



USAID Improved Court Performance Project - Justice for All

REQUEST FOR APPLICATIONS (RFA-JAG-2016-001)

The USAID Improved Court Performance Project - Justice for All in Albania invites Albanian Civil Society Organizations (CSOs), to apply for:

**“Monitoring and Assessment Program
Regarding Usage of Courtrooms and Digital Audio Recording” Grant**

I. PROJECT DESCRIPTION

USAID Improved Court Performance Project - Justice for All is a five-year (2016-2021) project to assist judicial leaders improve the performance of Albanian courts by introducing comprehensive judicial standards for efficiency, transparency, accessibility, and accountability. The project also provides assistance to civil society organizations and investigative journalism and media outlets to strengthen their roles as important actors in the justice reform process and as watchdogs for implementation of reforms.

II. FUNDING OPPORTUNITY DESCRIPTION

Problem Statement

Holding open and transparent hearings is fundamental to a well-performing and trusted judiciary. Proceedings held behind closed doors in judges’ offices contribute to the public perception that the court system is unfair and corrupt. Proceedings held in open courtrooms with adequate access by the parties and their lawyers, witnesses and members of the public is essential to creating public trust and confidence in the judiciary.

A widely recognized accomplishment of USAID’s prior rule of law project in Albania, the JuST Project, was the installation of digital audio recording (DAR) in all courtrooms in the country and the provision of extra DAR equipment for future courtrooms. Among other things, using audio recordings as the official record for court proceedings can have a highly salubrious effect on promoting professionalism in the courtroom, decreasing opportunities for corruption, and providing a clear record for appeal. Implementation of DAR has had positive results, however some challenges remain: judges claim that they still need to hold hearings in their offices (where DAR has not been installed) because not enough courtrooms are available to hold hearings in public. While this may be true in some courts it is also equally true that often courtrooms go entirely unused while hearings take place in judge’s chambers. Likewise resources exist to aid the courts and judges to manage the scheduling of available courtrooms to enable their maximum use.

Grant Objectives and Scope

The USAID Improved Court Performance Project - Justice for All seeks to award a grant to an Albanian civil society organizations (CSO) or a coalition/network of two or more such

organizations to monitor both the adequate and maximized use of all existing courtrooms and the extent and appropriate use of DAR in those same courtrooms. The DAR system is required to be used for all hearings in all courtrooms and the monitoring should include determining when it is not used and should document why.

Appropriate use of DAR includes ensuring witnesses and other session participants are being instructed to speak audibly into microphones, whether judges are keeping background discussions to a minimum by actively managing the session and participants. It also includes the timely and responsive provision of session recordings and associated records when requested.

To be considered, all proposals must include the required elements on Annex A: Grant Application Form and must propose strategies for the implementation of the required grant activities described above, including introducing innovations that are appropriate to the respective organizational strengths. The scope of work, addressing all the required elements must include all 38 courts of the judiciary (1 High Court, 6 Appellate Courts, 22 District Courts, 6 Administrative Courts, 1 Administrative Appellate Court, 1 Serious Crimes Court and 1 Serious Crimes Appellate Court) and must consider the minimum elements indicated in Annex E: Methodology and Reporting Requirements Guidelines.

III. GRANT AWARDS

The USAID Improved Court Performance Project - Justice for All plans to award 1 (one) grant under this RFA which is for a project lasting approximately 6 (six) months for an estimated amount of \$30,000. The final amount will be dependent upon grant activities and final negotiation and may be lower or higher than the estimated ceiling. Grant funds may be used only for activities directly related to the implementation of the project.

Issuance of this RFA and assistance with application development do not constitute an award or commitment on the part of the USAID Improved Court Performance Project _ Justice for All, nor does it commit the USAID Improved Court Performance Project - Justice for All to pay for costs incurred in the preparation and submission of an application. Further, the USAID Improved Court Performance Project - Justice for All reserves the right to accept or reject any or all applications received and reserves the right to ask further clarifications from the offerors.

IV. TIMELINE

All proposals should include a timeline of activities guided by the following deadlines:

Call for Proposals Opened:	August 1, 2016
Requests for Clarifications Deadline:	August 12, 2016 – COB
Responses to Clarification Requests:	August 19, 2016
Submission Deadline:	September 2, 2016 – COB
Proposal Review:	September 6, 2016 to September 23, 2016
Award Decision Announced:	September 26, 2016
Award Documentation/Planning:	September 27, 2016 – October 2, 2016
Monitoring Assessment Activities:	October 3, 2016 – January 31, 2017
Assessment / Report Production:	February 01, 2017 – February 28, 2017
Report Publication:	March 01, 2017 – March 10, 2017

Please note that evaluation and award dates are subject to change.

V. ELIGIBILITY CRITERIA

Only CSOs legally registered in Albania are eligible to apply under this RFA.

Applicant organizations should also meet the following criteria:

- Have at least one year of operational experience. As a rule, the USAID Improved Court Performance Project - Justice for All will not provide “start-up” funding, although the USAID Improved Court Performance Project - Justice for All may make a rare exception if sufficient evidence is presented to show that the organization’s leadership has adequate prior experience and the organization is capable of filling a niche that has been underserved in the past.
- Have a governance structure that ensures proper rotation of leadership and delegation of power, including, at least a Board of Directors, a Chairperson, and an Executive Director. The same individual should not hold the position of the Board Chairperson and Executive Director unless the size of the organization precludes this separation. If the above criteria are not met, the applicant must submit a proposed reform process that will work towards meeting these standards.
- Have a transparent system of bookkeeping that complies with the Albanian legislation and International Accounting Standards (IAS). If such a system is not in place, the grantee must work closely with the USAID Improved Court Performance Project - Justice for All office to ensure that accurate financial management and transparent bookkeeping systems are developed.
- Must not be a debtor and must have cancelled any debt to the state or arranged for debt collection prior to receiving the first disbursement of the USAID Improved Court Performance Project - Justice for All grant funds.
- Must operate as an independent non-politically affiliated organization.
- Must not be debarred, suspended, excluded or otherwise ineligible to receive US Federal funding.
- Civil servants, political appointees, members of the current parliament, staff of public broadcasting companies, and/or leaders of political parties cannot participate in a grant project as a director or as grant-remunerated participant.

The applicant selected for award will be subject to a pre-award risk assessment conducted by the USAID Improved Court Performance Project - Justice for All, to ascertain whether the applicant has the minimum management capabilities required to handle US government funds. Therefore, before making the final decision, USAID Improved Court Performance Project - Justice for All may request additional documentation such as but not limited to:

- A copy of the organization’s most recent registration document;
- Auditor’s report;
- Financial statements (Balance Sheet, Profit and Loss, Cash Flow); and
- Organization policies.

Note: A coalition/network of 2 (two) or more eligible CSOs are encouraged to apply. Each individual member of such a coalition/network must meet the minimum eligibility

requirements as shown above. However, the additional documentation for the pre-award risk assessment is only required for the authorized/lead organization representing the coalition/network of the CSOs. In addition, the individual CSOs making up the network/coalition must also submit a signed letter of cooperation or Memorandum of Understanding (MOU).

VI. EVALUATION PROCESS AND CRITERIA

The selection process will be administered by a Grants Review Committee (GRC) established by the USAID Improved Court Performance Project - Justice for All for the purpose of this RFA. If an application is short-listed for potential funding, the respective applicant may be requested to provide additional information.

The USAID Improved Court Performance Project - Justice for All will assess proposals based on the following merit review criteria:

Evaluation Category	Rating – Points
Feasibility of Design & Technical Approach <i>(includes 5 points to be separately evaluated for Collaborative Posture which will be considered only when the application is from a coalition/network of eligible CSOs)</i>	45
Technical and Management Capacity	15
Past Performance	10
Organizational Capability	15
Cost Effectiveness	15
Total	100

These merit review criteria elements are described fully below.

1. Technical Approach

a. Feasibility of Design & Technical Approach

- The degree to which the application is responsive to the request for applications and adequately addresses USAID Improved Court Performance Project - Justice for All 's overall programmatic goals and objectives;
- Demonstration of the understanding of the problems/issues which the RFA aims to address;
- The potential of the project to successfully and efficiently achieve the objectives outlined in Section II above;
- The extent to which the project introduces innovative and potentially replicable approaches;

b. Collaborative Posture *(only if the applicant is a coalition/network of eligible CSOs)*

- Level of collaboration among Albanian CSOs in sharing expertise and resources to implement approaches in fulfilling project goals is clearly defined and explained with each CSO's role, participation and contributions noted.

2. Organizational, Technical and Management Capability and Past Performance

a. Technical and Management Capacity

The technical and managerial capacity of the applicant(s) to successfully carry out the project implementation on a timely basis, and to produce the targeted results. This includes an evaluation of:

- The level of resources (human and capital) are sufficient to accomplish the overall project objectives;
- The track record and demonstrated commitment of the applicant to implement proposed activities and demonstrated ability to work well with other organizations and partners;
- The experience and expertise of the management team and proposed project personnel;
- The provision for appropriate project monitoring, evaluation and reporting mechanisms and staff.

b. Past Performance

- Past performance in achieving positive results when implementing activities similar to those proposed;
- Experience working with USAID/other donor funds and ability to meet reporting and accountability requirements;
- Demonstrated ability to gather and analyze data on project outcomes.

c. Organizational Capability

- The general financial strength of the applicant;
- The organizational structure and good governance practices of the applicant;

3. Cost Effectiveness

- Each proposal should include a detailed budget allocation for each of the 38 courts (1 High Court, 6 Appellate Courts, 22 District Courts, 6 Administrative Courts, 1 Administrative Appellate Court, 1 Serious Crimes Court and 1 Serious Crimes Appellate Court – all listed in Annex E: Methodology and Reporting Requirements Guidelines).
- The budget must be (i) complete and fully documented, (ii) reasonable, and (iii) allocated to appropriate budget categories.
- The budget must demonstrate a clear and direct relationship between proposed activities and the proposed use of funds;
- Proposed expenditures must be allowable and allocable to the project.

VII. AUTHORITY/GOVERNING REGULATIONS

Awards made to non-U.S. organizations will adhere to guidance provided under ADS Chapter 303, “Grants and Cooperative Agreements to Non-Governmental Organizations” and will be within the terms of the USAID Standard Provisions for Non-U.S. Non-Governmental Recipients, as well as the procedures under USAID Improved Court Performance Project - Justice for All ‘Grants Under Contract’ manual.

In addition, ADS 303 references additional regulatory documents issued by the U.S. Government’s Office of Management and Budget (OMB) and the U.S. Agency for International Development:

- 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Subpart E; and
- 2 CFR 700 - USAID's implementation of 2CFR200.

USAID Improved Court Performance Project - Justice for All is required to ensure that all organizations receiving USAID grant funds comply with the guidance found in the regulations referenced above, as applicable to the respective terms and conditions of their grant awards.

VIII. APPLICATION SUBMISSION PROCEDURES

USAID Improved Court Performance Project - Justice for All will accept proposals in English only. Templates to be utilized when developing the application are provided in Annex A-E. Applicants shall present their technical application and budget in the formats provided and shall follow the instructions and guidelines listed in these annexes.

Applications can be mailed, e-mailed, or hand-delivered to the USAID Improved Court Performance Project - Justice for All office in Tirana using contact information provided below. Faxed applications will not be accepted.

Application Package: To download the application package, please see the RFA announcement at <https://www.usaid.gov/albania/partnership-opportunities>. Alternatively, please contact USAID Improved Court Performance Project - Justice for All at grants_icpp@ewmi.org for an application packet. Please reference "RFA-JAG-2016-001" in your request.

Clarifications: Applicants should submit clarification requests by the deadline listed in Section IV above via email to USAID Improved Court Performance Project - Justice for All at grants_icpp@ewmi.org. The Improved Court Performance Project - Justice for All will issue clarifications to all interested organizations via e-mail as well as by posting them at <https://www.usaid.gov/albania/partnership-opportunities>.

Proposals: Applicants should submit their proposal and all required documents via e-mail to USAID Improved Court Performance Project - Justice for All at grants_icpp@ewmi.org. E-mails must reference "RFA-JAG-2016-001" in the subject line. Alternatively, complete application packets may be submitted in a sealed envelope to:

USAID Improved Court Performance Project - Justice for All
Rr. Skenderbej, Pallati nr. 8, Shkalla 2, Apart. 823
Tirane, Shqiperi
PO Box: 823

All applications submitted in hard copy must be sealed and must reference "RFA-JAG-2016-001" on the outside of the envelope.

Applications will be accepted no later than September 2, 2016. Late, incomplete or unresponsive applications will not be considered.

Submitted proposals must be the original and sole work of the applicant organization. Plagiarism will result in disqualification from the grant competition.

The USAID Improved Court Performance Project - Justice for All will retain all materials and documents submitted by applicants. It will not use this information for purposes other than

proposal review and will not share it with other persons or institutions, except when required by Albanian law or requested by USAID. Please note that in line with our donor coordination efforts, we will share the names of the applicants and a short description of their respective projects with other Albanian and international programs that support CSOs in Albania.

IX. LIST OF ANNEXES

The following is a list of annexes that are an integral part of this RFA:

Annex A – Grant Application Form

Annex B – Project Activities

Annex C – Project Implementation Timeline

Annex D – Project Budget Guidelines

Annex E – Methodology and Reporting Requirements Guidelines

This grant is made possible by the support of the American People through the United States Agency for International Development (USAID.) The contents of this RFA are the sole responsibility of East-West Management Institute, Inc. and do not necessarily reflect the views of USAID or the United States Government.



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ANNEX A: GRANT APPLICATION FORM

COVER SHEET

1. RfA #: RFA-JAG-2016-001		2. Legal Name of Organization:	
3. Legal Address:		4. Current Address (only if different from legal):	
5. Office Tel Number :		6. Tax Identification Number and Date of Registration:	
7. Name and Contact Information (e-mail and telephone) of the Executive Director/Chair:			
8. Title of the Proposed Project :		9. Project: Start Date: End Date:	
10. Will this project be sent or has it been sent to other donors? <input type="checkbox"/> No <input type="checkbox"/> Yes (if yes, list donors and amount requested on separate page.)			
11. Does the proposal and/or budget contain any assistance to the government, both direct and indirect? <input type="checkbox"/> No <input type="checkbox"/> Yes (If yes, please describe.) Please describe here:			
12. Does the proposal and/or budget contain any lobbying activities? Lobbying is an attempt to influence specific legislation at the local or national level. <input type="checkbox"/> No <input type="checkbox"/> Yes (If yes, please describe.) Please describe here:			
13. Project Director or person responsible for the project (name, position, tel., e-mail):			
14. Finance Manager or person responsible for financial reporting (name, position, telephone, e-mail):			
15. We are applying for a [insert grant program] Grant in the amount of USD \$			
Project Manager/Coordinator/Director		Executive Director/Chair	
_____		_____	
Type Name:	Date:	Type Name:	Date:
Please add your signatures and the date to the line above.			
<i>The applicant certifies that the information contained is true and complete to the best of his/her knowledge.</i>			

Proposals that do not use and comply with this form and its instructions may be disqualified.

GRANT APPLICATION

I. Project Design

Section 1: Proposed Approach (Project Implementation Plan)

Describe in brief the approach you plan to take to address the problem and achieve the above-stated objectives. What are the strategies that you will pursue? How are these strategies innovative? What groups and institutions will be mobilized in support of this initiative? What decision-making institutions will you target? What other organization(s) are working on this issue? How will you cooperate/network with them? **See Annex E for a description of the minimum elements to be included in the proposed methodology and the required reporting guidelines.**

[Proposed Approach]

Section 2: Project Activities and Timeline Worksheet

Please describe in concrete terms the activities you plan to carry out to execute your project and the order in which you plan to implement them. Please complete the project activity (Annex B) and timeline sheets (Annex C).

[Proposed Activities]

Section 3: Project Team

Please attach brief biographies (*maximum 250 words per bio*) of the project team and indicate how much work time for each will be devoted to the project.

Section 4: Project Beneficiaries and Location

List in the table below the target groups that will benefit from this project. Identify the % of women, youth, and ethnic minorities, **where applicable**.

<i>Beneficiary target group</i>	<i>% of women</i>	<i>% of youth</i>	<i>% of ethnic minorities</i>	<i>How will each of these groups benefit?</i>

Name the town(s), city(ies) or region(s) where the project will take place.

[Towns and cities where project will take place]

Section 5: Mainstreaming of Gender, Youth, Ethnic Minorities, and Vulnerable Groups

Please provide more information about how the project will ensure the active engagement and participation of women, youth, ethnic and religious minorities, IDPs, people with disabilities, and/or other vulnerable groups, or how the project will benefit them. Describe how project activities, public outreach materials, and reporting will consider the needs and ensure the participation of diverse people. For example, the project may aim for 50% of the project activity participants to be women, collect information on the number of people with disabilities benefitting from the project, etc.

Description of mainstreaming of gender, youth, ethnic minorities and vulnerable groups

Section 6: Project Risks

Please explain any external or internal problems/factors/events that may slow down or interfere with the project. Explain how the organization would respond to these problems. (**maximum 300 words**)

[Project risks]

Section 7: Project Sustainability

How will you ensure sustainability of this project and/or its results after completing the project implementation?

[Project Sustainability]

Section 8: Budget

Please attach the anticipated budget. Complete **Attachment 1 - Budget Template** and follow Budget Guidelines found on the last page of this application form (Annex D). All budget expenditure should be shown in USD.

II. Project Monitoring

Project Monitoring & Evaluation (M&E) Plan

An indicator is a quantitative or qualitative measure to describe whether the intended results have occurred and to show that the organization is reaching the objective. For example: one petition signed by 2,000 citizens; one web platform developed and 200 volunteers registered through it; 1000 copies of informational materials produced and distributed; 10 public meetings attended by at least 400 people organized with local government officials; one monitoring report produced and 300 copies published and distributed, etc.

List the overall goal(s) and specific objectives that the organization expects will be achieved through this project. List a **maximum** of 3 indicators for each objective.

<i>Project Goal: (Example: Enhance women’s involvement in decision-making at the local government level.)</i>			
Objective	Indicators	Baseline (Current level)	Target
Example: Increased attention by local government to issues that particularly affect women.	Percentage of local government meetings at which issues of particular relevance to women are discussed.	10%	40%
	Number of local government representatives participating in project activities.	0	10
	Number of local government policy decisions influenced by the participation of women.	0	4

Attach more sheets as needed to explain all indicators for all project objectives.

III. Organizational Background

(If the proposal is submitted based on a consortium or collaborative approach between multiple organizations/entities, information for each entity is required)

- A. Date when the organization was legally registered: [Date Organization Registered]
- B. Date when the organization began its activity: [Date Organization began its activity]
- C. Organization’s mission and main programs (maximum 250 words).

[Organization's mission and main programs]

- D. Approximate number of people working in the organization:
 Full-time: [Full time employees] Part-time: [Part time employees] Volunteers: [Volunteers]
- E. Organizational structure (Board, staff, members) and respective responsibilities. Please provide a list of the Board members and their community and employment affiliations (maximum 500 words). Attach additional pages if needed.

[Organizational structure]

- F. Organization’s annual operating budget for the past year: [Organizational annual operating budget]
- G. List in the table below three international and foreign partnerships (if any) that the organization was involved in in the last two years (including current initiatives).

Partner Institution	Start and end date	Aim / Focus of Partnership	Total budget in USD \$	Name of donor(s)

- G. Organizational practices, procedures, and publications used to ensure financial transparency and disclose funding sources (e.g., funding sources listed on the organization’s website, in a publicly available annual report, in a public outreach fact sheet, etc):

[Organizational transparency practices]

- H. Successful applicants may be eligible for Technical Assistance (TA) activities that Justice for All may offer to its grantees. If such opportunities are offered to successful applicants, what TA topics would you be interested in? (e.g., financial management, organizational leadership, project-based technical expertise, fundraising, conducting research and surveys, designing effective advocacy campaigns, public outreach strategies, communicating more effectively with government, strategies for engaging citizens in your organization’s activities, etc.). Please list up to three topics.

[Areas of Technical Assistance]



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ANNEX B: PROJECT ACTIVITIES

Description of Activities	Inputs Required	Start Date	End Date	Expected Results (Outputs/Outcomes)
<i>Example: Organize public demonstration in support of the enforcement of laws protecting the rights of religious minorities</i>	<ul style="list-style-type: none">- Facebook page established; leaflet prepared and distributed; petition prepared- Invite citizens, local government, and media, and ensure their participation- Event activities and agenda	May 28, 2016	June 15, 2016	<ul style="list-style-type: none">• Petition signed by 250 citizens• 100 people accept event invitations on Facebook• 500 leaflets prepared and distributed• 400 people participate in the event• Three local media stories produced on the issue• Increased government commitment to the issue



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ANNEX D: BUDGET GUIDELINES (Template in excel is attached as separate document)

In a separate spreadsheet (see Attachment 1 - Budget Template), specify line-by-line each type of expense within the sample categories. Each budget should reflect costs per each of the 38 courts (1 High Court, 6 Appellate Courts, 22 District Courts, 6 Administrative Courts, 1 Administrative Appellate Court, 1 Serious Crimes Court and 1 Serious Crimes Appellate Court).

Each budget line must have a corresponding narrative explanation (budget notes).

Please note the following guidelines for a description of what costs are to be included in each of the line items, and the detail required. All budget expenditure should be shown in LEK and USD.

- a. **Salaries** - Includes direct costs for the services provided by regular salaried employees working on the project. The budget should show the titles of those persons to be paid and note whether salaries are full or partial. If partial, the percentage of work time covered by the salary should be indicated. This line item should not include consultants' fees, honoraria, temporary personnel services and all other types of services.
- b. **Fringe Benefits** – Includes cost of fringe benefits provided by the employer such as medical benefits, pension plan, etc. Note: If the organization budgets for fringe benefits, it must provide a proof that the requested fringe benefits are part of its policy.
- c. **Rent and utilities** - Includes rental of office space for the project and associated utilities payments. The amounts for rent and utilities should be shown separately.
- d. **Supplies** - Includes purchases of office supplies, such as paper, pens, folders, printer and photocopier cartridges, flash drives, and other office consumables for use in the project.
- e. **Equipment** - Includes purchases of equipment to be used during project implementation. Each piece of equipment should be listed separately and the price per unit indicated.
- f. **Communications and postage** - Communications includes telephone, fax, e-mail, and internet expenses. Postage includes postage stamps, express mail services, and courier services.
- g. **Travel and per diem** - Includes transportation costs for local travel, and per diem to cover accommodations, meals and incidental expenses incurred for travel on official business related to the project.
- h. **Contractual services** - Includes services provided on a contract basis, including: consultant fees, honoraria, temporary personnel services, translation services, rented or leased equipment, audit fees, legal fees, accounting, and audit services (if performed by an outside contractor rather than in-house).
- i. **Other Direct Costs** - Includes any direct costs other than the ones mentioned **under** the above cost items. Items such as printing costs; training seminars, meetings, and conference expenses (room rental, equipment rental, coffee breaks and meals, materials, etc.); reference materials related to the project; and bank fees. Note: line items labeled "Miscellaneous" or "Contingency" will not be accepted. All proposed costs should be specified.
- j. **Bank Charges** – Includes bank servicing charges up to 1%.
- k. **Unallowable Costs** – The following expenses categories are **unallowable** under the ICP Project and should not be included in the proposed budget:
 - **Entertainment** – Banquets, awards ceremonies, and meals for persons not in a travel status, tickets to shows or sporting events, and alcoholic beverages are not allowable.
 - **Capital improvements** – The use of Justice for All funds for renovations or improvements to buildings, land, or equipment is prohibited.
 - **Other** – Any expense that is not directly related to the program or project is unallowable. Costs such as kitchen help hired to prepare or serve refreshments for an event are unallowable because these services are not directly related to the project plan. Gifts, gratuities, commissions, donations, fines, and penalties are not allowable expenses under Justice for All .



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- **“Miscellaneous” and “Contingency”** – These types of costs are not allowed. All costs must be detailed in the budget in order to be allowable.

- **Ineligible Commodities and Services** – The following types of costs are not allowed under any circumstances: (i) Agricultural commodities (ii) Motor vehicles (iii) Pharmaceuticals (iv) Pesticide (v) Used equipment (vi) U.S. Government-owned excess property (vii) Fertilizer

ANNEX E: METHODOLOGY AND REPORTING REQUIREMENTS

A. Methodology Elements

Proposals must include detailed and comprehensive methodology plans that define all activities that will be conducted. The methodology must include, but should not be limited to, consideration and inclusion of the following:

- A comparison of the data generated from the PAKS+¹ on courtroom usage and data from PAKS+ on DAR usage,² with the facts on ground;
- The number of requests from the public for copies of audio recordings to include the case type and for civil cases subject matter of the case (i.e. “civil case – divorce” or “criminal case”),
- The number of requests for transcripts of the audio recorded sessions,
- Data collection that allows for an assessment of the implementation by any court of the obligations provided in the Instruction No. 353/2013 “On determining detailed rules on keeping, storing and archiving recordings of the judicial proceedings through audio means”.

The monitoring plan should include a preliminary assessment using the reports generated from PAKS+ and other stored data from the court regarding DAR and courtroom usage of the courts performance from the time of installation of the DAR system up to the start of active monitoring, followed by detailed data collection regarding courtroom and DAR usage from September 5, 2016 through December 31, 2016.

The Monitoring Plan must also include:

- Respective monitoring activities that will be implemented noting;
 - Timeline for individual monitoring activities
 - Number of persons and their qualifications (experts) that will do the monitoring;
 - Indicators that will serve to measure the success of monitoring;
 - Description of the results to be achieved through these monitoring activities;
- A Communication Plan for contacting Chief Judges and subsequently chancellors to inform them about the monitoring and the time this process will take place in their respective court;
- Baseline questionnaire based on actor profile for interviews to identify issues related to the courtroom usage and assess appropriate usage of DAR with the following actors, at a minimum, of the court due to their knowledge about the above mentioned issues:
 - Chief Judge;
 - Chancellor;
 - A Proportional Representation of Legal Secretaries;
 - IT Specialist.
- Baseline questionnaire for interviews with court users based on actor role
 - Public (data regarding role of the member of the public is required plaintiff, respondent, witness, victim etc.);
 - Prosecutors;
 - Advocates (public and private);

Monitoring activities have the following restrictions:

- Will occur only during normal working hours of the court and in the court premises;
- Monitoring expert(s) will make clear to all interviewees the purpose of the interview, the length of it and other related details;
- Expert(s) will ask for the permission to use citations in the final report and where granted will obtain written consent. (Form of consent must be provided in the proposal).

¹ Courtroom Calendar Management Application (PAKS+) provides reports for the usage of courtrooms and DAR in an automated way. The application collects data from the Case Management System and DAR system and is installed in each court. The reports can be generated per case or per judge for a specific time period and the Justice for All project will assist the awardee to obtain such reports from the courts.

² Article of the Instruction No. 353/2013, it is provided that: “The Chancellor of the court, besides the other responsibilities specified in this instruction, shall report in a written form to the Minister of Justice every two months, or upon request, on the implementation of this instruction in the respective court. The Chancellor shall draft the report after taking the opinion of the Chief Judge.”

B. Reporting Requirements

Periodic: All proposals must meet the requirement for periodical reports (every two weeks) for the donor in which will be described and must provide a schedule and form of report to include:

- Level of collaboration with the staff of the court, and issues encountered so far;
- Number and substance of meetings with the Chief Judge of the Court;
- Number and substance of meetings with the Chancellor of the Court;
- Number and substance of other court staff interviews conducted;
- The correspondence with the staff of the court regarding monitoring;
- The number of activities performed;
- Compliance with the timeline of activities provided in the Monitoring Plan.

Final: At the end of the monitoring phase, the data collected will be analyzed and a comprehensive report will be prepared. The report should contain all data and documentation produced and/or collected during the monitoring/assessment and must contain concrete recommendations for the improvement of both courtroom and DAR usage. Where needed and appropriate recommendations should be presented in terms of system-wide and individual court specific. Recommendations should consider legally mandated guidelines and protocols as well as the day to day challenges faced by the courts. Lastly recommendations should include ways and means to inform/orient the public and public institutions on concrete steps that should be taken to maximize usage of courtrooms and DAR.

C. Courts Human Resources

The current situation with regard to the number of judges versus number of courtrooms and allocated court staff per court is as follows:

	Courts	No. of courtrooms	No. of Judges	No. of secretaries	Chancellor	Chief Secretary	IT	Archivist	Other Supporting staff	Total Court Personnel
Total	38		402							1211
	Korça Appellate									
1	Korça Appellate Court	2	6	4	1		1	1	5	18
2	Korça District Court	7	14	15	1	1	1	1	8	41
3	Pogradec District Court	4	4	4	1		1	1	4	15
	Durrës Appellate									
4	Durrës Appellate Court	3	13	9	1	1	1	1	5	31
5	Durrës District Court	4	17	18	1	1	1	1	8	47
6	Elbasan District Court	2	14	15	1	1	1	1	8	41
7	Kavaja District Court	3	4	4	1		1	1	4	15
	Tirana Appellate									
8	Tirana Appellate Court	7	31	27	1	1	2	1	17	80
9	Tirana District Court	28	76	85	1	2	2	2	23	191
10	Kurbin District Court	4	4	4	1		1	1	4	15
11	Kruja District Court	3	4	4	1		1	1	4	15
12	Dibër District Court	4	4	4	1		1	1	4	15
13	Mat District Court	3	4	4	1		1	1	4	15
	Vlora Appellate									
14	Vlora Appellate Court	4	12	7	1	1	1	1	5	28
15	Vlora District Court	11	14	15	1	1	1	1	8	41
16	Fier District Court	5	14	15	1	1	1	1	8	41
17	Lushnje District Court	4	5	5	1		1	1	4	17
18	Berat District Court	4	10	10	1	1	1	1	5	29
	Gjirokastra Appellate									
19	Gjirokastra Appellate Court	2	6	4	1		1	1	5	18
20	Gjirokastra District Court	2	6	6	1		1	1	4	19
21	Saranda District Court	4	6	6	1		1	1	4	19
22	Përmet District Court	2	4	4	1		1	1	4	15
	Shkodra Appellate									
23	Shkodra Appellate Court	3	10	6	1	1	1	1	5	25
24	Shkodra District Court	6	14	15	1	1	1	1	8	41
25	Lezha District Court	4	5	5	1		1	1	4	17
26	Kukës District Court	4	4	4	1		1	1	4	15
27	Puka District Court	3	4	4	1		1	1	4	15
28	Tropoja District Court	2	4	4	1		1	1	4	15
	Administrative Courts									
29	Administrative Appellate Court	2	7	4	1	1	1			14
30	Tirana 1st Instance Admin Court	7	16	17	1	1	1	1	8	45
31	Korça 1st Instance Admin Court	1	4	4	1		1		1	11
32	Durrës 1st Instance Admin Court	1	4	4	1		1		1	11
33	Shkodra 1st Instance Admin Court	1	4	4	1		1		1	11
34	Gjirokastra 1st Instance Admin Court	1	4	4	1		1		1	11
35	Vlora 1st Instance Admin Court	2	4	4	1		1		1	11
	Serious Crimes Courts									
36	1st Instance Serious Crimes Court	4	16	13	1	1	1	1	15	48
37	Appellate Serious Crimes Court	2	11	4	1	1	1	1	5	24
38	High Court	2	19	6	1		1		104	131

BUDGET TEMPLATE

Remember to Include Budget Notes

Name of Applicant:

Currency:

Period of Grant:

FROM: _____ TO: _____

Description of line item	Rate at 100% per month	Percentage to Justice for All	unit No	Total
STAFF SALARIES				
Project Manager	\$0.00			\$0.00
Project Coordinator	\$0.00			\$0.00
Finance Manager	\$0.00			\$0.00
	\$0.00			\$0.00
	\$0.00			\$0.00
Subtotal for Salaries:				\$0.00
FRINGE BENEFITS				
	\$0.00			\$0.00
	\$0.00			\$0.00
	\$0.00			\$0.00
	\$0.00			\$0.00
	\$0.00			\$0.00
Subtotal for Salaries:				\$0.00
RENT AND UTILITIES				
Office rent	\$0.00			\$0.00
Utilities	\$0.00			\$0.00
Subtotal for rent and utilities:				\$0.00
SUPPLIES				
General office supplies	\$0.00			\$0.00
	\$0.00			\$0.00
Subtotal for supplies:				\$0.00
Equipment Section				
Description of line item	Cost per Unit	Type of unit	unit No	Total
EQUIPMENT				
	\$0.00	unit		\$0.00
	\$0.00	unit		\$0.00
	\$0.00	unit		\$0.00
	\$0.00	unit		\$0.00
Subtotal for Equipment:				\$0.00
COMMUNICATION AND POSTAGE				
Communication	\$0.00	month		\$0.00

Postage	\$0.00	month		\$0.00
Office supplies	\$0.00	month		\$0.00
Internet connection	\$0.00	month		\$0.00
Internet monthly fee	\$0.00	month		\$0.00
Subtotal for Communication and Postage:				\$0.00
TRAVEL AND PER DIEM				
Transport	\$0.00	trip		\$0.00
Per diem	\$0.00	day		\$0.00
Transport (taxi, bus)	\$0.00	month		\$0.00
Transport (taxi, bus)	\$0.00	month		\$0.00
Fuel	\$0.00	month		\$0.00
Vehicle rental	\$0.00	day		\$0.00
Subtotal for Travel and Per Diem				\$0.00
CONTRACTUAL SERVICES				
	\$0.00	month		\$0.00
	\$0.00	day		\$0.00
	\$0.00	day		\$0.00
	\$0.00	unit		\$0.00
	\$0.00	month		\$0.00
	\$0.00	month		\$0.00
Subtotal for Contractual Services				\$0.00
OTHER DIRECT COSTS				
	\$0.00	day		\$0.00
	\$0.00	unit		\$0.00
	\$0.00	unit		\$0.00
	\$0.00	day		\$0.00
	\$0.00	project		\$0.00
BANK CHARGES	\$0.00	month		\$0.00
Subtotal for Other Direct Costs:				\$0.00
TOTAL BUDGET				\$0.00

Note: Please contact USAID Improved Court Performance Project - Justice for All at grants_icpp@ewmi.org for the budget template in excel format. Please reference "RFA-JAG-2016-001" in your request.