amendments that create overall incentives for experienced judges to apply for secondments as inspectors at HIJ.</p>
1.2.11	<p><i>Review and consolidation of the internal rules of the HIJ.</i> (IP: 2021-2025)</p> <p>Reporting institution: High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>During the reporting period, a total of 22 general orders of an administrative character were drawn up and approved, dealing with issues of organization and operation, management, and financial control. Also, the HIJ has approved the inspection methodology which aims to make available to the inspectors unit of the HIJ a useful procedural tool for the implementation of the legislation on the disciplinary responsibility of magistrates, increased transparency and high standards of work, which contribute to strengthening and increasing trust in the bodies of the justice system.</p>
1.2.12	<p><i>Preparation of the HIJ operational plan for handling backlog complaints.</i> (IP: 2021-2025)</p> <p>Reporting institution: High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>In relation to this activity, the HIJ has prepared an operational plan regarding progress in handling the complaints, based on categorization, their identification and priority of treatment. The implementation of the Plan is towards its completion. In 2022, based on the Plan, the HIJ has completed 534 backlog complaints. The remaining pending complaints are expected to be completed in 2023.</p>

Two performance indicators are related to SO1.2

- ***The number of sublegal acts adopted in relation to the competence, efficiency and coordination of the governing bodies of the justice system (separate values for HJC/HPC/HIJ).***

The target values for this indicator, as established in the passport of indicators, have been achieved and exceeded in the current reporting year (2022), reflecting progress in the achievement of the target compared to the previous year (2021).

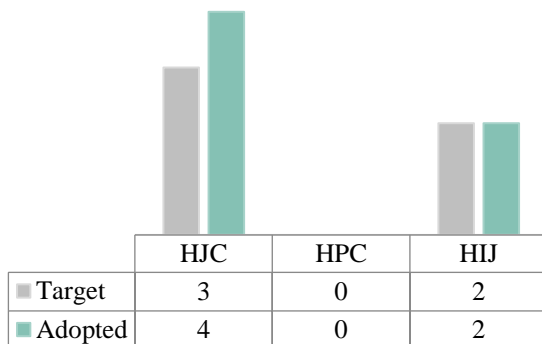


- ***The number of proposals for legal changes made by the governance bodies of the justice system.***

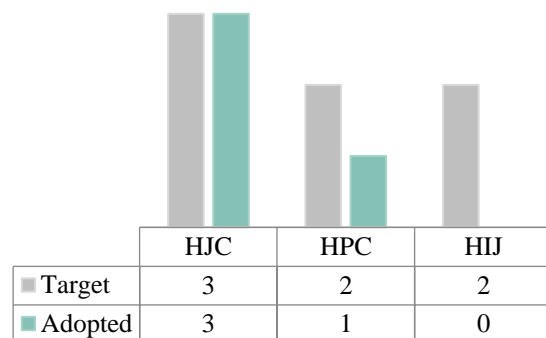
The 2022 target values for this indicator, as established in the passport of indicators, have not been achieved during the current reporting year (2022). The HPC reported only one set of changes for both key laws of the reform - Law no 115/2016 “On Governance Institutions of the Justice System” and Law no 96/2026 "On the Status of Judges and Prosecutors in the Republic of Albania”. The HIJ reported that no initiatives for legal changes were submitted, as the proposed changes in 2020 are still under review by the Assembly.

¹² For the year 2022, in order to implement the legal powers and improve the activity, a total of 22 general orders of an administrative nature have been drawn up and adopted.

Legal amendments proposed by justice institutions (2021)



Legal amendments proposed by justice institutions (2022)



Achievement of the target 2022			
	Targeti	Vlera e raportuar	Target achievement
HJC	3	3	100%
HPC	2	1	50%
HIJ	2	0	0%

Highlights for SO 1.2

- The independent governance institutions in justice sector, HJC, HPC and HIJ have continued the implementation of the relevant legislations and were at the same time facing challenges and constraints related to their functions and activities.
- The HJC, HPC and HIJ have elaborated their analyses related to the legal framework of their institutions and have suggested some amendments of the Status Law and Governance Law as well as some other relevant laws.
- Both Councils still have to fulfil their obligations to issue sub-legal acts as foreseen by the primary legislation. In particular the HPC has a wide number sub legal acts still to elaborate and adopt in the future.
- The HIJ has issued significant number of order and administrative acts regulating the internal organisation and functioning of the Office of the HJI in the best way.
- The HIJ has carried out 3 thematic inspections based on the approved Methodology. Two of them are completed and the reports are sent to the respective institutions for the implementation of recommendations.
- The backlog complaints of the HIJ Office are in process of being entirely processed within 2023

Specific Objective 1.3.

The Action Plan for Objective 1.3 foresees five (5) measures, **one (1) of which is fully implemented** and **four (4) are partially implemented** (only 20% of the measures have been fully implemented – level of tolerance “weak”). The level of implementation of SO 1.3. according to the average percentage of implementation of the measures, is 72%.

SO1.3: Empowering and consolidating the governance bodies of the justice system in accordance with European standards, through the creation and development of capacities, to carry out activities with independence, efficiency and professional standards, and provision of services of governance justice institutions in compliance with the relevant rules and standards.

1.3.1 ***Completion of the procedures for the appointment, promotion and transfer of magistrates graduated from the School of Magistrates.*** (IP: 2021-2025)

Reporting institution: High Judicial Council, High Prosecutorial Council

Summary of actions:

HPC: With Decision no. 165-187, dated 12.07.2022 of the HPC, 22 new prosecutors have been appointed. Regarding SPAK, during 2022, HPC has promoted the Head of the Special Prosecution, with a 3-years non-renewable mandate. One lateral transfer procedure and one (1) other promotion of prosecutors have been carried out in 2022.

HJC: 23 new judge magistrates have been appointed, out of 24 candidates graduating from the SoM. Three (3) judges were promoted to the appeal courts, six (6) judges were promoted to the High Court, seven (7) in the general jurisdiction and (four) 4 in the special courts (3 in the courts on corruption and organized crime and 1 in the administrative court of appeal). During 2022 the Council has assigned in the delegation scheme 6 judges and has resolved on the extension of the assignment of 4 other judges (10 in total).

Risks and mitigation actions:

The HJC will continue the process for the appointment of one candidate magistrate, who is graduated at the SOM.

The members of the HPC shall be more active in respect of promotion procedures and lateral transfers which are in progress and expected to be completed during 2023.

Overall, taking into consideration the lack of personnel and the regularity of lateral transfers and promotions as foreseen by the law, there is a room to improve the implementation of the Law in a timely manner.

1.3.2 ***Completion of the procedures for the secondment of magistrate and appointment of non-magistrate inspectors at the HIJ, as well as the completion of the recruitment of the staff of the Office of the High Inspector of Justice.*** (IP: 2021-2023)

Reporting institution: High Inspector of Justice

Summary of actions:

During 2022, a total of 12 appointments/recruitments were made within the approved structure. Currently the number of employees according to the structure for 2022 is 93 (approved employees). The total number of employees that effectively perform their duties is 71.

The HIJ has proposed to the Assembly of Albania, some structural changes, which focus on the organizational change of the units, giving special attention to the development and strengthening of

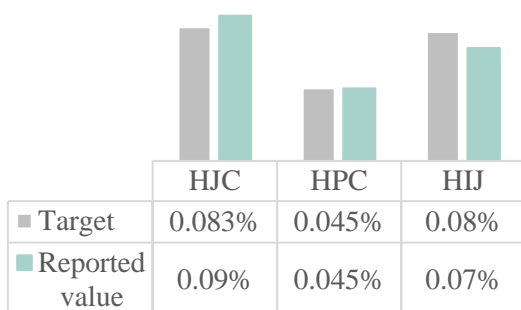
	work methods and performance measurement, as well as the concept of traceable statistics.
1.3.3	<p><i>Establishing and strengthening the capacity of justice inspectors through job-specific trainings.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> The High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>Regarding the training activities during 2022, the High Inspector of Justice, has participated in 2 trainings organised by the Inspectorate of Her Majesty's Crown Prosecution Service (HMCPSI) and the General Inspectorate of Justice of the Republic of Italy.</p> <p><u>Risks and mitigation actions:</u></p> <p>No on job trainings, coaching and continuous trainings for inspectors and legal advisers have taken place in 2022, in view of strengthening of professional performance, especially of the newly appointed and seconded inspectors and other staff members, it is recommended that the HIJ and the SoM, with donor assistance, elaborate a program of continuous training for 2023.</p>
1.3.4	<p><i>Preparing the reports of the analysis of working groups for the identification and categorization of complaints received by other institutions, according to the scope.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>During 2022, out of 1606 backlog complaints in process of being administered at the end of 2021, 534 inherited backlog complaints were handled in 2022. The remaining 1072 backlog complaints will be processed in 2023.</p> <p><u>Risks and mitigation actions:</u></p> <p>The process of reviewing, analysing and deciding on the backlog complaints is at the very end and should be finalised in 2023. Thus, the HIJ will continue to work on the complaints received even after its establishment.</p>
1.3.5	<p><i>Preparation of necessary interventions for the infrastructural and logistical improvement of HIJ with regard to the provision of working/logistics facilities for the entire number of HIJ employees.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>After the completion of the procurement procedure, the implementation of the project (building reconstruction) will begin in February 2023.</p> <p><u>Risks and mitigation actions:</u></p> <p>The building reconstruction relates to the budget and involves several other institutions. There is a risk related to the timely finalisation of reconstruction, however this does not depend on the HIJ.</p>

Three performance indicators are related to SO1.3:

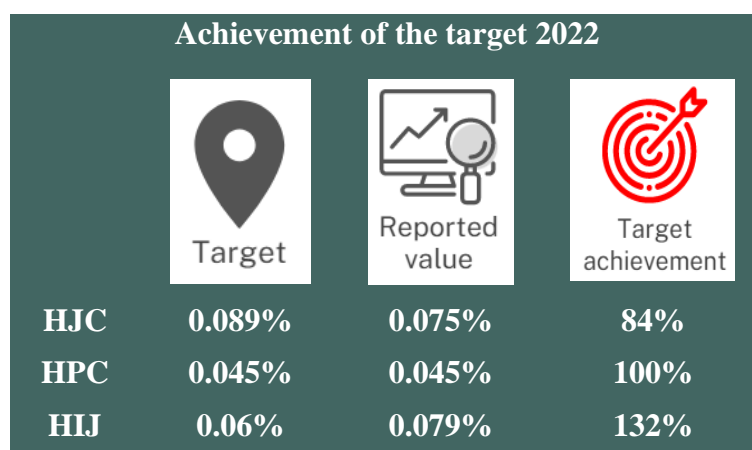
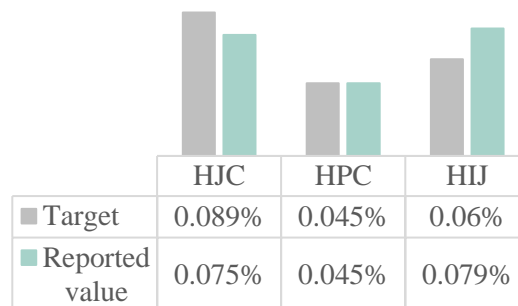
➤ ***% of the state budget dedicated to the governing bodies of the justice system***

The target values for this indicator, as established in the passport of indicators, have been partially achieved in the reporting year (2022), as well as in the previous year (2021).

% of the state budget dedicated to the governing bodies of the justice system (2021)



% of the state budget dedicated to the governing bodies of the justice system (2022)



➤ **Percentage of the initiated disciplinary procedures for complaints against judges or prosecutors**

As explained in the Passport of Indicators, this indicator measures the ratio between the number of requests for disciplinary proceedings before the Councils and the number of decisions for the initiation of disciplinary investigations (expressed as a percentage).

In 2022, the High Inspector of Justice adopted 28 decisions on disciplinary investigations and has submitted 6 requests for disciplinary proceedings – three (3) requests for proceedings submitted to HJC and three (3) requests for proceedings submitted to HPC. The percentage of initiated disciplinary procedures for complaints against judges or prosecutors is thus 21.4% (6/28 x 100). However, this indicator need to be revised.

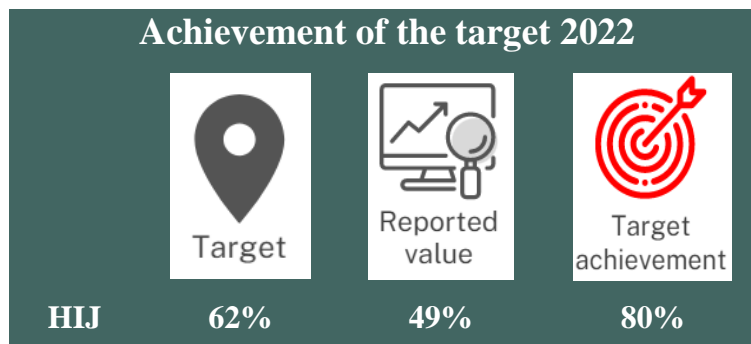
➤ **Backlog case resolution indicator pertaining to discipline and complaints lodged with HIJ.**

The indicator is calculated as the ratio of the total number of the disciplinary backlog complains to the number of administered complaints. The 2022 target value for this indicator, as established in the passport of indicators, is 62% (1000 backlog cases in 2022 out of 1606 backlog cases at the beginning of 2022). As shown in the table below, the HIJ has

progressively reduced the inherited backlog At the date of establishment of the HJI on 1 February 2020 the HJI inherited 2104 backlog complaints (inherited backlog complaints) . On 31 December 2022 , 1072 inherited backlog complaints were still pending. However, the HJI managed to clear 49% of the backlog by the end of 2022.

According to the targets set out in the passport of indicators, all the pending cases – i.e., the remaining 51% cases, or 1,072 of pending cases – should be cleared by the end of 2023.

HJI - backlog



Highlights for SO 1.3.

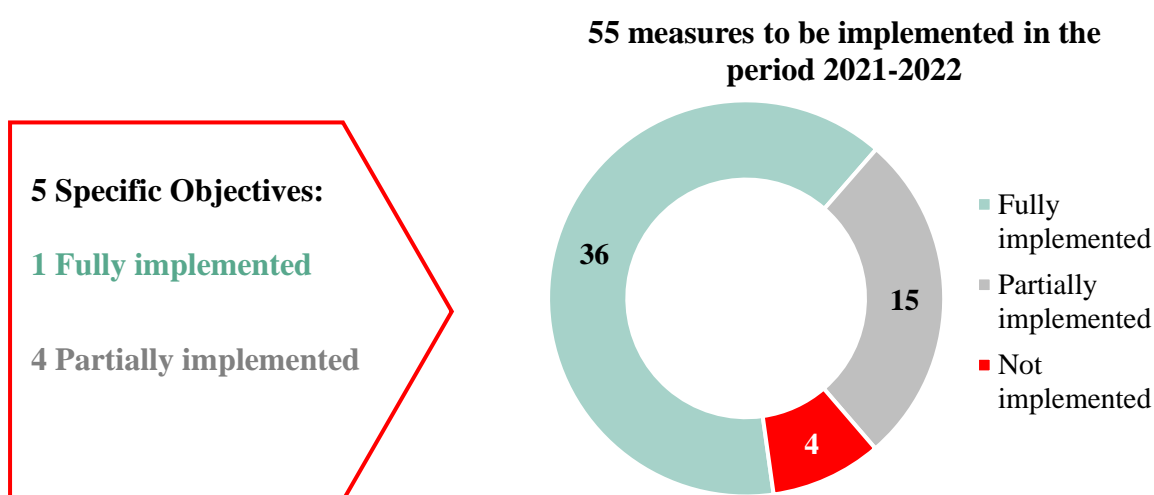
- 23 new judges and 22 prosecutors graduated at the SoM have been appointed by the HJC and HPC in 2022.
- The HJC has promoted 6 judges to the HC and 11 judges to the Appeal Courts.
- The promotion of judges to the HC in 2022 had been a significant step in view of solving the backlog of cases.
- Adoption of instruction No. 1, dated 26.5.2022 "On determining the rules for waiving appeals filed by the state administration under the responsibility of the Council of Ministers, not reviewed by the High Court, for some cases of a civil and administrative nature".
- The HJI has solved 534 backlog complaints in 2022 clearing 49% 49% of the total inherited backlog complaints by the end of 2022.

3.2.2 Policy Goal II

Strengthening transparency, judicial efficiency, and access to justice in line with constitutional and legal requirements and European standards.

As regards the achievement of Policy Goal II, during the reporting period, one Specific Objective has been fully implemented and four (4) Specific Objectives were partially implemented. Of the 61 measures related to this goal, 55 measures have started their implementation in the period 2021-2022. Out of these 55 measures, **36 measures were fully implemented**, 15 measures were partially implemented, and **4 measures were not implemented**. The measures follow the numbering of the Action Plan and are shown in a colored background pursuant to the level of implementation (**fully implemented**, **partially implemented**, **not implemented**). The measure which start their implementation period after 2022, have been indicated in a white background.

Policy Goal II



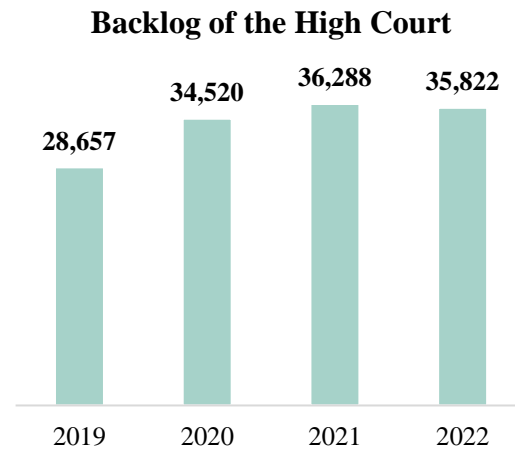
One performance indicator is related to the Policy Goal II

➤ *Indicator of the resolution of backlog cases at the High Court*

According to the methodology determined in the passport of indicators, the target value aims to measure the necessary time for the administration of the backlog cases. The indicator known as “disposition time DT” calculates the theoretical time necessary for solving the backlog cases taking into account the number of cases resolved during the year and the number of (remaining) backlog cases at the end of the year (indicator developed by CEPEJ)¹³

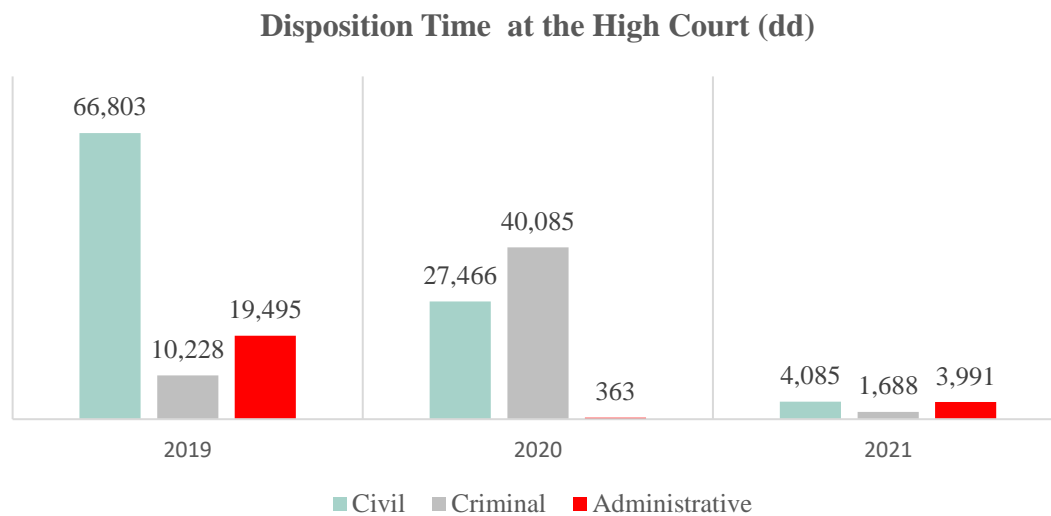
¹³ The calculation formula is: $DT = \text{Number of pending cases at the end of the reporting period} / \text{Number of resolved cases in the reporting period} \times 365$

The objectives determined in the passport of indicators aim to progressively reduce the time necessary for the administration of backlog cases. The indicator has a decreasing trend. Therefore, the shorter the necessary time for the administration of the backlog cases at the end of the year, the more positive is the performance of the Court. For the year 2022, HJC has reported that the High Court has managed to reduce the backlog of the cases by 12%, while in 2021 the reduction of the backlog was only 1%.



Considering the high number of backlog cases in the High Court due to the lack of full functionality of this Court during 2018-2022 the targets determined in the passport of indicators are as follows: 20 years to resolve civil backlog cases; 11 years for administrative backlog cases and 6 years for criminal backlog cases.

According to the information reported by the HJC in the framework of the bilateral meetings



the evolution of the DT is shown in the graph below:

Specific Objective 2.1.

The Action Plan for Objective 2.1 foresees 14 measures, out of which one measure (measure 2.1.14 starts its implementation in 2024). Out of 13 measures which have started their implementation in the period 2021-2022, **four (4) are fully implemented**, seven (7) are **partially implemented**, and two **(2) are not implemented** (31% of the measures have been fully implemented – level of tolerance “sufficient”). The level of implementation of OS 2.1. according to the average percentage of implementation of the measures, is 67%.

SO2.1: Revising the legal framework with respect to the judiciary, as needed, to further improve professional capacity, accessibility, transparency and efficiency.

2.1.1	<p><i>Carrying out the evaluation analysis of the necessary changes to the Civil Procedure Code (CPC).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> The measure was implemented in 2020-2021</p>
2.1.2	<p><i>Preparing, discussing and approving the package of necessary amendments to the CivPC.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> Implemented in 2021</p>
2.1.3	<p><i>Conducting review analysis of the operation and implementation of the amended CPC.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> This measure is displayed as “ongoing/in process”, in the circumstances where the implementation of the amended Civil Procedure Code is not done by the General Directorate of Approximation Codification and Harmonization of Legislation but by the courts and other subjects that are bound by mandatory, same and equal rules for adjudicating civil disputes and other disputes provided for in this Code.</p> <p><u>Risks and mitigation actions:</u> During the review and updating the CSJS, it might be considered to change the responsible institution and establishes a clearer deadline</p>
2.1.4	<p><i>Carrying out the evaluation analysis of the necessary changes to the Family Code (FC).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> The Directorate of Approximation, Codification and Harmonization of Legislation is in the process of assessing the needs for amendments of the Family Code, in the light of the problematics evidenced and those submitted by the National Committee for Adoptions or the People’s Advocate.</p>
2.1.5	<p><i>Preparing, discussing and approving the package of necessary amendments to the Family Code (FC).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> The Directorate of Approximation, Codification and Harmonization of Legislation has prepared a preliminary draft law which is in the process of being evaluated according to the carried out analysis.</p>

	<p><u>Risks and mitigation actions:</u></p> <p>The package of necessary amendments of the FC is not yet ready. There is a risk of delay because every recommendation and finding from the analysis carried out should be assessed.</p>
2.1.6	<p><i>Conducting review analysis of the operation and implementation of the amended FC.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>This objective shall be carried out after the approval of the amendments of the Family Code.</p> <p><u>Risks and mitigation actions:</u></p> <p>The final amendments depend on the approval of the Law by the Parliament. The implementation will start after the entering into force of the amendments of the FC.</p>
2.1.7	<p><i>Conducting the assessment analysis of the necessary amendments to the “Law on Administrative Courts and Administrative Disputes”.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>Implemented in 2021</p>
2.1.8	<p><i>Preparing, discussing and approving the package of necessary amendments to the Law “On Administrative Courts and Administrative Disputes”.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>Implemented in 2021</p>
2.1.9	<p><i>Conducting the analysis of the revision of functioning and implementation of the Law “On Administrative Courts and Administrative Disputes”, as amended.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>This measure is presented as “ongoing/in process”, in the circumstances where the implementation of the law on administrative courts is not done by the GDACHL but by the courts and other subjects that are bound by mandatory, same and equal rules for adjudicating civil disputes and other disputes provided for in this law.</p> <p><u>Risks and mitigation actions:</u></p> <p>During the review and updating of the CSJS the concern of the MoJ related to the responsible institutions for this measure can be taken into consideration.</p>
2.1.10	<p><i>Carrying out the evaluation analysis of the necessary changes of the sublegal acts related to the judicial system (instructions/orders) and the standard rules for the functioning of the courts.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p>

	<p><u>Summary of actions:</u></p> <p>During the reporting period the HJC has approved seven (7) new sub-legal acts. The HJC has also adopted four (4) Decisions on the reorganization of the Court of Appeal of General Jurisdiction for the implementation of the New Judicial Map.</p> <p><u>Risks and mitigation actions:</u></p> <p>The challenge for the HJC related to the new Judicial Map that was adopted in 2022 regards several aspects where a regulation of the Council is needed, eg. with regard to the reorganisation of the courts, allocation of case files, establishment of sections, trainings of the staff, etc. The standard rules for the functioning of the first instance courts are under evaluation by the Council. A more active role is expected from the Court Councils and Chairpersons of the Courts.</p>
2.1.11	<p><i>Preparation, discussion and approval of the package of regulatory acts for the functioning of the courts.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>After the adoption of the standard rules of the High Court, the HJC approved the standard rules of Court of Appeal of the General Jurisdiction, while the standard rules for other courts are in process. Referring to the deadlines determined in the Action Plan, the implementation period of this measure expires in 2022, nevertheless appropriate steps shall be taken to reach full implementation in the future.</p> <p><u>Risks and mitigation actions:</u></p> <p>As above – measure 2.1.10</p>
2.1.12	<p><i>Conducting the analysis of the implementation of regulatory acts for the functioning of the courts.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>The Annual General Meeting of Judges has been held, where the annual court analyses were discussed. Meetings and procedures for electing the new Vice Presidents in the courts have been continuously monitored by the HJC (as needed). The courts were continuously monitored and assisted (as needed) on the proper establishment of Court Councils. The decision for the establishment of the Commission for the restructuring of the Court of Appeal of the General Jurisdiction has been adopted by the HJC and the Commission has been set up.</p>
2.1.13	<p><i>Preparation, discussion and approval of the package of sublegal acts pertaining to judicial civil servants.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>During the reporting period the HJC adopted a sub-legal act Decision no. 558, dated 29.12.2022 "On disciplinary procedures of the chancellor, adviser and legal assistant"</p> <p>HJC reported also regarding the individual administrative acts on the judicial civil employees. Via 7 decisions, HJC has decided on the qualification of 2 incumbent chancellors in the courts of first instance and appeal courts of general jurisdiction; the interruption of labor relations for 2 chancellors; and the termination of the review without a decision for 3 chancellors, 2 due to</p>

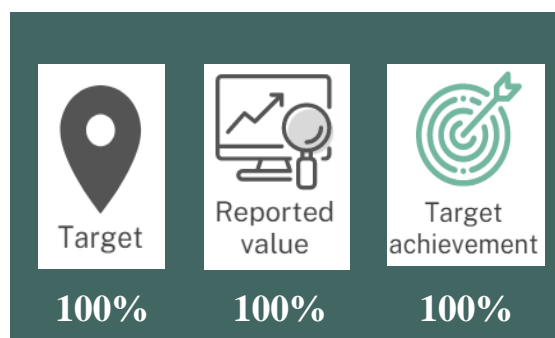
	resignation and one due to reaching the retirement age. 12 decisions regarding the verification of the assets and background of the candidates for admission to the civil judicial service; and 7 decisions for the role of legal advisor in the Legal Service Unit at the High Court. In the meantime, four (4) more sub-legal acts are in the the process of being drafted and discussed prior to adoption by the HJC in the plenary session.
2.1.14	<p>Conducting the analysis of the implementation of the legal framework related to judicial civil servants. (IP: 2024-2025)</p> <p>Reporting institution: High Judicial Council</p> <p>Summary of actions:</p> <p>The measure starts its implementation in 2024.</p>

SO2.1 has one performance indicator:

➤ ***% of legal and sublegal acts subject to an evaluation analysis by the judicial bodies.***

In 2021, 19 sublegal acts were reported to have been subject to an evaluation analysis. For 2022 the HJC has reported that 100% of the acts have undergone the assessment analysis, i.e the target has been achieved.

While the indicator does not intend to measure progress, but rather to assess the achievement for the specific reporting period, the data reported for 2021 and 2022 shows that the HJC has steadily engaged in an analysis of the sublegal acts with the aim of improving professionalism, accessibility, transparency, and efficiency of judicial bodies.



Highlights for SO2.1.

- The Directorate of of Approximation, Codification and Harmonization of Legislation at the MoJ has implemented most of the measures in the Action Plan. However, two measures, i.e. elaboration of anlysis on the implementation of the amendedments of the Civil Procedure Code and Administrtrative Court Law are still pending.. The MoJ considers the HJC an the courts in a better position to carry out this analysis, since the amendments aimed at increasing the efficiency at courts, a change might be taken into consideration during the upcoming updates of the CSJS and its Action Plan.
- The GDACHL (General Directorate of Approximation Codification and Harmonization of Legislation) is in the process of assessing the needs for amendments of the Family Code, according to the problems identified and those evidenced by the Albanian Committee for Adoptions or the People’s Advocate.
- The new judicial map in Albania was adopted in 2022, is currently the biggest challenge for the HJC. According to the reported decisions and sub-legal acts elaborated and adopted by the Council in 2022 to implement the new judicial map, it should be concluded that several steps in the right direction have been undertaken.

Specific Objective 2.2.

The Action Plan for Objective 2.2 foresees six measures, but only 5 are applicable to the Constitutional Court. All **five (5) measures regarding the Court are fully implemented**, (100% of the measures have been fully implemented - level of tolerance “very good”). The level of implementation of SO 2.2. according to the average percentage of implementation of the measures is also 100%.

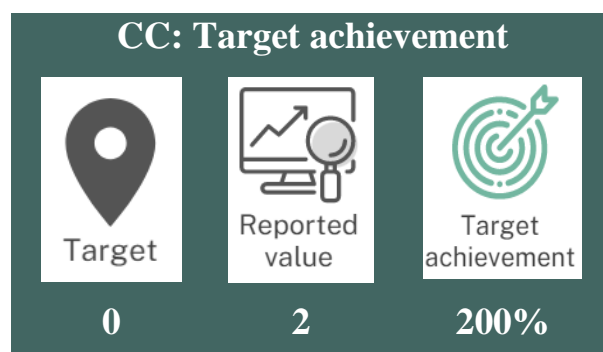
SO2.2: Institutional empowerment and capacity development of the Constitutional Court (CC), acquisition of adequate resources and professional functioning, in a transparent and effective manner.	
2.2.1	<p><i>Carrying out the analysis on the vacancies in the CC, publishing the calls and filling out the vacancies.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Constitutional Court</p> <p><u>Summary of actions:</u></p> <p>During the year 2022, three vacant positions for judges were filled in the Constitutional Court.</p>
2.2.2	<p><i>Drafting, publication and dissemination of the monitoring reports on the implementation of the new methodology on the needs assessment for the trainings of judges.</i> (IP: 2022-2024)</p> <p><u>Reporting institution:</u> Constitutional Court</p> <p><u>Summary of actions:</u></p> <p>The reporting institution of this measure should be the SoM and the related changes shall be introduced during the revision of CSJS. The same measure is included for the SoM – see below the Measure 2.3.3.</p>
2.2.3	<p><i>The structural/logistical improvement of the Constitutional Court based on the findings of the analysis.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Constitutional Court</p> <p><u>Summary of actions:</u></p> <p>The infrastructural / logistic upgrade of the Constitutional Court During was carried out in 2022, based on the approved budget.</p>
2.2.4	<p><i>Conducting a study and detailing CC requests related to information technology, including the online registry and case management, electronic archives, the need for specialized staff, etc.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Constitutional Court</p> <p><u>Summary of actions:</u></p> <p>The needs of the CC in relation to the provision of a functional electronic system for the case management, the improvement of the professional capacities of the staff and the electronic archive, is foreseen in the Strategy of the CC 2021-2023 (pg. 52, specific objective 1.2), and is also detailed in the Action Plan for the implementation of the Strategy (pp. 57-58).</p>
2.2.5	<p><i>Purchase of hardware and software for the CC.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Constitutional Court</p>

	<p>Summary of actions:</p> <p>In compliance with the 2022 approved budget, only hardware computer equipment (PC, laptops, printers, photocopiers and UPS) were purchased.</p>
2.2.6	<p>Preparation, publication and distribution of monitoring reports of the implementation of the new methodology for the evaluation of trainers. (IP: 2021-2025)</p> <p>Reporting institution: Constitutional Court</p> <p>Summary of actions:</p> <p>Same as Measure 2.2.2 – the reporting institution should have been the SoM, not the CC. See measure 2.3.4. below.</p>

There are two performance indicators related to SO2.2:

- **% of the number of regulatory acts, the Constitutional Court has adopted in accordance with its law**

The target value for this indicator in 2022 was 0 acts. Nevertheless, the CC has adopted two regulatory acts during this reporting year, namely the Ethical code of the Constitutional Court and the Regulation on Judicial Procedures of the Constitutional Court (O.J. no. 13, 27.01.2022).



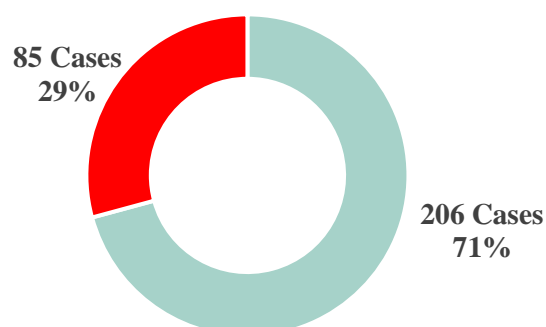
- **The ratio of pending cases handled by the Constitutional Court (%)**

This indicator measures the ratio between the number of pending cases at the end of the reporting year, and the total number of cases at that year in the Constitutional Court (i.e., cases pending from 2021) + cases registered during 2022).

The targets set out in the passport of indicators aim to reduce the the share of pending cases from the baseline of 68% in 2020, to 50% in 2022, up to 30% in 2025. In 2022, out of a total of 291 cases (taken forward from

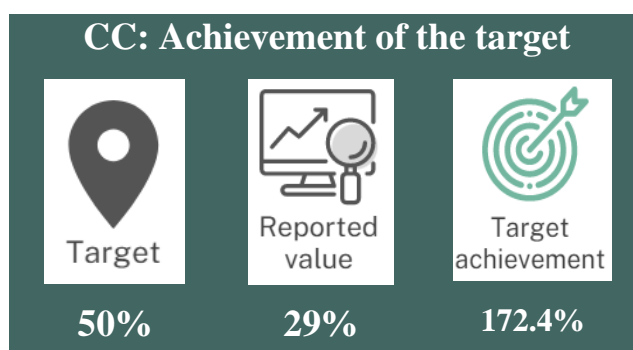
Constitutional Court cases in 2022

■ Solved in 2022 ■ Pending at the beginning of 2023



2021 and newly registered in 2022), only 85 cases were still unresolved at the end of the reporting year (2022). These make up for 29% of the total cases of the court in 2022.

The indicator should show a decreasing trend, therefore, the lower the percentage of pending cases at the end of the year, the more positive is the performance of the Constitutional Court. In this sense the CC has exceeded the target (50%) set for 2022. Moreover, the Court also exceeded the target set for the year 2025 (30%). The level of implementation/achievement of the target for 2022 is 172.4%.



Highlights for SO 2.2.

- The Constitutional Court is again fully functioning.
- In 2022 3 vacancies of positions for judges at the CC were filled based on the proposals of JAC. The infrastructure and logistic of the Constitutional Court facilitate the daily work of judges and supporting staff. The reduction of the number of backlog cases was achieved , exceeding the 2025 target foreseen in the Passport of Indicators.

Specific Objective 2.3.

The Action Plan for Objective 2.3 foresees 15 measures, **12 of which are fully implemented**, two (2) are partially implemented, and **one (1) measure is not implemented** (86% of the measures are fully implemented – level of tolerance “very good”). The level of implementation of OS 2.3 according to the average percentage of implementation of the measures is 89%.

SO2.3: Increasing the efficiency and professional capacity of the training system which ensures advancement towards European practices and quality in the field of justice, by providing an appropriate number of magistrates and legal advisers and assistants trained for the justice system in Albania.

2.3.1 *Carrying out the analysis of the compliance of the methodology regarding the training needs assessment, with the European standards. (IP: 2021-2025)*

Reporting institution: School of Magistrates

Summary of actions:

The School of Magistrates undertook a long process of analysis of the progress of the work and the needs for improvement of the Continuous Training Program, starting with an assessment of the regarding efficiency, practicality, and compatibility with the international standards of the followed

	methodology on the analysis of the training needs.
2.3.2	<p><i>Preparation of a new methodology for the assessment of training needs based on the results of the compliance analysis.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>Based on the conclusions of the compliance analysis, the School of Magistrates started the preparation on the new methodology for the needs analysis. The improvements of the methodology did not require changes to the Internal Regulations of the School, but only the improvement of the working documents of the Continuous Training sector at the SoM.</p>
2.3.3	<p><i>Preparation, publication and dissemination of monitoring reports on the implementation of the new methodology for assessing the training needs.</i> (IP: 2021-2024)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The Continuous Training Sector has started the discussion on the methodology that will inform the drafting of the monitoring reports. In 2022, the SoM has carried out the necessary activities towards the implementation of the measure.</p> <p><u>Risks and mitigation actions:</u></p> <p>Taking into consideration the summary for measure 2.3.2, this measure should be revised accordingly during the upcoming update of the CSJS.</p>
2.3.4	<p><i>Carrying out the analysis of the compliance of the methodology for the evaluation of the trainers, with the European standards.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The SoM reported that trainers have been selected based on merits and in full transparency, giving priority to an increasing involvement of judges and prosecutors, as well as by paying attention to the process for the preparation of curricula and training modules by trainers. The SoM assigns special importance to the evaluation of trainers and sees the evaluation as a means for improving its work. For this reason, based on the methodology of EJTN on the effectiveness of trainings, where a part was devoted to the assessment of expertise, SoM undertook a new analysis of the methodology used for the assessment of the trainers in the continuous training programme.</p>
2.3.5	<p><i>Preparation of a new methodology for the evaluation of trainers based on the results of the compliance analysis.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The EJTN methodology was one of the comparative tools that was taken into consideration to be reflected in the models agreed between European peer schools. As a result of the analysis process that adopted the experts' assessment methodology, some changes were made. Following such changes, evaluation tools of the coaches are more complete, the evaluation refers to more sources and offers additional guarantees for the impartiality and professionalism of the process.</p>
2.3.6	<p><i>Preparation, publication, and dissemination of monitoring reports on the implementation of the new methodology for the evaluation of trainers.</i> (IP: 2021-2025)</p>

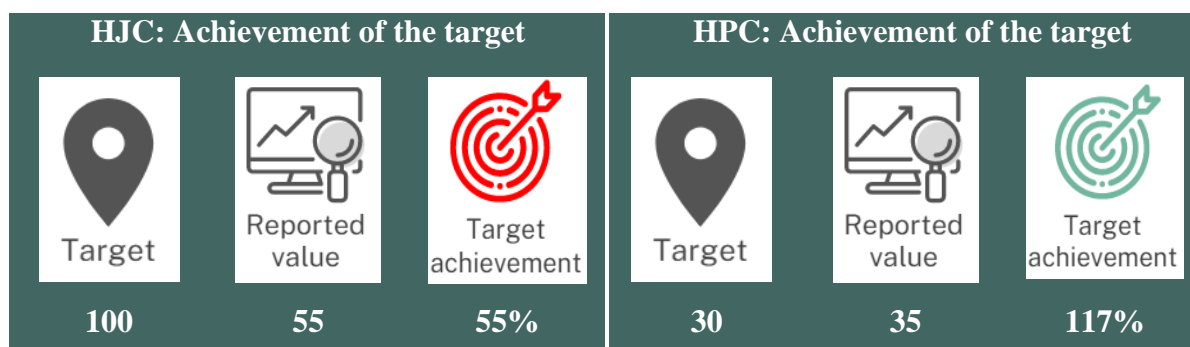
	<p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The Continuous Training Sector has started the discussion on the methodology that will be followed in the drafting of the monitoring reports. In 2022, the SoM has carried out the necessary activities for the implementation of the measure.</p>
2.3.7	<p><i>Carrying out the analysis of the compliance of the methodology of the continuous training with the European standards.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The School of Magistrates undertook a long process of analysis of the methodology of the trainings, to ensure a high level of utility for the beneficiaries, in order to increase the quality of the judiciary. At the same time, the SoM has tried to ensure that participation in training does not interfere with the performance of the judiciary, in the current conditions where the judiciary is suffering from a scarcity of judges.</p>
2.3.8	<p><i>Preparation and unification of the new methodology for the continuous training, based on the results of the compliance analysis.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The unified methodology has been announced to all the trainers and the SoM has also developed trainings with experts to train the trainers on the implementation of the new methodology.</p>
2.3.9	<p><i>Preparation, publication, and dissemination of monitoring reports on the implementation of the new methodology for the continuous training.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The Continuous Training Sector has started the discussion on the methodology that will be followed in the drafting of the monitoring reports on the implementation of the training methodology. In 2022, in view of the implementation of the measure, the SoM carried out the necessary activities.</p> <p><u>Risks and mitigation actions:</u></p> <p>The measures below no. 2.3.14 and no. 2.3.15 are a repetition of this measure. This fact shall be taken into consideration during the update of the CSJS.</p>
2.3.10	<p><i>Conducting needs analysis for the revision of the continuous training programs.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The School of Magistrates undertook a long process of needs analysis for the revision of programs, with the purpose of training the judiciary and facilitating its work in the current conditions of the justice system. The continuous training program has been updated, especially in relation to the quality of the curriculum and trainers. The SoM has organized special trainings on ECtHR jurisprudence.</p>
2.3.11	<p><i>Preparation of the continuous training programs in accordance with European standards.</i> (IP:</p>

	<p>2022-2022)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The School of Magistrates has designed the Continuous Training Program in accordance with the law, the internal sublegal acts, and international standards in the field of training.</p>
2.3.12	<p><i>Conducting an analysis on the evaluation of necessary amendments to the Law ‘On the School of Magistrates in the Republic of Albania’ and its regulations.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice, School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The proposal for legal amendments was submitted to the Assembly in 2021. The SoM will report on other proposals in the next reporting periods.</p>
2.3.13	<p><i>Preparing, discussing, and approving the package of necessary amendments to the Law ‘On the School of Magistrates in the Republic of Albania’ and its regulations.</i> (IP 2022-2022).</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>No developments.</p>
2.3.14	<p><i>Preparation and approval of the methodology of studies and publications of the School of Magistrates, in accordance with European standards.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The SoM is taking measures to scale the process of studies and publications in order to increase the products of the School in this direction. The SoM has made changes in the regulation of publications and has increased the administrative and academic staff that follow this process. The SoM applies the rules for approving requests for publication adopted in 2021. In addition, a new job position has been created – “Advisor for Publications and Scientific Publications” - that will follow the development strategy of the Sector of Studies and Publications of the School, will follow the scientific activity of the School, and will promote and include projects for scientific texts and publications in the School.</p>
2.3.15	<p><i>Establishment of a database of lecturers and trainers at the School of Magistrates, having knowledge of EU legislation.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>A database of lecturers and trainers of the School of Magistrates, who have knowledge on EU law, has been created. A quantitative assessment of the number of judges and prosecutors who will be trained in relation to EU legislation and standards and international practice has also been carried out.</p>

There is one performance indicator related to SO2.3:

➤ **Annual admission limits for magistrate candidates and advisers to the School of Magistrates**

The target values of the indicator for 2022 are the following: 100 candidates by the HJC and 30 candidates by the HPC. For the 2022-2023 academic year at the SoM, the HJC approved a quota of 55 candidates (40 candidate judges and 15 candidate legal assistants) and the HPC approved a quota of 35 candidates.



Although the quota approved by the HJC for the year 2022 is lower than the target, it should be noted that the decision has been taken following a needs assessment analysis by the HJC's Career Development Committee and has been approved at the plenary session. The maximum quota of candidate judges and legal assistants was determined on the basis of factors such as the status quo of the judiciary and the related needs (in terms of transfers, vacant positions, newly graduated candidate judges from the SoM, etc.), the impact of the vetting process on the judiciary, and the capacities of the SoM regarding the delivery of initial training. The analysis also makes an assessment of the number of judges that will join the system in the next years. It is reported that 28 new judges will enter the system in 2022, 40 new judges in 2024 and 35 judges in 2025, after graduating from the SoM.

The Council's assessment was also informed by a simulation analysis carried out by an assistance project. This analysis tries to predict by when the number of judges will reach the same level as before the transitional reevaluation process (408). A first simulation scenario shows that if 28 to 40 new judges will enter the system every year after 2025 (i.e., the graduation year of the candidates starting their initial training in 2022), the target (408 judges) will not be reached before 2029-2032. Instead, in a second scenario, if the SoM manages to train between 56 and 80 new judges every year, the target is expected to be reached by 2027.

Highlights for SO 2.3.

- The School of Magistrates undertook a long process of analysis on the progress of work and the needs for improvements in the Continuous Training Program. Based on the conclusions of the analysis, the School of Magistrates started the preparation of the new Methodology.

- The School of Magistrates designed the Continuous Training Program in accordance with the law, internal sublegal acts, and international standards in the field of training.
- A database of lecturers and trainers of the School of Magistrates, who have knowledge of EU law, has been created.
- During the process of updating the CSJS special attention shall be paid to the Initial Training Program of different target groups and the respective strategic goals.

Specific Objective 2.4.

The Action Plan for Objective 2.4 foresees nine (9) measures, out of which one measure (measure 2.4.5) has its implementation period in 2024-2025.

Out of eight (8) measures that started the implementation in the period 2021-2022, **five (5) measures were fully implemented** and **three (3) have been partially implemented** (63% of the measures have been fully implemented - level of tolerance “good”). The level of implementation of OS 2.4. according to the average percentage of implementation of the measures, is 90%.

SO2.4: Improving the judicial system with the aim of increasing the effectiveness and efficiency of all levels of the judicial system, including the HC, and ensuring the provision of transparent, delay-free, and accessible justice for citizens.

2.4.1	<p><i>Preparation, publication, and dissemination of monitoring reports on the implementation of the new methodology for the continuous training.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>Foreseen in the Strategic Plan of the HJC to be implemented in 2023 because the implementation of the new Judicial Map starts on 1 February 2023 and is determined to follow 3 phases during its implementation. The first phase regards the merger of the appeal courts into one appeal court of general jurisdiction which started to operate on 1 February 2023. The second phase of the judicial map implementation will include the merger of the district courts of general jurisdiction and is proposed to commence on 1 April 2023 and the third phase, the merger of administrative courts of first instances will be possible on 1 June 2023. Therefore, this measure is foreseen for 2023.</p> <p><u>Risks and mitigation actions:</u></p> <p>The HJC has been overloaded with activities related to the implementation of the new Judicial Map in 2022.</p>
2.4.2	<p><i>Conducting consistent, independent, and comprehensive court assessments to measure performance versus established standards.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>In compliance with decision No. 25, dated 07.02.2019, the HJC has carried out 2 3-monthly reports regarding the release of statistics and analyzes of the courts’ performance. In addition, the Council at the beginning of each year, shall report for the previous year in the Annual Report of the courts’</p>

	<p>performance regarding the established standards.</p> <p><u>Risks and mitigation actions:</u></p> <p>There is still room for establishing a new system of standards for measuring court performance based on judicial statistical data. The new Judicial Map and CEPEJ standards shall be taken into consideration.</p>
2.4.3	<p><i>Conducting analysis on the level of implementation of the standards, ethics code and public reporting on findings.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>The HJC carried out the Annual Report on the analysis of the judicial system, which is reported once a year. The Ethics Advisor reports to the HJC every year. The HJC approved the annual report on the activity of the Ethics Advisor for 2021 with decision no. 5, dated 08.02.2022.</p>
2.4.4	<p><i>Approval and implementation of the new judicial map.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>The New Judicial Map was formally adopted with the Decision no. 495 of the Council of Ministers, dated 21.07.2022, “On the reorganization of the judicial districts and the judicial powers of the courts”. A reorganization of courts is foreseen, including 13 (thirteen) courts of first instance of general jurisdiction, 2 (two) administrative courts of first instance and 1 (one) appeal court of general jurisdiction, and their respective territorial powers are defined. The HJC has approved 4 Decisions related to the Judicial map.</p> <p><u>Risks and mitigation actions:</u></p> <p>The implementation of the new Judicial Map requires significant resources and excellent cooperation between the HJC and courts.</p>
2.4.5	<p><i>Construction of the new building of the Appeal Court, Tirana, and capacity building of the courts’ staff.</i> (IP: 2024-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>The HJC has already started to take steps for the implementation of this measure even though it is due to be implemented in the period 2024-2025. During the reporting period the HJC has taken 3 decisions related to the Appeal Court. Work is currently ongoing on defining standard norms for the organizational chart, describing duties and responsibilities for each category of employees. The national authorities have not yet taken a decision on the new building of the Appeal Court.</p>
2.4.6	<p><i>Conducting the analysis and preparation of the monitoring reports on the implementation of strategic communication documents by the HJC.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u></p> <p>The HJC approved the communication plan for the courts with decision no. 454, dated 2.11.2022.</p>
2.4.7	<p><i>Periodic technical workshops/roundtables with the heads of institutions (HJC/HPC/PO), to</i></p>

	<p><i>increase inter-institutional cooperation.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>In the framework of drafting and consolidation of the document of the CSJS 2021-2025, the Ministry of Justice projected that the inclusion of new institutions of justice would trigger increased inter-institutional cooperation and engagement in decision-making processes in general, and in particular that of the Justice Reform. Several initiatives of the MoJ are aimed at increasing the collaboration with independent institutions.</p> <p><u>Risks and mitigation actions:</u></p> <p>Willingness for cooperation of all participants in this process is crucial.</p>
2.4.8	<p><i>Establishing the infrastructure facilities for the setup of a reception unit for the public at the HIJ.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>The Complaints and Legal Aid Sector has received every citizen who has approached the premises of the institution. Specifically, during the year 2022, 246 meetings were held in the premises of the institution with citizens, as well as 296 clarifications, orientations and explanations through the phone number dedicated to this purpose.</p>
2.4.9	<p><i>Capacity building of HIJ to provide assistance/advice to the public to fill out the complaint form.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Inspector of Justice</p> <p><u>Summary of actions:</u></p> <p>The Complaints and Legal Aid Sector during previous years has carried out the necessary training provided by ASPA in order to provide assistance or advice to citizens who come to the institution to fill out the complaint form. The complaint form has been published on the website of the HIJ. Guidance for the citizens on how to fill in the complaint form has been also published.</p> <p>The Program for Public Information and Communication of the HIJ has been adopted and is in process of implementation.</p> <p>The official website www.ild.al provides real-time access, in Albanian and English, to information and fulfills the obligations set forth in the Governance Law (no. 115/2016) and the law “On the right to information” (no. 119/2014). Through the website, the HIJ has been able to establish proactive, transparent, and informative relations with the public and the media, in relation to complaints before the HIJ - are followed from the first stage until a decision is taken.</p>

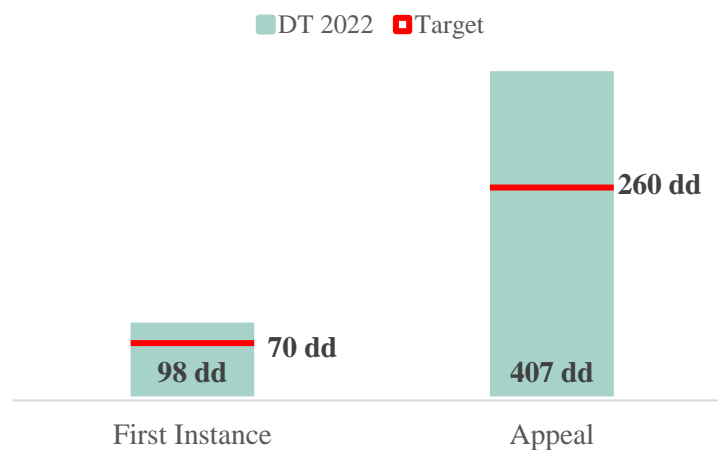
3 performance indicators are related to SO2.4:

➤ **% of the reduction of the average duration of a criminal case (separate values for the first instance and appeal, only general jurisdiction)**

The average duration of cases is a key indicator of court efficiency, and directly affects (albeit not the only factor) effective access to justice. The measurement targets set out in the passport of indicators, (for both 2021 and 2022) are 70 days for criminal cases at first instance, and 260 days for criminal cases at the appeal level.

According to the methodology for the calculation of the indicator, as set out in the passport of indicators, the real average duration of cases should be reported, i.e. the sum of the duration of all cases (during the reporting year) divided by the number of cases. However, in the absence of a proper functioning of the Case Management System (CMS) in courts, the relevant data have to be collected manually, which is a cumbersome task and presents a high risk of inaccuracy. Accordingly, the HJC reports the calculated Disposition Time (DT) of cases, which measures the theoretical time necessary for a pending case to be resolved given the number of cases resolved during the year and the number of pending cases at the end of the year (indicator developed by CEPEJ).¹⁴

DT: Criminal cases



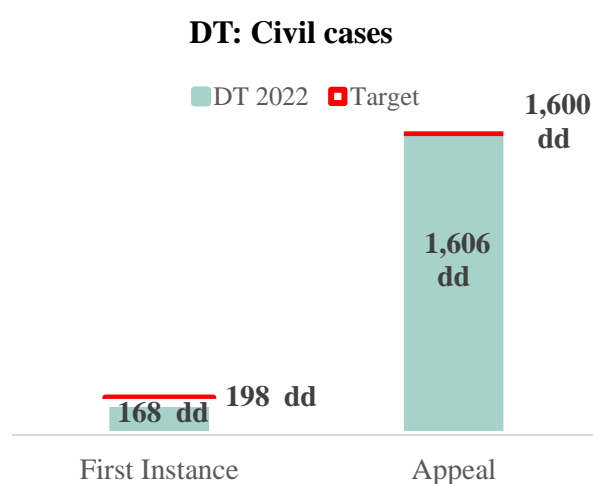
The targets set in the passport of indicators aim to progressively shorten the necessary time for the resolution of the pending cases. The indicator has a decreasing trend. Therefore, the shorter the necessary time to resolve the pending cases, the more positive is the performance of the Court. For the year 2021, HJC reported a DT of 68 days (i.e., a period shorter than the one determined by the target (70 days)) for criminal cases at first instance, and of 361 days (i.e., longer period than the one determined by the target) for criminal cases at the appeal level. The data for 2022 shows that for the first instance DT for criminal cases is 98 and for the appeal the DT for criminal cases is 407.4 days. The average indicator of the necessary time to resolve cases, expressed in days (DT) for the criminal cases for 2022, results in an increase or extension of 13% of the deadline to resolve on cases, compared to 2021 in the appeal level. This change results for the average if the indicator DT in all courts of appeal and are impacted by the time needed in courts with a high load such as the Appeal Court. Notwithstanding the extension of the necessary time, the time to judge criminal cases in appeal are compliant to the reasonable deadlines. For the first instances the change of the average of DT indicator is increased by 44% or 30 days more. Despite the increase, as average remains the reasonable legal time limits.

¹⁴ The formula for the calculation of the DT is the following: $\text{Calculated DT} = \frac{\text{Number of pending cases at the end of a period}}{\text{Number of resolved cases in a period}} \times 365$



➤ **% of the reduction of the average duration of the civil case at the first instance and on appeal (separate values for each level)**

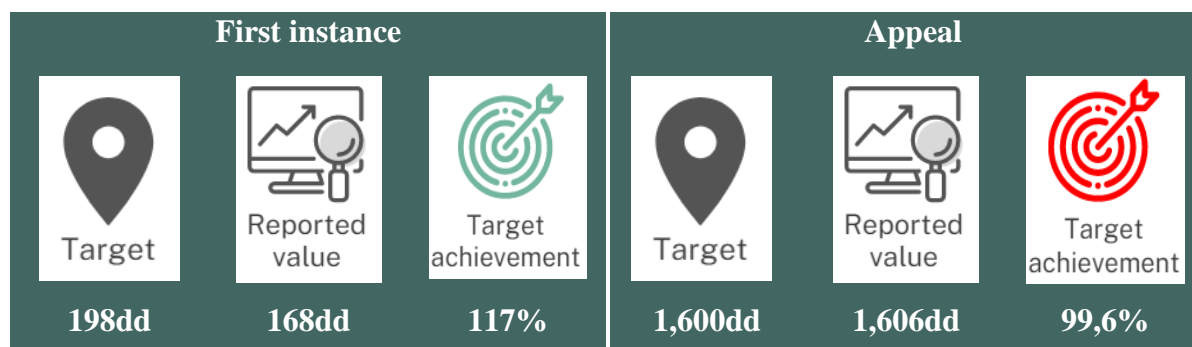
Similarly to the previous indicator, the targets set out in the passport of indicators, for both 2021 and 2022 are the same. For civil cases, the target is set at 198 days at first instance, and 1600 days at the appeal level. Also, as explained in the assessment of the indicator regarding the target on criminal cases, the HJC reports the calculated Disposition Time (DT) of cases, which measures the theoretical time necessary for a pending case to be resolved given the number of cases resolved during the year and the number of pending cases at the end of the year (indicator developed by CEPEJ).



The data for 2022 show that, for the first instance, the DT for civil cases is 168 days and the DT for civil cases on appeal is 1606 days. The average indicator of the time needed to resolve on a case expressed per day (DT indicator) for civil cases for the year 2022 results in an increase or extension of the time limit for the resolution of the case by 13% compared to 2021 at the appeal level. This change results as such for the average of the DT indicator in all

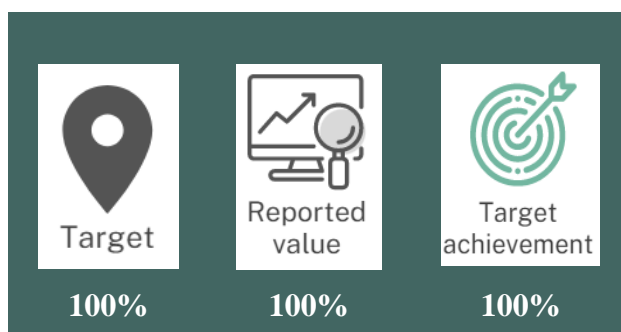
appeal courts and is affected by the extension of the time needed in courts with a high workload such as the Tirana Appeal.

For the first instance, the average change of the DT indicator has increased by 40% or 48 days more. Regardless of the average increase, it remains in the values of reasonable legal time limits.



➤ **% of court cases for which basic information is available online and updated.**

For both 2021 and 2022, the HJC has reported that the basic information is available online and updated. Such information can be accessed from the courts' online platform (www.gjykata.gov.al) by the parties and their lawyers/representatives. The website also has an illustrative video on how to navigate the page to obtain the required information. The target has thus been fully achieved.



Highlights SO 2.4.

- The New Judicial Map was adopted, and its implementation started in 2022.
- The HJC is fully involved in the elaboration and adoption of rules and procedures related to the new Judicial Map and carried out its obligations with high responsibility.
- The HJC approved the Communication Plan for the Courts in November 2022 and started its implementation. The initiative ensures easy access to justice and transparency. The communication plan has been approved and is in the process of implementation. The official website is managed daily and provides sufficient information that guarantees the transparency of the institution.
- There is room for establishment of new system of standards for measuring the court performance based on the statistical data. The new Judicial Map and CEPEJ standards shall be taken into consideration.
- It was noticed that the SO 2.4. also foresees the HC, however no measures foreseen by the Action Plan where the HC is the responsible institution. This shall be changed during the upcoming update. Nevertheless, it should be stressed out here that the HC is functioning

and the HJC has filled in some of the positions of the judges at the HC applying the promotion procedure.

Specific Objective 2.5.

The Action Plan for Objective 2.5 foresees 17 measures, out of which four (4) measures (measure 2.5.1, 2.5.3, 2.5.5 and 2.5.7) will start their implementation in 2024.

Out of 13 measures which have started their implementation in 2021-2022, **ten (10) are fully implemented**, three (3) are partially implemented, (77% of the measures have been fully implemented – level of tolerance “good”). The level of implementation of SO 2.5. according to the average percentage of implementation of the measures is 87%.

SO2.5: Effective access to justice provided through legal aid, alternative dispute resolution and appropriate judicial tariffs.	
2.5.1	<p><i>Informing and raising the awareness of the persons concerned by the Law "On free legal aid" about their rights to assistance and access to the institutions that can resolve their disputes.</i> (IP: May 2024-June 2024)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>The Directorate of Free Legal Aid administers the official website. In 2022, 286 joint meetings / awareness activities were held between legal aid service providers / representatives of local/central level institutions and independent institutions; eight (8) television/radio interviews were conducted on national/local television by the Directorate and the Service Centers of Primary Legal Aid.</p> <p>The Directorate also drafts and publishes the Monthly Bulletin (newsletter).</p>
2.5.2	<p><i>Conducting training needs assessment analysis for FLAD and developing training plan/curricula/training programs.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>FLAD has carried out a detailed analysis on the evaluation of the needs to strengthen the HR capacities and has drafted a training plan based on the results of this analysis. The training of the staff has been carried out pursuant to the specificities of each relevant directorate.</p>
2.5.3	<p><i>Training of FLAD employees in the framework of strengthening FLAD capacities to perform the functions assigned by the legal framework for legal aid.</i> (IP: 2024-2024)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>FLAD has conducted several activities as an important step in increasing and strengthening the capacities of primary legal aid service providers.</p> <p>Also, in order to assist lawyers in the process of providing secondary legal aid, the National Chamber of Advocates prepares and organizes continuous training programs for lawyers included in the list of lawyers who provide secondary legal aid services, in cooperation with the Free Legal Aid Directorate.</p> <p>Training of Primary Legal Aid Service Centers on refugee and asylum seeker legislation developed</p>

	with the support of Caritas Albanian in July 2022.
2.5.4	<p><i>Conducting training needs assessment analysis for primary Legal Aid providers and developing training plan/curricula/training programs.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>FLAD has carried out a detailed analysis on the assessment of the need to train primary Legal Aid providers and has collaborated with the Department of Public Administration, ASPA and DASH (Directorate of Albanian Administration) to carry out 2 mandatory trainings for employees and 1 continuous training.</p>
2.5.5	<p><i>Training of primary legal aid providers in the framework of increasing the quality of service being provided.</i> (IP: 2024-2024)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>FLAD completed the mandatory training of employees with special training recruited in cooperation with UNDP/ADPA in December 2022.</p>
2.5.6	<p><i>Conducting training needs assessment analysis for lawyers providing secondary legal aid free of charge and developing training plan/curricula programs.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>FLAD has carried out the detailed analysis on the assessment of the need to train providers of Secondary Legal Aid, by taking into account that the number of lawyers who signed the contract for the provision of secondary legal aid services for the year 2021 has doubled, to 124 lawyers.</p> <p>Dedicated training for secondary legal assistance has been developed with reference to expertise for each of the special categories provided by the law.</p> <p>The training was developed as a result of a collaboration between UNDP, ADA, DHAS, MoJ and FLAD.</p>
2.5.7	<p><i>Training of lawyers in the framework of increasing the quality of free legal aid service provided.</i> (IP: 2024-2024)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>In 2022, two (2) trainings were held for lawyers included in the list of lawyers who provide secondary legal aid services in DHVA Pogradec/Elbasan and Korçë.</p>
2.5.8	<p><i>Establishment of a FLAD cooperation forum with other stakeholders in the judicial sector and preparation of a plan for its functioning and development.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u></p> <p>FLAD has already established a good cooperation with different stakeholders in the judicial sector that share obligations related to legal aid.</p>
2.5.9	<p><i>Drafting, consulting, and approving the communication plan of FLAD with other stakeholders in the judicial sector.</i> (IP: 2021-2021)</p>

	<p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u> Implemented in 2021.</p>
2.5.10	<p><i>Conducting an analysis of European best practices in the use of alternative dispute settlement mechanisms and preparation of proposals for implementation in Albania.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/National Mediation Chamber</p> <p><u>Summary of actions:</u> Analysis has been carried out in the following areas: 1. Study after analysis in line with European practices in the Family law area. The material on the amendments to the Family Code is being drafted. 2. Property cases There are additional areas where comparative analyses and respective proposals for amendments of the law shall be done.</p> <p><u>Risks and mitigation actions:</u> The lack of experts dealing with analyses, the content of the analyses and the reasonable proposals for amendments of the law might be a risk for further steps in the implementation of this measure. Thus, donor support to the National Mediation Chamber would be useful to mitigate the risk.</p>
2.5.11	<p><i>Carrying out interventions into the existing laws to include alternative dispute resolution mechanisms and drafting plans for their implementation.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/National Mediation Chamber</p> <p><u>Summary of actions:</u> The approval of the new Statute of the NMCH and the Draft Joint Instruction of the Minister of Justice and Minister of Finance on the “Fees Manual” are important preconditions for the organisational measures of the NMCH that will facilitate the intervention into the existing laws.</p> <p><u>Risks and mitigation actions:</u> The implementation of this measure requires collaboration with the relevant structures and donor support.</p>
2.5.12	<p><i>Implementation of systems of alternative dispute mechanisms and conducting analysis.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/ National Mediation Chamber</p> <p><u>Summary of actions:</u> Finalization of the Draft Joint Instruction of the Minister of Justice and Minister of Finance on the “Fees Manual”.</p> <p><u>Risks and mitigation actions:</u> Consolidation and approval of the draft instruction.</p>
2.5.13	<p><i>Conducting training needs evaluation analysis for mediators and developing training plan/curricula/training programs.</i> (IP: 2021-2025)</p>

	<p><u>Reporting institution:</u> Ministry of Justice/ National Mediation Chamber</p> <p><u>Summary of actions:</u> Implemented in 2021.</p>
2.5.14	<p><i>Training the mediators in the framework of increasing the quality of the mediation service.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/National Mediation Chamber</p> <p><u>Summary of actions:</u> 247 licenses were issued in 2022, and 89 candidates to be licensed were trained. Also, 27 mediators have been trained as part of the mandatory continuous training.</p>
2.5.15	<p><i>Preparation of a study regarding the updating of the court fees by way of calculating the new table of costs in the framework of the new judicial map and its implementation for the Free Legal Aid Department and ADR.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u> Regarding this measure HJC has adopted Decision no. 641, dated 23.12.2020 “On the proposal of the types and measures of judicial fees and the procedure of its collection”. This Decision has been sent for approval to the MoJ.</p>
2.5.16	<p><i>Providing sufficient and adequate facilities, infrastructure, equipment, means of transport, and sustained budget support for the effective functioning of the FLAD system.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u> Implemented in 2021</p>
2.5.17	<p><i>Providing appropriate resources for FLAD secondary operators.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/FLAD</p> <p><u>Summary of actions:</u> Payment of lawyers for the provision of secondary assistance is the main objective of FLAD</p>

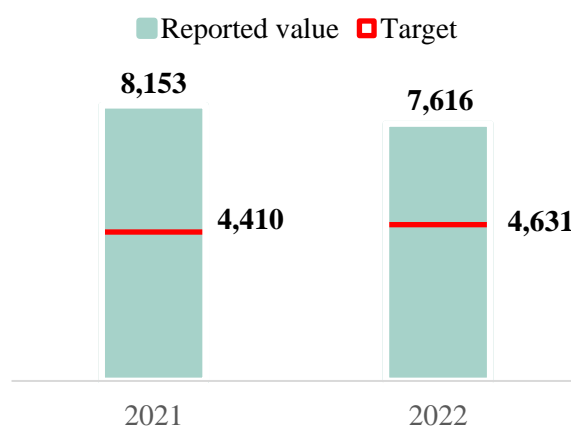
Two (2) performance indicators are related to SO2.5:

➤ **% of admitted applications for obtaining free primary legal aid.**

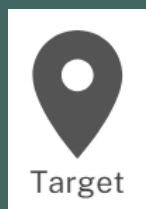


Free legal aid guaranteed by the state is one of the most essential forms of access to justice. The forms, the conditions, the procedures and the rules for the organization and administration of state guaranteed free legal aid are established in the Law on Legal Aid adopted in 2017. Primary Free Legal Aid includes legal consulting, and out of court support, and is granted to people with insufficient income and property, as well as to specific groups of vulnerable beneficiaries (victims; children; other vulnerable persons). In 2022, primary legal aid was offered by 12 primary legal aid service centers across Albania; 15 NGOs operating in Tirana, Vlora, Berat, Elbasan, Shkodra; and 12 Legal Clinics operating in Tirana, Durrës, and Shkodra.

Persons obtaining free primary legal aid

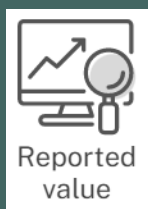


Achievement of the target 2022



4,631

Admitted applications



7,616

Admitted applications



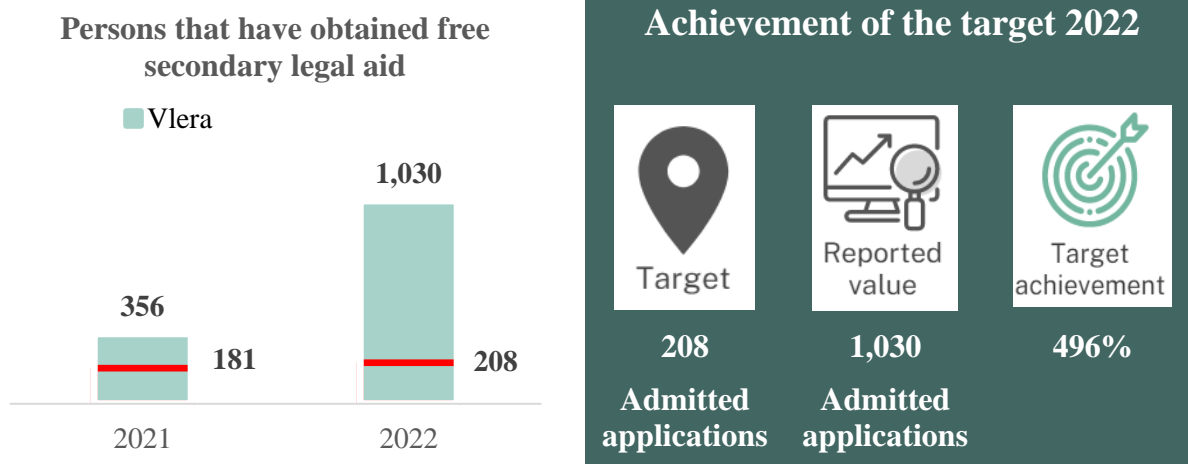
164%

The 2020 baseline value for this indicator (admitted applications for obtaining free primary legal aid) was 4200 persons. The annual targets in the passport of indicators aim to increase the number of beneficiaries by 5% each year. The target has been achieved and highly exceeded in both 2021 and 2022.

➤ **% of admitted applications for obtaining free secondary legal aid.**

Secondary Legal Aid includes representation by a lawyer in a court procedure and the exemption from court fees and court costs and is granted to people with insufficient income and property, as well as to specific groups of vulnerable beneficiaries (victims; children; other vulnerable persons). Secondary legal aid is provided by lawyers included in the list approved by the National Chamber of Advocates, upon the request of the person entitled to receive secondary legal aid. The request is addressed to the competent court.

The 2020 baseline value for this indicator (admitted applications for obtaining free secondary legal aid) was 157 persons. The annual targets in the passport of indicators aim to increase the number of beneficiaries by 15% each year (compared to the previous year). The targets for secondary legal aid have also been achieved and highly exceeded in both 2021 and 2022.



Highlights SO 2. 5.

- Free Legal Aid Directorate has achieved excellent results in 2022 and has implemented all measures of the Action Plan where the Directorate is the responsible institution. It has also highly exceeded the target values for both primary and secondary free legal aid.
- Joint meetings, the website, the newsletter, publications, public awareness, distribution, and publication of visibility materials, etc. promote the legal aid in the best direction.
- Several trainings, listed in the Action Plan, have been successfully organised with the support of donor programs.
- The new statute of the National Mediation Chamber was approved.
- In 2022, 247 licenses were issued. In addition, 89 candidates were trained in order to be licensed. 27 mediators participated in the continuous training program, which is compulsory.
- The support of donors for NMCH is needed.

3.2.3 Policy Goal III

A Criminal Justice System based on modern European principles of justice, guaranteeing resocialisation, reintegration and rehabilitation, as well as respecting human rights and freedoms and gender equality within an integrated approach and with solid crime prevention practices.

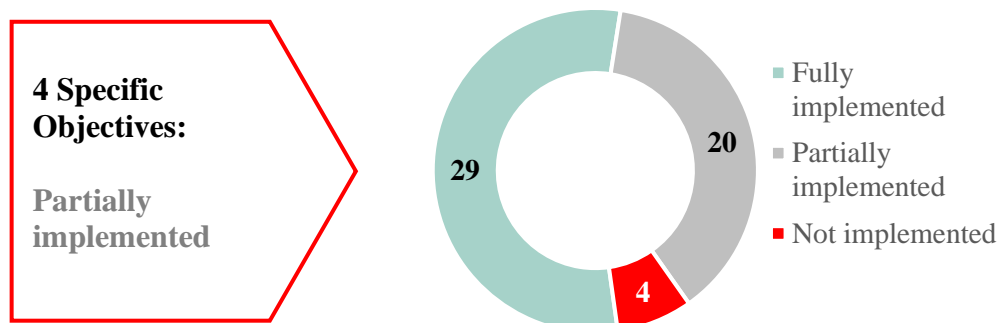
As regards the achievement of Policy Goal III, all four related specific objectives were partially implemented during the reporting period. Out of the 64 measures related to this goal,

53 measures have started their implementation in the period 2021-2022. Out of these, **29 measures are fully implemented**, 20 measures are partially implemented, and **four (4) measures are not implemented**.

The measures follow the numbering in the Action Plan and are shown in colored background pursuant to the level of implementation (**fully implemented**, **partially implemented**, **not implemented**). Measures that start the implementation period after 2022 have been indicated in white background.

Policy Goal III

53 measures to be implemented in the period 2021-2022

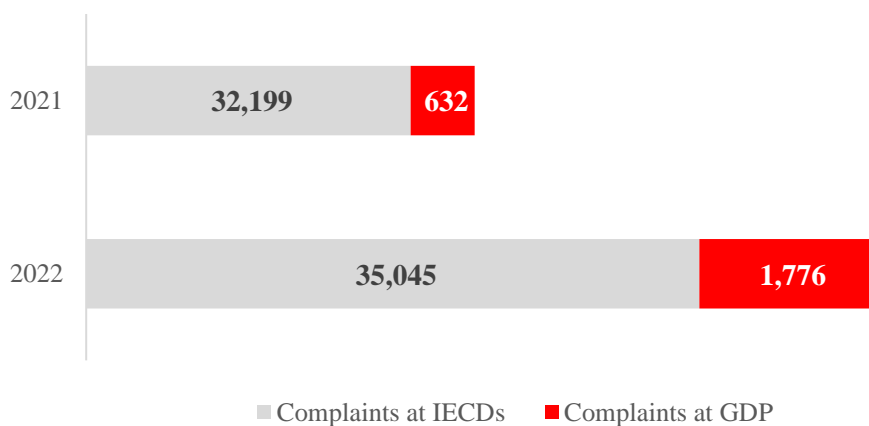


There is one (1) indicator at the Policy Goal III level:

- *% of complaints of persons serving sentence in IECDs, regarding violation of human rights*

The indicator at the level of Policy Goal III aims to measure the impact of the institutions for the execution of criminal decisions (IECDs) and their compliance with the fundamental rights and freedoms of convicted persons who serve their sentence in these structures – the percentage of complaints should decrease. The base value for 2020 set in the passport of

Complaints of persons serving sentence in an IECD



indicators was 62%, and the 2022 target value is 50%.

The relevant institutions have evidenced the lack of detailed explanations in the passport of

indicators on the method of identification of the “complaints related to the violation of the human rights”, emphasizing that elements related to human rights violations may be present in every request/complaint. For these reasons the General Directorate of Prisons (GDP) has reported the total number of submitted complaints/requests to the IECs and to the GDP. The above graphic presentation of the data shows an increase in the number of complaints for the period 2021-2022.

Specific Objective 3.1.

The Action Plan for Objective 3.1 foresees 13 measures, out of which three (3) measures (measure 3.1.5, 3.1.6 and 3.1.12) start their implementation in 2024.

Out of 10 measures that have started their implementation in the period 2021-2022, **eight (8) are fully implemented** and **two (2) are partially implemented** (80% of the measures have been fully implemented – level of tolerance “good”). The level of implementation of OS 3.1. according to the average percentage of implementation of the measures, is 92%.

SO3.1: The Criminal Code and The Code of Criminal Procedure updated by targeting an integrated approach of justice institutions and a restoration approach to justice, built on prevention, resocialisation, reintegration and rehabilitation by replacing the existing punitive approach.	
3.1.1	<p><i>Conducting the analysis study for possible interventions in the Criminal Code.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>By order of the Minister of Justice, in 2020, work began on the revision of the current Criminal Code with the aim of drafting a new Criminal Code.</p> <p>In order to achieve this objective, the group of experts conducted a detailed study on the need for the drafting of the Criminal Code. The group of experts also drafted the methodology for the drafting of the new Criminal Code. The MoJ has finalised the preparatory work for elaboration of the new Criminal Code.</p>
3.1.2	<p><i>Preparation of a detailed study on European best practices, in view of the amendments to the Criminal Code, consultation with relevant institutions on best practice for crime prevention and dissemination of the analysis.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>One of the sections of the analysis drafted by the Group of experts established for the elaboration of new Criminal Code covers precisely the need for the approximation of European and international standards, paying special attention to the practice of the European Court of Human Rights (ECtHR).</p>
3.1.3	<p><i>Preparation of a package of proposals for amendments to the Criminal Code based on the findings of the analysis.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>During the drafting process of the new Criminal Code, legal initiatives have been undertaken to improve the current Criminal Code in several aspects related to the prevention of corruption and</p>

	<p>organized crime. Regarding this issue, a study was conducted on the harmonization of the Criminal Code with the Code of Criminal Procedure.</p>
3.1.4	<p><i>Consultation of the package of proposals with stakeholders (workshop) and drafting of consultation / finalization reports of the package and its approval.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>The initial draft of the new Criminal Code has been subject to consultation with all actors in the field of justice, being either shared in electronic format or discussed during joint meetings with interest groups.</p> <p>Due to the fact that the initial draft of the new Criminal Code was considered not final after the completion of these consultation meetings, it is necessary for the process to continue.</p> <p><u>Risks and mitigation actions:</u></p> <p>The process requires initiation of review and revision of the first draft Criminal Code with the support of international partners and contribution of all relevant stakeholders.</p>
3.1.5	<p><i>Carrying out the analysis and preparation of monitoring reports regarding the implementation of the Criminal Code, as amended.</i> (IP: 2024-2024)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>The Ministry has not yet submitted the proposals on the new Criminal Code to the Assembly</p>
3.1.6	<p><i>Informing and enhancing the capacities of stakeholders regarding the unification of practice and the implementation of the new Criminal Code (trainings/seminars).</i> (IP: 2024-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>No information.</p> <p><u>Risks and mitigation actions:</u></p> <p>As above – measure 3.1.5.</p>
3.1.7	<p><i>Conducting a status quo study and intervention analysis with the Criminal Procedure Code (CPC).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>Implemented in 2021.</p>
3.1.8	<p><i>Preparation of a detailed study on European best practices, in view of the amendments to the CPC, consultation with relevant institutions on best practice for crime prevention and dissemination of the analysis.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p>

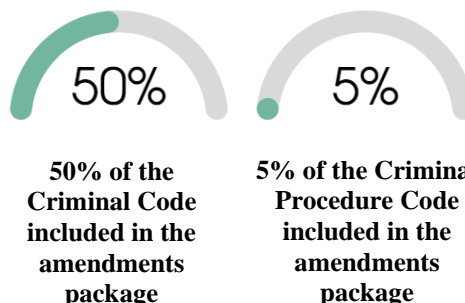
	<p><u>Summary of actions:</u> Implemented in 2021.</p>
3.1.9	<p><i>Preparation of a package of proposals for amendments to the Criminal Procedure Code based on the findings of the analysis.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> Implemented in 2021.</p>
3.1.10	<p><i>Consultation of the package of proposals with stakeholders (workshop) and drafting of consultation / finalization reports of the package and its approval.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> Implemented in 2021.</p>
3.1.11	<p><i>Carrying out the analysis and preparation of monitoring reports regarding the implementation of the amended Criminal Procedure Code.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> This measure is presented as in progress and ongoing because the implementation of the Code of Criminal Procedure is not done by the Codification Directorate, but by the courts, prosecutors' offices and other subjects to whom the rules for criminal proceedings and trials are addressed, according to the rules defined in the Code.</p>
3.1.12	<p><i>Informing and enhancing the capacities of stakeholders regarding the unification of practice and the implementation of the new Criminal Procedure Code (trainings/seminars).</i> (IP: 2024-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> The measure starts its implementation in 2024-2025.</p> <p><u>Risks and mitigation actions:</u> The implementation depends on the approval of the new Criminal Code by the Assembly.</p>
3.1.13	<p><i>Establishment and functionality of the Thematic Group on Criminal Justice.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> The Thematic Group in support of the Sectoral Steering Committee for the implementation of the "Cross-Sector Strategy of Justice 2021-2025", its Action Plan and Passport of Indicators was established (Letter prot. no. 986, dated 16.02.2022, sent to the relevant institutions).</p>

One performance indicator is related to SO3.1:

➤ **Extent of amendments to the Criminal Code and the Criminal Procedure Code that reflect international criminal justice standards.**

The indicator is measured through an analysis by the MoJ in relation to the assessment of the changes of Criminal Code (CrC) and the Criminal Procedure Code (CPrC).

In 2022, 50% of the CrC and 5% of the CPrC are concerned by the package of amendments aimed at reflecting international criminal justice standards. Factors that have impacted on the process include the complexity of the codes, the high number of institutions involved in their implementation and the approximation scale of the local legislation with the EU acts.



Highlights SO 3.1.

- The process for the elaboration of the new draft Criminal Code is still in process. The MoJ has established a Working Group with representatives of all relevant stakeholders which is in charge of finalisation of the draft Criminal Code. The deadline for the implementation of this objective is year 2024.
- The ongoing process for drafting the new Criminal Code shall involve the contribution of all stakeholders and supported by international projects.
- The amendments to the Criminal Procedure Code have already been adopted by the Parliament and in process of implementation. An analysis on the implementation of the amended provisions is still missing.

Specific Objective 3.2.

The Action Plan for Objective 3.2 foresees 15 measures, of which four (4) measures (measures 3.2.5, 3.2.6, 3.2.7 and 3.2.9) start their implementation after 2022.

Of the 11 measures that have started the implementation in the period 2021-2022, **seven (7) measures are fully implemented** and **four (4) are partially implemented** (64% of the measures have been fully implemented – level of tolerance “good”). The level of implementation of OS 3.2. according to the average percentage of implementation of the measures is 86%.

SO3.2: An efficient and proactive prosecutorial system that operates according to European standards with the aim of effectively investigating and pursuing corruption and organized crime.

3.2.1	<i>Improving the structural management and administration of the prosecution office through efficient planning and management of human resources and budget. (IP:2021-2025)</i> Reporting institution: General Prosecution Office
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	<p><u>Summary of actions:</u></p> <p>In 2022, 21 judicial police officers have been appointed in the prosecution offices of general jurisdiction. According to the legal provisions, these officers have undergone professional training before starting their duties. Also, based on the needs of the prosecutor's offices, structural interventions were carried out.</p>
3.2.2	<p><i>Conducting a status quo study and intervention analysis regarding the organic law of the prosecution office.</i> (IP:2021-2022)</p> <p><u>Reporting institution:</u> General Prosecution Office</p> <p><u>Summary of actions:</u></p> <p>In April 2022, the GPO completed the study and analysis on the intervention in the organic law of prosecution office.</p>
3.2.3	<p><i>Preparation of a package of proposals for amendments of the Criminal Code based on the findings of the analysis.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> General Prosecution Office</p> <p><u>Summary of actions:</u></p> <p>Representatives of the GPO are involved as members of the Working Group established by the MoJ working on the elaboration of a new draft Criminal Code.</p>
3.2.4	<p><i>Consultation of the package of proposals with stakeholders (workshop) and drafting of consultation / finalization reports of the package, and approval of the organic law of the prosecution office, as amended.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> General Prosecution Office</p> <p><u>Summary of actions:</u></p> <p>In September 2022, the Laws Commission invited a representative of the GPO to its inter-institutional Working Group, and not only, where on 4 October 2022, it held a hearing and asked questions to the GPO representative regarding the proposals for changes in the legal package.</p>
3.2.5	<p><i>Conducting the analysis regarding the situation of applicability of the organic law of the prosecution office, as amended.</i> (IP:2023-2025)</p> <p><u>Reporting institution:</u> General Prosecution Office</p> <p><u>Summary of actions:</u></p> <p>No amendments.</p> <p><u>Risks and mitigation actions:</u></p> <p>The final decision depends on the Assembly.</p>
3.2.6	<p><i>Carrying out the analysis regarding the need for review of the sub-legal, following the changes to the organic law of the prosecution office.</i> (IP:2023-2025)</p> <p><u>Reporting institution:</u> General Prosecution Office</p> <p><u>Summary of actions:</u></p> <p>No information.</p>

	<p><u>Risks and mitigation actions:</u></p> <p>As above – 3.2.5.</p>
3.2.7	<p><i>Preparing, consulting, and approving the package of the necessary sub-legal acts.</i> (IP:2023-2025)</p> <p><u>Reporting institution:</u> General Prosecution Office</p> <p><u>Summary of actions:</u></p> <p>No information.</p> <p><u>Risks and mitigation actions:</u></p> <p>As above 3.2.5.</p>
3.2.8	<p><i>Conducting training needs analysis for capacity enhancement of magistrate prosecutors/JPO regarding the legal and sub-legal framework and drafting training modules.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>In the months of April-June 2022, the General Prosecutor's Office in cooperation with the School of Magistrates has analyzed and evaluated the needs for strengthening the professional capacities of prosecutors and judicial police officers. The analysis considered the requests and interest forwarded by the prosecution offices of general jurisdiction regarding topics to be included in the Continuous Training Program of the School of Magistrates for the academic year 2022-2023.</p>
3.2.9	<p><i>Informing and developing the capacities of stakeholders regarding the organic law of the prosecution office and the sub-legal acts (trainings/seminars).</i> (IP: 2023-2025)</p> <p><u>Reporting institution:</u> School of Magistrates</p> <p><u>Summary of actions:</u></p> <p>The School of Magistrates has organized one (1) training for prosecutors regarding procedural relations between the assistant prosecutor and the head of the prosecution office.</p>
3.2.10	<p><i>Preparation of regular inter-institutional analyses on the efficiency of money laundering investigations, drafting analysis reports on the identification of problems and preparation of the package of recommendations.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> General Prosecution Office</p> <p><u>Summary of actions:</u></p> <p>In 2022, working meetings and analyzes have been held at the central and local level with institutions included in the ICRG/FATF action plan for Albania (Anti Money Laundering Directorate, Min. of Finance, GPO, banking institutions, etc.). GPO adopted 3 internal sub legal acts (April, June, November 2022) on the intensification of the procedure measures for the coordination in implementation of general instruction no. 10/2020, as well as for increasing the efficiency and effectiveness of investigations and criminal prosecution against money laundering with the institutions involved. Meetings were held at the GPO and at the first-degree prosecution offices of general jurisdiction with representatives of the GDPML, where the fight against money laundering and the measures taken by each institution were discussed.</p>
3.2.11	<p><i>Consolidation of the human resources and full functionality of SPAK.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> SPAK</p>

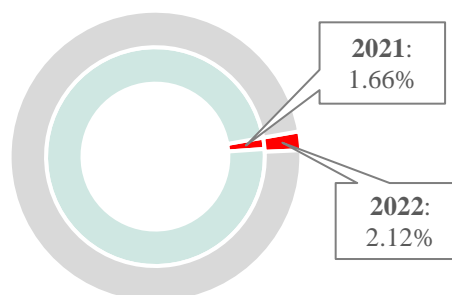
	<p><u>Summary of actions:</u></p> <p>The structure of the Special Prosecutor's Office foresees 111 employees, among which 20 positions for prosecutors. In 2022 84 employees were effectively employed (17 prosecutors and 67 administrative employees). During the first 6 months of 2022, 2 prosecutors were appointed by the High Prosecutors Council and the current number of prosecutors is 17.</p> <p><u>Risks and mitigation actions:</u></p> <p>The promotion of candidates as prosecutors at SPAK by the HPC takes time as several procedures need to be carried out as foreseen by the relevant Regulations of the HPC. Further on, the number of prosecutors at the District Prosecution Offices is reduced because of the on-going re-evaluation process. Thus, the backlog of case files in the prosecution offices is higher than the acting prosecutors can actually manage.</p>
3.2.12	<p><i>Consolidation of the human resources and full functionality of the NBI.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> NBI</p> <p><u>Summary of actions:</u></p> <p>The NBI second grade investigators were appointed in office in June 2022, thus completing the total number of 60 investigators (investigators were divided into two sections). The number of employees approved in the organization of NBI for 2022 is 130 employees. Currently there are only 67 employees (Director/investigator/cabinet/administration), or 51.5% of the approved structure. Currently, NBI investigators are engaged in approximately 300 procedural investigations.</p>
3.2.13	<p><i>Conducting training needs analysis to increase the capacity of SPAK prosecutors, NBI investigators, preparation of curricula and training modules.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> SPAK</p> <p><u>Summary of actions:</u></p> <p>SPAK prosecutors have undergone the continuous training at the SoM on the designated topics pursuant to the activity of SPAK. Likewise, the prosecutors have been trained on specific topics by international NGOs.</p>
3.2.14	<p><i>Development and enhancement of institutional capacities of SPAK (trainings/seminars).</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> SPAK</p> <p><u>Summary of actions:</u></p> <p>The administration has participated in trainings organized by DSCI and the Albanian School of Public Administration.</p>
3.2.15	<p><i>Development and enhancement of institutional capacities of the NBI (trainings/seminars).</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> NBI</p> <p><u>Summary of actions:</u></p> <p>During year 2022, 60 NBI investigators have participated in 36 trainings, in Albania and abroad.</p>

One (1) performance indicator is related to SO3.2:

➤ **Percentage of cases that go to trial in which the defendant is acquitted.**

In the framework of a criminal justice system based on the modern European principles that guarantee the respect of the human rights and freedoms, the indicator aims to measure the ratio between the number of the defendants who have been acquitted or for whom the case has been dismissed/terminated, and the total number of defendants before the courts in a year.

Acquitted defendants (%)



Based on the understanding of the indicator and the data provided by the General Prosecution Office regarding the work of the Prosecution Offices as per their functional obligations, in 2021, 1.66% of the defendants were acquitted in the first instance (8,371 defendants, of which 144 were acquitted). In 2022, 2.12% of the defendants in first instance were acquitted (9,447 defendants of which 205 were acquitted – innocent or case dismissed).

In conclusion, during the workshops organized on the drafting of this Report, GPO has noted that this indicator should be revised in order to better reflect the implementation of the measures foreseen for SO 3.2.

Highlights SO 3.2.

General Prosecution Office

- In 2022, 21 judicial police officers were appointed in prosecution offices of general jurisdiction. The newly appointed 21 judicial police officers and 21 newly appointed prosecutors have been trained.
- In April 2022, the General Prosecution Office completed the study of the status quo and the analysis of the intervention in the organic law of the prosecution office and the package with the proposals has been submitted to the Assembly of Albania.
- Throughout 2022, 741 prosecutors and 84 judicial police officers have participated in the in continuous trainings.
- The GPO has been very active related to inter-institutional cooperation and collaboration through organizing joint meetings, signing MoU, etc. Special achievements are noticed in 2022 regarding the collaboration of the GPO and SoM.

National Bureau of Investigation.

- In June 2022, the NBI was fully completed with the total number of 60 investigators. There are appointed only 67 (out of 130 positions) employees or 51.5% of the approved structure.
- Currently, the NBI investigators are engaged in the investigations of approximately 300

procedural investigations.

- In 2022, 60 NBI investigators participated in 36 trainings.

SPAK

- Full functionality of SPAK is partially achieved. 17 prosecutors (out of 20 positions foreseen) are promoted as prosecutors at the SPAK.
- A special training for SPAK prosecutors has been organized and delivered.

Specific Objective 3.4.¹⁵

The Action Plan for Objective 3.4 foresees 19 measures, of which 2 measures (measure 3.4.13 and 3.4.14) start their implementation after year 2022.

Out of 17 measures that have started their implementation in 2021-2022, **nine (9) were fully implemented**, **four (4) have been partially implemented**, and **four (4) have not been implemented** (53% of the measures have been fully implemented - level of tolerance “good”). The level of implementation of OS 3.4. according to the average percentage of implementation of the measures, is 66%.

SO3.4: An effective and efficient probation service that uses operational standards, supervision methodologies and individualized management of cases, supports resocialization, reintegration and rehabilitation and works in line with EU best practices and standards.

3.4.1	<p><i>Conducting the analysis on level of implementation and the need for amendments to the legal framework regarding DGPS and its organizational structure to be in line with European standards.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/General Directorate of Probation Service (DGPS)</p> <p><u>Summary of actions:</u></p> <p>An analysis was carried out regarding the level of applicability and the new structure was forwarded to the relevant institutions for approval.</p>
3.4.2	<p><i>Preparation of the package of legal amendments regarding the sub-legal acts of the DGPS, consultation and approval of the package of legal and sub-legal amendments.</i> (IP: 2022-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>Acts approved pursuant to Law no. 78/2020 "On the organization and operation of the Probation Service":</p> <ul style="list-style-type: none">- 6 acts adopted in 2020 and 2021- 2 Orders of the Minister of Justice issued in 2022.

¹⁵ Objective 3.3 is not included in the Action Plan of the CSJS 2021-2025 to avoid overlapping with the measures foreseen in the Juvenile Justice Strategy

3.4.3	<p><i>Conducting a human resource training needs analysis at the DGPS and preparing a training plan/curriculum and training programs (basic and continuous training).</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>Based on the analysis of the training needs of the staff at the DGSP, the Minister of Justice issued the Order no. 80, dated 22.02.2022 "On the approval of the Initial and Continuing Program of Probation Service Specialists".</p>
3.4.4	<p><i>Training of DGPS employees to improve their performance in performing their functions (basic and continuous training).</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>During the reporting period several trainings have been delivered and more than 60 employees of the GDPS have been trained. Details of the objectives of the trainings are included in the Action Plan.</p>
3.4.5	<p><i>Consolidation and finalization of twinning/cooperation agreements with European institutional partners.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>Membership in the European Confederation of Probation Service, and participation in studies conducted by international Universities in the field of Probation Service.</p>
3.4.6	<p><i>Conducting the analysis on the functioning of the case management system and preparing recommendations for improvement.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>The Regulation regarding the administration and the definition of roles that have access rights to the database of persons under supervision in the system of the Probation Service has been adopted (Order of the General Director, no. 27, dated 18.03.2022).</p>
3.4.7	<p><i>Designing and installing modern information technology system as well as the case management system, creating connections with the integrated electronic justice system.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>The probation Service is one of the links in the chain of institutions in the field of criminal justice and the realization of this measure depends on other actors.</p>
3.4.8	<p><i>Improving the infrastructure and equipment for the full functioning of the regional offices of the DGPS in accordance with European standards.</i> (IP: 2022-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>As a result of the vacancies, the ratio of files per specialist is much higher, compared to European standards. The equipment in all territorial branches is functional, but the lack of space dedicated to</p>

	<p>the treatment of minors is an issue, which makes this measure partially realized.</p> <p><u>Risks and mitigation actions:</u></p> <p>Lack of space dedicated to the treatment of minors in most of the territorial branches is indicated as a problem by the GDPS.</p>
3.4.9	<p><i>Conducting the analysis on the review of specific sub-legal acts, regulations, guidelines, standards, including timelines and formats for procedures before conviction.</i> (IP: 2022-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>No information.</p> <p><u>Risks and mitigation actions:</u></p> <p>This measure shall be analyzed and revised accordingly during the upcoming review and update of the CSJS.</p>
3.4.10	<p><i>Drafting a package of specific sub-legal acts, regulations, guidelines, standards / consultation of the package and approval.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>With the Decision of the Council of Ministers no. 421, dated 08.07.2021, the regulation "On the approval of the general regulation of the Probation Service" was adopted. Six (6) other sub-legal acts were adopted in 2020 and 2021.</p> <p>Also, two (2) orders related to the GDPS have been issued by the Minister of Justice in 2022.</p>
3.4.11	<p><i>Developing new methodologies (guidelines, standards) related to (i) supervision (individual case management and electronic supervision); (ii) release on parole.</i> (IP: 2022-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>The following have been adopted:</p> <ul style="list-style-type: none"> - Instruction of the General Director no. 1, dated 04.10.2022, for the drafting of evaluation reports for persons under supervision in the case of completion of alternative punishment. - Order of the Minister of Justice no. 367, dated 22.07.2022, "On the definition of a reinforcing, monitoring mechanism related to the drafting of evaluation reports of IECD and GDPS for those convicted with a sentence of more than 15 years of imprisonment".
3.4.12	<p><i>Preparation of pilot programs of new supervision methodologies and their piloting in two areas.</i> (IP: 2022-2023)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u></p> <p>Not implemented.</p>
3.4.13	<p><i>Conducting the analysis related to the evaluation of the experience of using new surveillance methodologies in the pilot areas and preparing the national program of electronic surveillance and parole.</i> (IP: 2024-2024)</p>

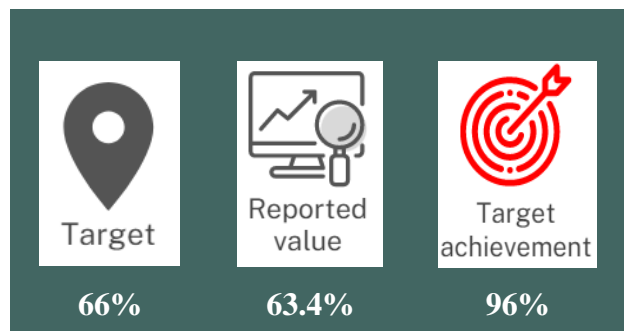
	<p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u> Not implementable, will continue in the following years.</p>
3.4.14	<p><i>Consolidation of supervisory methodologies and protocols and their operation throughout the territory.</i> (IP: 2024-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Implementation Period:</u> 2024-2025</p> <p><u>Summary of actions:</u> Not implementable, will continue in the following years.</p>
3.4.15	<p><i>Carrying out the analysis regarding the need for cooperation of the DGPS with the relevant justice institutions and drafting cooperation agreements for the activity in the probation service during the phase prior to sentencing.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u> In fulfillment of the mission of the Probation Service, for the rehabilitation and reintegration of persons under supervision (after sentencing), but also for the application of alternative sentences by the courts (before sentencing), the Probation Service has drafted and implemented since 2022 (and further on) annual plans of activities. In this framework, meetings are held with institutions for the signing of cooperation agreements with the aim of reintegrating persons under supervision or carrying out work in the public interest. Also, meetings are held with court judges and prosecutors of the judicial district with the aim of promoting the application of alternative punishments / alternative measures and discussing the problems encountered in relation to their implementation.</p>
3.4.16	<p><i>Strengthening cooperation with relevant justice institutions (courts, prosecution, penitentiary system) for the work of the probation service (trainings/workshops).</i> (IP: 2022-2024)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u> The Probation Service during the years 2022 and 2023 has agreed with the School of Magistrates the development of trainings on topics that are useful to the employees of the Probation Service. In 2022, the SoM conducted the training on the subject of “Parole”. Parole conditions, legal criteria to be met. Life sentence and calculation of time served. Security period and parole, recidivism, the behavior of the convicted in the institutions of serving the sentence and the offender-victim relationship as essential elements of the evaluation report of the probation service.</p>
3.4.17	<p><i>Preparing a joint communication program in order to reach out the broad population.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> Program approved and activities of annual action plan for 2022 and 2023 were duly conducted.</p>
3.4.18	<p><i>Preparation of cooperation programs with the HJC, HPC, PP, SM to inform about the new approaches and opportunities for a modern probation service according to European standards.</i> (IP: 2021-2022)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p>

	<p><u>Summary of actions:</u> Not implemented</p> <p><u>Risks and mitigation actions:</u> Willigness of all institutions should be ensured.</p>
3.4.19	<p><i>Enhancement of the staff capacity to ensure a rate of 50 interns per staff, in line with European standards, and to provide adequate staff for local offices, and revision of the pay structure to ensure adequate pay across the organization according to capability and responsibilities in accordance with the official salary scheme. (IP: 2021-2022)</i></p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Probation Service</p> <p><u>Summary of actions:</u> The structure of the institution is 147 employees; with the new changes it will be 167 employees. In general, the probation service has approved the plan for the development of teaching sessions at the territorial branches of the probation service.</p>

Two (2) performance indicators are related to SO3.4:

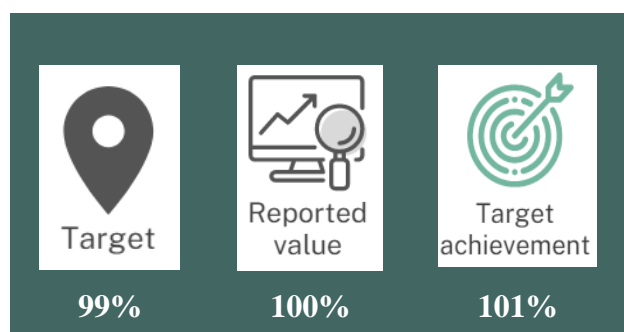
- **% of the number of criminal decisions for offenses punishable by up to 5 years, which include alternative sentences.**

The 2022 target value for this performance indicator is 66%. It has been reported that in the period January-December 2022, 6688 criminal decisions for offences punishable by up to 5 years included alternative sentences. These make up 63.4% of the cases. The target was partially achieved.



- **Ratio of persons under the supervision of the Probation Service having been released on parole (or other forms of conditioned release), who have served the probation service successfully.**

This indicator is important for measuring the quality of the work of Probation Service. The 2022 target value for this performance indicator is 99%. Data reported by the Probation Service, show that 100% of the detainees under the supervision of the Probation Service that were released on parole (or other forms of conditioned release), have served the probation service



successfully.

Highlights SO 3.4.

General Directorate of Prisons

- An analysis was carried out regarding the level of applicability and the need for changes to the legal framework regarding the General Directorate of Probation
- Trainings of GDPS employees were conducted with the aim of increasing performance while carrying out the relevant functions (basic and ongoing trainings).
- Membership in the European Probation Confederation Probation Service and participation in studies conducted by international universities in the field of Probation Service.
- New methodologies (instructions, standards) were drafted, related to (i) surveillance (management of individual cases and electronic surveillance), (ii) parole.
- The following were adopted: Instruction no. 1 of the General Director, dated 04.10.2022, on drafting evaluation reports for persons under supervision in the case of completion of alternative punishment. Order no. 367 of the Minister of Justice, dated 22.07.2022 “On the determination of a reinforcing, monitoring mechanism related to the drafting of evaluation reports of the IECDs (Institutions of Execution of Criminal Decisions) and GDPS for those sentenced to more than 15 years of imprisonment”.

Specific Objective 3.5.

The Action Plan for Objective 3.5 foresees 17 measures, of which two (2) measures (measure 3.5.3 and 3.5.5) start their implementation after 2022.

Out of 15 measures that have started their implementation in 2021-2022, **five (5) are fully implemented** and **ten (10) are partially implemented** (33% of the measures have been fully implemented - level of tolerance “sufficient”). The level of SO 3.5 according to the average percentage of implementation of the measures is 83%.

SO3.5: The development of the penitentiary system based on European standards that ensure full respect for human resources and uses individual development plans.

3.5.1	<p><i>Carrying out the analysis regarding the need for drafting legislation/sub-legal acts/regulations on the basis of the amendments of the legislative package on the penitentiary.</i> (IP: 2021-2021)</p> <p>Reporting institution: Ministry of Justice/General Directorate of Prisons</p> <p>Summary of actions: Implemented in 2021.</p>
3.5.2	<p><i>Drafting/consulting and approving the package of necessary legal amendments and specific regulations (General Prison Regulations/Code of Ethics/security service/penitentiary police/employment of prisoners) (3 consultations).</i> (IP: 2021-2021)</p> <p>Reporting institution: Ministry of Justice/ General Directorate of Prisons</p>

	<p><u>Summary of actions:</u></p> <p>The drafting/consultation and approval of the package of necessary legal amendments and specific regulations (General Regulation of Prisons /Code of Ethics/Security Service/Prison Police/Employment of Prisoners) has been completed.</p>
3.5.3	<p><i>Preparation, consultation, and approval of the legal package on the selection criteria, authorization, accountability and obligation of prisons managers and senior managers based on EC recommendations.</i> (IP: 2023-2023)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>A draft of the amendment of Law 81/2020, regarding the status of DPB employees, has been prepared, where loss of the status of civil servant is foreseen, provided for in Law 152/2013. After the approval of this change, specific updated criteria will be provided for the heads of IECsDs.</p>
3.5.4	<p><i>Drafting and approving the scheme and standards for (i) the regular psychological supervision for all staff; (ii) performance evaluation for penitentiary institutions and pilot schemes in four (4) penitentiary institutions.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>Regarding this measure, in cooperation with the CoE in the implementation of the third phase (2023-2027) of the <i>Horizontal Facility</i> project, the GDP has foreseen it as a strategic measure in the framework of the welfare and care of the staff.</p> <p><u>Risks and mitigation actions:</u> The engagement of GDP in other more urgent projects has led to the postponement of the execution of this measure. The deadline of implementation for this measure has terminated but considering its importance further steps should be taken in order to ensure full implementation in the following period. It is important to note that the partially implemented measures are in process and the relevant activities have been broken down in concrete plans to be addressed in the upcoming reporting periods.</p>
3.5.5	<p><i>Training of prison officials on the approved legal/sub-legal package; approved schemes and standards.</i> (IP: 2024-2024)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>During the period January-December 2022, 1,774 employees were trained (44% of the total number), 1161 of whom are basic role employees, 233 middle-level employees, 350 middle-level employees of multidisciplinary services, and 30 management level employees.</p> <p>The Prison Police Personnel Regulation was adopted via DCM no. 43, dated 09.06.2022. Detailed rules are defined for the training and career progression of Prison Police employees.</p> <p>The Training Center had been established.</p> <p>It is the first time after 21 years since the creation of the Training Center, the number of training staff has tripled.</p> <p>With the support of the CoE and the American Embassy several trainings have been delivered in 2022.</p>
3.5.6	<p><i>Preparation of an analytical report on the working conditions in prisons/identification of problems and needs for improvement and drafting of the operational plan of measures implementing the findings of the analytical report.</i> (IP: 2022-2024)</p>

	<p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>This report was drawn up by CoE experts, in the framework of <i>Horizontal Facility 2</i> (second phase) projects in 2022. All legal and sub-legal acts provided in the law were approved during 2022.</p>
3.5.7	<p><i>Preparation of program modules for the prevention of recidivism (i) for sex offenders and violent criminals (ii) for drug and alcohol addicts in eight (8) penitentiary institutions.</i> (IP: 2021-2021)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>GDP is in the final stages of finalizing the "Life Skills" program, which will address the needs of prisoners for their holistic rehabilitation and further reintegration into society. During the year 2021, two (2) important manuals were approved for psycho-social care staff at IECs, for rehabilitation work with people with substance abuse/addiction problems, young people in the 18-21 age group, people with mental health problems. A risk and needs assessment has been carried out. The GDP implements these instruments. CoE provides support to the GDP for applying a structured approach for citizens who have committed sexual and violent crimes. The implementation period for this measure has terminated. However other measures will be undertaken in order to continue its full implementation.</p>
3.5.8	<p><i>Staff training on recidivism prevention programs.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>The multidisciplinary staff has been trained in relation to psycho-educational programs for the prevention of recidivism, as well as the relevant methodologies that empower the staff in this context, such as motivational interviewing, etc. Special focus has been on programs for young people aged 18-21, former drug users, work on the prevention of radicalism, management of violent extremists, etc. It is an ongoing process.</p>
3.5.9	<p><i>Designing and consolidating the concept paper on the strategy for improving the functioning of the prison system (plan of measures for the education of prisoners/ social services/ early release planning/ post-release support).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>The approval of the inter-institutional agreement that will provide the appropriate infrastructure for increasing the number of IECs where education and professional training will be implemented is in process. The CoE supports the GDP in this regard.</p>
3.5.10	<p><i>Consultation/finalization and approval of the strategic action plan and presentation at a round table.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>The Joint Cooperation Agreement between the Minister of Justice and the Minister responsible for health for the "Treatment of citizens on medical measure "obligatory medication" and "temporary hospitalization"" has been concluded, by order no. 6111 prot., dated 23.11.2021 of the Ministry of Justice and no. 4787 prot., dated 23.11.2021 of the Ministry of Health and Social Protection. Also, the working group "On the establishment of the inter-institutional working group for monitoring the implementation of the cooperation agreement "On the treatment of persons with mental health</p>

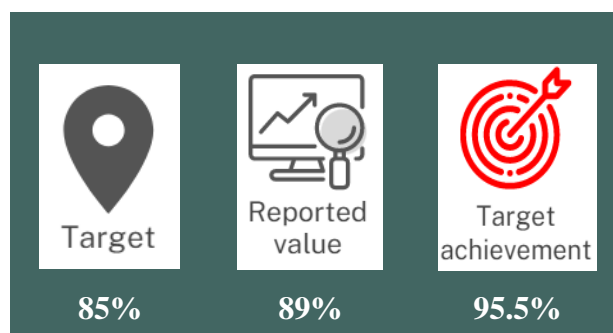
	<p>disorders, on medical measures" was established by joint order no. 55, dated 26.01.2022, between MoJ and MHSP, and the joint plan of action for the improvement of the conditions and treatment of persons with mental health disorders with medical measures was agreed.</p>
3.5.11	<p><i>Drafting, consolidating, and finalizing the memorandum of cooperation with the MHSP for providing care and treatment to incapacitated offenders and in providing care to patients with mental disorders and those in detention, and memoranda with other institutions.</i> (IP: 2021-2025)</p> <p>Reporting institution: Ministry of Justice; Ministry of Health and Social Protection; General Directorate of Prisons</p> <p>Summary of actions:</p> <p>The implementation of the action plan is being followed up, as foreseen in the joint order of the Ministry of Justice and Ministry of Health. The General Directorate of Prisons, based on this action plan, has successfully performed its duties in the framework of the transfer of these citizens from the IECD Kruje to the IECD Lezhe, where it treats them with a multidisciplinary approach, based on the standards in this framework.</p>
3.5.12	<p><i>Drafting, consulting, and approving the protocol for the operation of special care units in prisons, to provide for a more suitable environment, and preparing the necessary instructions for its implementation.</i> (IP: 2021-2025)</p> <p>Reporting institution: Ministry of Justice/General Directorate of Prisons</p> <p>Implementation Period: 2021-2025</p> <p>Summary of actions:</p> <p>SCUs have been created in IECDs in Durrës, Fier, Malësie Madhe Reç, Peqin, Rrogozhinë, Ali Demi, Jordan Misja, Lezhë, Elbasan.</p> <p>The GDP has developed detailed analyses and on-site verifications in each IECD for this target group. The assessment of the needs of additional health support was carried out by transferring them to a SCU of the IECD that has a psychiatrist. The CoE supports this activity.</p>
3.5.13	<p><i>Conducting the evaluation analysis of the legislative framework, case management and institutional capacity to identify areas of risk and understand system weaknesses.</i> (IP: 2021-2025)</p> <p>Reporting institution: Ministry of Justice/ General Directorate of Prisons</p> <p>Summary of actions:</p> <p>The GDP has undertaken restructuring and reallocating professional human assets. The Directorate is in the process of implementing the new organic structure, The 2022-2024 Integrity Plan continues to be monitored.</p>
3.5.14	<p><i>Identification of the risk assessment tool to be applied in the prison system in Albania and its piloting in four (4) penitentiary institutions.</i> (IP: 2021-2025)</p> <p>Reporting institution: Ministry of Justice/General Directorate of Prisons</p> <p>Summary of actions:</p> <p>The GDP, in close cooperation with CoE, is engaged in the implementation of the pilot project related to the design and implementation of the needs and risk assessment document. The piloting has been extended to three IECDs: "Ali Demi", Fier and Peqin.</p>
3.5.15	<p><i>Consolidating and finalizing the internal operational document for the procedures to be followed in relation to internal regimes, individual treatment, available programs, or programs to be developed when these prisoners are sent to the penitentiary institution.</i> (IP: 2021-2025)</p>

	<p><u>Reporting institution:</u> Ministry of Justice/General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>Operational actions have been finalized according to the relevant instruments. It is necessary to integrate them into a single document in order to facilitate the activities in the institution.</p>
3.5.16	<p><i>Training of prison system employees to increase their performance in the system regarding (i) Operation of special care units in the streets (ii) risk analysis/assessment (iii) applicable legal/sub-legal framework.</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/ General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>Trainings for the multidisciplinary staff of IECs on the management and treatment of prisoners with mental health problems, has been made possible by the CoE, CPT, KSHH, Stop AIDS Association and Aksion Plus. The process of adopting the standard operational protocols, and procedures in this context, in cooperation with the CoE, is being followed.</p>
3.5.17	<p><i>Consolidating and improving inter-institutional mechanisms for addressing violent extremist offenders (1-7 coordination meetings).</i> (IP: 2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>The CoE is supporting the Albanian prison system with expertise for the design of an assessment, management, and intervention methodology for prisoners and those convicted of terrorist offenses. During 2022, the CoE has provided support for organizing the training of trainers through a 4-day session for 10-15 prison employees; piloting the instruments and the program in three (3) IECs, as well as evaluating the results.</p>

One (1) performance indicator is related to SO3.5:

➤ **Ratio of persons to number of beds, e.g. as a measure of prison overpopulation.**

In the framework of the development of a penitentiary system based on European standards, that ensures full respect for human rights and implements individual development plans, the indicator measures the level of overpopulation in prisons. It aims at the gradual reduction of the ratio between the number of people that serve their sentence in IECs and the number of beds, which in any case should be lower than 100% (indicator with a decreasing trend).



The target value for this performance indicator in 2022 is 85%, which requires a buffer of 15% of free beds. The GDP has reported a ratio of 89%, i.e. only 11% free beds. Accordingly, the target has not been fully reached.

Even though at a general level the prisons system is underpopulated (11% free spaces in 2022 and 14% in 2021), in some institutions, due to their specificities, there has been a continuous level of overpopulation. It should be taken into account that this indicator continuously

changes and is strictly linked with the new entries in the institutions and the current infrastructure of the system. The dedicated staff continuously manages the overpopulation issue via organizational measures and transfer processes.

In addition to these, the elimination of prison overpopulation has also come as a result of conducting, on a case-by-case basis, a careful study of the distribution and accommodation of prisoners in the IECs. Such studies have considered factors such as: the right of a detainee to be placed in a detention centre as close as possible to their residence; the needs of the implementation of criminal investigation procedures at the lowest cost (time and expenses) as well as minimization of security risks; and capacity and population rate in the nearest detention centres.

Highlights SO 3.5.

General Directorate of Prisons

- Enrichment of the work portfolio of the social affairs staff related to the rehabilitation and reintegration of prisoners.
- Optimization of the intervention methodology and empowering the staff in this framework (especially vulnerable target groups) through the expertise of strategic partners.
- The capacity building of the staff has been strengthened in the framework of preventing radicalism and managing this target group.
- During the period January-December 2022, 1,774 employees were trained, (44% of the total number), 1,161 of whom are basic role employees, 233 are middle level employees, 350 are middle level employees of multidisciplinary services, and 30 are management level employees.
- The analytical report on working conditions in prisons/identification of problems and needs for improvement has been completed and the operational plan of measures pursuant to the findings of the analytical report has been finalized. The report was drawn up by CoE experts, within the Horizontal Facility (second phase) projects in 2022.
- The CoE has played an active supporting role in the achievement of most of the results by the GDP.

3.2.4 Policy Goal IV

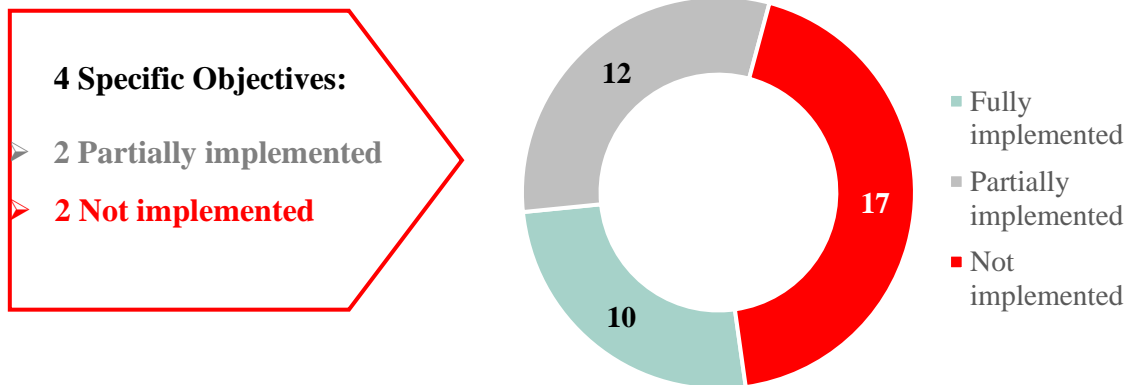
Coordination, efficient and effective management of the justice system in all institutions of the sector.

As regards the achievement of Policy Goal IV, during the reporting period, two (2) of the four (4) related specific objectives were partially implemented, and the other two (2) were not implemented (implementation level below 50%). Out of the 39 measures related to this goal, **ten (10) are fully implemented**, **14 measures are partially implemented**, and **15 measures are not implemented**. The measures follow the numbering in the Action Plan and are shown

in colored backgrounds pursuant to the level of implementation (**fully implemented**, **partially implemented**, **not implemented**).

Policy Goal IV

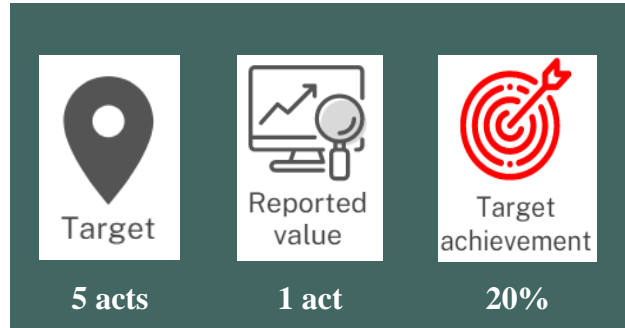
39 measures to be implemented in the period 2021-2022



One (1) indicator is related to Policy Goal IV:

➤ *Number of EU legal acts duly harmonized with the acquis (Chapter 23)*

The target value of the performance indicator for year 2022 is 5 harmonized EU legal acts. From the information reported there has been one (1) harmonized act in 2022: the Law no. 49, dated 12.05.2022 “On the ratification of the Protocol amending the Convention for the Protection of Individuals with regard to Automatic Processing of Personal Data”.



The process of harmonizing the CrC and the CPRC is ongoing.

Specific Objective 4.1.

The Action Plan for Objective 4.1 foresees 15 measures, of which **five (5) measures are partially implemented** and **10 measures are not implemented** (0% of the measures were fully implemented – level of tolerance “weak”). The level of implementation of SO 4.1. according to the average percentage of implementation of the measures is 21%.

SO4.1: Full development of the integrated e-justice system (e-justice) with unified identifiers, up-to-date case management systems, internet-based electronic registration for all three areas (criminal, administrative, civil) and links to relevant national registers and databases.

4.1.1	<p><i>Designing the program for the digitalization of justice institutions.</i> (IP:2021-2022)</p> <p><u>Reporting institution:</u> IT Center for the Justice System</p> <p><u>Summary of actions:</u></p> <p>The following acts were approved:</p> <ul style="list-style-type: none"> - HJC decision no. 2, dated 25.02.2022, on "Guidelines for the development of the new Case Management System"; - HJC decision no. 5, dated 06.09.2022, on the requests for the development of the new case management system; - HJC decision no. .7 dated 26.07.2022, on the requests for the establishment of the supporting infrastructure for the hosting of the new ICMIS case management system; - HJC decision no. 10 on the technical document for the design standards and the standards for the technical specifications of the new IT system ICMIS, thus fulfilling the first step in the development of the electronic case management system.
4.1.2	<p><i>Establishment and implementation of the case management system program in courts/HJC/HPC/HIJ.</i> (IP:2021-2023)</p> <p><u>Reporting institution:</u> IT Center for the Justice System</p> <p><u>Summary of actions:</u></p> <p>GPO: A working group has been set up in the General Prosecutor's Office to review the terms of reference related to the case management system in prosecution offices (CAMS), adapting them to legal and technological changes. Upon the request of the GPO, the Assembly of Albania has approved and allocated 50 million ALL, or 408,163 Euros to the General Prosecutor's Office, as the first phase for the investment/establishment of the case management system (CAMS), in prosecution offices of general jurisdiction (law no. 85/2022 "On the budget for the year 2023").</p>
4.1.3	<p><i>Improving the data processing center.</i> (IP:2022-2022)</p> <p><u>Reporting institution:</u> IT Center for the Justice System</p> <p><u>Summary of actions:</u></p> <p>Not implemented.</p> <p><u>Risks and mitigation actions:</u></p> <p>According to HJC, the measure will continue to be implemented in the following period because the improvement of the data processing center will only take place after the new data management system is established. The extension of the implementation period of this measure will be taken into consideration during the revision of the CSJS.</p>
4.1.4	<p><i>Improving the information technology infrastructure in courts.</i> (IP:2022-2023)</p> <p><u>Reporting institution:</u> IT Center for the Justice System</p> <p><u>Summary of actions:</u></p> <p>On 22.04.2022, the HJC launched the new and innovative online system at the Tirana Judicial District Court, which aims to collect the comments of lawyers, prosecutors, experts, witnesses and parties in a court case, as well as users of administrative services, in order to improve the service of justice.</p> <p>Successful migration and re-platforming of the data of the ARKIT case management system of the</p>

	<p>Tirana Judicial District Court and the Special Court on Corruption and Organized Crime.</p> <p>The WAN intranet network between the HJC and 38 Courts has been set up and put into operation. The supporting infrastructure (Server, Storage pc, etc.) has been set up for the classified network in order to exchange confidential materials by the Members of the HJC.</p> <p>The supporting infrastructure (Server, Storage, firewall, etc.) for the digitization program of the judicial archive has been set up.</p> <p>The setting up the infrastructure for the Disaster Recovery plan according to the best applied standards has taken place.</p> <p>The first phase of the supporting infrastructure for hosting the new case management system has been completed and configured.</p> <p>The implementation of the Electronic Register of NPOs has begun, which is based on the instructions of Law 80/2021, "On the registration of non-profit organizations".</p>
4.1.5	<p><i>Adaptation of information technology policies and procedures and continuous training of information technology staff of the bodies of the justice system.</i> (IP: 2022-2025)</p> <p>Reporting institution: IT Center for the Justice System</p> <p>Summary of actions:</p> <p>To be implemented at a later stage.</p> <p>Risks and mitigation actions:</p> <p>The Center is still in the process of recruiting its staff. Once the process of staff appointments is completed, other administrative and organizational measures shall be implemented; only then the continuous training might be organized and delivered.</p>
4.1.6	<p><i>Database design, development, and installation.</i> (IP:2021-2023)</p> <p>Reporting institution: IT Center for the Justice System</p> <p>Summary of actions:</p> <p>HJC has successfully completed the transfer of systems installed in the National Agency of Information Society and has performed the necessary configurations of these systems and databases in the Disaster Recovery infrastructure.</p> <p>This process was carried out without interrupting access to the portals and online systems with which the courts operate. Specifically, the following systems and portals were transferred:</p> <ul style="list-style-type: none"> ▫ the portal hudina.gov.al; ▫ the database of the court portal.gov.al; ▫ klgj.al portal; ▫ the portal arkiva.klgj.al; <p>A high-level SSL certificate has been applied to all portals in order to guarantee the security of domains.</p>
4.1.7	<p><i>Establishment of the prosecution office case management system in compliance with the current technological and legislative standards and maintenance of the system software.</i> (IP:2021-2023)</p> <p>Reporting institution: IT Center for the Justice System</p> <p>Summary of actions:</p> <p>GPO: After the approval of the terms of reference, the procurement procedures for the construction of the case management system will continue. The procedure shall be followed by the working group of the CAMS system and the IT Directorate at the GPO. Currently, only the 2023 budget has been approved in the Assembly. The measure shall continue to be implemented in the next period.</p>

	<p><u>Risks and mitigation actions:</u></p>
4.1.8	<p><i>Maintenance of the case management system for the courts/GPO/HJC/HPC/HIJ. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> IT Center for the Justice System</p> <p><u>Summary of actions:</u> No information.</p>
4.1.9	<p><i>Preparation of the necessary legal package for the functioning of the Information Technology Center. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> No information.</p> <p><u>Risks and mitigation actions:</u> The measure shall be reconsidered during the process of updating the CSJS, as regards the responsible institution.</p>
4.1.10	<p><i>Establishment of the Information Technology Center of the Justice System and provision of the necessary support for its functionality. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u> Through Decision no. 2, dated 25.02.2022, the HJC approved the "Guidelines for the development of the new Case Management System" fulfilling the first step in the development of the electronic management system of court cases.</p>
4.1.11	<p><i>Training the judges/prosecutors/inspectors and administrative staff on the use of the new case management system. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> ICT for Justice System</p> <p><u>Summary of actions:</u> No information.</p> <p><u>Risks and mitigation actions:</u> This measure can be implemented at a later stage.</p>
4.1.12	<p><i>Drafting and approval of the strategic plan for the information technology in courts and justice institutions. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> ICT for Justice System</p> <p><u>Summary of actions:</u> No information.</p>
4.1.13	<p><i>Investments and maintenance for the case management system and respective court /HJC/HPC/HIJ equipment/software. (IP:2021-2025)</i></p>

	<p><u>Reporting institution:</u> ICT for Justice System</p> <p><u>Summary of actions:</u> No data.</p>
4.1.14	<p><i>Investments and maintenance for the case management system and the respective equipment and software for the Ministry of Justice and its subordinate institutions. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> ICT for Justice System</p> <p><u>Summary of actions:</u> No information.</p>
4.1.15	<p><i>Maintenance of the case management system of the Ministry of Justice and its subordinate institutions. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> ICT for Justice System</p> <p><u>Summary of actions:</u> No information.</p>

Two (2) performance indicators are related to SO4.1:

- **% of courts/prosecution offices, where the new case management system has been set up and is operating at full capacity.**

The new cases management system is not yet in place; therefore, it was not possible to measure this indicator for the year 2022.

- **% of judiciary/prosecutors/inspectors and administrative staff trained on the use of the new case management system**

The new case management system is not yet established; therefore, it has not been possible to measure this indicator for the year 2022.

Highlights SO 4.1.

- ITC has adopted the Roadmap on the development of the ne Case Management System”.
- Most of the measures related to the specific objective 4.1, namely the IT Center and case management systems of courts, prosecution offices and institutions in the justice sector are partially implemented or not implemented according to the report of ITC. It is necessary to take into account the approved phases in the “Roadmap on the establishment of the new case management system”.
- It is needed the interactive collaboration among the justice institutions because this is an important aspect of work organization in order to reach high implementation in these

measures.

- On 22.04.2022, at the Tirana Judicial District Court, the High Court launched the new and innovative online system, which aims to collect comments from lawyers, prosecutors, experts, witnesses, and parties in a court case, as well as users of administrative services, in order to improve the justice service.
- Successful data migration and interoperability of the ARKIT case management system at the Tirana Judicial District Court and the Special Court on Corruption and Organized Crime.
- The WAN intranet network between the HJC and 38 Courts has been set up and put into operation.

Specific Objective 4.2.

The Action Plan for Objective 4.2 foresees 10 measures, **three (3) of which are fully implemented**, two (2) are partially implemented and **five (5) measures are not implemented** (30% of the measures have been fully implemented – level of tolerance “weak”) The level of implementation of OS 4.2. according to the average percentage of implementation of the measures, is 42%.

SO4.2: Improving coordination, performance management and communication systems through IPSIS methodology.	
4.2.1	<p><i>Full functioning and taking measures for the continuous training for technical secretariats and thematic groups in the justice sector in implementation of the GMIP mechanism. (IP:2021-2025)</i></p> <p>Reporting institution: Ministry of Justice/PMO</p> <p>Summary of actions:</p> <p>Following the Prime Minister's Order no. 157, dated 22.10.2018 "On taking measures for the implementation of the broad sectoral/intersectoral approach, as well as the establishment and operation of the integrated sectoral/intersectoral mechanism", and Decision No. 823, dated 24.12.2021, of the Council of Ministers "On the approval of the Cross-Sector Justice Strategy 2021-2025 and its Action Plan", Thematic Groups were established for cooperation at the technical level and with partners for development. These are part of the group for the integrated management of policies for the justice sector, in implementation of the CSJS 2021-2025 and its Action Plan:</p> <ul style="list-style-type: none"> - Thematic Group for the full functioning of the justice system and access to justice; - Thematic Group for criminal justice. <p>Also, with the support of JUSTAL, a workshop (from a cycle of five) was held on the improvement of the way of reporting with the thematic groups and the contact points in the reporting institutions.</p>
4.2.2	<p><i>Conducting an in-depth analysis of the compliance of the strategic framework/institutional capacity of the justice sector with IPSIS standards. (IP:2021-2025)</i></p> <p>Reporting institution: Ministry of Justice/PMO</p> <p>Summary of actions:</p> <p>Implemented in 2021.</p>
4.2.3	<p><i>Training of the policy and strategic planning sector in implementation of the National Systemic</i></p>

	<p><i>Data Plan (NSDP) and IPSIS.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> No information.</p>
4.2.4	<p><i>Conducting the analysis of the justice sector statistics gap and proposing the improvement plan in accordance with the NSDP.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> No information.</p>
4.2.5	<p><i>Training for capacity building of the statistics sector to increase their performance.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice/PMO</p> <p><u>Summary of actions:</u> Within the frame of capacity building, the Sector of Monitoring, Implementation of Priorities and Statistics has systematically followed the Online courses by ASPA, on the topics that are part of the field of activity of this sector.</p>
4.2.6	<p><i>Preparation of regular inter-institutional analyses on the efficiency of money laundering investigations, drafting analysis reports on the identification of problems and preparation of the package of recommendations.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> No information.</p> <p><u>Risks and mitigation actions:</u> This measure needs to be reconsidered during the review process of the CSJS.</p>
4.2.7	<p><i>Conducting regular annual surveys of perception of access to justice and surveys for court users.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> High Judicial Council</p> <p><u>Summary of actions:</u> HJC: On 22.04.2022, at the Tirana Judicial District Court, a new and innovative online system was launched, which aims to collect the comments of lawyers, prosecutors, experts, witnesses, and the parties in a court case, as well as of the users of administrative services, in order to improve justice services.</p> <p><u>Risks and mitigation actions:</u> The HJC is committed to carry out this process in all courts in the country.</p>
4.2.8	<p><i>Undertaking an independent communication and transparency assessment in the justice sector and developing a plan for improvements.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p>

	<p><u>Summary of actions:</u></p> <p>During the reporting period the MoJ established a Working Group and started the elaboration of a Communication Strategy and Communication Plan.</p>
4.2.9	<p><i>Drafting a capacity development plan and supporting sector institutions to develop their communication capacities.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>With the support of JUSTAL, a draft Communication Capacity Building Plan for the development of communication capacities of the MoJ was elaborated at the end of 2022. Implementation shall start in 2023.</p>
4.2.10	<p><i>Undertaking a survey on the satisfaction and perception of communication quality and transparency in the sector.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>No information.</p> <p><u>Risks and mitigation actions:</u></p> <p>The MoJ with the support of JUSTAL is in the process of preparing a satisfaction survey for civil society organizations which will be analyzed and the results will be communicated accordingly.</p>

Two (2) performance indicators are related to SO 4.2:

- **% of the strategic framework of the justice system populated in the IPSIS system.**

The 2022 target value for this indicator is 50%. The IPSIS system is not currently operative, therefore the 2022 reported figure for this indicator is 0%.

- **% of system users trained in relation to the performance standards of the of the IPSIS system.**

The 2022 target value for this indicator is 50%. The IPSIS system is not currently operative, therefore the 2022 reported figure for this indicator is 0%.

Highlights SO 4.2.

- The IPSIS system is not yet fully functional
- Training program for Thematic Groups
- Approval of the Communication Plan and Communication Strategy

Specific Objective 4.3.

The Action Plan for Objective 4.3 foresees six (6) measures, of which **two (2) are fully implemented** and **four (4) are partially implemented** (33% of the measures have been fully implemented – level of tolerance: “sufficient”) The level of implementation of SO 4.3. according to the average percentage of implementation of the measures is 67%.

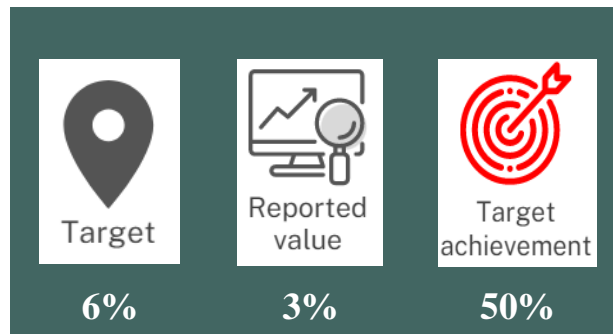
SO4.3: Developing the capacities of the Ministry of Justice, as well as increasing its support for its subordinate institutions.	
4.3.1	<p><i>Conducting a needs assessment to improve the legal and regulatory framework of the Ministry of Justice.</i> (IP:2021-2025)</p> <p>Reporting institution: Ministry of Justice</p> <p>Summary of actions:</p> <p>The evaluation of the need for the improvement of the legal framework has begun, whereby, following a well-argued and justified analysis, concrete proposals for legal and/or sub-legal interventions are submitted to the Codification Department for the continuation of the legal procedures for the approval of the draft act.</p>
4.3.2	<p><i>Drafting and implementation of the strategic plan and capacity development of state bailiffs (training).</i> (IP:2021-2025)</p> <p>Reporting institution: Ministry of Justice</p> <p>Summary of actions:</p> <p>Partially implemented in 2021.</p>
4.3.3	<p><i>Trainings to improve human resources' management skills.</i> (IP:2021-2025)</p> <p>Reporting institution: Ministry of Justice</p> <p>Summary of actions:</p> <p>Regarding the participation of the employees of the Ministry of Justice for training for the improvement of Human Resources Management skills, two employees were trained.</p> <p>Risks and mitigation actions:</p> <p>More trainings are needed for the next reporting period. JUSTAL has foreseen such trainings in the Calendar of project trainings in 2023.</p>
4.3.4	<p><i>Conducting an analysis of the situation of internal financial control in the penitentiary service, including the internal control of the MoJ for the supervision of the unit and preparing a detailed risk assessment related to the financial administration in prisons.</i> (IP:2021-2025)</p> <p>Reporting institution: Ministry of Justice/General Directorate of Prisons</p> <p>Summary of actions:</p> <p>The analysis of the internal financial audit has begun.</p>
4.3.5	<p><i>Conducting a review analysis of the current organizational and legal framework for prison inspections, in line with European practices.</i> (IP:2021-2025)</p>

	<p><u>Reporting institution:</u> Ministry of Justice/General Directorate of Prisons</p> <p><u>Summary of actions:</u></p> <p>The structure responsible for the monitoring of IECDs (prisons) has carried out thematic inspections at IECDs and at the GDP, applying the legislation in force for inspections. At the end of these inspections, the corresponding report was prepared, and according to the legislation in force was sent for recognition and approval to the Minister of Justice. The General Directorate of Prison has taken measures to build a special structure that will oversee and execute inspection processes in the penitentiary system.</p>
4.3.6	<p><i>Preparing inspection reports of bailiffs/notaries based on approved methodologies.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>During 2022 28 general inspections of notaries were carried out and, in addition to them, 8 disciplinary investigations were carried out. 16 disciplinary investigations were carried out against private bailiffs.</p>

Three (3) performance indicators are related to SO4.3:

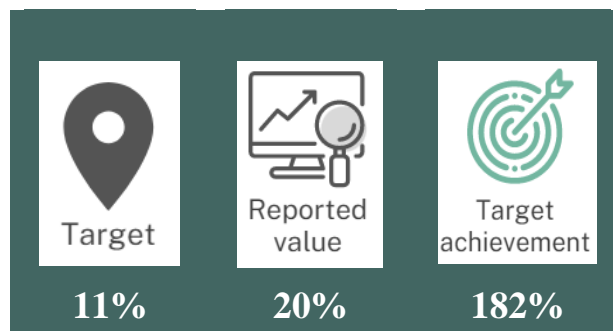
- **% of MoJ human resources administration employees and subordinate institutions trained with regard to managerial and coordinating skills.**

This indicator aims to measure the quality of work of the human resources of the Ministry of Justice and its subordinate institutions. The 2022 target value of the indicator is 6% and the reported value is 3%.



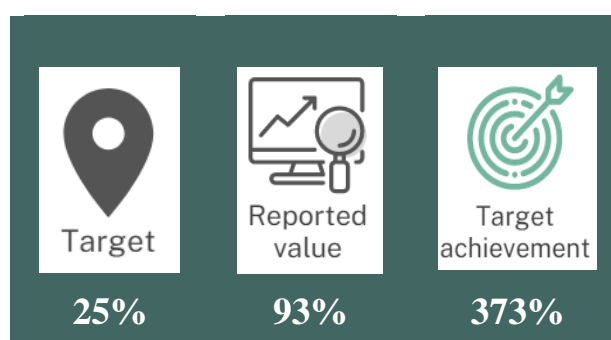
- **% of MoJ employees trained in the field of inspection**

The indicator is established in the context of strengthening human resource capacities in the field of inspection at the MoJ. The 2022 target value of the indicator is 11% and the reported value is 20%, or three employees.



➤ **% of legally required inspections for public notaries carried out by MoJ**

This indicator also aims to measure the quality of work carried out by the Ministry of Justice. The target value of the performance indicator for 2022 is 25%. During 2022, 28 out of 30 general inspections were carried out, and 8 disciplinary investigations were initiated on the basis of complaints. Accordingly, the MoJ reported that 93% of the legally required inspections for public notaries were carried out in 2022. The 2022 target set out in the passport of indicators has thus been highly exceeded.



Highlights SO 4.3

- The Ministry of Justice has planned to carry out 30 general inspections for notaries in 2022. In fact, 28 general inspections were carried out and, in addition to them, 8 disciplinary investigations were carried out. 16 disciplinary investigations were carried out against private bailiffs.
- The measures taken for notaries were: 10 license revocations, seven (7) suspensions, six (6) other measures.
- Measures taken for bailiffs: eight (8) license revocations: two (2) proposals for revocation of license, report sent to the Disciplinary Commission, one (1) proposal for a disciplinary measure to the Disciplinary Commission.
- Two (2) closed investigations, one is suspended and eight (8) are in process.

Specific Objective 4.4.

The Action Plan for Objective 4.4 foresees eight (8) measures, of which **five (5) are fully implemented**, and **three (3) are partially implemented** (62% of the measures have been fully implemented – level of tolerance “good”). The level of implementation of SO 4.4. according to the average percentage of implementation of the measures, is 81%.

SO4.4: Updating the MoJ’s legal framework and capacities and improvements in the field of international legal co-operation and Albania's preparation for EU membership by harmonizing Albanian legislation with the EU acquis and other acts of integration with the EU and member states in the area of justice.

4.4.1	<p><i>Preparation, consultation, and approval of the legal package regarding the revision of the law on international cooperation in criminal matters. (IP:2021-2025)</i></p> <p>Reporting institution: Ministry of Justice</p> <p>Summary of actions:</p>
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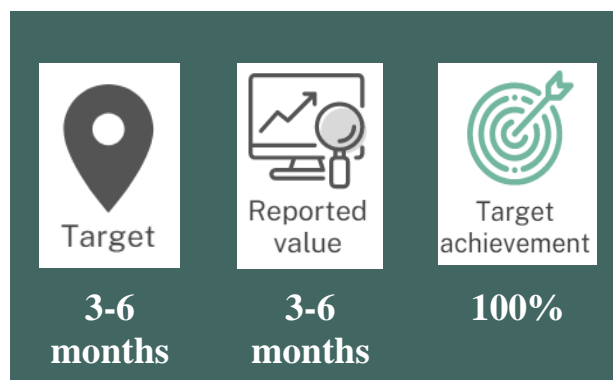
	Implemented in 2021.
4.4.2	<p><i>Providing capacity development training regarding the implementation of new legislation.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>In the framework of capacity development regarding the new legislation, services/trainings were offered for 35 civil servants in the field of administrative and civil procedures and the harmonization of legislation.</p>
4.4.3	<p><i>Carrying out the assessment of the institutional capacities of the MoJ in relation to the harmonization of the legislation with the EU acquis and the drafting of the capacity development plan.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>The Directorate of Integration and Negotiations has a coordinating and supporting role in the process of harmonizing legislation with the EU acquis. In the framework of strengthening the capacities related to the process of approximation of national legislation, part of the Staff of the Directorate of Integration and Negotiations participated in the first session of the meeting of the Working Group V (Trade and Economic Affairs), with the topic "Business environment in Albania - updating the Albanian legislation and harmonization with the EU Acquis (Chapter 20)". The event was organized on 17.06.2022, within the framework of the National Convention for European Integration 2021-2023, by the European Movement in Albania (EMA) and the National Council of European Integration (NCEI), in cooperation with the Slovak Foreign Policy Association.</p>
4.4.4	<p><i>Trainings of the employees of the Ministry of Justice in the field of harmonization of the legislation.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>ASPA has trained 503 participants in the field of harmonization of the Albanian legislation with the EU acquis, including 23 participants from the Ministry of Justice. ASPA has also trained 240 participants in the field of drafting legislation, of whom 4 participants are from the Ministry of Justice.</p>
4.4.5	<p><i>Prepare a plan/map with milestones and objectives for the negotiation process.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>In the capacity of the leading institution for the Political Criterion and Chapter 23 "Judiciary and Fundamental Rights", the Ministry of Justice has implemented several activities in 2022 with high level of commitment and professionalism.</p>
4.4.6	<p><i>Capacity building of the Ministry of Justice to manage IPA III funds.</i> (IP:2021-2025)</p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u></p> <p>The implementation of the Contract IPA/2022/433-119 "Technical assistance and support for the implementation of the Cross Sector Justice Strategy" has begun: the implementation period is July</p>

	2022 – July 2024.
4.4.7	<p><i>Capacity building of subordinate institutions of the Ministry of Justice (penitentiary system, probation service, legal aid) to manage IPA III funds. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> The implementation of the Contract IPA/2022/433-119 "Technical assistance and support for the implementation of the Cross Sector Justice Strategy" has begun: the implementation period is July 2022 – July 2024.</p>
4.4.8	<p><i>Capacity building of independent justice institutions (HJC, HPC, HIJ, PO, SoM) to prepare and manage IPA III funds. (IP:2021-2025)</i></p> <p><u>Reporting institution:</u> Ministry of Justice</p> <p><u>Summary of actions:</u> The implementation of the Contract IPA/2022/433-119 "Technical assistance and support for the implementation of the Cross Sector Justice Strategy" has begun: the implementation period is July 2022 – July 2024.</p>

One (1) performance indicator is related to SO4.4:

- **Average current duration (days or months) of key international cooperation procedures compared to targeted duration.**

The 2022 target value for this indicator is 3-6 months and it was reported to have been fully achieved, in compliance with the law no. 10193 dated 3.12.2009 “On Jurisdictional Relations with Foreign Authorities in Criminal Cases” amended 97/21 dated 7.7.2021.



Highlights SO 4.4.

- Only in the first 6 months of 2022, ASPA trained 23 participants from the Ministry of Justice. ASPA also trained 4 participants in the field of legislation drafting.
- In the capacity of the leading institution for the Political Criterion and Chapter 23 “Judiciary and Fundamental Rights”, the objectives of the Ministry of Justice within the negotiation process include the following: preparation in view of the EU-Albania Bilateral Meetings; updating and improving the legal gap analysis (LGA) documents, tables of concordance (TOC) and institutional and administrative gap analysis (IAGA),

for Chapter 23. The First Intergovernmental Conference between Albania and the European Union was held in Brussels on 19 July 2022. A plan of measures was drawn up in January 2022 to address the recommendations of the 2021 EC report for Albania, and its monitoring continued throughout 2022. The process of monitoring the legal and enforcement measures provided in the NPEI 2022-2024 for Chapter 23 “Judiciary and Fundamental Rights” continued; NPEI 2022-2024 was approved by DCM no. 91, dated 09.02.2022;

- Explanatory meetings for Chapter 23 and the Functioning of Democratic Institutions were held during the month of September, such as the EU-Albania bilateral meetings for Chapter 23 that took place on 24 and 25 November 2022.

IV. RISKS AND STEPS TO ADDRESS THEM

4.1 Overview

This chapter defines the general principles of risk management in the monitoring report, the method used for the identification, analysis, assessment, treatment, reporting of the main risks that jeopardize the achievement of objectives, with the aim of minimizing unforeseen negative events and maximizing opportunities.

The risks related to the general implementation of the strategy will have to be further analyzed, where the main factors are highlighted, which are mainly related to institutional capacity, financial capacity, the regulatory environment, partnership and commitment from other institutions and other external factors of the strategy.

The risk assessment was carried out for SOs where a low, medium, or high risk was identified, referring to the related measures and indicators, and in accordance with the risk analysis carried out by the responsible institutions or, in the absence of it, with the risk assessment made by the staff themselves based on the data collected.

Chapter III of this Report provides an analysis of all measures included in the Action Plan which have to be implemented in 2022. The report also assesses the level of implementation of indicators related to the respective policy Goal and Specific Objective. Some measures and indicators which are not implemented or partially implemented, especially when the time limitation for their implementation has expired, are to be considered under a risk and activities for their mitigation should be foreseen.

Chapter IV “Risks and steps to address them” aims to providing an overview of the risks identified based on the level of implementation of measures as listed in the Action Plan and on the level of fulfilment of indicators of the Passport of Indicators based on the findings in Chapter III.

In the analysis below, the risk assessment includes: analysis of the risks, the level of risk, risk factors and possible further steps to mitigate the risks and to successfully implement the measures and achieve the target indicators.

The risks may arise in cases of delay of implementation referring to the deadline of implementation foreseen by the Action Plan, as well as in cases of partial implementation when special attention is needed for final successful implementation.

4.2 Risk assessment

4.2.1 Policy Goal 1

SO 1.2 Updating and improving justice reform legislation based on findings from reform implementation analysis and monitoring, including, but not limited to, updated legislation on powers, transparency, efficiency, and coordination.

The risk	There are still sublegal acts that must be approved by the HJC and the HPC based on the requirements of the Status Law and Governance Law.
Risk level	High
Analysis	Four years after the establishment of both Councils there are still important sublegal acts that need to be adopted. For instance, the Internal Regulation of the HJC.
Risk factor	Institutional capacity
Measures to mitigate the risk	Establishment of working groups in both Councils for drafting the respective sublegal acts; ensuring international donor support; providing support by the MoJ for legal drafting, if needed.

SO 1.3 Strengthening and consolidation of the governance institutions of the justice system in accordance with European standards, through the creation and development of capacities, so as to carry out the activity with independence, efficiency and professional standards, and the provision of service of the governance institutions in justice fulfils the rules and relevant standards.

The risk	Length of the process of reviewing, analyzing and deciding on inherited backlog complaints at the HIJ
Risk level	Low
Analysis	At the date of the establishment of the HIJ on 1 February 2020 the HIJ inherited 2104 backlog complaints (inherited backlog complaints). On 31 December 2022, 1,072 inherited backlog complaints were still pending. On 1 January 2023 the HIJ had an overall number of 1752 complaints pending, out of which 1072 inherited backlog complaints.
Risk factor	Due to several factors, the Office of the HIJ has not been able to fill in the ranks of inspectors and inherited a backlog that was accumulated over the years by the predecessor institutions and in addition received a high number of complaints on an almost daily basis. An additional important risk factor is related to the fact that there are still vacancies in the Office of the HIJ, in particular for inspectors – magistrates/judges, mainly due to the lack of applications of judges for secondment as inspectors.
Measures to mitigate the risk	The measures at an organizational level have already taken by the HIJ and the process will be finalized in 2023. The problem of the lack of applications for secondment of magistrates will remain imminent as long as the system does not have a sufficient number of magistrates as a result of the vetting process, this could only be mitigated by legislative measures and financial

	incentives. Proposals for amendments of Governance Law and Status Law in these regards have been submitted by the HIJ.
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4.2.2 Policy Goal 2

<i>SO 2.1 Review of the legal framework related to the judiciary as necessary to further improve professionalism, accessibility, transparency and efficiency.</i>	
The risk	The package of necessary amendments to the Family Code is not yet ready
Risk level	High
Analysis	This process is at the very beginning.
Risk factor	The amendment of the FC has not been included by the MoJ among the planned legislative amendments, as a result of prioritization of other EU approximation legislation.
Measures to mitigate the risk	The implementation of this Specific Objective, especially the measure related to the amendments of the Family Code depends on the political prioritizations and the requirements related to the EU approximation.

<i>SO 2.4: Improving the judicial system with the aim of increasing the effectiveness and efficiency of all levels of the judicial system, including the GJL, and ensuring the provision of transparent, delay-free and accessible justice for citizens.</i>	
The risk	Timely and effective implementation of the new Judicial Map (adopted in 2022)
Risk level	Medium
Analysis	<p>The new Judicial Map has been adopted in 2022. The preparation for the implementation of the new Judicial Map started in 2022 following the approval of several acts issued mainly by the HJC.</p> <p>There are several aspects related to the implementation of the new Judicial Map where additional decisions of the HJC are needed - issuing of regulatory acts, taking several administrative measures for the reorganization of the courts, the division of files, the establishment of sections, staff training, etc. Moreover, the implementation depends on the readiness and willingness of all stakeholders to contribute to the process.</p> <p>The second phase of the implementation of the Map that started on 01.04.2023 will include the merger of the first instance courts of general jurisdiction. The third phase, planned to be implemented on 01.06.2023, will include the merger of the administrative courts of</p>

	the first instance.
Risk factors	Readiness of the HJC to carry out all activities related to the implementation of the new Judicial Map; readiness of courts, judges, and administrative staff; lack of financial resources; lack of cooperation; lack of support from donor programs and projects.
Measures to mitigate the risk	Speed up the process through increasing the resources needed for the implementation of the Judicial Map (human resources and financial resources). Excellent collaboration between the HJC and courts is required, interaction between the judicial institutions and prosecutorial institutions in order to carry out simultaneously the process of implementation of the Judicial Map.

4.2.3 Policy Goal 3

<i>SO 3.1 The Criminal Code and the Criminal Procedure Code were updated aiming at an integrated approach of justice institutions and a restorative justice approach, built on prevention, resocialization, reintegration and rehabilitation, replacing the existing punitive approach.</i>	
The risk	The process of drafting of new Criminal Code that started in 2020 has not yet been finalized.
Risk level	High
Analysis	The Working Group for drafting the new Criminal Code, established by the MoJ is operating. However, international partners have only recently been invited to contribute to the work of the Working Group. The process is a complex one, requiring serious professional work. The methodology of the work, specific background experience of the experts involved in the process, European requirements and standards related to the criminal legislation, etc. are some of the factors that need to be reconsidered.
Risk factors	The complicated subject matter requires the involvement of experts with respective knowledge and experience to ensure a reliable analysis of the criminal factors and criminality in Albania and to reflect the results in the new code.
Measures to mitigate the risk	Coordination of all stakeholders in this process.
<i>SO 3.2 An efficient and proactive prosecution system that operates according to European standards in order to efficiently investigate and prosecute corruption and organized crime.</i>	
The risk	An efficient and proactive prosecution system is not yet in place.

Risk level	Medium
Analysis	<p>The number of prosecutors at the District Prosecutor's Offices has been reduced due to the ongoing re-evaluation process. Thus, the number of cases pending in the POs is greater than the prosecutors on duty can handle.</p> <p>There are still vacancies at the SPO: out of 20 positions, only 17 prosecutors have been assigned to positions. The NBI and the SPO still need to be fully equipped, the HR to be recruited and appointed, etc.</p> <p>The backlog of cases in prosecution offices risks to be increased if the number of prosecutors does not increase, or if other backlog reduction measures are not implemented.</p>
Risk factor	Limited capacity at the SoM for the initial training of candidate prosecutors and judges. The tendency of increasing the number of criminal cases per acting prosecutor is not sustainable.
Measures to mitigate the risk	All possible measures for reduction of backlog of cases in prosecution offices should be analyzed by the relevant stakeholders with the support of international partners.

4.2.4 Policy Goal 4

<i>SO 4.1 Full development of integrated electronic justice system (e-justice) with unified identifier, updated case management systems, internet-based electronic registration for all three areas (criminal, administrative, civil) and links to relevant national registers and databases.</i>	
The risk	The integrated electronic justice system is not yet established.
Risk level	High
Analysis	<p>The staff of the IT Center is still in the recruitment phase. Once the staff appointment process is completed, other administrative and organizational measures will be taken, and then the continuous training can be duly organized and carried out.</p> <p>Necessary preparation is needed for the required interventions regarding infrastructural and logistical improvements. The Roadmap for the integrated case management system has already been elaborated by the ITC. Implementation shall be organized accordingly.</p>
Risk factors	Human resources, financial resources, international support.
Measures to mitigate the risk	Ensure the resources and the donor support needed; organize the process in transparent manner; coordination of all relevant

	stakeholders.
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4.3 Next steps

Next steps following the analysis above are divided into two groups:

- Next steps related to avoiding or mitigating the risks for implementation of some measures and indicators as listed above.
- Next steps related to the implementation of all measures and indicators of the CSJS in the next reporting period with the aim of avoiding new risks.

The first group of steps requires elaboration of the Work Plan by the Technical Secretariat, where all identified measures and indicators with risks for their implementation are included. The relevant measures have been identified regarding risk mitigation (as listed above), deadlines for implementation of measures, responsible representatives of the respective institutions (focal points/ members of the thematic groups). Regular reporting on the status quo of the implementation is foreseen.

The second group of steps requires a deep review of all measures and indicators, careful revision of the Action Plan and of the Passport of Indicators and updating of these documents accordingly for the next reporting period (2023 annual report).

In this regard, the following findings shall be taken into consideration:

- The needs and priorities of the institutions in the process of EU integrations should be taken into consideration.
- Some of measures and indicators are obsolete.
- Some measures and indicators are not in compliance with the functions of the responsible institutions.
- Some measures should be updated as regards deadlines, as the deadlines foreseen in the Action Plan are not realistic or are not in compliance with other priorities.
- The wording in some cases shall be revised in order to avoid different interpretations. It should be pointed out that different interpretation of the meaning of the measures and indicators by the reporting institutions and the MoJ might create a wrong ground for analyses and conclusions.
- Some new measures shall be introduced in order better display the achievements and problems of the reporting institutions when they exercise their main functions.

For implementing these tasks in an efficient manner, the Thematic Groups shall contribute to the process of updating the Action Plan and Passport of Indicators.



REPUBLIKA E SHQIPERISE
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DIRECTORATE OF POLICIES AND STRATEGIES IN THE FIELD OF JUSTICE



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