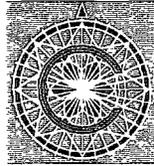
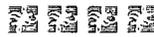


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CHEMONICS INTERNATIONAL INC.



Russian-American Judicial Partnership

Contract Number: AEP-I-802-96-0030-00

Delivery Order Number: 802

Final Report

Submitted to:
U.S. Agency for International Development

Submitted by:
Chemonics International Inc.
National Judicial College

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Executive Summary

In September 1997, Chemonics International Inc. signed a contract with the U.S. Agency for International Development (USAID) to assist Russia in the development of a credible and fair judiciary. To this end, the contract called for creating partnerships between the National Judicial College (NJC), other American judicial entities, and the Russian court system and providing other targeted assistance in support of democratic processes and market reforms. The NJC/Chemonics team implemented the technical assistance program through the Russian-American Judicial Partnership (RAJP). Under the direction of USAID/Russia and in cooperation with the Russian judiciary, the RAJP fulfilled the terms of the contract, namely to establish and strengthen institutional partnerships and to assist Russian judges.

RAJP's approach was to transfer judicial training and court administration skills to Russian institutions, judges, and court administrators, enabling them to better support democratic processes as well as promote legal and market reforms. The project provided technical assistance and training to key Russian partners working to develop a fair and predictable judicial system and foster sustainable legal reforms promoting human rights and domestic and foreign investment in Russia.

This final report highlights RAJP's achievements with each of its Russian partners: the Courts of General Jurisdiction through the Judicial Department, the Academy of Justice, the Collegia of Judicial Qualifications, the Commercial (Arbitrazhny) Courts, and the Council of Judges. It reviews the progress made towards the three RAJP objectives: (1) improve judicial understanding of law and judicial ethics; (2) improve court administration; and (3) improve continuing judicial education. The report describes RAJP program activities and achievements, efforts to strengthen and forge partnerships, coordination with other organizations active in judicial reform efforts in Russia, and lessons learned and recommendations for future judicial reform activities. We have also provided a chart indicating program activities and expenditures (Annex A) as well as a list of our Russian and American contacts (Annexes D and E).

For more than two years, the RAJP contributed to a stronger and more independent Russian judiciary by supporting and promoting the institutional development of the Judicial Department, the Academy of Justice, and the Collegia of Judicial Qualifications. We also added to the institutional capabilities of the Commercial Courts and the Council of Judges. The RAJP promoted sustainable partnerships between Russian organizations and counterpart American organizations and educated judges and others through intensive and relevant workshops and seminars on issues related to court administration, judicial ethics and legal reform. The RAJP also led initiatives to introduce better judicial selection and discipline procedures, which will be used as models throughout Russia.

The RAJP team developed a close and productive working relationship with all of its Russian partners. Through constant communication and cooperation with Russian judicial entities, the RAJP team gained an understanding of the domestic Russian situation as well as Russian law

and its judicial system. The RAJP team also demonstrated flexibility by responding quickly to changes in the assistance requirements of its partners. This flexibility, knowledge of the details of the Russian legal system, and the personal relationships developed allowed the RAJP program to better target assistance and capitalize on the current political will to reform the judiciary and develop a more credible, fair, and independent judicial branch in Russia.

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SECTION I

Project Accomplishments

A. Overall Accomplishments

- Rapidly and effectively trained 1,855 Russian judges, court administrators, and court staff on Russian law, best practices related to judicial selection, ethics, and discipline, as well as modern pedagogical and court administration techniques
- Facilitated the preparation, by 181 Russian training faculty, of more than 2,000 pages of printed material on Russian law, court procedure, judicial ethics, and court administration, thus utilizing Russian expertise to teach Russian law
- With the Collegia on Judicial Qualifications, prepared and disseminated a manual on judicial ethics, selection, and discipline in Russia, which will be used as a resource and training tool by the Collegia
- Provided Russian judges and court administrators with Russian-language printed and videotaped materials to conduct training programs for other judges and court administrators in regions throughout Russia
- Provided materials and training programs to the Commercial Courts, resulting in changes to the Draft Commercial Court Procedure Code that promote better case management by the use of pre-trial procedures
- Trained court staff from the 10 regional appellate commercial courts in the use of electronic mail to permit the rapid dissemination of current decisions in important cases
- Further developed existing links between the United States Judicial Conference and the Russian Council of Judges by providing a mechanism for meetings and joint activities between the two judicial entities; also created new links between the COJ, the International Association of Judges, and the United States Federal Association of Judges
- Cultivated partnerships between the Judicial Department and Administrative Office of the United States Courts as well as the National Association for Court Management
- With the assistance of the Appellate Judges Division of the American Bar Association, completed the third exchange of visits between appellate court judges from the Northwest Federal Okrug (Appellate Circuit) Commercial Court and appellate court judges from the United States at no cost to the project

- Facilitated the donation of law books, compact discs and legal periodicals for the Russian Academy of Justice
- In support of the long-term training of Russian judges, transferred a judicial training database to the Russian Academy of Justice and the Judicial Department to track faculty, participating judges, and programs presented

B. Accomplishments for the extension period of April 1 to August 15, 2000

- Published and disseminated Guide to Automating the Courts of General Jurisdiction of the Russian Federation, a Judicial Department publication standardizing case management systems and promoting the judicial system's ability to reduce delays and backlogs, thereby increasing public confidence
- Drafted a manual for training court administrators and delivered it to the Judicial Department for further development
- Created a Web site for the Judicial Department to promote the sharing of substantive information and rapid dissemination of Judicial Department policies and procedures
- Prepared instructor manuals and workbooks for teaching judicial ethics and selection
- With the assistance of the Academy of Justice, published and disseminated Russian Judge's Book aimed at improving the quality of newly appointed and experienced judges by providing, among other things, valuable information on recent changes to the Russian judicial and legal system
- Conducted two Commercial Court seminars (on sales contracts, calculating damages, and managing cases involving foreign companies) in Moscow and Sakhalin, with full participation from the Supreme Commercial Court Chief Justice Veniamin Fyodorovich Yakovlev, and in support of the U.S. Government's Regional Initiative for the Russian Far East

SECTION II

Project Overview

A. Introduction

A1. Background

With the fall of communism in the early 1990s, the Russian judicial and legal system had to adapt to the massive push toward democratizing and privatizing what had been a planned economy. The imperative was clear: A free-market economy required a new set of laws.

The 1992 “Law on the Status of Judges” was a first step, becoming the principal standard for judicial conduct and behavior. Later, the 1993 Constitution proclaimed the goal of establishing a state based on the rule of law. In addition to providing strong guarantees for human rights and private property ownership, the Constitution, in chapter seven, established the special status of a judge in the Russian Federation. The structure of the judicial system and judicial entities was further solidified with the 1996 “Law on the Judicial System.”

These laws established an independent court system in Russia and set out the roles of the Constitutional Court, the Courts of General Jurisdiction, and the Commercial (Arbitrazhny) Courts. The new laws, as well as those still being drafted, have largely re-united the Russian legal system with the civil law family. At the same time, relics of a socialist past remain, making Russia somewhat different from other civil law countries. While most countries are impressed with Russia’s progress in adopting new legislation, the government’s ability to implement new laws remains a crucial measure of its success. Developing a local, regional, and national respect for all aspects of the law — political, legal, and administrative — will take a long time.

Russian judges, on the whole, continue to be overworked and underpaid. The average caseload is more than 60 per month, while the average salary ranges from approximately \$100 to \$200 per month. Judges still must struggle against unwieldy administrative procedures, poor court financing, and constantly changing laws; draft criminal, civil, and administrative procedure codes are now pending approval in the State Duma, the lower house of the Russian parliament.

Enforcing judgments remains a serious problem. Today, not more than 40 percent of commercial court decisions are enforced. Moreover, many courts have inadequate facilities and insufficient equipment, while support staff are poorly paid. Also, the leadership of the Russian judiciary has recognized that corruption is a problem within their ranks.

Nevertheless, the Russian judiciary has made significant progress in recent years. Over the past two years, many important changes have taken place. In 1997, a judicial bailiffs service was created to enforce court judgments and provide court security. In 1998, the judicial departments of the Supreme Court and the Russian Academy of Justice were created, giving the Russian judiciary sole control over court administration and judicial training. In 1999, the system of

justices of the peace was created, thus establishing a court system to handle cases of limited jurisdiction and relieve the existing trial courts of their tremendous caseloads.

Now a system of administrative courts is being considered to handle the majority of administrative cases. Each proposed administrative court would have jurisdiction over three to four regions. The stated goal for the administrative courts is to lessen the influence of regional and local leaders and governors over regional courts. A draft version of the law is currently being reviewed by the Supreme Court. The law is expected to be submitted and approved by the Duma this fall. This has the same purpose of Russian President Vladimir Vladimirovich Putin's creation of seven administrative regions with presidential representatives in each region to protect the interest of the federal government over regional governors.

There are also several additional proposals for reforming the Russian judicial system that, if implemented, will have a great impact on the workings of the courts. These include merging the separately administered system of commercial courts with the courts of general jurisdiction, eliminating life tenure for judges, and establishing transparency in the process of selecting and disciplining judges.

Without these measures, the judicial system would become a serious impediment to the economic, social, and political development of Russia. Only when there is a more predictable, transparent, independent, better-financed, and better-trained judicial system will public confidence and domestic and foreign investment increase.

Recognizing this, USAID launched the Russian-American Judicial Partnership (RAJP) project in 1997. The project was implemented by Chemonics International Inc. and the National Judicial College (NJC), in support of USAID's Strategic Objective 2.2 (Legal systems that better support democratic processes and market reforms) and IR 2.2.2 (Better administration, application and enforcement of law).

The RAJP's approach was to transfer judicial training and administrative skills to Russian institutions, judges and court administrators to enable them to better support democratic processes, as well as promote legal and market reforms. The project provided technical assistance and training to key Russian partners aimed at developing toward a fair and predictable judicial system and fostering sustainable legal reforms that promote human rights and domestic and foreign investment in Russia.

RAJP activities worked to keep judges abreast of the changes in the law, to educate them in how to effectively carry out their role as the keepers of justice, and to help them better deal with the volumes of paperwork required of them. The RAJP also worked to improve the ethics and integrity of the judicial branch, thereby working toward reducing corruption.

A2. Project Objectives and Results

Chemonics International Inc. and the National Judicial College signed the USAID delivery order on September 26, 1997. The completion date, October 24, 1999, was extended to December 31, 1999, to March 31, 2000, and finally to August 15, 2000. A judicial ethics component was added in May 1998.

The delivery order sets out results in three areas: (1) a new system under which commercial court judges would be trained rapidly and effectively on commercial law, with the judiciary and the investment community being kept fully informed of current decisions in important cases; (2) the Courts of General Jurisdiction would have effective governing, training and administrative organs which would aid it in attaining independence from the Ministry of Justice; and (3) the judicial organ responsible for enforcing judicial ethics would improve their communication among themselves and would be exposed to additional models and ideas concerning judicial ethics.

Under the delivery order, the RAJP conducted judicial training, court administration, and ethics activities throughout Russia. These activities included a combination of consultations, workshops, publications, and study tours. The broad range of activities was particularly important to the success of the program.

A3. Report Purpose and Organization

This report was prepared in accordance with the guidelines in Article VI, "Required Reports," of the USAID/National Judicial College Judicial Reform Program delivery order, which identified several general reporting categories and required a final report.

To best reflect the activities of the delivery order, the remainder of this section is organized as follows:

- Programs and activities: a survey of the project's major activities and accomplishments, and an assessment of the status of all Russian partner institutions
- Partnership and freedom: an overview of RAJP's efforts to promote judicial partnerships
- Coordination: a discussion of the project's coordination with other assistance providers
- Regional initiative: a description of RAJP support for the U.S. Government's Regional Initiative in Russia
- Lessons learned and recommendations: a presentation of lessons learned and recommendations for future judicial reform programs

B. Programs and Activities

This section discusses in detail the activities and accomplishments of the RAJP project and assesses the status of our Russian partner institutions: the Judicial Department, the Russian Academy of Justice, the Collegia of Judicial Qualifications, the Commercial (Arbitrazhny) Court, and the Council of Judges.

B1. Judicial Department

The Judicial Department of the Supreme Court of the Russian Federation was created in 1998. Pursuant to the "Law on the Judicial Department," it assumed the administrative and financial responsibility for court management previously held by the Ministry of Justice, which is part of the executive branch of government.

The Judicial Department is structured in a standard hierarchy, with the General Director at the top and regional offices, or divisions, at the bottom. Currently, the central office of the Judicial Department in Moscow has 210 employees. The 89 regional offices of the Judicial Department have approximately 2,100 employees, not including court administrators. Each of the 89 "subjects" of the Russian Federation has a Judicial Department division.

Although the RAJP team met the General Director of the Judicial Department in February 1998, our cooperative efforts did not begin in earnest until the late fall of that year, when we started planning for a U.S.-based study tour for the leadership of the Judicial Department. The study tour provided an opportunity to expose Judicial Department officials to modern court administration techniques, as well as an opportunity to establish links between the Judicial Department, the Administrative Office of the United States Courts, and the National Judicial College. As a result of the activities and relationships created during the study tour, the RAJP was able to undertake, with the Judicial Department, several joint projects targeted at improving its institutional capabilities. These projects included work related to court administrators, case management automation, and Web site development.

B1a. Court Administrator

In 1999, the position of court administrator was created in Russia to support and improve judicial administration throughout the country. In all 2,659 courts of general jurisdiction, court administrators have now or will be appointed by the Judicial Department regional office (division) where the court is located. The Judicial Department regional office also pays the salaries for court administrators. By August 2000, 78 percent of court administrators for regional courts have been appointed, totaling nearly 2,000. Of those currently appointed, 37 percent have a background in law enforcement or the military, 28 percent are former government employees, and the remaining 35 percent have a variety of backgrounds but are primarily from commercial entities. Only two women have been appointed court administrators.

The court administrator is subordinate to and reports directly to the court chair. The court chair, however, has no say in the appointment of the court administrator. This is one of the major criticisms of the legislation creating the Judicial Department, especially since three court administrators have already been removed due to disputes with court chairs. Another criticism is that, while the court chair hires court staff, the court administrator oversees this staff.

The Judicial Department recently completed temporary instructions for court administrators based in part on RAJP training and materials (see Annex F, Temporary Instructions for Court Administrators). Unfortunately, the current version of the temporary instructions is poorly drafted and contains several grammatical and numerical errors. Nevertheless, the Judicial

Department has asked the Council of Judges to approve them for one year. During this year, they will watch the process and assess feedback from judges and court staff.

In June and July 2000, the RAJP assisted the Judicial Department in two related areas: developing model qualifications requirements for court administrators, and developing a court administrator curriculum and training manual. RAJP court administration consultants provided Judicial Department officials with model position descriptions for court administrators from a variety of courts in the United States. They also worked with Judicial Department officials in preparing a court administrator curriculum and training manual. In August 2000, the RAJP submitted to the Judicial Department a draft court administrator training manual (materiali dlya sudebnikh administratorov). The draft manual includes, among other things, an introduction to the Russian court system and comparative materials on court procedure, budgeting, and record-keeping. Ten two-volume copies of the draft manual were prepared in updateable notebook form. It is our hope that the Judicial Department will continue to refine the manual and use it as a training and reference tool for court administrators.

In our work in support of court administrators, the RAJP worked closely with Mr. Anatoly Yakovlevich Perepechenov, Director, and Mr. Valerie Ivanovich Drobyshev, Deputy Director of the Judicial Department's Office of Legal and Organizational Support of the Courts (glovnoy upravleniye organizatsionno-pravovo obespecheniya sudov). Mr. Drobyshev currently oversees the selection and placement of court administrators. Mr. Perepechonov left the Judicial Department for a position in the Presidential Administration and was replaced by Vladimir Valentinovich Maksimov as Director of the Office of Legal and Organizational Support of the Courts.

In our discussions with Mr. Drobyshev, he identified several areas where he required additional information. These included materials related to benefits for judges and court staff, the budget process, selection of judges and court staff, training for judges and court staff, court security, and court building construction. The RAJP provided Mr. Drobyshev with additional materials related to these areas.

The Judicial Department also prepared a draft curriculum for training court administrators based on RAJP consultations, training, and materials (see Annex G, Curriculum for Training Court Administrators). Mr. Nikolai Ivanovich Budenko, Director of the Judicial Department's Department of Training and Education (otdel uchebnikh i obrazovatel'nikh uchrezhdenii), is the person responsible for developing and organizing training for Judicial Department staff, including court administrators. Mr. Budenko primarily prepared the draft court administrator training curriculum.

Despite recent changes in the leadership at the Judicial Department, Mr. Maksimov, Mr. Drobyshev, and Mr. Budenko are expected to remain in their positions.

Chief Justice Vyacheslav Mikhialovich Lebedev of the Supreme Court of the Russian Federation recently stated to the RAJP team that he sees the position of court administrator in Russia matching the general model of a court administrator in the United States. Chief Justice Lebedev

was pleased to see the results of our work with the Judicial Department on the development of the position of court administrator.

B1b. Court Automation

The Judicial Department lacked a uniform guide or system for case management automation. At the request of the General Director, RAJP court automation and management information systems consultants, with their Judicial Department counterparts, drafted a Guide to Automating the Courts of General Jurisdiction of the Russian Federation (informatizatsiya sudov obshchye urisdiktzii rossiiskoy federatsii). The RAJP completed the Guide in July 2000, when General Director Chernyavsky submitted his final editorial comments. One thousand copies of the Guide were printed. They will be disseminated throughout Russia by the Judicial Department for use by judges, Judicial Department employees, and court staff. Copies were also provided to the Council of Judges for use by its automation committee and the Supreme Commercial Court.

The Guide is targeted at improving court processes, promoting a uniform case management system, and ultimately enhancing the judicial system's ability to reduce delays and backlogs. The Guide is divided into three parts:

- Part one addresses the main goals, principles, and directions of case management automation in Russia. It outlines the uses of case management technologies in civil and criminal cases and presents the advantages of using case management automation technologies.
- Part two focuses primarily on the U.S. case management automation experience as it relates to the Russian situation. It begins with the historical development of the U.S. federal judiciary's automation program. Court automation and integration, as well as the legislative requirements for implementing court automation and the benefits of integration and national strategies are presented. A strategy for developing case management standards and the general principles and standards of case-flow management and delay reduction, including the elements of case management, are discussed. Finally, a suggested plan for implementing automated case management in Russia and an outline for a computer-oriented workshop for judges and court staff is included.
- Part three is the most technical section. It provides an analytical discussion of international standards related to automation. When read together with parts one and two, it provides many of the tools necessary to implement a national automated case management system that meets international standards.

In addition to General Director Chernyavsky, the RAJP worked closely with Mr. Vladimir Alexandrovich Niesov, assistant to the general director, and Mr. Yuri Mikhailovich Pogozhev, director of the Judicial Department's Department of Legal Information (otdel pravovoy informatizatsiy), to prepare the Guide to Automating the Courts and to develop the Judicial Department Web site discussed below. Mr. Niesov and Mr. Pogozhev are expected to remain at the Judicial Department for the near future.

B1c. Judicial Department

In May 2000, the Judicial Department requested RAJP assistance in developing a Web site to improve court administrators' abilities to develop systems and manage cases efficiently. By the end of July 2000, the Web site was operational. It facilitates the sharing of substantive information and the rapid dissemination of Judicial Department policies and procedures regarding, among other things, court automation and case management. It also improves the Department's ability to communicate with judges, court staff, and Judicial Department employees throughout Russia. The RAJP funded the development of the Web site and provided some guidelines for its creation. The cost for maintaining the Web site will be paid for by the Judicial Department with possible support from the Soros Foundation. Although the Web site contains valuable information regarding the Judicial Department, including information on the Department's structure and the role of court administrators, further development and refinement are required.

Today, the leadership at the Judicial Department is in transition. On August 4, 2000, General Director Valentin Semenyonovich Chernyavsky left the Judicial Department to become Deputy Minister at the Ministry of the Interior (MVD). Mr. Chernyavsky's new responsibilities will include overseeing the Russian national police force (militia). Prior to becoming General Director of the Judicial Department, Mr. Chernyavsky was the director of the Moscow Legal Institute of the Ministry of the Interior.

Mr. Alexander Vladimirovich Gusev is now Acting General Director of the Judicial Department. In December 1999, the RAJP worked closely with Mr. Gusev on the first large-scale Judicial Department workshop ever conducted. The workshop included more than 300 Judicial Department employees, court administrators, and judges from throughout Russia. During our work together, Mr. Gusev proved to be competent, responsive, and cooperative. Mr. Gusev also participated in a World Bank-funded, U.S.-based study tour to the Administrative Office of the United States Courts in May 2000. It is expected that a new General Director will not be appointed until the end of this year.

The RAJP developed a very good working relationship with the leadership of the Judicial Department, in Moscow and in the regions. We have studied its structure and worked to improve its organizational design and judicial administration policy-making capabilities. We considered our work with the Judicial Department to be extremely important and beneficial. The RAJP exposed the Judicial Department to new court administration techniques, provided guidelines for selecting and training court administrators, and introduced court automation strategies with a successful mix of consultations, a study tour, training programs, and joint publications.

B2. Academy of Justice

On May 11, 1998, the new Russian Academy of Justice was created by Decree of the President of the Russian Federation with the Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation as co-founders. A Government Resolution, signed by then-Prime Minister Vladimir Vladimirovich Putin on October 28, 1999, formalized the creation of the Academy of Justice. As the Academy of Justice develops, it will assume from the

Ministry of Justice the responsibility for training general jurisdiction and commercial court judges and court staff.

The RAJP team met on several occasions with Valentin Valentinovich Ershov, president of the Russian Law Academy of the Ministry of Justice. Mr. Ershov visited the National Judicial College in the early 1990s. We also met with Mr. Vladimir Valentinovich Pesikov and Ms. Ludmila Mikhailovna Korol, both vice presidents of the Law Academy. We were unable to fully engage the Law Academy or the Academy of Justice because of the unclear nature of the relationship between the two entities, the lack of an identifiable leader of the Academy of Justice, and an inability to set clear project goals and outcomes with anyone with the authority to do so. In meetings with the Law Academy, we were told over and over again that we would see the "same faces" at the Academy of Justice. Unless and until there is a leader of the AOJ, it will be nearly impossible to conduct sustainable assistance activities.

Currently, the Academy of Justice exists only on paper and operates, for all purposes, as the Law Academy. Nevertheless, over 200 Academy of Justice officials and staff positions have been created (see Annex I, Staffing Plan for the Year 2000). Ms. Korol has introduced herself as the acting director (rector) of the Academy. According to the Charter of the Academy, the director is elected by secret ballot by the board of directors of the Academy for five years, and he or she must be approved by the chair of the Supreme Court of the Russian Federation and the chair of the Supreme Commercial Court (see Annex H, Charter of the Russian Academy of Justice). The rector selects the faculty and instructors for the Academy. The faculty will be selected from the ranks of experienced judges, but there will also be a permanent faculty. The majority of the faculty will be sitting judges and professors of law. All Academy of Justice faculty will be paid.

The Academy of Justice will have 17 departments (fakultety), including a department for advanced training of judges, court employees, and candidates to judgeships for the courts of general jurisdiction; a department for advanced training of judges, court employees, and candidates to judgeships for the commercial courts; and a department of law for undergraduate law students. The Academy will also have divisions or offices for developing curricula, analyzing judicial practice, and comparative law.

The Academy plans to eventually train 400 judges per month. This volume will not happen this year due to a lack of space to accommodate judges from the regions. The curriculum and the training plan is expected to be completed in September (see Annex J, General Plan of the Russian Law Academy for the Year 2000).

In addition to judges, the Academy will also provide training for court administrators, bailiffs, justices of the peace, court staff, Judicial Department employees and law students.

The Academy plans to establish a research division. The research division will have several departments for different areas of law — for example, a criminal law department, a constitutional law department, and a comparative law department. Each department will be headed by a doctor of law or a professor.

In the past, the Ministry of Justice selected judges for training at the Russian Law Academy. Under the new Russian Academy of Justice, the Judicial Department will prepare a list of candidates for training at the Academy for approval by chairs of the Supreme Court and the Supreme Commercial Court. The Academy plans to have at least one judge from each of the 89 subjects of the Russian Federation at each term or training session.

The number and location of regional branches of the Academy of Justice have not been determined, but they will likely match the existing branches of the Law Academy. The Law Academy currently has regional branches in Tula, Saratov, Irkutsk and Kaluga.

The RAJP worked closely with the Law Academy/Academy of Justice in completing the Russian Judge's Book (*nastol'naya kniga sudi: vvedenie v professiu*). The Judge's Book contains general information on judging, including ethical issues, court procedure and structure, judicial administration, and media relations. It also includes sections of the role of the newly appointed justices of the peace and court administrators. This type of publication is especially useful to new judges but is also an excellent compilation of information for all judges. The production of the Judge's Book brought together, for the first time in a single publication, judges from the Supreme Court, the Supreme Commercial Court, the Judicial Department, the Council of Judges, the Collegia of Judicial Qualifications, as well as regional court chairs from both the courts of general jurisdiction and commercial courts.

The RAJP also provided the library of the Academy of Justice with copies of the more than 30 Russian language publications on Russian legislation and comparative law. The RAJP transferred to the AOJ its judicial training tracking system database of the nearly 2,000 judges that have participated in RAJP programs in order to improve the Academy's capability to identify judges who have received training and those who need additional training. With this system, the AOJ can develop a career-enhancing curriculum for judges leading to an advanced certificate in judicial skills.

The RAJP donated law books, compact discs, and periodicals from the United States to the AOJ to help develop their library. This effort can easily be continued, but existing problems with customs controls must be resolved.

The Academy of Justice is not functioning now as the entity it is meant to be. It is still functioning as the Law Academy did under the Ministry of Justice. It is our opinion that this organization will be problematic in future work. Several of our phone calls and faxes were unanswered by those who are expected to be in the leadership of the Academy. It was only due to our persistence that we were able to complete tasks associated with the Academy. However, it must be noted that Mr. Pesikov, Ms. Lydia Borisovna Alekseevna, first vice president of the Russian Law Academy, and Ms. Olga Victrovna Luzhina, director of publishing at the Law Academy, played a crucial role in the publication of the Judge's Book. They were professional and cooperative, and completed tasks on time.

The RAJP sees work with the Academy of Justice as critical. Both Chief Justice Lebedev and Chief Justice Yakovlev should be encouraged to focus as much attention as possible on the

training of judges and the importance of continuing judicial education to ensure that the judicial ranks become increasingly populated by highly qualified judges.

B3. Collegia of Judicial Qualifications

The Collegia of Judicial Qualifications is organized in a geographically-based standard hierarchy throughout Russia. There are local and regional collegias, linked by the Supreme Collegia of Judicial Qualifications at the top. The Collegia of Judicial Qualifications is composed entirely of judges who represent the courts of general jurisdiction, the commercial courts, and the military courts. Their basic functions are the selection and discipline of judges, the latter function including the right to remove judges from office. The Collegia of Judicial Qualifications reviews the propriety of the selection process under Russian law. Although the Russian President appoints all judges, he can only appoint candidates who have been approved by the appropriate Collegia of Judicial Qualifications. Only the Collegia having proper jurisdiction can remove a judge from office, subject to appellate review ending in the Supreme Collegia of Judicial Qualifications. A judge in Russia cannot be prosecuted for a criminal act until the Collegia allows the prosecution to proceed.

In the process of selecting judges, regional Collegias prepare qualifying exams for judgeship candidates. The regional Collegias are assisted by the Judicial Department in administering the examinations. The Judicial Department is also expected to conduct background checks on potential candidates.

The RAJP focused on reducing corruption and improving the integrity of the judicial branch by strengthening the Collegia. The RAJP's approach to discouraging corruption in the judiciary was to increase awareness among key members of the judiciary of models and best practices for judicial ethics, selection, evaluation, and discipline. The RAJP also provided the Collegia with two computers, a copier, and a fax machine to improve its ability to disseminate information.

The Collegia of Judicial Qualifications has been very active in its role as the sole entity that selects and disciplines judges. In 1998, 107 judges from 54 different regions in Russia were removed from office by the Collegia for misconduct. The Collegia also denied promotions to 134 judges and rejected 247 candidates for judge positions. In 1999, the Collegia permitted the criminal prosecution of 11 judges from 9 regions. As reported by the Collegia, the majority of judges disciplined have been judges with less than five years' experience.

In 1998 and 1999, the RAJP conducted a series of seminars with the Collegia of Judicial Qualifications on judicial selection, ethics, and discipline. Attended by over 500 judges from throughout Russia, these seminars not only provided an opportunity for judges from different regions of Russia to meet each other for the first time to discuss common problems and find solutions, they also exposed Russian judges to a variety of new techniques that may improve the selection of judges and the enforcement of judicial ethics. Moreover, judge participants were encouraged to utilize multiple teaching methods, such as the discussion method, where the presenter engages the participants in active learning by discussion, not lecture; and the case-study method, where a real or hypothetical situation is used to illustrate concepts or skills. After initial reluctance, the leadership and participants realized the effectiveness of these teaching methods. Lastly, we were able to convince our Russian presenters of the importance of preparing

written materials for seminar participants to study and share with their colleagues after the seminar.

In December 1999, using the materials prepared at the above seminars, the RAJP and the Collegia published the Ethics Manual (sudebnaya sistema rossiiskoy federatsii: normativnie materialy po rabote kvalifatsionnikh kollegii sudye RF). The Ethics Manual includes guidelines and commentary on judicial selection, ethics, and discipline, as well as all relevant legislation regarding the Russian judiciary and judicial conduct on and off the bench. The Ethics Manual also provides information on how to contact the Collegia of Judicial Qualifications for advisory opinions regarding judicial ethics. One thousand copies of the Ethics Manual were printed and delivered to all members of the Supreme Collegia and members of regional and local collegias.

Building on the series of seminars and the publication of the Ethics Manual, the RAJP prepared a set of training manuals on judicial ethics and selection. In cooperation with the Collegia and the Russian Academy of Justice, the RAJP drafted instructor manuals for teaching ethics and selection. Each subject is covered in a separate manual that instructors may use to train new members of the Collegia and Russian judges as a whole. In addition to the instructor manuals, workbooks were prepared for program participants.

It was our hope to use the instructor manuals and workbooks to train a group of Russian faculty selected from the Collegia and the Academy of Justice on adult education methods; and then to conduct a seminar using the faculty to train newly elected members of regional collegia's. After the seminar, the RAJP would have evaluated the effectiveness of the training program and retooled the training materials as necessary. Unfortunately, this did not take place because the timing of the training conflicted with the election of new collegia members now taking place all over Russia in the regional CJQ.

The RAJP trained Collegia members on better selection techniques and methods for training new judges, which included the publication of the Russian Judge's Book. We would also recommend that any training program or workshop for judges, particularly new judges, include a judicial ethics component, which need not last more than two to three hours.

The leadership at the Supreme Collegia and its chair will be elected at the All-Russia Congress of Judges to be conducted in late November 2000. The current chair of the Supreme CJQ, Judge Anatoly Vasilievich Zherebtsov, introduced the RAJP team to his likely successor, Judge Alexander Vasilievich Paukov. Judge Paukov, a judge from Moscow, appeared young and ambitious.

We view judicial ethics work with the Collegia as extremely important. If the Russian judicial system hopes to gain public confidence and improve the integrity of the judiciary, the Collegia must operate in an efficient, open, and fair manner. It also must have the tools necessary to fulfill effectively its judicial selection and disciplinary responsibilities. The RAJP contributed to improving the capabilities of the Collegia through seminars, publications, and the purchase of office equipment, but much remains to be done.

B4. Commercial Courts

The commercial courts are an entirely separate court system. Our assistance to these courts was targeted at increasing the commercial courts' capacity to train judges in substantive Russian commercial and administrative law; developing reference material in commercial and administrative law; and improving Internet access to enable the court to publish its decisions, training materials, and other key items on-line.

When the RAJP first started working in Russia, the chair of the Supreme Commercial Court was most receptive to our assistance. At the same time, there was resistance from other members of the judicial community. Because of the spirit of cooperation in the commercial courts, the majority of the work done by the RAJP during its first year-and-a-half of operation was with the commercial courts. We believed that this was appropriate for at least two reasons. First, without a spirit of cooperation, nothing substantial could be accomplished. In fact, a spirit of cooperation did not develop with the other members of the judicial community until late 1998. Second, since the underlying reason for RAJP's work in Russia was to assist in making the Russian courts more credible and to create a climate favoring both domestic and foreign investment, we recognized that the commercial courts did the vast majority of all business litigation.

In addition to these two reasons, two of the entities with whom we were to work did not begin to function or even exist until later. The Judicial Department began substantial work with the RAJP in February 1999 and the Academy of Justice in 2000, although meetings were held before this time.

The RAJP's work with the commercial courts developed rapidly. This included a combination of seminars, a study tour, and consultations. Under the leadership of the Supreme Commercial Court, seminars and workshops were conducted throughout Russia with concrete results. Over time, the commercial court took the lead in planning, budgeting, and implementing training programs. Russian commercial court faculty produced more than 500 pages of Russian-language materials on new, Russian commercial law, including new tax and bankruptcy legislation. A videotape on tax law, pretrial procedures, and settlement conferences was produced from a workshop and distributed to the courts. Finally, as a result of a study tour and a workshop, new provisions aimed at promoting pre-trial procedures were added to the draft Commercial Court Procedure Code to help speed up the process of case consideration and reduce caseloads in the commercial courts.

Commercial court judges were also exposed to U.S. adult-education techniques. The judge participants particularly enjoyed and benefited from the simulation method. This method involved role-playing designed to reflect real situations affecting the judge participants. The RAJP used this method during tax and pre-trial procedure workshops. We simulated a mock tax trial and a mock settlement conference, using the judges as actors. The advantages of these simulations were that they actively engaged the participants in their learning and encouraged critical thinking and evaluation. These simulations required careful planning by our presenters so that the participants were clear about their roles and the purpose of the simulation.

We also noted that Russian faculty who received training in modern pedagogical techniques used them. Supreme Commercial Court Justice Tatiana Konstantinovna Andreeva and Justice Mikhail

Ivanovich Yukhney, who were both trained at the National Judicial College, used the techniques they were taught at the College and were well received by the participants. The techniques used included the discussion method, the preparation of written materials, and the use of visual aids.

The RAJP continued USAID support of the Supreme Commercial Court's Web site by providing funding for its operation and development. The Supreme Commercial Court's Web site can be found at <http://www.arbitr.ru>. The RAJP further developed the commercial court's ability to disseminate information by providing each of the ten regional appellate commercial courts with a computer and a high-speed modem. Later, RAJP trained the appellate court staff in the use of the Internet and electronic mail to enable rapid dissemination of substantive information on current decisions. Today, each of these regional appellate courts can send and receive information regarding court practice and procedure instantaneously by electronic mail. We have listed the commercial appellate courts' electronic mail addresses below.

- Federal Commercial Court for the Volgo-Vyatsky Okrug: vyatka@arbitr.ru
- Federal Commercial Court for the East Siberian Okrug: sibiria@arbitr.ru
- Federal Commercial Court for the Far Eastern Okrug: vostok@arbitr.ru
- Federal Commercial Court for the Western Siberian Okrug: zapad@arbitr.ru
- Federal Commercial Court for the Moscow Okrug: famos@arbitr.ru
- Federal Commercial Court for the Povolzhsky Okrug: kazan@arbitr.ru
- Federal Commercial Court for the North Western Okrug: piter@arbitr.ru
- Federal Commercial Court for the North Caucasian Okrug: kfas@arbitr.ru
- Federal Commercial Court for the Urals Okrug: ural@arbitr.ru
- Federal Commercial Court for the Central Okrug: bryansk@arbitr.ru

In June 2000, during the extension period of April 1 to August 15, the RAJP conducted two seminars, one in Moscow and one in Sakhalin, addressing disputes arising from sales and delivery contracts, real estate transactions, and foreign company case management. The Sakhalin Oblast is located in one of the Regional Initiative areas. The workshop was attended by the acting director of the Russian Far East Regional Initiative, Irina Isaeva, and Michael Allen, General Director of the American Business Center Yuzhno-Sakhalinsk, a program funded primarily by the U.S. Department of Commerce. Chief Justice Veniamin Fyodorovich Yakovlev attended all of the RAJP/Commercial Court seminars, at least in part, but in Sakhalin he participated in its entirety (see Annex O, Translation of Article Regarding Commercial Court Workshop in Sakhalin).

We believe our work with the commercial courts has improved their quality and performance, providing a model for sustainable institutional change.

B5. Council of Judges

The Council of Judges has broad authority to consider issues related to court administration and organization, judicial ethics, and the rights and guarantees granted to judges under the "Law on the Status of Judges." Subsequently, the Council of Judges works closely with the Supreme Court and the Judicial Department as well as the Collegia of Judicial Qualifications. There is a pending draft law "On the Judicial Community" that will further clarify the status of the Council

of Judges. The Council of Judges is composed of approximately 115 members, all judges, who meet twice a year. The Council of Judges works full time through its presidium.

The RAJP team developed a close working relationship with members of the Council of Judges and its chair, Justice Yuri Ivanovich Sidorenko. Members of the Council of Judges participated in our judicial administration activities with the Judicial Department and judicial ethics programs of the Collegia of Judicial Qualifications. In February 1999, five members of the Council of Judges participated in the RAJP/Judicial Department, U.S.-based court administration study tour, and Council of Judges members contributed to all three of our judicial ethics workshops.

At the request of Justice Sidorenko, the RAJP provided for the participation of federal judges from the United States at Council of Judges' semi-annual meetings in October 1998 and October 1999. Through these activities, the RAJP maintained and expanded the relationship between the Council of Judges, U.S. federal judges, and the United States Judicial Conference. We also initiated contact and created new links between the Council of Judges and the International Association of Judges, and between the National Association for Court Management and the Federal Association of Judges.

In late November 2000, the All-Russia Congress of Judges will convene its triennial meeting. The All-Russia Congress of Judges is the highest organ of the judiciary and represents the interests of judges from the courts of general jurisdiction, commercial courts, and military courts. At the meeting, the All-Russia Congress of Judges will elect members of the Council of Judges and the Collegia of Judicial Qualifications and will address and find solutions to problems related to court financing, staffing, organization, and administration. Chief Justice Vyacheslav Mikhialovich Lebedev of the Supreme Court, Chief Justice Veniamin Fyodorovich Yakovlev of the Supreme Commercial Court, Judge Anatoly Vasilievich Zherebtsov of the Supreme Collegia of Judicial Qualifications, and Justice Sidorenko will all give reports on the status of their respective entities. President Putin is also expected to address the meeting. The Congress will include over 600 judges from throughout Russia.

We believe that efforts to assist the Council of Judges are very important because of its pivotal role as a governing body for all Russian judges. It is critical that we continue to develop existing links between the Council of Judges and the United States Judicial Conference, as well as promote new links with the International Association of Judges, the Federal Judges Association, and the National Association for Court Management. These links will further develop the Council of Judges' ability to represent the interest of Russian judges by introducing its members to international standards related to judicial ethics, court administration, and the protection of human rights.

C. Partnership for Freedom

The RAJP team promoted the development of partnerships between Russian and American judicial entities and professional membership organizations. In order to maximize the benefits, such partnerships are based on similarity of function, the ability to continue support after USAID funding ceases, and clear mutual benefit. The partnerships that the RAJP team fostered are:

C1. The Russian Academy of Justice and The National Judicial College

Although the Russian Academy of Justice is a government institution and the National Judicial College a non-governmental organization, they share a similarity of function and, as addressed above, the ability to continue cooperative efforts that will outlive USAID funding. Judicial training in Russia has traditionally rested with non-judges, which is one of the phenomena that the NJC, based on solid empirical evidence favoring peer instruction, is seeking to alter and will continue to do so through continued engagement in judicial training assistance to the Russian Academy of Justice. Through individual judges, RAJP programs, and linkages to the leadership of the Academy, a partnership will thrive. The NJC has worked in judicial education in Russia since 1991 and fully appreciates the degree to which its training, organization, and methodologies must be adapted to the Russian reality.

C2. The Judicial Department and the Administrative Office of the U.S. Courts (AOUSC); The Russian Academy of Justice and the Federal Judicial Center (FJC)

Considering the partnerships that USAID/Russia wanted to see fostered between the Judicial Department and the AOUSC, on the one hand, and the Russian Academy of Justice and the FJC, on the other, the RAJP team welcomed the opportunity to work cooperatively with the AOUSC and FJC to maximize their participation in this initiative. We have worked closely with the AOUSC and FJC on this project and understand their concerns about making limited personnel and resources available to this kind of initiative. Based on this understanding, and using the budget provided by USAID, we underwrote several critical meetings between AOUSC and FJC officials and their Russian counterparts, both in Moscow and in Washington, D.C. Indeed, the relevant officials from the U.S. federal judiciary have been in regular communication with the RAJP team and have contributed to program activities.

We believe that a healthy diversity of organizational models from state and federal court systems can be beneficial to Russian counterparts. However, it must be noted that state court models of organization generally have much to offer Russians in the way of internal management and scale of resources.

C3. The Judicial Department and the National Association for Court Management (NACM)

The RAJP team initiated contact between the Judicial Department and NACM in 1999 due to the clear mutual benefit of both entities. In 2000, the General Director of the Judicial Department and the Chair of the Council of Judges were made honorary members of NACM. Through its relationship with NACM, the Judicial Department gains valuable information on modern management techniques; fundamental policies, principles, and standards involved in judicial administration; and access to training programs on judicial administration. This developing relationship will promote personal contacts between American and Russian judicial administration personnel, contacts that will last beyond USAID-funded activities.

C4. The Council of Judges and the Judicial Conference of the United States

The RAJP worked to maintain the ongoing relationship between the Russian Council of Judges and the U.S. Judicial Conference, through its International Judicial Relations Committee. Both

the Council of Judges and the Judicial Conference benefit from promoting this partnership though the exchange of ideas and information in all phases of their work. More than 30 U.S. federal judges participated in RAJP activities (see Annex B, RAJP Workshop Faculty).

C5. The Council of Judges and the International Association of Judges (IAJ)

The RAJP team introduced members of the Council of Judges to the International Association of Judges in 1998. This created a great interest in the Council of Judges in becoming a member of the IAJ. The main aim of the Association is to safeguard independence of the judiciary, as an essential requirement of the judicial function and guarantee of human rights and freedom. The organization encompasses 52 such national associations or representative groups, from five continents. Following RAJP initiatives, the IAJ invited a member of the Council of Judges to attend its annual meeting in September 2000. This would be the first step of Russia toward the membership of the Council of Judges in the Association. Membership in the IAJ will greatly benefit the Council by providing access to an international organization that studies and discusses problems of common interest to the justice process in every country of the world, including judicial administration and the status of the judiciary. Membership will also add international and domestic prestige to the Russian judiciary.

C6. The Council of Judges and the U.S. Federal Judges Association (FJA)

The FJA is an independent voluntary association of active, senior, and retired U.S. federal court judges whose mission is to support and maintain the independence of the federal judiciary. Pursuant to a request from the Council of Judges, the RAJP team arranged for the participation of the president of the FJA at the fall 1999 meeting of the Council of Judges. As a result, the FJA is interested in creating an exchange program for Russian and American judges through a non-profit foundation that they are currently in the process of forming. This will provide another partnership mechanism for long-term and regular exchanges between the U.S. federal judiciary and their Russian counterparts without the involvement of USAID.

C7. The Appellate Court Judges Exchange Program

The RAJP team will continue to promote its exchange program between appellate court judges from the Northwest Federal Okrug (Circuit Appellate) Commercial Court and judges from the United States. In 1999, two American judges traveled to Russia and stayed with Russian host judges, and four Russian judges traveled to the United States and lived and worked with American host judges at no cost to USAID. In 2000, two American judges traveled to Russia. RAJP worked to regularize this exchange program by working with the Northwest Federal Okrug Commercial Court and the ABA Appellate Judges Division.

D. Coordination

Coordination with other donors and USAID-funded organizations was an important element to project success and was done in a number of ways. First, the RAJP regularly met with USAID and other donors and agencies active in judicial and legal reform. These meetings ensured that we were updated on the latest achievements and were aware of the resources available, so as to leverage the resources of other programs and avoid duplication of effort. Throughout the course

of the project, we maintained working relationships with this development community by keeping them informed of our efforts, seeking their input and review of institutional development initiatives, and general reform initiatives.

Several specific opportunities for coordination exist, and we have identified several ways this project could link ongoing efforts. The World Bank's Russia Foundation for Legal Reform (RFLR) has developed an extensive program of assistance for the Judicial Department, Russian Academy of Justice, the Commercial Courts, and the Council of Judges. Other donors are the British Know How Fund, the Council of Europe and EU/Tacis. The RAJP team worked to coordinate activities on a regular basis with Elena Alexandrovna Vinogradova, director of the RFLR Judicial Reform Program, and Gareth Ward of the Know How Fund. We provided Ms. Vinogradova with RAJP training videotapes, printed materials, and workshop planning documents. The RAJP team met with Mr. Ward and Know How Fund consultants on several occasions to share information about judicial reform activities. We most recently met Giovanni Cremonini of the European Union Delegation of the European Commission in Russia. The EU is currently planning a Russian judicial reform project.

We also regularly coordinated our activities with USAID-funded projects, such as the Georgia State Fiscal Reform Project, with which we conducted three joint workshops; the American Bar Association Central and East European Law Initiative (ABA/CEELI); and the IRIS Bailiffs Reform Project. The RAJP team also assisted and coordinated activities that impacted on the Russian judiciary. These activities were carried out by the U.S. Department of Commerce, U.S. Department of Justice, and the U.S. Department of Treasury. Twelve representatives of U.S. federal agencies participated in RAJP training programs.

E. Regional Initiative

The RAJP team supported the main goals of the U.S. Government's Regional Initiative (RI) to encourage and support efforts to improve the overall investment climate, enhance social services, and encourage democracy building. The RAJP team provided Regional Initiative Coordinators in Novgorod, Samara, Kharbarovsk (Russian Far East) and, most recently, Tomsk with valuable background information, including from our judicial training database on Russian judges and judicial administration personnel whose regions have participated in RAJP training programs on judicial ethics, court administration and commercial law. This information will be used to identify key persons in the judicial community who will be willing to cooperate and support the RI in the future. The RAJP team recommends that future judicial reform activities target RI locations, as our commercial court workshops in Kharbarovsk (October 1999) and Sakhalin (July 2000) demonstrated.

F. Lessons Learned and Recommendations

F1. Lessons Learned

During the past two-and-a-half years of RAJP work, we have learned much about Russia's legal and judicial system. Some of the lessons learned impact the entire judicial community; others are specific to the individual entities with which we worked.

F1a. General Lessons Learned

A successful project of this nature develops based upon personal relationships between the Russians and the Americans. These are personal relationships — not relationships of judicial communities. Once the personal relationships are established and solid, the community relationship will develop. If the leaders of the project on the American side are respected professionally by the Russians, and if the Russians believe the Americans truly have the Russian interest at heart, then the project will seldom receive a setback. If there is a setback because of political situations, as has happened during this project, once the situation is resolved, progress may continue without repercussions or fallout. RAJP has been extraordinarily successful in establishing personal relationships with the leaders of all sections of the Russian judicial community. We have achieved this by rapidly providing information when requested, by assisting in problem areas, by opening our homes, and by demanding action when our Russian partners were convinced that it was in their best interest. For example, we required Russian workshop presenters to provide RAJP with written materials for publication. Once it was clear that the materials from both the American and Russian presenters would be used not only in the workshop, but would also be available to judges who were not present, compliance with our requirement became an accepted procedure.

While it was essential to develop personal relationships with the leadership, it was also important to develop relationships with the judges themselves. This we accomplished by working alongside judges in meetings, seminars, and workshops and socializing with them when the day's work was done. We talked to them about our families and our homes and about their families and homes, and we soon recognized that many of our family problems, like our judicial problems, were the same. Through such interaction, we were able to foster honest communication and ties.

It is also important to provide opportunities for the judges or administrators to meet and interact with their peers from other regions, peers whom they may never have the opportunity to meet without the assistance of a program such as RAJP.

We also learned that, although the Russian judiciary needs and wants presentations from their own, they are also extremely interested in hearing presentations from foreign judges and jurists. At one seminar, we hosted an American Federal District Court judge, an American law professor, and an American lawyer; a member of the Bulgarian Constitutional Court; and a number of Russian presenters, including the Chief Justice of the Russian Federation and a Supreme Court Justice. There was superb interaction between the attendees and the entire faculty, both during the formal part of the meeting and at the casual functions. At the final reception for this seminar, one long-time Russian judge said, "I have been a judge for 30 years, and I have never attended a seminar where foreigners were present. It is as if you have opened a window on the world for me, and my life and my judging will never be the same." While it is necessary that the Russians take over the work of judicial education, foreign presentations should not be completely eliminated. As our work progressed, we gradually used many more Russians for presentations than foreigners, but we did not eliminate the use of foreigners, as the evaluations for each seminar repeatedly stated that participants wanted foreign participation in the seminars.

There must be a working relationship between the contractors and USAID. It is not unusual or unexpected that misunderstandings can develop between parties to a contract unless there is a structured working relationship established between the entities. The working relationship must establish explicit rules that are known to both entities, rules recognizing the necessity of each sharing information with the other and rules that let the contractor know what is expected of them procedurally.

There should be some coordination between all the donors in this area of work, and failure to coordinate cannot be blamed on one entity. Rather than duplicating work or materials, donors must cooperate, making it possible to accomplish more substantial goals. But one entity alone cannot make the coordination of donors a reality. It takes the entire donor community.

F1b. Specific Lessons Learned

The Supreme Court of the Russian Federation. Chief Justice Vyacheslav Mikhailovich Lebedev maintains tight control, not only over the Supreme Court, but also over the Council of Judges, the Academy of Justice, the Collegia of Judicial Qualifications, and the Judicial Department. Without his approval and order, one cannot work with these entities. RAJP learned this the hard way from the first meeting held with him in February 1998. This meeting was attended by representatives of all the contractors as well as Patrick Murphy from USAID. Mr. Lebedev's attitude at that time was skeptical: He had had meetings with at least six donors that week, all proposing to do something good for the courts but without guaranteeing results. We believe that he was somewhat offended by the fact that we had met with the chair of the Council of Judges and the General Director of the Judicial Department before meeting with him. He was unwilling to meet with us again for four months, and, during that time, none of the other entities listed above would work with us. For reasons that remain unclear — perhaps because we had established an office in Moscow or perhaps because we were doing productive work with the Commercial Courts — Mr. Lebedev allowed us to hold a seminar in Ulyanovsk. He personally selected the seminar topic, attended, and participated. Eventually, he told us that he had ordered the entities to work with us and that we could communicate directly to them. Today, we can call Mr. Lebedev, ask for a meeting, and receive one within a day or so if he is in the city. We successfully established a working relationship with him by respecting his broad authority. As such, future work with the General Jurisdiction Courts should encompass seminars on topics of special interest to the chief justice and pilot projects establishing model courts in at least two geographical areas of the Federation. These courts should be equipped with all of the modern technology that is available and practical. They should be tested to see if they are proper for the Russian system before they are established throughout Russia. Further, while the court was not receptive to a pilot program providing courtroom recording equipment in 1998, the time is now more appropriate, and this could now be accomplished.

Council of Judges. Justice Yuri Ivanovich Sidorenko, chair of the Council of Judges, was very receptive to us from our first days here, but would not work with us until we were cleared by the Chief Justice. The Council of Judges is an important entity within the judicial framework, for it works with the legislative bodies and has broad authority to consider new rules and laws that impact on the judiciary. Mr. Sidorenko is especially interested in receiving information from other countries on areas of procedural law, such as in the area of plea bargaining, which is, of necessity, being considered by the Russian system at this time. He also was interested in

enhancing the stature of the Russian Judicial system by having Russia become a member of the international community through the International Association of Judges. We introduced Justice Ernst Markel of the Supreme Court of Austria and the International Association of Judges (with whom he serves as president), to the Council. After his presentation to the Council, RAJP helped organize the paperwork necessary for Russia to gain membership in the association. For Mr. Sidorenko, results are most important. When he asks for something, which is seldom, he expects results, and expects them as soon as possible. He will not complain if he does not receive them but will remind you of them the next time you meet, and, of course, you will lose some credibility with him. In the future, we suggest that the Council of Judges be assisted with funds and speakers to conduct regional meetings of the Council throughout Russia. This was a suggestion of Justice Sidorenko, and it is his belief that it will help develop a strong working Council with an understanding of their responsibilities. This is especially timely now for new members, and perhaps a new leadership will be elected in November of 2000. When requested, the Council should be assisted by U.S. experts, providing expertise on topics suggested by the Council, as the topics will be ones where changes are being considered in the Russian system.

The Academy of Justice. While we recognize that the Academy has a long way to go before it begins to function as an effective judicial training institution, this is not the Academy's perception. They do not acknowledge the need to have educators trained in adult education methods. Neither do they recognize that lecture presentations are rarely the most effective way to develop the skills of the judicial student. They have told us that their faculty does not need training, an assessment that does not allow for the different learning styles not presently addressed at the Law Academy. Of all the groups with which we worked, they appeared to be the most politically motivated. It will therefore take much attention and work to assist them in developing their full potential, which is virtually unlimited. We recommend that the Academy of Justice continue its longstanding ties with the National Judicial College; that their newly created ties with the Federal Judicial Center be enhanced; that they utilize the experts of the National Judicial College in training Russian faculty in adult education techniques; that they take advantage of the database system developed by RAJP to track the training of each Russian judge; and that they study the way the data system is used by the NJC with an eye toward developing a certificate program for Russian judges. Consideration should be given to creating evaluation forms, perhaps similar to the ones used by the RAJP, for judge students to critique the presentations of AOJ faculty. These evaluations should then be given consideration when selecting faculty for the AOJ and used to develop a curriculum for judicial training.

The Collegia of Judicial Qualifications. This may be one of the most important entities with which USAID can work. This is the entity responsible for selection and discipline of all Russian judges. No judge can be criminally prosecuted without the prosecutor first obtaining approval of the Collegia. No judge may be appointed to a court without first being recommended by the Collegia. No judge may be elevated to a higher grade without the Collegia's approval. No judge may be disciplined in any manner without the Collegia's approval. Hence, it goes without saying that the Collegia must be highly respected by all citizens, not just members of the judicial community, if Russian judges are to eventually receive the level of respect that they desire and deserve. The Collegia should debate and consider the issue of broadening the membership of their group. Presently, only judges are members of the Collegia. Perhaps it would improve the public perception of the fairness of the system if the Collegia were expanded to include citizens

or attorneys in the process. This idea can be suggested by Americans presenters as they explain the reasons why many commissions in the United States have expanded their appointing and/or disciplinary commissions by including non-judicial members. We touched on this at Collegia workshops; while we received many questions, in general, the Collegia is not presently inclined toward such inclusion. The Collegia also needs to consider establishing uniform, national tests for judicial candidates if citizens in Murmansk or Kamchatka are to receive the same level of justice available to citizens of Moscow or St. Petersburg. The Collegia needs assistance in developing open and public standards and procedural rules for the selection of judicial candidates. It also needs to develop formal disciplinary rules that can be promulgated and available to all persons. There is a need to disseminate disciplinary rulings, so that judges can learn from the errors of others. All of these things can be accomplished with sensitive assistance from foreign entities. While RAJP has made steps toward these ends, the reform process is slow. In addition to these procedural and perceptual issues, the Collegia should take the lead in training every judge on the Code of Honor. The RAJP has begun this work by conducting three major training seminars for Collegia members and by developing two instructors' manuals and workbooks. One of these involves training in judicial selection techniques, while another focuses on the Code of Honor. Judges in the Collegia need to be trained to teach these topics. Each year, all judges should be required to recap their knowledge of the Code of Honor, either at a seminar or by some other system devised by the Collegia.

The Judicial Department. The Judicial Department is the newest part of the judicial community. It is still in the process of defining itself and is doing so under difficult circumstances, particularly given the lack of necessary funding. RAJP has worked with the Judicial Department in areas of case management and court administration. Over 2000 administrators will be functioning within the year, all with minimal or no training. Few of the administrators now hired have a court or legal background, with most transitioning from the military or the police. Training is essential; it would behoove the Department to develop an off-the-shelf training course that can be taken around the country, giving basic training to administrators and the staff with whom they work. RAJP has developed the groundwork for this, authoring a manual for court administrators in conjunction with the Judicial Department. This should be further developed. There is a natural relationship between the Judicial Department and the Administrative Office of the Federal Courts in the United States, but there is also a natural relationship between the Judicial Department and many state court administrative bodies. This should be developed more fully. The case management and technology work started by RAJP should be continued and developed more fully. A uniform, nation-wide system should be established now, before each region develops its own case management system, which may not relate to systems of other areas. The Judicial Department is responsible for keeping statistics and has a vested interest in seeing that the systems established in all regions are compatible.

The Commercial Court. The Commercial Court is the entity responsible for litigating nearly all cases involving business entities. Therefore, to ensure confidence in the court systems and encourage new businesses and foreign-capital investment in Russia, the Commercial Court must be extraordinarily credible. It has made giant steps in this regard but needs further assistance. The Supreme Court is responsible for suggesting and presenting drafts of new laws and is constantly seeking input from other nations on the nature of their laws, hoping to make a comparative analysis before drafting laws for the Duma. But their judges do not all have copies

of new laws and need training on their application. The Commercial Court judges are proactive; they are interested in developing their system and participate fully in workshops and seminars. They are particularly interested in the specialized courts in the U.S. federal system and have benefited from RAJP's presentation of judges from the International Court of Trade, the Federal Tax Court, the Federal Court of Claims, and the Bankruptcy courts. Representatives of the United States District Courts and the Federal Courts of Appeal have also added to the knowledge of the Commercial Courts. State court judges have participated before the Commercial judges on topics such as pre-trial procedure, a topic of special interest to the leadership at this time. Improving judges' performance in commercial cases will support market reforms; therefore, it is proper to continue producing materials and work with this entity. Additionally, specialized training in pedagogical methods for selected Commercial Court judges is key to developing a cadre of excellent trainers.

F2. Recommendations

Based on more than two years of experience working with the Russian judicial community, the RAJP offers the following recommendations:

- Establish a uniform case tracking system to reduce delay, to create a uniform level of cases in each court, and to enhance the maintenance of statistics
- Develop court administration rules and procedures on a nation-wide basis
- Develop off-the-shelf training courses for the judicial department and develop Russian trainers knowledgeable in administration and adult education to teach these courses
- Establish pilot projects in court automation, court recording systems, and model courts
- Establish training programs for court staff
- Create training programs for the judiciary which incorporate adult education techniques
- Develop a cadre of Russian judges who are skilled in adult education techniques
- Require each course and faculty member to be evaluated by the judge student and eliminate teachers who do not meet certain standards (see Annex M, Sample RAJP Course Evaluation Form)
- Require written publications for each course, no matter what the topic, and require the materials to be done in advance and later disseminated to judges who could not attend the course (see Annexes K and L, Materials Prepared by Russian and American Judges and Experts)

- Work to improve public perception of the courts by making judges more aware of their responsibility in this area
- Use American or other foreign experts in substantive training where a comparative basis and analysis of law is beneficial
- Require Russians to participate in the organization, budgeting, and planning of the training sessions
- Develop the RAJP database to track each judge's training
- Develop a progressive program of judicial education whereby a judge can receive a certificate in judicial skills after completing specified courses (see Annex O, Sample RAJP Certificate)
- Link continuing education to the in-grade elevation of judges
- Listen to the Russians' needs and understand their capabilities and limitations
- Continue to develop the judicial exchange started between the North West Okrug and the United States and secure at least minimal financing for this beneficial program
- Require participation of judges from all regions in all workshops and assure them an opportunity to exchange ideas with their peers
- Use videotapes with instructional manuals and identify a judge in each region who is capable of using these materials (see Annex C, List of RAJP Training Videos)
- Consider teaching at the Academy and participation in training as part of the judicial responsibility
- Establish a protocol for explicit communication between USAID and the contractor
- Consider that communication between donors must be of interest to more than one donor

ANNEX A

List of RAJP Activities and Expenditures

**LIST OF RUSSIAN-AMERICAN JUDICIAL PARTNERSHIP ACTIVITIES AND EXPENDITURES
APRIL 1998 – JULY 2000**

ACTIVITY	EXPENDITURE	NUMBER OF PARTICIPANTS	RUSSIAN FACULTY	OTHER FACULTY
COURT ADMINISTRATION TRAINING AT RAJP OFFICE Moscow, Russia April 28-30, 1998	\$22.19	15 Participants: 5 Judges 10 Court Administrators	Leonid Efremov, SCC	Prof. Ernest Freisen, NJC
COMMERCIAL COURT WORKSHOP "Calculation of Damages, Federal Claims and the Enforcement of Judgements" Moscow, Russia May 21-23, 1998	\$9,917.26	47 Judge Participants	Judge Anatoly Babkin, SCC Judge Lev Belousov, SCC Judge Oleg Boikov, SCC Judge Vladimir Slesarev, SCC	Judge Berniece Donald, US Federal District Court Steven Walther, Lawyer
COMMERCIAL COURT WORKSHOP "Calculation of Damages, Federal Claims and the Enforcement of Judgements" Sochi, Russia May 25-27, 1998	\$31,803.46	43 Judge Participants	Judge Georgy Rud, CC Judge Anatoly Babkin, SCC Judge Lev Belousov, SCC Judge Vladimir Slesarev, SCC	Judge Berniece Donald, US Federal District Court Steven Walther, Lawyer
U.S.-BASED TRAINING PROGRAM FOR THE LEADERSHIP OF THE RUSSIAN COMMERCIAL COURTS Reno, NV; San Francisco, CA and Washington, DC June 5-20, 1998	\$79,720.00	13 Participants: 9 Judges 4 Court Administrators	Judge Sergei Amosov, FCC Vladimir Andreev, Director of the Personnel Department, SCC Judge Galina Gorsheva, FCC Judge Viktor Elizarov, FCC Leonid Efremov, Director of the International Legal Department, SCC Tamara Jukova, Director of the Finance Department, SCC Judge Alexander Komarov, FCC Judge Ludmila Maikova, FCC Judge Vladimir Polipontsev, FCC Judge Yury Romanets, FCC Judge Faruk Sungatullin, FCC Judge Gennady Stoyakin, FCC Yury Teterev, Deputy Director of the Administrative Department, SCC	President Robert Payant, NJC Prof. Ernest Freisen, NJC Joseph Jordan, NJC Prof. Deborah Ballard-Reisch, NJC Nancy Yeend, Lawyer Judge Robert Kuebler, NJC Judge Thomas Carlson, US Bankruptcy Court Mark Mendenhall, US Court of Appeals for the Ninth Circuit William Suter, Clerk of Court, US Supreme Court James Apple, FJC Judge Frank Nebeker, US Court of Veterans' Appeals Judge Brenda Murray, US Securities and Exchange Commission Judge Marion Blank Horn, US Federal Court of Claims

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FEDERAL COMMERCIAL COURT FOR THE NORTHWEST OKRUG WORKSHOP "Appellate Procedure and Public Opinion" St. Petersburg, Russia September 24-25, 1998	\$4,581.44	27 Participants: 21 Judges 6 Court Administrators	Judge Alexander Komarov, CC	Judge Barteau Betty, RAJP David Vaughn, Lawyer, RAJP
COURTS OF GENERAL JURISDICTION WORKSHOP "The Judiciary and Human Rights" Ulyanovsk, Russia October 6-8, 1998	\$12,571.93	28 Judge Participants	Justice Alexie Shurygin, SCt, CGJ Judge Kailan Beskembirov, CGJ	Prof. Erwin Chemerinsky, USC Judge Robert Jones, US Federal District Court James Voyles, Lawyer Justice Alexander Arabadjiev, European Commission of Human Rights David Vaughn, Lawyer, RAJP
COUNCIL OF JUDGES PRESENTATIONS "The International Associations of Judges and Plea Bargaining in the United States" Moscow, Russia October 28, 1998	\$100	100 Judge Participants	Justice Yuri Sidorenko, COJ	Judge Andre Davis, US Federal District Court Justice Ernst Markel, Supreme Court of Austria and International Assoc. of Judges David Vaughn, Lawyer, RAJP
COMMERCIAL COURT WORKSHOP "Tax Law, Pre-Trial Procedures and Settlement Conferences" Omsk, Russia October 27-30, 1998	\$23,262.6	58 Participants: 52 Judges 6 Court Administrators	Prof. V. Sherstyuk, SCC Justice Tatyana Andreeva, SCC Justice Oleg Boikov, SCC	Judge Brent Adams, Nevada District Court Judge Steven Plotkin, Louisiana Court of Appeals Judge V. Sue Shields, US Federal District Court Justice Ernst Markel, Supreme Court of Austria and International Assoc. of Judges Sharon Hester, Lawyer Rick Chewning, US Department of Treasury Judge Stephen Swift, U.S. Tax Court Kristine Roth, Lawyer, Office of the General Counsel United States Internal Revenue Service
COMMERCIAL COURT WORKSHOP "Tax Law, Pre-Trial Procedures and Settlement Conferences" Moscow, Russia November 2-5, 1998	\$10,521.46	55 Participants: 51 Judges 4 Court Administrators	Justice Nadezhda Vyshnyak, SCC Prof. V. Sherstyuk, SCC Justice Tatyana Andreeva, SCC Justice Oleg Boikov, SCC	Judge Brent Adams, Nevada District Court Judge Steven Plotkin, Louisiana Court of Appeals Judge V. Sue Shields, US Federal District Court Sharon Hester, Lawyer Rick Chewning, US Department of Treasury Judge Stephen Swift, US Tax Court Kristine Roth, Lawyer, Office of the General Counsel United States Internal Revenue Service

COLLEGIA ON JUDICIAL QUALIFICATIONS WORKSHOP I/III "Judicial Selection, Ethics and Discipline" Belgorod, Russia November 16-18, 1998	\$40,083.85	121 Participants: 116 Judges 5 Court Administrators	Judge Anatoly Zinovyev, CGJ,CJQ Judge Natalya Senatorova, CC,CJQ Justice Valentin Kuznetsov, SCt, CGJ, CJQ Judge Valentin Emenko,CGJ,CJQ Judge Viktor Terekhin, CGJ,CJQ Judge Alexei Simonov, CGJ,CJQ Judge Valery Rudnev, CGJ,CJQ	Judge Sam Ervin III, US Court of Appeals for the Fourth Circuit Marla Greenstein, Exec. Dir., Alaska Commission of Judicial Conduct Judge Michael Hogan, US Federal District Court Pres. Robert Payant, NJC
COMMERCIAL COURT WORKSHOP "Tax Law, Pre-Trial Procedures and Settlement Conferences" Moscow, Russia December 1-4, 1998	\$20,285.6	102 Participants: 96 Judges 6 Court Administrators	Judge Mikhail Yukhney,CC Judge Svetlana Gerasimenko,CC Judge Valery Finogenov,CC Judge Alexey Chistyakov,CC Judge Vladimir Tumarkin,CC Judge Vsevolod Levi,CC Judge Gennady Tabachenko,CC	Judge George Ellis, Tennessee District Court Judge V. Sue Shields, US Federal District Court Sharon Hester, Lawyer, GSU Rick Chewning, US Department of Treasury Judge David Laro, US Tax Court Marlene Laro, Tax Lawyer
U.S.-BASED TRAINING PROGRAM FOR THE JUDICIAL DEPARTMENT Reno, NV; San Francisco, CA and Washington, DC February 15-28, 1999	\$80,000.00	15 Participants: 5 Judges 10 Court Administrators	Judge Mikhail Averin, CGJ, COJ Judge Islam Burlakov, CGJ, COJ General Director Valentin Chernyavsky , JD Justice Vladimir Demidov, SCt, CGJ Vasili Dergachev, JD Pletnev Vyacheslav, JD Eugene Popov , JD Judge Viktor Ryazantsev, CGJ, COJ Judge Petr Serkov, CGJ, COJ Alexei Slotyuk, JD Judge Valentina Soboleva, CGJ, COJ Valentin Voronov, JD Valery Yurchenko, JD Valentina Zabegaeva, JD Alexander Zinchenko, JD	Judge Michael Mihm, US Judicial Conference Peter McCabe, AOUSC Judge Sam De Simone, NJC Judge Robert Payant, NJC Joseph & Thomas Jordan, NJC Doug Somerlot, Justice Management Institute Mary Francis Edwards, NJC Judge Janet Berry, Nevada District Court Dale Sipes, AO California Courts Tony Wernert, AO California Courts Prof. Jeffrey S. Brand, Chairman Center for Law & Global Justice Norman H. Meyer, Clerk of Court, U.S. District Court Constance Dove, Executive Director, California Judges Association
COLLEGIA ON JUDICIAL QUALIFICATIONS WORKSHOP II/III "Judicial Selection, Ethics and Discipline" Kazan, Russia March 23-25, 1999	\$33,396.2	142 Participants: 132 Judges 10 Court Administrators	Judge Oleg Markov, CJQ Judge Nikolai Petukhov, CJQ Judge Valery Rudnev, CJQ Judge Alexie Simonov, CJQ Judge Vladimir Kalanda, CJQ Judge Anatoly Babenko, CJQ Judge Ivan Ovcharuk, CJQ Judge Mar Shtchekutova, CJQ	Judge Bowie Peter, US Bankruptcy Court Judge Sarah Barker, US Federal District Court Pres. Robert Payant, NJC Judge Betty Barteau, RAJP

COMMERCIAL COURT WORKSHOP "Bankruptcy and the Application of Corporate Law" Rostov-on-Don, Russia April 7-9, 1999	\$20,036.35	57 Judge Participants	Judge Albert Zhuravsky, CC Judge Svetlana Karpacheva, CC Judge Natalya Kandaurova, CC Judge Vladimir Naumov, SCC Judge Viktor Anokhin, CC Justice Alexander Arifulin, SCC Judge Ildar Faizutdinov, CC Leonid Efremov, SCC	Justice Joseph Walsh, Delaware Supreme Court Judge Sidhey Brooks, US Bankruptcy Court
COMMERCIAL COURT WORKSHOP "Bankruptcy and the Application of Corporate Law" Moscow, Russia April 13-15, 1999	\$13,351.00	86 Judge Participants	Judge Alexey Guznov, CC Judge Pavel Bunich, CC Judge Viktor Golubev, CC Justice Vasily Vitryansky, SCC Judge Tatyana Prudnikova, CC Judge Olga Nikitina, CC Judge N. Veseneva, CC Judge N. Ivannikova, CC Judge Alexander Kurepoi, CC	Justice Joseph Walsh, Delaware Supreme Court Judge Sidhey Brooks, US Bankruptcy Court
COMMERCIAL COURT WORKSHOP "Disputes Involving Foreign Companies and Mutual Legal Assistance" Moscow, Russia June 9-11, 1999	\$14,761.9	76 Judge Participants	Leonid Efremov, SCC Judge Marina Komolova, CC Judge Komarova, CC Prof. Tatyana Neshataeva, SCC Judge Shebanova, CC Prof. Svetlanov	Prof. Ronald Hofer, Staff Attorney of Wisconsin Court of Appeals Judge Evan Wallach, U.S. Court of International Trade
COMMERCIAL COURT WORKSHOP "Disputes Involving Foreign Companies and Mutual Legal Assistance" St.-Petersburg, Russia June 15-17, 1999	\$24,868.22	43 Judge Participants	Leonid Efremov, SCC Prof. Tatyana Neshataeva, SCC Judge Shebanova, CC Prof. Svetlanov Judge Alexander Komarov, CC	Prof. Ronald Hofer, Staff Attorney of Wisconsin Court of Appeals Judge Evan Wallach, U.S. Court of International Trade
COLLEGIA ON JUDICIAL QUALIFICATIONS WORKSHOP III/III "Judicial Selection, Ethics and Discipline" Irkutsk, Russia June 30-July 2, 1999	\$ 86,711.88	135 Participants: 118 Judges 17 Court Administrators	Judge Natalya Senatorova, CC Vladimir Kalanda, Administration of the President of the RF Judge Galina Fedorenko, CGJ Vladimir Andreev, Director of the Personnel Department, SCC Judge Viktor Borisenko, Military Court Judge Sergei Dementyev, CC Justice Valentin Kuznetsov, Supreme Court, CGJ Valery Rudnev, Head Editor of "Russian	Judge Betty Barteau, RAJP Judge Gerald Cohn, US Federal Magistrate, Southern District of Illinois Judge Henry Politz, US Court of Appeals for the Fifth Circuit Judge John Baker, Indiana Court of Appeals

COLLEGIA ON JUDICIAL QUALIFICATIONS WORKSHOP III/III "Judicial Selection, Ethics and Discipline" Irkutsk, Russia June 30-July 2, 1999 (continued)			Justice" Magazine Alexey Simonov, President of Glastnost Protection Found Alexey Slotyuk, JD Justice Alexander Arifulin, SCC Judge Viktor Pashkov, CGJ Judge Viktor Tkachev, CGJ Valentin Voronov, JD Anatoly Perepechenov, JD Valentina Kuzmina, JD	
COMMERCIAL COURT WORKSHOP "Comparative Analysis of the Settlement of Disputes Arising from Tax, Customs and other Administrative Matters" Moscow, Russia September 22-24, 1999	\$19,116.1	93 Judge Participants	Justice Oleg Boikov, SCC Justice Nadezhda Vyshnyak, SCC Justice Mikhail Yukhney, SCC Svetlana Gerasimenko, SCC Gennady Tabachenko, Tax Ministry	Judge Sue Shields, US Federal Magistrate, Southern District of Indiana Judge Delissa A. Ridgway, US Court of International Trade Judge Juan Vasquez, US Tax Court
COMMERCIAL COURT WORKSHOP "Comparative Analysis of the Settlement of Disputes Arising from Tax, Customs and Other Administrative Matters" Khabarovsk, Russia September 28-30, 1999	\$25,794.9	65 Judge Participants	Justice Oleg Boikov, SCC Justice Mikhail Yukhney, SCC Justice Oleg Naumov, SCC	Judge Sue Shields, US Federal Magistrate, Southern District of Indiana Judge Delissa A. Ridgway, US Court of International Trade Judge Juan Vasquez, US Tax Court
COUNCIL OF JUDGES PRESENTATIONS "Historical Evolution of the U.S. Federal Judicial Branch the United States Federal Judges Association and Judicial Independence in the USA" Moscow, Russia October 27, 1999	\$100	100 Judge Participants	A. Muranov, Ministry of Justice of RF Judge V. Ananyev, CGJ Justice Nikolai Petukhov, SCRF Justice Vladimir Demidov, SCRF Judge Anatoly Babenko, CGJ Judge Mikhail Averin, CGJ Judge Petr Serkov, CGJ Judge Anatoly Zherebtsov, CJQ Justice Yury Sidorenko, COJ Judge Lyudmila Maikova, FCC	Judge Alan Nevas, US District Court Judge Michael Mihm, US Judicial Conference Judge Taky, Great Britain
JUDICIAL DEPARTMENT WORKSHOP "Organization Support of the Courts and Roles and Responsibilities of Court Administrators" Moscow, Russia December 06-08, 1999	\$49,355.7	308 Participants: 26 Judges 125 Court Administrators 157 Court Staff	Valentin Chernyavsky, General Director of Judicial Department RF Judge Mikhail Averin, CGJ Judge Petr Serkov, CGJ Aleksey Slotyuk, JD Dzhaudat Salyakhov, JD Judge Yury Smirnov, CGJ Nikolai Novokreshchenov, JD Valery Yurchenko, JD	Judge Betty Barteau, RAJP Judge Paul Magnuson, US District Court Norman H. Meyer, Clerk of Court, U.S. District Court Peter McCabe, AOUSC Joseph & Thomas Jordan, NJC

JUDICIAL DEPARTMENT WORKSHOP "Organization Support of the Courts and Roles and Responsibilities of Court Administrators" Moscow, Russia December 06-08, 1999 (continued)			Vladimir Voloshin, CGJ, Court Administrator Yury Nikolaev, JD Grigory Milevsky, CGJ, Court Administrator Viktor Pismensky, JD Nikolai Budenko, JD Galina Kazantseva, JD Sergei Ivanov, JD Anatoliy Lukyanov, JD Evgeny Kuzmin, JD Lyubov Artemyeva, JD Vladimir Trifonov, JD Vasily Vasilyev, JD Alexander Voskoboinikov, JD Valery Nekhaev, JD Yury Ryabtsov, JD Viktor Leontyev, JD Yury Shutilin, JD Oleg Ovsyannikov, JD Bek Magometov, JD Anatoly Danshin, JD Vladimir Velyaminov, JD Vyacheslav Darzha, JD Peter Samofalov, JD Valery Drobyshev, JD	
JUDICIAL DEPARTMENT WORKSHOP "Automating the Courts of the RF" Moscow, Russia March 15-17, 2000	\$2,812.8	18 Court Administrators and Court Staff	Vladimir Niesov, JD Boris Aksenov, JD Elena Yakovleva, JD	Joseph & Thomas Jordan, NJC
COMMERCIAL COURT WORKSHOP "Sales Contracts, Real Estate Transactions, Damages and Managing of Cases Involving Foreign Companies" Moscow, Russia June 28-30, 2000	\$15,660.68	64 Judge Participants	Justice Alexander Arifulin, SCC Leonid Efremov, SCC Judge Vera Ivanova, CC Justice Sergey Savkin, SCC Judge Nadezhda Zimina, CC Judge Sergey Kravtsov, CC Judge Tatyana Novikova, CC	Judge Delissa A. Ridgway, US Court of International Trade Justice Thomas A. Stander, Commercial Division of the New York Supreme Court
COMMERCIAL COURT WORKSHOP "Sales Contracts, Real Estate Transactions, Damages and Managing of Cases Involving Foreign Companies" Moscow, Yuzhno-Sakhalinsk July 04-06, 2000	\$28,710.21	44 Judge Participants	Justice Alexander Arifulin, SCC Leonid Efremov, SCC Justice Sergey Savkin, SCC Judge Irina Karpenyuk, CC Judge Viktor Yudin, CC Judge Tatyana Zvecharovskaya, CC Judge Yuri Karpekin, CC	Judge Delissa A. Ridgway, US Court of International Trade Justice Thomas A. Stander, Commercial Division of the New York Supreme Court

TOTAL:	\$647,545.73	1855 Participants: 1477 Judges, 221 Court Administrators and 157 Court Staff	181 Russian Faculty	104 Foreign Faculty
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SCC- SUPREME COMMERCIAL COURT COJ – COUNCIL OF JUDGES AOUSC- ADMINISTRATIVE OFFICE OF US COURT CJQ – COLLEGIA ON JUDICIAL QUALIFICATIONS

CC – COMMERCIAL COURT CGJ – COURT OF GENERAL JURISDICTION SCT – SUPREME COURT NJC – NATIONAL JUDICIAL COLLEDGE

FCC – FEDERAL COMMERCIAL COURT JD – JUDICIAL DEPARTMENT RAJP – RUSSIAN - AMERICAN JUDICIAL PARTNERSHIP
(COMMERCIAL COURT OF APPEALS)

ANNEX B

RAJP Workshop Faculty

ANNEX B

Workshop Faculty Totals

RUSSIAN FACULTY

Total Russian Faculty 181

AMERICAN FACULTY

U.S. Federal Judges 36
U.S. Federal Agencies 12
State Judges 16
State Agencies 4
Attorneys 13
Consultants 9
Professors 5
National Judicial College 5

Total American Faculty 100

TOTAL FACULTY 285

ANNEX C

List of RAJP Training Videos

ANNEX C

List of Training Videos

1. "Improving Public Perception of the Courts," Russian Language Version of Indiana Supreme Court Video, September 1998.
2. "Judicial Ethics, Selection and Discipline," Collegia of Judicial Qualifications, Belgorod, Russia, November 1998.
3. "Tax Law, Pre-Trial Procedures and Settlement Conferences," Commercial Court, Moscow Russia, December 1998.
4. "Judicial Ethics, Selection and Discipline," Collegia of Judicial Qualifications, Kazan, Russia, March 1999.
5. "Judicial Ethics, Selection and Discipline," Collegia of Judicial Qualifications, Irkutsk, Russia, July 1999.

ANNEX D

List of Russian Contacts

ANNEX D

Russian Contact List

Russian Contact List	
<p>Vyacheslav Mikhailovich Lebedev Chief Justice of the Supreme Court of the Russian Federation 7/3 Ilyinka, Moscow, 103289 Russia tel: 095-924-2347, 921-7444 fax:095-921-1936</p>	<p>Veniamin Feordovich Yakovlev Chief Justice of the Supreme Commercial Court of the Russian Federation 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 095-208-1194 fax: 095-208-4400</p>
<p>Yuri Ivanovich Sidorenko Chair of the Council of Judges of the Russian Federation 7/3 Ilyinka, Moscow, 103289 Russia tel:095-924-9466</p>	<p>Alexander Vladimirovich Gusev Acting General Director of the Judicial Department 31-a Gilyarovskogo ulitsa Moscow 129090 Russia tel: 095-284-8819/8641</p>
<p>Anatoly Vasilievich Zherebtsov Chair of the Supreme Collegia of Judicial Qualifications of the Russian Federation 15 Povarskaya ulitsa, Moscow 121069 Russia tel: 095-222-0365/0365 fax: 202-0882</p>	<p>Valentin Valentinovich Ershov President of the Russian Law Academy 2 Azovskaya street, Moscow 113149 Russia tel: 095-113-4754 fax: 095-113-4754</p>
<p>Oleg Vitalievich Boikov Deputy Chair of the Supreme Commercial Court of the Russian Federation 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 208-4047/1978</p>	<p>Alexander Arifulin Deputy Chairman of the Supreme Commercial Court of the Russian Federation 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 095-208-1223</p>
<p>Leonid Vladimirovich Yefremov Director of the International Department of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 095-208-1900 fax: 095-208-4400</p>	<p>Vladimir Vasilievich Gukov Director of the International Department of the Supreme Court 15 Povarskaya ulitsa, Moscow 121069 Russia tel: 095-290-4453/222-0268 fax: 095-222-0234</p>
<p>Valentin Vasilievich Kuznetsov Justice of the Supreme Court Deputy Chairman of the Supreme Collegia on Judicial Qualifications 15 Povarskaya ulitsa, Moscow 121069 Russia tel: 095-928-9785 fax: 095-202-0882</p>	<p>Evgeny Leonidovich Popov Director of the International Department of the Judicial Department 31-a Gilyarovskogo ulitsa Moscow 129090 Russia tel: 095-284-8718</p>
<p>Vladimir Valentinovich Peisikov Vice President of the Russian Law Academy 2 Azovskaya street, Moscow 113149 Russia tel: 095-113-7322 fax: 095-113-7509</p>	<p>Ludmila Maikova Chair of the Federal Commercial Court of the Moscow Okrug 18 Akademika Sakharova ulitsa, Moscow Russia 107078 tel: 095-208-7624 fax:095-207-4959</p>
<p>Alla Bolshova Chair of the Moscow City Commercial Court 10 Novaya Basmannaya ulitsa, Moscow 107802 Russia tel: 095-265-9688/9550</p>	<p>Svetlana Marasanova Chair of the Moscow Regional Court 8 Barrikadnaya ulitsa, Moscow 123242 Russia tel: 095-254-1988/5255</p>
<p>Tatiana Andreeva Justice of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 208-7055</p>	<p>Vladimir Demidov Justice of the Supreme Court 7/3 Ilinka ulitsa, Moscow 103289 Russia tel: 095-924-9184/9184 fax: 921-1926</p>

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Russian Contact List	
Vladimir Vedensky International Department of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 095-208 – 4504 fax: 095-208-4400	Alexei Shurygin Chairman of Cassation Chamber of the Supreme Court 7/3 Ilyinka, Moscow, 103289 Russia tel: 095-921-9942/6533
Oleg Naumov Justice of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia	Mikhail Yukhney Justice of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 095-208-1118
Valery Drobyshev Director of the Main Board for Organizational and Legal Support of the Judicial Department 31-a Gilyarovskogo ulitsa Moscow 129090 Russia tel: 095-284-8718	Vladimir Niesov Assistant to Director General of the Judicial Department 31-a Gilyarovskogo ulitsa Moscow 129090 Russia tel: 095-284-8798
Yuri Pogozhev Director of the Information Department of the Judicial Department 31-a Gilyarovskogo ulitsa Moscow 129090 Russia tel: 095-284-8809/8260	Valery Rudnev Valery Editor-in-Chief of the "Rossiskaya Yustitsia" (Russian Justice) 38/40 Zemlyanoy Val, Moscow 103064 tel: 095-917-8082, mobile: 768-1860
Ludmila Korol Acting Rector of the Russian Academy of Justice 2 Azovskaya street, Moscow 113149 Russia tel: 095-119-8976	Vladimir Isaichev Justice of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia tel 095-208-1059
Vasili Vetryansky Deputy Chair of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 095-208-1281	Boris Polonsky Director of the Administrative Department of the Supreme Commercial Court 12 Maly Kharitonievsky, Moscow 101000 Russia tel: 095-208-1393
Petr Pavlovich Serkov Chair of Ylyanovsk Oblast Court 8-8422-412289, 412308, fax: 412303	Alexie Valerievich Treskin Deputy Director of the International Department of the Supreme Court Tel: 222-0267, 291-7127 Fax: 202-7118
Vyacheslav Pavlovich Ivanov Director of the Information and Computerization Department of the Supreme Commercial Court Tel: 925-2751, 208-1959 Fax: 208-1162	Pavel Ivanovich Zverkov Assistant to the Council of Judges Tel: 290-6127
Mikhail Fyodorvoich Zubkov Deputy Director of the International Department of the Judicial Department Tel: 284-8484	Vladimir Valentinovich Maximov Director of the Office for Organizational and Legal Support of the Courts of the Judicial Department Tel: 284-8227
Olga Victorovna Luzhina Publications Department of the Russian Law Academy Tel: 113-7218	

ANNEX E

List of American Contacts

ANNEX E

American Contact List

<p>Prof. Ernest C. Friesen Jr. P.O. Box 533 Silverthorne, CO 80498 USA Tel: (970) 262 0417 Fax: (970) 262 2073 fax</p>	<p>Judge Bernice B. Donald U.S. District Court 167 N. Main, Ste. 341 Memphis, TN 38103-2328 USA Tel: (work) (901) 495 1299 Fax: (work) (901) 495 1303 Tel: (home) (901) 365 4198</p>
<p>Steven T. Walther, Esq. Walther, Key, Maupin, et al. 3500 Lakeside Ct., Ste. 200 P.O. Box 30000 Reno, NV 89520 USA Tel: (702) 827 2000 Fax: (702) 827 2185</p>	<p>Prof. Erwin Chemerinsky The Law School, Univ. of Southern California 699 Exposition Blvd., Room 303 Los Angeles, CA 90089 USA Fax: (213) 740 5502 Email: echemeri@law.usc.edu</p>
<p>Judge Robert Jones U.S. District Court United States Courthouse 1000 S. W. Third Ave, Room 1407 Portland, OR 97204-2902 USA Tel: (503) 326 8340 Fax: (503) 326 8349 Email: cindyschultz@ce9.uscourts.gov Email: Robert_Jones@ce9.uscourts.gov</p>	<p>James Voyles, Esq. Symmes, Voyles, Zahn, Paul & Hogan 1 Virginia Ave, Ste. 700 Indianapolis, IN 46204 USA Tel: (317) 631-1199</p>
<p>Justice Alexander Arabadjiev Constitutional Court of Bulgaria Boul. Dondukov 1 Sofia, 1194 Bulgaria Tel: (359) 2 801392 Tel: (359) 2 873192 Fax: (359) 2 871986 Email: A.Arabadjiev@constcourt.govrn.bg</p>	<p>Judge V. Sue Shields U.S. District Court 256 U. S. Courthouse 46 E. Ohio Street Indianapolis, IN 46204 USA Tel: (317) 229-3670 Fax: (317) 229-3678 Email: vshiee4774@aol.com Email: vss@insd.uscourts.gov</p>
<p>Judge Brent Adams 2nd Judicial District Court Washoe Country Courthouse 75 Court Street 3rd Fl, Department 6 Reno, NV 89501 USA Tel: (702) 328-3176 Fax: (702) 328-3532</p>	<p>Judge Steven Plotkin Court of Appeals for the Fourth Circuit 1515 Poydras St. 7th Floor New Orleans, LA 70112 USA Email: <a href="mailto:srp@4<sup>th</sup>cir-app.state.la.us">srp@4thcir-app.state.la.us</p>
<p>Judge Andre Davis U.S. District Court U.S. Courthouse 101 W. Lombard, Room 520 Baltimore, MD 21201 USA Email: davis@mdd.uscourts.gov</p>	<p>Judge Samuel Ervin III Court of Appeals for the Fourth Circuit One Northsquare 2nd Floor Morganton, NC 28655 USA Fax: (704) 438-9041 Tel: (704) 438-8422 Email: Bcervin@hci.net</p>
<p>Ms. Marla Greenstein Exec. Dir. of the Alaska Commission of Judicial Conduct 310 K Street #301 Anchorage, AK 99502 USA Fax: (907) 272-9309</p>	<p>Judge Michael Hogan U.S. District Court 211 East 7th Street Eugene, OR 97401 USA Tel: (541) 456-6773 Fax: (541) 465-6779 Email: Michael_Hogan@ce9.uscourts.gov</p>

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Email: 75471.1003@compuserve	
Judge Michael M. Mihm U.S. District Court 204 U.S. Courthouse 100 N.E. Monroe Street Peoria, Illinois 61602 USA Tel: (309) 671-7113 tel. (309) 671-7375 fax Email: Mihm@wwc.uscourts.gov	Judge Peter W. Bowie U.S. Bankruptcy Court 325 U.S. West F Street, San Diego, CA 92101 USA Tel: (619) 557-5158 Fax: (619) 557-7056 Email: Peter_Bowie@ce9.uscourts.gov
Judge Sarah E. Barker U.S. Federal District Court U.S. Courthouse 46 E. Ohio Street Indianapolis, Indiana 46204 USA Fax: (317) 229-3607 Email: Sarah_Evans_Baker@wind.uscourts.gov	Judge Sidney B. Brooks U.S. Bankruptcy Court U.S. Custom House 721 19 th Street Denver, CO 80202-2508 USA Tel: (303) 844-5997 Fax: (303) 844-0244/0292
Justice Joseph Walsh Supreme Court of Delaware 820 N. French Street Wilmington, DE 19801 USA Tel: (302) 577-8690	Mr. Joseph Jordan Mr. Thomas Jordan 44 Bret Harte Road San Rafael, CA 94901 USA Tel: (415) 455 8305 Email: Decksone@email.msn.com
Mr. Steven Flanders One Hazen Str. Pelham, NY 10803 USA Tel: (914) 738-3776 Fax: (914) 712-0144 Email: StFlanders@aol.com	Judge Evan J. Wallach U.S. Court of International Trade 1 Federal Plaza New York, NY 10278 USA Email: lawofwar@aol.com
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Temporary Instructions on the Organization of Work of a Court Administrator

Chapter One. Introduction

Section I. General Provisions

- 1.1.1. The present temporary Instructions shall define the job description, general foundations of the organization of the activities, the order of implementing powers of the administrator of the Supreme Court of a republic, krai, oblast court, court of a city of the federal level, court of an autonomous oblast, autonomous okrug, district court (hereinafter - the court administrator or administrator), placed on the administrator by the Clause 19 of the Federal Law #7-Φ3 from January 8, 1998 «On Judicial Department under the Supreme Court of the Russian Federation».
- 1.1.2. The Court Administrator shall fulfill his/her activities in accordance with the requirements of the Federal Law #7-Φ3 from January 8, 1998 «On Judicial Department under the Supreme Court of the Russian Federation», other federal constitutional and federal laws, decrees of the President of the Russian Federation, resolution of the Government of the Russian Federation, regulating the formation of the judicial system of the Russian Federation, status of the judges, organizational support of the court activities, decisions of the All-Russian congress of judges (congress (conference) of judges of the administrative unit («subject») of the Russian Federation), regulations of the Council of Judges of the Russian Federation (council of judges of the administrative unit («subject») of the Russian Federation), orders of the Chairman of the Supreme Court of the Russian Federation, orders of the General director of the Judicial Department, and the present Instructions.
- 1.1.3. Position of the court administrator is considered to be a legal profession.
- 1.1.4. The provisions contained in the present temporary Instructions are mandatory for judges, court employees, employees of divisions of the Judicial Department under the Supreme Court of the Russian Federation (hereinafter - Judicial Department) in the administrative units («subjects») of the Russian Federation - in the part relating to them.

Section II. Powers of Court Administrator

- 1.2.1. The court administrator is the head of the court employees.
- 1.2.2. Heads of subdivisions of the court report directly to the court administrator and are accountable to him.

- 1.2.3. Job description of the administrator shall be approved by the chairman of the corresponding court.
- 1.2.4. The court administrator exercising his/her duties will not interfere in rendering justice.
- 1.2.5. The court administrator shall be provided with the working place corresponding to his position (normally - a separate room) and telephone communication.

Section III. Administrator Reports to the Chairman of the Court

- 1.3.1. Administrator reports to the chairman of the court.
- 1.3.2. Chairman of the court shall:
 - 1.3.2.1. Approve the working plan of the administrator and supervise its execution; examine and approve administrator's reports on the execution of the plan of his/her activities;
 - 1.3.2.2. Define the working schedule of administrator; supervise administrator's working hours; provide on time the appropriate information to the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation - for filling in the time-board;
 - 1.3.3.4. Sign the list on temporary disability of the administrator and submit it to the board (division) of the Judicial Department,
 - 1.3.3.5. Approve the dates of the administrator's annual leave,
 - 1.3.3.6. Petition to the head of the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation for:
 - Assigning classification ranks to the administrator;
 - Establishing a raise in salary for good work;
 - Stimulating the administrator;
 - Imposing disciplinary measures upon the administrator;
 - Removing the administrator from his/her position.
- 1.3.4. Instruction of the chairman of the court on issues of organizational support of the court activities are mandatory for the court administrator.
- 1.3.5. Administrator shall:
 - 1.3.5.1. Report to the chairman of the court on the results of the execution of his/her current activities on a weekly basis.
 - 1.3.5.2. Submit to the chairman of the court a report on the execution of his/her plan of activities on a monthly basis.

1.3.6. In the absence of the chairman of the court (leave, business trip, illness) the administrator reports to the official acting chairman.

Section IV. Interaction of Court Administrator with the Board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation

1.4.1. Court administrator and the Board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation interact in the following fields:

1.4.1.1. Coordination - including financial expenditure - of the activities which are included in the section «Organizational support of the court activities» of the working plan of the corresponding court for six months.

1.4.1.2. Specifying monthly allocations to the court.

1.4.1.3. Monitoring of the work of the court administrator by the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation.

1.4.1.4. Professional training and upgrading skills of the court administrator.

1.4.1.5. Participation of the court administrator in conferences conducted by the board (division) of the Judicial Department on reviewing the results of semiannual activities.

1.4.1.6. Interaction of the court administrator with employees of functional subdivisions of the board (division) of Judicial Department in the administrative unit («subject») of the Russian Federation on the current issues of the organizational support of the court activities.

1.4.1.7. Other issues.

1.4.2. Activities envisaged by the sub-clauses 1.4.1.1, 1.4.1.2, 1.4.1.4, and 1.4.1.5 of the clause 1.4.1 of the present temporary Instructions are executed simultaneously with the mandatory participation of administrators of all courts acting on the territory of the administrative unit («subject») of the Russian Federation - based on the corresponding plans.

1.4.3. Allocations to the court for the month shall be specified by court administrator in the form of submitting the corresponding proposal(s). The deadline of submitting proposal(s) — if it is not defined by the present temporary Instructions — is established by the head of the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation.

The board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation examines the proposals of the court administrator, takes the justified decision, and officially informs the court administrator.

- 1.4.4. The professional training and improving skills of the court administrator are accomplished in accordance with _____
- 1.4.5. Interaction of the court administrator with the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation on other issues may depend on a particular situation.
 - 1.4.5.1 On such issues the court administrator has the right to apply to the corresponding subdivision of the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation in the written form and by telephone (fax).
 - 1.4.5.2. A request of a court administrator made by telephone (fax) to the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation is registered in the special journal (Attachment 1 to the present temporary Instructions) and is reported to the head of the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation.
 - 1.4.5.3. The measures upon such a request shall be taken in accordance with the decision of the head of the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation in the above mentioned journal.

At least once a month the recorded applications of court administrators are summarized and the results of the execution of the decisions of the head of board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation are analyzed. The received results are reported to the head of board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation.
- 1.4.6. Court administrator's activities are monitored by the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation every quarter — in accordance with the requirements defined by the Instructions on planning and monitoring in the system of the Judicial Department under the Supreme Court of the Russian Federation decreed by the General director on _____ 1999 #.
- 1.4.7. The head of board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation in order to ensure organizational support of court administrators' activities and maintain ongoing effective coordination between court administrators and the Board (division) has the right:
 - 1.4.7.1. Give orders on monitoring court administrators' activities (execution of their working plans).
 - 1.4.7.2. Evaluate the court administrators' activities; approve annual reports of court administrators on the results of their activities.
 - 1.4.7.3. Approve working schedules of court administrators.

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Chapter Two. The Foundations of the Organization of Court Administrators' Activities

Section I. Planning Court Administrator's Activities

- 2.1.1. The court administrator shall execute his/her activities in accordance with monthly work plans.
- 2.1.2. The court administrator shall make plans based on the Section «Organizational Support of the Court Activities» of the semiannual work plans of the corresponding courts.
- 2.1.3. Court administrator's work plan for the corresponding month shall include the following activities:
 - Execution of activities stipulated in the present temporary Instructions in the current month;
 - Execution of activities set forth for the current month in the Section «Organizational Support of the Court Activities» of the semiannual work plan of the corresponding courts;
 - Execution of instructions (decrees, orders) of the chairman of the court depending on a concrete situation in the area of organizational support of the court activity.
- 2.1.4. The court administrator shall develop his/her work plan taking into consideration general requirements defined by the Instructions on planning and monitoring in the system of the Judicial Department under the Supreme Court of the Russian Federation decreed by the General director of the Judicial Department on _____ 1999 #.
- 2.1.5. Court administrator's work plan shall be divided into sections corresponding to the sections of Chapter Three «Execution of Activities of Court Administrator» of the present temporary Instructions.
- 2.1.6. The court administrator shall submit his/her work plan to the chairman of the court for approval on the fifth of the month at the latest.

Section II. Accountability of Court Administrators

- 2.2.1. The court administrator shall report to the chairman of the court, board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation, and the Judicial Department (for the administrators of the supreme courts of republics and courts of the similar status).
- 3.2. The court administrator shall make reports on his/her activities to the chairman of the court at weekly staff meetings conducted in the court.
- 3.3. The court administrator shall submit monthly reports in writing on the execution of the monthly plan to the chairman of the court and the head of the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation.

- 3.4. The reports shall be submitted by court administrator during the first ten days of the month following the accountable period and shall be approved by the chairman of the corresponding court.
- 3.5. Administrators of the supreme courts of republics besides submitting monthly reports shall also account to the Judicial Department for the work done every six months.
- 3.6. The reports shall be approved by the chairman of the corresponding court and shall be submitted to the Judicial Department on the following month after the end of the accountable period at the latest.

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Chapter Three. Responsibilities of a Court Administrator

Section I. Organizational Support of the Court Activities, Preparing and Conducting Court Sessions

- 3.1.1. Every month based on the schedules submitted by secretaries of court sessions the court administrator shall prepare a schedule of court hearings of the court and submit it to the chairman of the court for approval.
- 1.2. Every month the court administrator shall hear reports of the secretaries of court sessions on the number of cases heard, postponed, terminated, or transferred to other courts as well as on summons of case participants, assessors and jurors and on transfer of considered cases to the court secretarial office, etc. Based on the received information he/she shall prepare and submit reports to the chairman of the court.
- 1.3. The court administrator shall interact with the senior bailiff of the corresponding division of bailiffs on issues of ensuring security during court sessions, conveying of defendants and compulsory bringing to court of parties whose presence is required as well as take part in coordination of the protection of court buildings, consulting rooms, and judges' offices.
- 1.4. The court administrator provides for normal conditions of rooms for court sessions and hears daily reports of the head of the administrative department on this issue.
- 1.5. The court administrator shall appoint a court employee to supervise secretaries of court sessions in managing cases and meeting deadlines of transferring the considered cases to the court secretarial office as well as hear his/her weekly reports on the accomplished work.
- 1.6. He/ she shall ensure that all the employees and visitors of the court are acquainted with the rules of conduct in the court building (offices).
- 1.7. In case of violation of these rules or of the established order of receiving visitors the court administrator shall take appropriate measures including involvement of bailiffs.
- 1.8. Every year the court administrator prepares a schedule for receiving court visitors and submits it for approval to the chairman of the court and he/she shall provide for observing the established reception days and hours.
- 1.9. The court administrator appoints a court employee responsible for recording, receiving, and keeping material evidence and personal documents of the convicts, establishes in accordance with the record keeping rules his/her responsibilities as well as supervises his/her activity by hearing weekly reports on the accomplished work.
- 1.10. The court administrator forms a court commission on destruction of material evidence.

- 1.11. At least every two months the court administrator monitors recording, receiving, and keeping material evidence and convicts' personal documents and takes measures on elimination of shortcomings.
- 1.12. In conjunction with the head of the administrative department the court administrator shall make arrangements for recording the use of document forms and defining the court needs in them; he/she shall also arrange for keeping court seals and stamps.
- 1.13. At least once every three months based on the applications submitted by the court divisions the court administrator shall prepare a request for printing document forms and letter heads and send this request to the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation.

Section II. Interaction With the Bar in the Area of Supporting the Activities of Courts

The court administrator shall:

- 2.1. Supervise referral by secretaries of court sessions of appropriate notifications to legal advice office or presidium of the Bar of the administrative unit («subject») of the Russian Federation on appointing attorneys and lawyers to participate in a court hearing as well as monitoring the fact of their appointment by the above mentioned bodies within 24 hours from the time of receiving a request for it. For this purposes the court administrator shall use the corresponding journal to record all the appropriate information provided by secretaries of court sessions.
- 2.2. Based on the data provided by secretaries of court sessions - keep records of non-appearance of attorneys and counsels in court hearings.
- 2.3. Based on the provided information ensure that secretaries of court sessions send required notifications to the presidium of the Bar of the administrative unit («subject») of the Russian Federation on non-appearance of attorneys and counsels in court on applying disciplinary measures to them.
- 2.4. Ensure that the court decision on compensating attorneys and counsels for their services at the state expense be sent to the appropriate division of the Judicial Department.

Section III. Providing for Appropriate Living and Social Conditions as well as Medical Care and Spa Treatment for Judges and Court Employees.

The court administrator shall:

- 3.1. Submit the following information in accordance with the letter #CД- 3/496 from June 18, 1999 before January 15 and July 15:
 - On granting monthly lifelong allowances to judges during the six months;
 - O paying severance pay to judges during the six months.

- 3.2. Collect before January 1 applications and requests for medical and spa treatment of judges and their families in accordance with the letter #CД- 3/1064 from December 2, 1999.
- 3.3. Submit every quarter (January 15, April 15, July 15, October 15) reports on the number spa vouchers used in accordance with the letter #CД- 4/1055 from August 31, 1999.
- 3.4. Submit as required changes and amendments to the lists of judges and their families subject to voluntary medical insurance. The lists shall be submitted in accordance with the letter #CД- 3/267 from April 4, 1999.
- 3.5. In case of insurance accident submit information in accordance with the letter #CД- 3/253 from April 27, 1999.
(Administrators of the Supreme courts of republics and the courts of the similar status submit information to the Judicial Department, administrators of district courts submit information to the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation for further submitting it to the Judicial Department.

Section IV. Providing Judges and Court Employees with the Normative Legal Acts, Legal Literature, Manuals, and Other Reference Materials

The court administrator shall:

- 4.1. Register written applications for the centralized subscription to official sources of publishing of the normative legal acts of the federal legislation and national journals. The applications shall be referred to the Main board for organizational and legal support of the court activity. The deadlines of submitting applications: for the second six months of 2000 - April 30, 2000, for the first six months of 2001 - September 30, 2000.
- 4.2. Monitor receipt by the court of periodicals by the centralized subscription. Every month submit reports on receipt of subscribed editions to the Main board for organizational and legal support of the court activities. Interact with the regional department of the federal post service in case editions are not received.
- 4.3. In conjunction with the expert on codification of the court legislation subscribe to the official sources of publishing legislation of the administrative unit («subject») of the Russian Federation and other local periodic editions. Monitor receipt of the above mentioned editions by the court.
- 4.4. Every quarter monitor the activity of the court codification department, assist in providing the codification department with the necessary equipment, literature and methodical materials on systematization of the legislation, keeping files.
- 4.5. In conjunction with the codification expert make list of legal and reference literature for acquisition for the court library and judges' libraries as well as methodical textbooks for court employees. The applications shall be referred to the Main board for organizational and legal support of the court activity for the centralized purchase. Arrange receipt of the

editions purchased for the court in the centralized way. In case there is a need for purchasing legal and reference literature in their region.

- 4.6. At least once in every quarter provide the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation with reviews, references, interpretations prepared by court collegia as the result of studying and generalization of the court practice as well as texts of separate court decisions (the selection shall represent law applying activity of the court) for publishing bulletin of court practice.
- 4.7. Monitor publishing bulletin of court practice of the court and providing it to district courts as well as providing one issue of the bulletin to the Main board of organizational and legal support of the court activity; require from the board (division) of the Judicial Department in the administrative unit («subject») of the Russian Federation providing the corresponding information.
- 4.8. In order to provide courts with computer informational systems in conjunction with expert on information:
 - Ensure meeting deadlines of concluding agreements on the use of informational legal systems (December 10 of the year preceding the year of agreement). Ensure that one copy of each agreement is sent to the Judicial Department for preparing draft budget (December 20 of the year preceding the planned year);
 - Oversee timely upgrading and maintenance of informational court systems which, according to agreements, shall be done by regional centers of the software developers;
 - Summarize and analyze the needs of judges in expanding configuration of the systems being used and installing additional legal databases.

Section V. Information and Legal Support of the Court Activities

The court administrator shall:

- 5.1. Monitor the process of entry into the court “passport” (registration document) of information on material support of the court.
- 5.2. During the periods from March 15 to March 20 and from September 15 to September 20 of the current year monitor entry into the court passport information on availability and condition of equipment, software, the local network, and means of communication.
- 5.3. In the periods from June 10 to June 25 and from December 10 to December 25 of the current year evaluate availability of main material and informational recourses in the court.
- 5.4. Evaluate condition and quality of electronic channels of communication.

- 5.5. Arrange technical consultations to the court employees to increase efficiency of use of equipment and software.
- 5.6. Oversee debriefing of the newly appointed court employees on the use of equipment and software.
- 5.7. Interact with representatives of organizations providing services to maintain equipment, software, and communication facilities.
- 5.8. Oversee preparation of hard and soft copies of reports (July 2-15 of the current year and January 2-15 of the next year) on the condition of equipment, activities of organizations responsible for the equipment maintenance, and quality of communication means.
- 5.9. Take (propose) measures on solving problems arising in the organizational and legal support of the court.
- 5.10. Ensure protection of electronic information and its integrity, implement safety policy in the computer networks.
- 5.11. Oversee physical and program access to the computer equipment.
- 5.12. Forbid access to computers of unregistered users.
- 5.13. Ensure anti-virus protection.
- 5.14. Make approved list of the installed applications and programs and prohibit installation of non-approved software.
- 5.15. Prohibit use of unlicensed software.

Section VI. Keeping Court Statistics

The court administrator:

- 6.1. In conjunction with court employees responsible for keeping court statistics at least every six months monitor statistical cards for criminal and civil cases.
- 6.2. Provide statistical cards #4 (recording damage inflicted by crimes), #5 (for criminal cases), #6 (for civil cases), statistical cards for defendants as well as all the necessary forms.
- 6.3. Enter into the computer database information contained in statistical cards for defendants of criminal cases in the trial and appellate courts.
- 6.4. Oversee preparation of hard copies of annual (semiannual) reports for the trial court (forms of accounts #1, 2, 1-AII, 4) and the appellate court (forms of accounts #6, 7, 8, 9).

- 6.5. Send soft copies of the above-mentioned reports to the Judicial Department under the Supreme Court of the Russian Federation by technical communication channels.
- 6.6. Prepare soft copy of the database on convictions and send it to the territorial division of the Judicial Department.
- 6.7. Meet the deadlines of submitting the court statistics to the appropriate bodies.
- 6.8. Oversee and regularly analyze accuracy and reliability of the statistical information.
- 6.9. Summarize and distribute experience of the registration and statistical activities, provide for improving skills of the court employees involved in the primary statistical accounts.
- 6.10. Analyze statistics, prepare summaries, reviews, inform court employees on the main indicators of the court activity.
- 6.11. Interact with the law enforcement agencies and state bodies on issues of compatibility of statistics and compiling combined accounts.

Section VII. Organizing Clerical and Secretarial Activity and Work of the Archives

The court administrator shall:

- 7.1. Inform court employees on the contents of normative acts regulating organization of clerical and secretarial activity and work of the archives as well as arrange for studying of these acts during the three days after their receipt in the court.
- 7.2. At the end of a work week upon the approval by the head of the court secretarial office look through the journals: of cases to be considered at court sessions; of registering incoming correspondence and reception of visitors; of registering suggestions, requests and complaints on court activities which are not considered in the order established by the criminal and civil legislation, and other journals.
- 7.3. Define and take measures to eliminate violations in registration of criminal and civil cases coming to the court and of other correspondence.
- 7.4. At least once a month based on the information received from the above-mentioned journals report to the chairman of the court on the document flow in the court.
- 7.5. In case of violation of deadlines of the document flow in the court the court administrator in agreement with the chairman of the court takes measures to eliminate these violations.
- 7.6. Based on weekly reports submitted by heads of the court secretarial offices and secretaries of court sessions keep statistics and analyze information on the circulation of documents in the court as well as amount of incoming and outgoing correspondence.

- 7.7. Appoint a court employee responsible for enforcement of judgments, decisions, rulings, court orders and resolutions and in conjunction with the chairman of the court supervise his/her activity.
- 7.8. In conjunction with heads of the secretarial offices make nomenclature of court orders.
- 7.9. Establish in accordance with the rules of case management in courts the order of giving out copies of court documents.
- 7.10. Appoint a court employee who shall be present when the court visitors have access to cases and supervise his/her activity.
- 7.11. In conjunction with head of the administrative department provide a specially equipped room for visitors' access to cases.
- 7.12. At least once every quarter monitor case management in the court (registry journals, cards and other court documents as well as court orders). The administrator of the supreme court of a republic has the right to involve employees of a court secretarial office to monitor another court secretarial office.
- 7.13. Form the court expert commission on the archives and submit it for approval to the chairman of the court as well as provide for the activity of this commission.
- 7.14. In conjunction with the head of the administrative department equip the archives premises in accordance with the requirements of the Instructions on keeping, selection, and passing to the archives of documents of federal courts of general jurisdiction.
- 7.15. At least once every six months monitor the order of keeping materials in the court archives, namely equipment of the archive premises in accordance with security requirements, keeping materials only on specially equipped shelves, availability of card closets, observing temperature conditions, availability of the appropriate indicators, etc.
- 7.16. At least once a year in conjunction with members of expert commission monitor inventory-making of documents kept in the archives.
- 7.17. At least once every ten years in time established by the chairman of the court, in conjunction with members of the court expert commission monitor availability and condition of cases and orders.
- 7.18. In conjunction with the expert commission select cases for transferring to the board of the archives of the administrative unit («subject») of the Russian Federation.

Section VIII. Ensuring Security of the Court Buildings, Facilities and Property Out of Hours as well as Ensuring Security of Judges and Their Families

The court administrator shall:

- 8.1. To ensure security of the court buildings out of hours develop in agreement with the bodies of the Judicial Department the draft bilateral agreement between the court administration and the administration of security guards. In case such agreements can not be concluded, the court buildings shall be protected by a guard with whom a labor contract shall be signed. The guard's activities shall be regulated by the instructions.
- 8.2. Make annual draft budget for purchasing equipment for the court with technical means to ensure its security.
- 8.3. Make arrangements to install metal bars on windows and doorways of the court building.
- 8.4. Make arrangements to install permanent metal-searcher in the court building.
- 8.5. Equip and maintain in the appropriate conditions of the guards room and wards of temporary confinement.
- 8.6. In conjunction with the police make arrangements to install in judges' chambers and halls of court sessions alarm buttons connected to the police guardroom.
- 8.7. Provide information on emergency situations in the court building and emergency situations involving judges and their families in accordance with the order of the General Director of the Judicial Department #40 from April 9, 1999.
- 8.8. Submit as required proposals to the chairman of the court and the division of the Judicial Department on ensuring security of judges and their families.

Section IX. Ensure Uninterrupted Operation of Court Transport, Means of Communication and Work of the Building Maintenance Department

Section X. Provide for Building Construction, Renovation and Technical Equipment of the Court Buildings and Facilities

The court administrator shall:

1. Provide for good technical maintenance of the court building ensuring:
 - Use of buildings and facilities serving their direct purpose;
 - Normative sanitary conditions for court employees and judges;
 - Long term use of buildings and facilities protecting them from untimely deterioration and destruction;
 - Security of the building, judges, court employees, and participants of court sessions;
 - Fire safety of buildings and facilities;

- Accident-free functioning of the facilities: water, heat, electricity supply, and sewer system;
- Economical expenditure of funds allocated for renovation and construction;

All the above mentioned activities shall be implemented in accordance with the «Instruction on technical maintenance, current renovation of buildings and facilities of courts and the system of the Judicial Department under the Supreme Court of the Russian Federation» approved by the order of the General Director #32 from March 29, 1999.

2. Make and implement annual plans of construction, major and current repairs following the General Director's orders #32 from March 29, 1999; #62 from June 21, 1999; #95 from August 24, 1999.
3. Register judges who do not have apartments or need to improve their living conditions. Take part in the activities of the court commission on housing.
4. Interact with local bodies of executive power, representatives of other federal ministries and departments in the administrative units («subjects») of the Russian Federation to ensure uninterrupted supply of fuel and energy to court buildings, receipt of legal documents on land, buildings and facilities.
5. Maintain the records of the "court passport."
6. Participate in concluding agreements with companies supplying fuel and energy, doing repairs and construction.
7. Select, train, and supervise the work of support staff of the court; be responsible for protection of labor and accident prevention.
8. Draw draft budget of the court, receive approval from the chairman of the court and submit it to the appropriate department of the Judicial Department under the Supreme Court of the Russian Federation.
9. In accordance with orders and instructions of the General Director of the Judicial Department under the Supreme Court of the Russian Federation and his/her deputies submit to the UKS reports, messages and the requested information.

Section XI. Draw Court Draft Budgets Which Shall be Approved by the Chairman of the Court and Submit Them to the Corresponding Division of the Judicial Department for Approval

The court administrator shall:

1. Participate in drawing draft budget for the next fiscal year.
 - 1.1. Define needs in office supplies, special document forms and letterheads for the court system, uniforms, etc.

- 1.2. Participate in drawing draft budgets of the court support by defining allocations for the required goods and services.
2. Make arrangements to consider projects, to conclude and execute agreements on supply of goods and services.

The court administrator shall submit the collected information to financial divisions of the court and the territorial division of the Judicial Department which in their turn include it in the draft budget.

Section XII. Make Arrangements to Consider Citizens' Petitions to the Court

The court administrator shall:

- 12.1. Ensure office work upon citizens' petitions on issues of the court activities, which are not considered in the order established by the criminal and civil legislation, directed by the chairman of the court and supervised by the appropriate division of the Judicial Department.
- 12.2. Ensure meeting the established deadlines of consideration of petitions transferred by the chairman of the court for execution to judges or court employees.
- 12.3. Arrange additional supervision if the consideration of petitions is prolonged.
- 12.4. Upon instruction of the chairman of the court consider inside his competence citizens' petitions concerning the issues of organizational support of the court activity.
- 12.5. Upon instruction of the chairman of the court receive citizens on the issues inside the competence of court administrator.
- 12.6. Arrange selection and keeping of materials for making analytical documents on work with citizens' petitions.
- 12.7. Ensure conducting quarterly, semiannual, annual, and subject statistics analysis, and analysis of nature and results of consideration of citizens' petitions.
- 12.8. Be responsible for meeting deadlines of preparing information and analytical materials submitted to the corresponding division of the Judicial Department.

Section XIII. Supervising Discipline in the Court

The court administrator shall:

- 13.1. Systematically supervise office work in the court, receipt of citizens' applications by the clerks of the secretarial office, and activities of the archives.

- 13.2. Provide for meeting the requirements of state standards of organizational and administrative documents.
- 13.3. Supervise the fulfillment by court employees of their job responsibilities.
- 13.4. Monitor the observance of the labor regulations and labor contracts concluded with court employees.
- 13.5. Supervise timely fulfillment of the court work plans, execution of orders and instructions.
- 13.6. Ensure for timely submitting to the corresponding division of the Judicial Department the information required in accordance with the Regulations on supervision in the system of the Judicial Department under the Supreme Court of the Russian Federation (the order of the General Director #106 from September 7, 1999).
- 13.7. Provide for timely submitting to the corresponding division of the Judicial Department the information for preparing the annual report.

ANNEX G

Curriculum for Training Court Administrators

CURRICULUM FOR TRAINING COURT ADMINISTRATORS

#	Subject	Number of Hours	Type		
			Lecture	Seminar	Practicum
1.	Court system of the Russian Federation: constitutional principles of functioning. Legal reform and its role in the process of developing organizational structure of courts	2	2		
2.	Judicial Department: functions and structure	4	2		
3.	Role of a court administrator	2	2		
4.	Organization of court administrators' work	2	2		
5.	Observing rules of ethics and etiquette by court administrators	2	2		
6.	Psychological methods for avoiding conflict situations at work	2	2		
7.	Selecting and terminating court administrators	2	2		
8.	Powers of a court administrator in the area of:				
8.1	Providing organizational support to courts and preparing for court hearings	4	2	2	
8.2	Interacting with the bar associations, law enforcement agencies and other state institutions	2	2		
8.3	Providing for proper conditions of work for judges and court staff as well as for medical services and treatment for them.	4	2	2	
8.4	Providing judges and court employees with regulations, legal literature, books, reference materials, data bases in electronic format and legal data bases such as "Garant," "Consultant Plus," "Codex," etc.	6	2		4
8.5	Organizational and legal support of court activities; court statistics, case management and archives	2	2		
8.6	Arranging for security of court buildings judges' chambers and court property during working hours and on week-ends or holidays, providing for reliable functioning of court communications systems and court vehicles	2	2		
8.7	Construction of court building, maintenance and current repairs in court buildings	2	2		

#	Subject	Number of Hours	Type		
			Lecture	Seminar	Practicum
					4
9.	Case management	6	2		4
10.	Receiving visitors in court	4	2	2	
11.	Interaction of court administrators with different court departments and court employees	4	2	2	
12.	Interaction of court administrators with the Judicial Department (or its regional divisions)	2	2		
13.	Role of the court administrator in the process of establishing and maintaining contacts with representatives of judiciary from other countries	2	2		
14.	Use computers and other equipment	6	2		4
15.	Supervision of court administrator's activities	2	2		
	TOTAL:	72	46	10	16

ANNEX H

Charter of the Russian Academy of Justice

Charter of the State Educational Institution of Higher Professional Education The Russian Academy of Justice

I. GENERAL PROVISIONS

1.1. The Russian Academy of Justice (further named as "Academy") is a state educational institution of higher professional education. The academy was created according to the Decree of the President of the Russian Federation of 11 May 1998 No. 528 "On the Russian Academy of Justice" and the Decree of the Government of the Russian Federation of 28 October 1999 No. 1199 "On the Russian Academy of Justice" with assignment of executing functions of founders to the Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation.

1.2. The Academy is a legal entity, has a balance sheet, its own property, bank accounts in banks and other credit institutions including settlement account, current account, currency account and other, can independently conclude contracts, acquire property and non-property rights, discharge obligations, be a plaintiff or a defendant in court.

1.3. The Academy has a seal with its name, stamps, forms, an emblem registered in due order, other symbols.

1.4. The activities of Academy are governed by the Constitution of the Russian Federation, conventional principles and standards of the international law, the law of the Russian Federation "On Education," Federal Law "On Higher and Post-Graduate Professional Education," other laws and normative legal acts of the Russian Federation and the present Charter.

1.5. Supervision over the conformity of Academy's activities to the purposes and tasks stipulated in the present Charter is exercised by the Supreme Court of the Russian Federation and the Supreme Commercial Court of Russian Federation according to the legislation.

1.6. The official name of the Academy is the State Educational Institution of Higher Professional Education "Russian Academy of Justice."

1.7. The location of the Academy is Moscow, Povarskaya Street, House 15.

2. MAIN TASKS AND ACTIVITIES OF THE ACADEMY

2.1. The academy shall:

- Improve qualifications and retrain judges, personnel of general jurisdiction and commercial courts, personnel of the Judicial Department at the Supreme Court of the Russian Federation;
- Train candidates for the positions of judges of general jurisdiction and commercial courts;
- Train experts for the judiciary under the programs of higher and secondary professional legal education;

- Train post-graduate students and those working for a degree of doctor or a professor under the programs of post-graduate professional training;
- Carry out fundamental and applied scholarly research in the field of organization of the judicial system, scholarly support of law enforcement and law-drafting activities of judicial authority agencies;
- Cooperate with legal scholarly and educational institutions of Russia, CIS, other countries and international organizations for the purposes of studying and using their experience in law-creating, law-enforcement and scholarly activities, training, retraining and improving qualifications of experts;
- Publish scholarly, educational, methodical, reference and other literature;
- Carry out other kinds of activities which are not prohibited by law.

3. THE JURISDICTION OF THE SUPREME COURT OF THE RUSSIAN FEDERATION AND THE SUPREME COMMERCIAL COURT OF THE RUSSIAN FEDERATION

3.1. The Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation perform the functions of founders of the Academy according to Item 1 of the Decree of the Government of the Russian Federation of 28 October 1999 No. 1199.

3.2. The Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation shall:

- Control and check educational, scholarly, economic and other kinds of activities of the Academy;
- Approve annual working plans of the Academy and annual work reports of the Academy;
- Issue orders, which are mandatory for the Academy, set forth tasks for the Academy;
- Approve the authorities of the rector, elected by the conference of the Academy, and release the rector from his position as agreed with the conference of the Academy on the bases stipulated by federal laws;
- Approve the Charter of the Academy accepted by the conference of the Academy;
- Exercise other authorities of founders stipulated by the legislation.

4. STRUCTURE OF THE ACADEMY

4.1. The Academy is engaged in educational and research activities directly or through organizations created by the Academy and/or its branches.

4.2. In order to perform its functions in the order established by the legislation and the Charter, the Academy creates faculties, departments and other structural divisions.

4.3. According to the legislation the Academy can create organizations and branches.

4.4. The legal status and the functions of organizations, branches and structural divisions of the Academy are defined in accordance with the legislation and the Charter of the Academy, rules and provisions approved by the rector.

5. ADMINISTRATIVE BODIES

5.1. Management and supervision of the activities of the Academy are exercised according to the legislation of the Russian Federation and the Charter of the Academy in line with the principles of collegiality and individual responsibility.

Administrative bodies of the Academy are:

- The Conference of professors and scholars, other categories of personnel and trainees of the Academy (further named as “Conference”);
- The Board of Directors of the Academy (composed of scholars and professors);
- The Rector of the Academy.

5.2.1. The Conference is convened at least once a year. The order of election of delegates to the Conference of the Academy is determined by a provision approved by a general meeting of the personnel and trainees of the Academy. This provision should guarantee participation of all categories of personnel and trainees in the Conference providing 70% of the Conference representatives should be elected from professors and scholars. The representation of the members of the Board of Directors of the Academy should not exceed 50% of the total number of the delegates.

5.2.2. The Conference the Academy:

- Considers and approves the Charter of the Academy, amendments and supplements to it;
- Elects the Board of Directors of the Academy;
- Elects the Rector of the Academy;
- Establishes the system of allocating Academy funds for paying compensation, bonus and other financial “incentives” to the rector, pro-rectors and the secretary of the board;
- Approves the provision about the auditing committee;
- Elects the auditing committee of the Academy;
- Discusses annual reports of the rector on Academy's activities;
- Exercises other authorities stipulated by the legislation and the present Charter

5.2.3. The Conference elects the chairman and the secretary. The chairman conducts the Conference. The secretary takes minutes of the Conference. The chairman and the secretary of the Conference sign the minutes and documents approved by the Conference.

5.3. An elected representative body - the Board of Directors, exercises the general control of scholarly and training activities of the Academy. Members of the Board of Directors are the Chairman of the Supreme Court of the Russian Federation, the Chairman of the Supreme Commercial Court of the Russian Federation, one of their deputies, the rector who is the chairman of the Board of Directors, pro-rectors and the board secretary. Other members of the Board of Directors are elected by the Conference of the Academy by secret vote from judges and personnel of general jurisdiction and commercial courts, professors and scholars of the Academy and other educational and scholarly institutions, the most skilled personnel of the government agencies. The candidates who have more than 50% of votes become members of the Board if the participants to the Conference are at quorum of not less than 2/3 of the registered delegates. The

membership of the elected Board of Directors is announced by the Order of the Rector of the Academy.

The Board of Directors acquires its powers at presence of 2/3 of its members and takes decisions by simple majority of votes.

The Board of Directors of the Academy:

- Considers various issues of educational, scholarly, methodical and publishing activities of the Academy;
- Discusses problems of theory and practice of judicial activities, law creating and application of law;
- Develops methods for and carries out training, retraining and raising qualifications of trainees and students;
- Recommends that manuscripts of monographs, textbooks, manuals and other kinds of scholarly, educational and methodical literature be published, establishes signature stamps: “Recommended as., for judiciary,” “Recommended as... for the students of the Russian Academy of Justice”;
- Considers questions of improving training of professors and scholars,
- Gives titles of Honorable Doctor of the Academy;
- Gives scholarly titles of the Senior Scholar;
- Petitions for assignment of titles of honor of the Russian Federation;
- Recommends in due order for scientific ranks “Professor,” “Senior Lecturer”;
- Approves subjects of the candidate and doctor's thesis and scientific papers;
- Organizes competitions to fill vacancies of heads of faculties, scholars and professors;
- Has other rights stipulated by the legislation.

The decisions of the Board of Directors come into force after signing thereof by the rector of the Academy - the Chairman of the Board of Directors.

5.4. In order to consider thesis as provided by the legislation thesis councils are created at the Academy.

5.5. Management of the Academy is exercised by the rector. The rector is elected at a conference by secret vote for the term of 5 years and is approved by the Order of the Chairmen of the Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation. The first rector of the Academy is appointed by the Order of the Chairmen of the Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation for the period of one year without electing him at the conference.

The rector reports to the Conference of the Academy and by results of the report he can be elected by secret voting for the term of 5 years. If the rector has not received more than 50 % of votes, and also if there is a vacancy, the election of the rector of the Academy is held on a competitive basis. The provision about competition shall be approved by the Conference of the Academy.

In case of justified refusal of the Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation to approve the nominee elected at the Conference as a rector, according to the legislation new elections shall be held on a competitive basis.

The rector performs his duties up to the moment of appointing of a new rector in the order established by the present Charter. For the time of rector's absence his duties are performed by the first pro-rector or other pro-rector according to the order of the rector on fulfilling his/her duties.

The rector is responsible for training of highly skilled experts, for managing and supervising educational, scholarly, organizational, economic and other activities of the Academy, for complying with the Law and for fulfilling the decisions of the Supreme Court of the Russian Federation and the Supreme Commercial Court of the Russian Federation.

The rector of the Academy according to the legislation exercises all the authorities granted to a head of an educational institution.

The rector of the Academy:

- Represents the Academy in all organizations or agencies;
- Manages the property of the Academy, concludes agreements and contracts, issues powers of attorney, opens and closes bank accounts of the Academy;
- Issues decrees, instructions and orders mandatory for the Academy staff;
- Approves the organizational structure of the Academy, staff needs and number of members of the Board of Directors and requirements they should meet;
- Concludes and terminates employment agreements and contracts with vice-rectors and other employees;
- Approves charters and by-laws of the Academy branches and divisions;
- Develops systems of compensating employees of different categories;
- Approves budget of the Academy;
- Approves the regulations of the activities of pro-rectors;
- Issues orders on admitting students of various categories (undergraduates, students for advanced training, students-judges, post-graduate students writing thesis on various subjects of law, candidates obtaining titles of professors or doctors) as well as on their expelling;
- Together with the Supreme Court and Supreme Commercial Court develops curricula for training of judges, court employees and time schedules for the training courses;
- Approves training plans, curricula, forms of training and rules for admitting students;
- Approves regulations on tenders or competitions for the best scientific paper;
- Establishes workloads for professors and faculty, as well as number of hours they should spend on teaching and scientific work;
- Determines the amount of tuition;
- Approves prices on scientific and reference literature and materials as well as cost of services provided by the Academy;
- Supervises the activities of the Academy councils of scholars;
- Undertakes other activities in accordance with the legislation of the Russian Federation and the present Charter

The rector has the right to authorize other individuals to perform his/her duties.

5.6. In order to discuss various issues of management as well as of scientific and research work and training activities the rector of the Academy forms a "Rector's Council." The members of this council are the rector, first pro-rector, (deputy rector), pro-rectors, chief accountant, and a secretary. The rector supervises the activities of the council and assigns duties to pro-rectors.

6. AUDITING COMMISSION

6.1. The auditing commission is the controlling body of the Academy. It is formed and acts in accordance with the Russian legislation, Regulation on Auditing Commission approved by the Conference of the Academy.

7. RIGHTS AND RESPONSIBILITIES OF THE ACADEMY

7.1. In accordance with the legislation of the Russian Federation the Academy shall:

- Carry out research in the area of drafting laws, applying law and education;
- Look for additional sources of financing of its activities including bank loans;
- Establish a system for compensating its employees, including bonuses and additional payments;
- Monitor results of training and progress of students in accordance with the legislation and the present Charter;
- Issue diplomas and certificates on higher legal education or other certificates on completing particular courses;
- Form panels to make decisions on thesis of those obtaining scientific degrees of professors or doctors;
- Obtain at the Supreme Court and Supreme Commercial Court, other courts and Judicial departments documents, legal acts and reports on considered cases as well as resolutions and other materials required for fulfilling the tasks set forth for the Academy by the present Charter;
- Publish papers, textbooks, monographs, articles, training guides and other reference materials;
- Convene international meetings, conferences, seminars, admit foreign students for training at the Academy and send Russian students, doctors, professors and Academy employees for training abroad;
- Exercise other powers and rights which do not contradict the current legislation and required for fulfilling the tasks of the Academy;
- Have other responsibilities provided for by the federal legislation and other legal acts.

8. RIGHTS AND RESPONSIBILITIES OF THE ACADEMY EMPLOYEES

8.1. Employees of the Academy are: management, faculty, scholars, staff of various departments and divisions. Number of positions and the amount of compensation paid to employees shall be stipulated in a staffing plan in accordance with the Russian legislation.

8.2. The rights and responsibilities of the employees are established by the Constitution of the Russian Federation, the present Charter, regulations and job descriptions approved by the rector of the Academy.

9. RIGHTS AND RESPONSIBILITIES OF STUDENTS AND POST-GRADUATE STUDENTS

9.1. Students of the Academy are individuals who have been admitted to the Academy by an order of the rector.

9.2. Students of the Academy shall have the rights and responsibilities as established by the legislation of the Russian Federation and the present Charter.

9.3. A student or post-graduate student of the Academy is an individual admitted for training by an Order signed by the rector.

9.4. Post-graduate department admits citizens of the Russian federation as well as citizens from other countries with higher professional education. Training at the post-graduate department may be full-time, part-time or by correspondence. Postgraduates shall adhere to the regulation on the advanced training and receiving scientific degrees approved by the rector in the order established by the law.

9.5. Students, post-graduate students and those writing thesis shall exercise rights and fulfill responsibilities in accordance with the current legislation of the Russian Federation and the present Charter.

9.6. Students shall be given “student ID certificates” and “examination books” of the established format.

9.7. Students and postgraduates who attend full-time department and whose training is paid for from the federal budget shall be paid stipends in the amount established by the law and in the order established by the Board of Directors. Students have the right to receive stipends paid to them by legal entities or individuals who sent them for training as well as “registered” stipends paid in accordance with the “Regulation on paying registered stipends.”

9.8. The Academy within its budget and using additional sources of financing shall develop measures for social support of students and post-graduate students. The order of providing social support as well as the amount of stipend paid to certain categories of students depending on their status and concrete progress in studies is determined by the Board of Directors.

9.9. A student who met all the requirements of the training plan and curriculum shall be permitted to take state exams.

9.10. Students and post-graduate students shall have the following rights:

- To participate in discussions of major issues of the Academy activities and to be a member of public organizations represented at the Academy;
- To participate in developing contents of studies provided they comply with the state standards for education (this right might be restricted by an agreement made between the Academy and the legal entity or individual who sent the student for training at the Academy and will take the responsible for the student’s further employment.);
- To choose subjects for studies upon the agreement with the dean and from the number of subjects established by the training plan;

- To raise issues on replacing an instructor;
- To participate in scientific research, conferences and symposiums;
- To submit papers or articles for publishing;
- To appeal orders and instructions of the Academy management in order established by the law.

There are various forms of incentives for good results in studies and active participation in scientific research. Financial incentives are provided from the funds available and upon the agreement with the dean.

9.11. Students and post-graduate students have the right to use the library of the Academy and in particular they shall have the rights to :

- Get complete information on the books available in the library;
- Get professional assistance in order to find or select books or other materials which are necessary for their studies.

9.12. Students and post-graduate students shall be responsible for:

- Getting knowledge and timely fulfilling the tasks set forth by the instructor.
- Following the provisions of the Academy charter.
- Observing the Academy by-laws and rules of staying at the Academy hotel.
- Raising their cultural, educational and moral level.

9.13. In case students and post-graduate students violate the established rules or the provisions of the Charter the following penalties or disciplinary measures might be imposed on them:

- Warning;
- Reprimand;
- Serious reprimand;
- Expelling from the Academy.

A disciplinary measure might be imposed no later than within one month from the date of the misconduct. It is not allowed to expel students during their sick leave, maternity leave or vacations.

10. TRAINING PROCESS

10.1. The main aim of the training process at the Academy is to provide the graduates of the Academy with professional skills and knowledge in accordance with government standards for higher education which establish the contents of training plans and curricula as well as maximum load on students and requirements that the graduates should meet.

10.2. Training at the Academy is based on the training plan, annual calendar schedule and timetable of classes.

10.3. Annual plans for admitting students to the Academy whose training is paid by the federal budget shall be approved by the Chairman of the Supreme Court of the RF and the Chairman of the Supreme Commercial Court of the RF.

10.4. Plans for advanced training and retraining of judges, court administrators and court employees as well as training of the candidates to judges' positions are approved by the Chairman of the Supreme Court and the Chairman of the Supreme Commercial Court.

10.5. Term of training:

- the program of advanced legal education – as set by the legislation of the Russian Federation;
- the program of higher legal education – from 4 to 6 years depending on subject of studying and specialty;
- program of post-graduate legal education – as set by the legislation of the Russian Federation;

10.6. In accordance with the Russian legislation the Academy has the right to establish shorter terms of training – intensive training. The Academy has the right to develop and approve training plans for individual training depending on the knowledge and experience that a student might have already.

10.7. The Academy has the right to conclude contracts with students and post-graduate for developing programs for additional training and providing other assistance in their training. This activity shall be licensed and executed in accordance with the Russian legislation.

10.8. The Academy chooses methods for evaluating the progress of its students.

10.9. Upon completion of a course a student shall take final state exams in accordance with the Russian legislation.

10.10. The following forms of training shall be established at the Academy: full- time department, part-time department (evening classes), correspondence department and external training. It is allowed to use a combination of two or several forms of training.

10.11. The Academy has the following types of training courses:

- advanced training and raising qualifications as well as retraining of judges and court employees;
- training of candidates to judges' positions;
- post-graduate courses: full- time department and training by correspondence;
- post-graduate training for those defending "doctor of law" thesis;
- internship
- courses for those writing scientific thesis and submitting their thesis for doctor's or professor's degrees;
- on-site training at various research or pedagogical institutions, including training abroad;
- advanced training for foreign students;
- other types in accordance with the legislation.

11. SCIENTIFIC AND RESEARCH ACTIVITIES AND CONSULTING SERVICES

11.1. The Academy carries out research using the funds allocated from the federal budget in accordance with its work plan approved by the Supreme Court of the RF and Supreme Commercial Court of the RF.

11.2. Within the funds of the federal budget the Academy carries out fundamental research in the area of structure and organization of the bodies of judiciary and their interaction with other branches of power as well as in the field of drafting laws and comparative analysis.

11.3. Scientific research carried out at the request of the Founders of the Academy shall be the highest priority.

11.4. The Academy shall have the right to carry out research using other funds available from other federal agencies or budgets of the units (subjects) of the Russian Federation as well as on a contract basis with legal entities or individuals as provided for by the Russian legislation.

12. FINANCING OF THE ACADEMY

12.1. The Academy is financed by the federal budget as well as other sources as set forth by the legislation of the Russian Federation.

12.2. The activities of the Academy on implementing training plans as well as plans of scientific research as approved by the Supreme Court and Supreme Commercial Court are financed by the federal budget.

12.3. The Academy shall have the right to raise its funds including hard currency funds by providing paid services as specified in Article 45 of the law of the Russian federation "On education" as well as by getting grants and through other sources in accordance with Article 47 of the law of the Russian federation "On education."

12.4. The Academy does not have a purpose of getting profit. Revenues that the Academy gets shall be its property and shall be reinvested in the Academy's activities and used on training and development needs and increasing quality of training and research and increasing salaries (salaries are recorded on a separate balance sheet).

13. MATERIAL RESOURCES OF THE ACADEMY

13.1. Material resources of the Academy shall be property transferred to the Academy by the Government of the Russian Federation or an agency authorized by it. The Academy exercises rights of ownership of this property as well as rights of its use and management within the limits set forth by the law and in accordance with the purposes of its activities and tasks of the Founders.

13.2. The Academy has the right of ownership to all monetary funds, property and other movables or immovables given to the Academy as gifts from individuals or legal entities or as donations and to intellectual property created as a result of the Academy activities as well as to all revenues earned in the process of its activities and property bought on these funds (recorded on a separate balance sheet).

14. INTERNATIONAL CONTACTS

14.1. The Academy has the right to participate in international programs of the Russian Federation in the field of science, higher and postgraduate education, professional legal training and advanced training through:

- implementation of international programs of improving the quality of education and post graduate professional training;
- carrying out fundamental scientific research in the field of the state and the law;
- implementing exchange programs of students and post-graduates as well as of instructors and faculty;
- carrying out other activities provided for by the legislation.

14.2. Training, retraining and advanced training of foreign students and post-graduates at the Academy and teaching and scientific activities of the Academy's faculty abroad shall be done in accordance with the regulations of the Russian government, inter-government agreements and contracts concluded by the Supreme Court and Supreme Commercial Court, agreements between federal agencies and boards for research and higher education on the one side and correspondent agencies from a foreign state on the other as well as agreements between the Academy and an individual or a legal entity from another country.

14.3. The Academy shall have the right to:

- join non-governmental organizations;
- make agreements with foreign partners on joint activities. Such agreements shall not be considered as international agreements of the Russian Federation
- upon approval of the Supreme Court and Supreme Commercial Court create associations and organizations with foreign participation;
- exercise other rights as provided by the Russian legislation aimed at fulfilling functions set forth by the present Charter.

15. REPORTING AND ACCOUNTABILITY

15.1. The Academy prepares financial reports, keeps statistical and accounting data in the standard way established by the Government. The Academy reports on the results of its activities in the manner established by the Government.

15.2 Supervision over the Academy's activities is exercised by the authorities in charge.

16. INTERNAL REGULATIONS OF THE ACADEMY

16.1. The activities of the structural divisions of the Academy and legal status of its employees, students, post-graduates and other trainees are regulated by the Charter and by other regulations developed and approved by the Academy in accordance with the legislation of the Russian Federation and the present Charter. These regulations are:

- Regulation on the Board of Directors;
- Regulations on a department, faculty and division of the Academy;
- Discipline policy;

- Regulation on paying compensations to the employees;
- Rules of admitting students;
- Regulation on the order of moving students to a different class, expelling from and restoring at the Academy;
- Scopes of work and position descriptions;
- Regulation on post-graduate courses;
- Other regulations.

17. REORGANIZATION AND LIQUIDATION OF THE ACADEMY

17.1. Liquidation or reorganization of the Academy shall be executed in the manner established by the legislation of the Russian Federation.

ANNEX I

Staffing Plan for the Year 2000



ANNEX I

Staffing Plan

Staffing Plan for the Year 2000

Position	Number of positions
Administration	
Rector	1
Pro-rector for the studies	2
Pro-rector for the scientific work	1
Pro-rector	2
Pro-rector for administrative work	1
Scientific secretary	1
Chief engineer	1
Legal advisor	1
Total:	10
Personnel Department	
Head of the department	1
Deputy head of the department	1
Chief expert	6
Total:	8
Accounting Department	
Chief accountant	1
First deputy of the chief accountant	1
Deputy of the chief accountant	1
Chief expert	15
Security officer	1
Total:	19
Department of Post-Graduate Studies	
Head of the department	1
Deputy head of the department	1
Professor-consultant	1
Chief expert	2
Total:	5
Department of the Branches (Affiliates)	
Head of the department	1
Deputy head of the department	1
Chief expert	2
Total:	4

Position	Number of Positions
Department of the International Cooperation in the Field of Legislation	
Head of the department	1
Deputy head of the department	1
Chief expert	10
Total:	12
Library	
Head of the library	1
Deputy head of the library	1
Head of the department for acquisition of books	1
Head of the department for registration of legislative acts	1
Head of the bibliography department	1
Head of the reading room	1
Chief expert	7
Expert	1
Total:	14
Department of Finance	
Head of the department	1
Deputy head of the department	1
Chief expert	2
Total:	4
Department of Technical Support of Studies	
Head of the department	1
Deputy head of the department	1
Chief engineer	1
Chief expert	2
Engineer	1
Technician	2
Total:	9
Computer Department	
Head of the department	1
Deputy head of the department	1
Chief expert	4
Chief engineer	2
Programmer	1
Total:	9

Position	Number of Positions
Information and Publishing Center	
Director of the center	1
Deputy director of the center	2
Chief expert	4
Senior editor	2
Editor	2
Total:	11
Organization and Monitoring Department	
Head of the department	1
Deputy head of the department	1
Rector's consultant	1
Rector's assistant	1
Chief expert	6
Expert on information processing	4
Courier	2
Total:	15
Engineering Department	
Head of the department	1
Deputy head of the department	1
Chief engineer	1
Engineer on the budget documentation	
Total:	4
Department of Material Supplies	
Head of the department	1
Deputy head of the department	1
Chief expert	1
Cargo forwarder	1
Total:	4
Administrative Department	
Head of the department	1
Deputy head of the department	1
Chief expert	1
Engineer	1
Chief technician	2
Head of the central warehouse	1
Administration manager	1
Mechanic on heating systems	2
Electrician	2
Plumber	2
Carpenter-joiner	2
Metalworker	2
Elevator operator	12
Electrician of low voltage systems	1
Computer electrician	1

Position	Number of Positions
Engineer in charge of maintenance and current repairs of buildings	4
Office cleaner	4
Security guard	4
Cloakroom attendant	4
Total:	54
Dormitory Support Department	
Head of the department	1
Deputy head of the department	1
Chief technician	2
Technician	2
Administrator	5
Cleaner	10
Floor attendant	5
Refuse chute cleaner	1
Total:	27
Transportation Department	
Head of the department	1
Deputy head of the department	1
Chief mechanic	1
Technician	1
Driver	10
Car repairs mechanic	1
Electrician	1
Total:	16
Medical Room	
Physician	1
Nurse	1
Total:	2
Pre-University Training Center	
Director of the center	1
Head of the studies	1
Methodologist	4
Total:	6
Department for Improving Qualifications and Retraining Judges and Court Employees and the Training of Candidates for Judgeships for the Courts of General Jurisdiction	
Dean	1
Deputy Dean	1
Chief expert	1
Total:	3

Position	Number of Positions
Department for Improving Qualifications and Retraining Judges and Court Employees and the Training of Candidates for Judgeships for the Commercial Courts	
Dean	1
Deputy Dean	2
Chief expert	1
Total:	3
Department of Training Experts for the Judicial System (Law Department)	
Dean	1
Deputy Dean	1
Chief expert	1
Total:	3
Department of Administrative Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	1
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	1
Senior lecturer	1
Total:	8
Department of Land and Environmental Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	1
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	1
Senior lecturer	1
Total:	8
Department of Military Training	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	1
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	2
Senior lecturer	2
Total:	10

Position	Number of Positions
Department of General Mathematical and Natural Science	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	1
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	2
Senior lecturer	2
Total:	10
Department of Civil Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	3
Professor of the department: candidate of science or assistant professor	3
Professor of the department: without scientific degree or title	4
Assistant professor of the department: candidate of science or senior research fellow	3
Assistant professor of the department: without scientific degree or title	4
Senior lecturer	1
Total:	20
Department of the Civil, Commercial, and Administrative Judicial Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	2
Senior lecturer	1
Total:	10
Department of the Humanities and Social Sciences and Economics	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	2
Professor of the department: candidate of science or assistant professor	3
Professor of the department: without scientific degree or title	4
Assistant professor of the department: candidate of science or senior research fellow	3
Assistant professor of the department: without scientific degree or title	4
Senior lecturer	2
Total:	20

Position	Number of Positions
Department of Foreign Languages	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	2
Professor of the department: candidate of science or assistant professor	2
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	2
Assistant professor of the department: without scientific degree or title	3
Senior lecturer	2
Total:	15
Department of Constitutional Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	2
Senior lecturer	1
Total:	10
Department of Support of Court Activity	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	2
Senior lecturer	1
Total:	10
Department of Labor Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	2
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	1
Senior lecturer	1
Total:	10

Position	Number of Positions
Department of Financial and Tax Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	2
Senior lecturer	1
Total:	10
Department of International Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	1
Assistant professor of the department: candidate of science or senior research fellow	1
Senior lecturer	2
Total:	10
Department of Theory of Law, State, and Judicial Power	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	3
Professor of the department: candidate of science or assistant professor	3
Professor of the department: without scientific degree or title	4
Assistant professor of the department: candidate of science or senior research fellow	3
Assistant professor of the department: without scientific degree or title	3
Senior lecturer	2
Total:	20
Department of Criminal Law	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	2
Professor of the department: candidate of science or assistant professor	3
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	2
Assistant professor of the department: without scientific degree or title	3
Senior lecturer	1
Total:	15

Position	Number of Positions
Department of Criminal Procedure	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	2
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	2
Senior lecturer	1
Total:	10
Department of Physical Training	
Head of the department, professor, doctor or candidate of science	1
Deputy head of the department, professor, doctor or candidate of science	1
Professor of the department: doctor of science or professor	1
Professor of the department: candidate of science or assistant professor	1
Professor of the department: without scientific degree or title	1
Assistant professor of the department: candidate of science or senior research fellow	1
Assistant professor of the department: without scientific degree or title	1
Senior trainer	4
Total:	10
Criminalistics Laboratory	
Head of the laboratory	1
Expert	2
Total:	3
Office of the Development of Educational Methods	
Head of the office	1
Deputy head of the educational room	1
Methodologist	20
Methodologist	10
Total:	32
Section of the Theory of the Law, State, and Legislative Power	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	2
Leading research fellow (candidate of science)	2
Senior research fellow (candidate of science or senior research fellow)	3
Chief expert	1
Total:	10

Position	Number of Positions
Section of Constitutional Law	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	2
Leading research fellow (candidate of science)	2
Senior research fellow (candidate of science or senior research fellow)	3
Chief expert	1
Total:	10
Section of Criminal Law	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	2
Leading research fellow (candidate of science)	2
Senior research fellow (candidate of science or senior research fellow)	3
Chief expert	1
Total:	10
Section of Criminal Procedure	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	2
Leading research fellow (candidate of science)	2
Senior research fellow (candidate of science or senior research fellow)	3
Chief expert	1
Total:	10
Section of the Summarization and Analysis of Court Practice	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	2
Leading research fellow (candidate of science)	2
Senior research fellow (candidate of science or senior research fellow)	3
Chief expert	1
Total:	10
Section of the Comparative Jurisprudence	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	2
Leading research fellow (candidate of science)	2
Senior research fellow (candidate of science or senior research fellow)	3
Chief expert	1
Total:	10

Position	Number of Positions
Section of Civil Law	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	4
Leading research fellow (candidate of science)	4
Senior research fellow (candidate of science or senior research fellow)	6
Chief expert	4
Total:	20
Section of Civil, Commercial, and Administrative Procedures	
Head of the section	1
Deputy head of the section (doctor or candidate of science)	1
Chief research fellow (doctor of science)	2
Leading research fellow (candidate of science)	2
Senior research fellow (candidate of science or senior research fellow)	3
Chief expert	1
Total:	10
GRAND TOTAL:	588

ANNEX J

**General Plan for the Russian Law Academy for the Year
2000**

ANNEX J

General Plan

**FOR IMPROVING THE QUALIFICATIONS OF
MINISTRY OF JUSTICE EMPLOYEES AND JUDGES OF FEDERAL COURTS
AT THE RUSSIAN LAW ACADEMY OF THE
MINISTRY OF JUSTICE OF THE RUSSIAN FEDERATION
FOR THE YEAR 2000**

January 2000 to July 2000

Dates	Participants	Number
January 1 - January 21	Leading Experts on Providing Legal Support	29
	Bailiffs	61
January 25 - February 11	Judges of Supreme and Regional Courts	36
	Judges of District (City) Courts on Civil Matters	60
February 1 - February 11	Handwriting Experts	26
February 15 - February 25	Leading Experts on the Registration of Public Organizations	40
	Senior Bailiffs	50
February 28 - March 3	Chairs of Supreme and Regional Courts	89
March 14 - March 24	Leading Experts on Legislation Drafting	32
	Bailiffs	58
March 27 - March 31	Members of the Council of Judges	114
April 4 - April 14	Leading Experts of the Bailiffs Service	26
	Bailiffs	64
April 18 - April 28	Chairs of District (City) Courts	87
	Experts on Economic Analysis	23
May 16 - 26	Chief Accountants	20
	Bailiffs	70
May 29 - June 2	Deputy Chairs of Supreme and Regional Courts on Civil Matters	89
June 6 - June 23	Judges of Supreme and Regional Courts on Criminal Matters	36
	Judges of District (City) Courts	60

September 2000 to December 2000

Dates	Participants	Number
September 5 - September 15	Leading Experts on Legislation Drafting	33
	Bailiffs	56
September 18 - September 22	Deputy Chairs of Supreme and Regional Courts on Criminal Matters	89
September 26 - October 13	Judges of Supreme and Regional Courts on Civil Matters	37
	Judges of District (City) Courts on Civil Matters	60
October 3 - October 13	Experts on Technical and Building Construction Matters	32
October 17 - October 27	Leading Experts of the Bailiffs Service	33
	Senior Bailiffs	57
October 30 - November 3	Members of the Council of Judges	114
November 14 - December 1	Judges of Supreme and Regional Courts on Criminal Matters	37
	Judges of District (City) Courts on Criminal Matters	60
December 12 - December 15	Leading Experts on Providing Legal Support	20
	Bailiffs	70
December 19 - December 29	Chairs of District (City) Courts	90
	Specialists on Copyright Law	26

MINISTRY OF JUSTICE EMPLOYEES:

Leading Specialists on the Bailiff Service	59
Senior Bailiffs	107
Bailiffs	379
Leading Experts on Providing Legal Support	49
Leading Experts on the Registration of Public Organizations	40
Leading Experts on Legislation Drafting	65
Chief Accountants	20
TOTAL:	719

JUDGES OF THE FEDERAL COURTS:

Members of the Council of Judges	218
Chairs of Supreme and Regional Courts	89
Deputy Chairs of Supreme and Regional Courts on Criminal Matters	89
Deputy Chairs of Supreme and Regional Courts on Civil Matters	89
Chairs of District (City) Courts	177
Judges of Supreme and Regional Courts on Criminal Matters	73
Judges of Supreme and Regional Courts on Civil Matters	73
Judges of District (City) Courts on Criminal Matters	120
Judges of District (City) Courts on Civil Matters	120

TOTAL: **1,058**

Ludmila M. Korol, Vice President of the Russian Law Academy of the Ministry of Justice of the Russian Federation

ANNEX K

RAJP Materials Prepared by Russian Judges and Experts

ANNEX K

RAJP Partnership Materials Prepared by Russian Judges and Experts

No.	Title	Author	Position
1	Civil Rights in the Russian Federation	Judge Kailan Beskembirov	Judge, Ulyanovsk Oblast Court
2	Judicial Ethics in the Russian Federation	Judge Natalya Senatorova	Chair of the Commercial Court of the Republic of Khakasia
3	Judicial Ethics in the Russian Federation	JudgeValentin Eremenko	Chair of the Judicial Qualification Collegia of the Belgorod Oblast
4	Judicial Ethics in the Russian Federation	Judge Viktor Terekhin	Member of the Supreme Collegia on Judicial Qualifications
5	Selection of Judges in the Russian Federation	Judge Anatoly Zinovyev	Chairman of the Omsk City Court , Member of Supreme CJQ
6	Judicial Ethics in the Russian Federation (available in Russian only)	Judge O. Markov	Member of Supreme Collegia on Judicial Qualifications
7	Judicial Discipline in the RF (available in Russian only)	Judge Viktor Terekhin	Member of the Supreme Collegia on Judicial Qualifications
8	Judicial Selection in the regions of the RF (available in Russian only)	Judge Galina Fedorenko	Memeber of Supreme Collegia on Judicial Qualifications
9	Application of Bankruptcy Law while considering commercial disputes (available in Russian only)	Justice Oleg Naumov	Head of the Analytical Department of the Supreme Commercial Court
10	Various aspects of applying joint stock companies law	Justice Galina Shapkina	Supreme Commercial Court of the RF
11	General issues of considering disputes with a foreign company as a party by Commercial courts of the RF (available in Russian only)	Justice Tatyana Neshataeva	Supreme Commercial Court of the RF
12	Preparing a Case with a Foreign Company as a Party for Consideration at a Commercial Court (available in Russian only)	Judge N. Shebanova	Federal Commercial Court of Moscow Okrug
13	Various Aspects of Application of International Contracts on Mutual Legal Assistance in the process of work of Commercial Courts of the Russian Federation (available in Russian only)	Leonid Efremov	Head of International Legal Depart. of SCC
14	The Planning and Control Arrangement in the Offices (Sections) of Judicial Department in the Subjects of RF	S. Skapishev	Deputy Head of Org.-Planning depart., Judicial Department
15	Consideration of Civil Applications Coming up before the Bodies of Judicial Department	Yury Pichuzhkin	Consultant
16	Professional Preparation and Advancement of Qualification in the Court System of General Jurisdiction and Organs of Judicial Department	Nikolai Budenko	Head of Educational Programs, Judicial Department
17	General issues of liability for administrative misdemeanor in the practice of commercial courts (available in Russian only)	Justice Oleg Naumov	Head of the Analytical Department of the Supreme Commercial Court
18	Instruction 1. Introduction	Judicial Department	
19	Instruction 2. Functions of a regional	Judicial Department	

No.	Title	Author	Position
	court chairman		
20	Instruction 3. The functions of the criminal court clerk	Judicial Department	
21	Instruction 4. The functions of the court session secretary	Judicial Department	
22	Instruction 5. Functions of a court office manager	Judicial Department	
23	Instruction 6. Functions of a court forwarding agent	Judicial Department	
24	Instruction 7. The functions of the court session secretary	Judicial Department	
25	Instruction 8. The functions of the civil court clerk	Judicial Department	
26	Instruction 9. Functions of a court archivist	Judicial Department	
27	Instruction 10. Functions of a judge regarding the preparation of civil cases for court examination	Judicial Department	
28	Instruction 11. Functions of a judge upon examination of civil cases	Judicial Department	
29	Instruction 12. Departments with which the regional court interacts	Judicial Department	
30	Instruction 13. The rules of court sessions on criminal cases	Judicial Department	
31	Federal Law on the Judicial System of the Russian Federation		
32	Federal Law on Magistrates in the Russian Federation		
33	Decision of the State Duma on Certain Questions of Applying the Federal Law on the Introduction of the Amendments and Addenda into the Law of the Russian Federation on the Status of Judges in the Russian Federation		
34	Resolution of the Supreme Soviet of the Russian Federation on Certain Materials, Associated with the Application of the Law of the Russian Federation on the Status of Judges in the Russian Federation		
35	The Law of the Russian Federation on The Status of the Judges in the Russian Federation		
36	Law of the RF "On Judicial Department"		
37	Experiment in Introducing the Position of Court Administrator, Their Roles and Responsibilities	Valery Drobyshv	Deputy Head of the Board on Legal Support of the Courts
38	Report on the Results of the Experiment in Introducing Court Administrators at the Ivanovo Oblast Court	Vladimir Voloshin	Administrator of Ivanovo Oblast Court
39	Selection of Candidates for the Position of Court Administrators	Yury Nikolayev	Deputy Head of the Board of State Service and Personnel
40	Tasks of the Judicial Department in Staffing Court Administrators at the District Court in the Year 2000	Viktor Pismensky	Head of the Judicial Department in Ivanovo Region (Oblast)
41	Professional and Advanced Training of Court Administrators	Nikolai Budenko	Head of Educational Programs, Judicial Department
42	Results of the Audits of Various Divisions of the Judicial Department, Preventive Measures Taken in Order to Avoid Mistakes or Violations of the Regulations Similar to Those Revealed during the Audits	Alexey Slotyuk	Head of the Financial and Auditing Department of the Judicial Department
43	Various Aspects of Compliance of Provisions on Subordination of a Court	Judge Mikhail Averin	Chairman of the Arkhangelsk Oblast Court

No.	Title	Author	Position
	Administrator to the Judicial Department and Subordination of a Court Administrator to the Chair of the Court		
44	Place and Role of a Court Administrator in the Process of Providing Material, Administrative and Technical Support to the Courts	Judge Yury Smirnov	Chairman of the Ivanovo Oblast Court
45	Court Accounting Systems	Irina Bychkova	Deputy Head of Financial Department, JD
46	Information Support of Court Activities	Luybov Artemyeva	Main Board for Organizational and Legal Support of JD, Head of Dep. of System Analyses of the Law
47	Court Statistics Problems	Vladimir Trifonov	Main Board for Organizational and Legal Support of JD, Head of Court Statistics
48	Organizational Support of Courts of the RF	Vasili Vasilyev	Main Board for Organizational and Legal Support of JD, Head of Dep. of Organizational Support
49	Court Organization Problems	Nikolai Novokreshenov	Head of JD, Irkutsk Oblast
50	Organizational Support of Justice of the Peace	Valeri Nekhaev	Head of JD, Tver Oblast
51	Organizational Control of Terms of Case Consideration	Alexander Voskoboinikov	Head of JD, Republic of Khakassiya
52	Issues of Stuffing the Courts and Judicial Department Divisions.	Yury Shutilin	Head of JD, Tambov Oblast
53	Activities in Stuffing Court Administration Positions	Valery Yurchenko	Head of JD, Khabarovskiy kray
54	Aspects of Court Organization and Role of Court Administrators	Viktor Leontyev	Head of JD, Chita Oblast
55	Consultation of the Russian Federation and the Judiciary	Professor V. Ershov	Law Academy
56	Court Rules Regarding the Role of Judges in the Judicial Process	Anatoly Perepechyonov	Judicial Department of the Supreme Court of the RF
57	History and Current Activities of the Courts and the Judicial Process	Justice Tatyana Andreeva	Supreme Commercial Court
58	Functions of Court Staff and Other Court Officials	Anatoly Perepechyonov	Judicial Department of the Supreme Court of the RF
59	Security Needs of the Judge in the Courtroom	Anatoly Perepechyonov	Judicial Department of the Supreme Court of the RF
60	Commercial Court Courtroom Operation	T. Tverdenko	Director of the Administrative Department, SCC
61	Salary and Taxes for Judges	Anatoly Perepechyonov	Judicial Department of the Supreme Court of the RF
62	Insurance, Pensions and Travel Expenses for Official Business	Anatoly Perepechyonov	Judicial Department of the Supreme Court of the RF
63	Vacations and Sick Leave for Judges	Anatoly Perepechyonov	Judicial Department of the Supreme Court of the RF
64	Role of the Chairs of District Courts	Judge Peter Serkov	Chair of the Ulyanovsk Oblast Court
65	Role of the Court Administrators and Court Staff	Anatoly Perepechyonov	Judicial Department of the Supreme Court of the RF
66	The Structure and Function of the Council of Judges of the RF	Judge Yury Sidorenko	Chair of the Council of Judges
67	Judicial Education	Professor V. Ershov	Law Academy
68	Reporting Requirements by Individual Judges	T. Tverdenko	Director of the Administrative Department, SCC
69	Advisor Opinions on Various Ethical Issues	Judge Natalya Senatorova	Member of the Supreme Collegia on Judicial Qualifications
70	Judicial Discipline	Judge Viktor Borisenko and Judge Viktor Terekhin	Members of the Supreme Collegia on Judicial Qualifications

No.	Title	Author	Position
71	Civil proceedings in Trial Courts	Judge Svetlana Marasanova	Chair of the Moscow Oblast Court
72	Criminal Proceedings in Trial Courts	Judge Svetlana Marasanova	Chair of the Moscow Oblast Court
73	Commercial Court Proceedings	Judge Alexander Skutin	Chair of the Commercial Court of the Tomsk Oblast
74	Judges and the Media	Justice Vyacheslav Lebedev	Chief Justice of the Supreme Court of the Russian Federation
77	Application of Law in Disputes Arising Under Sales and Delivery Contract in the Russian Federation	Alexander Arifulin	Justice, Supreme Commercial Court of the Russian Federation
78	Settlement of Disputes Resulting From Real Estate Transactions in the Russian Federation	Sergei Savkin	Justice, Supreme Commercial Court of the Russian Federation
79	The Application of Sales and Contract Law in Cases Involving Russian and Foreign Companies	Leonid Efremov	Supreme Commercial Court of the Russian Federation

ANNEX L

RAJP Materials Prepared by American Judges and Experts

No.	Title	Author	Position
1	Calculation of Damages	Bernice Donald	Judge, U.S. District Court
2	Principles of a Bankruptcy Court and Reorganization System	Bernice Donald	Judge, U.S. District Court
3	Principle Difference between U.S. And Russian Bankruptcy Laws	Bernice Donald	Judge, U.S. District Court
4	U.S. Bankruptcy Law	Bernice Donald	Judge, U.S. District Court
5	Tax Fraud and Customs Violation		
6	Overview of the United States Courts	Steven Walther	Attorney
7	U.S. Court of Federal Claims	Loren A. Smith	Judge, U.S. Court of Federal Claims
8	Suits Against the Government	Loren A. Smith	Judge, U.S. Court of Federal Claims
9	The Constitution of the United States		
10	A History and Guide to the United States Courts		
11	Administrative Structure of the Federal Court in the US	Lloyd D. George	Judge, U.S. District Court
12	Seven Principles under which the Judicial System of the US operates	FJC	
13	Twelve Building Blocks of an Independent Judiciary		
14	Federal Judicial Organization and Administration	P. McCabe	Administrative Office of the U.S. Courts
15	Court Organization in the U.S.		
16	Dramatize Personae		
17	Federal Appellate Procedure	Betty Bateau	Judge, Chief of Party, RAJP
18	Leadership: Training Program (in Russian only)	Deborah Ballard-Raito	Professor, Univ. of Nevada, Reno
19	Small Claims Rules of Different States		
20	Using a Small Claims Court. A Handbook for Plaintiffs and Defendants		
21	Uniform Rules on Small Claims		
22	Act on Courts of General Jurisdiction in New York		
23	Legal Protection of Civil Rights	E. Chemerinsky	Professor of Law
24	Application of International Human Rights Law in US Courts	D. Vaughn	Attorney, Deputy Chief of Party, RAJP
25	The European System for the Protection of Human Rights	A. Arabadjev	Member of the European Commission of Human Rights
26	Jury Trials	R. Jones	Judge, US Distr. Court
27	Criminal Legal Proceedings	E. Chemerinsky	Professor of Law
28	International and European Judges Association	E. Markel	Vice President, International Association of Judges
29	Federal Rules of Criminal Procedure		
30	Commencement of a Case	Stephen J. Swift	Judge, US Tax Court
31	Choice of Forum in Civil Tax Litigation		
32	Mock Trial		Harvard Institute
33	Appeal	Kristine Roth	U.S. Internal Revenue Service
34	Appeal to US Supreme Court	Kristine Roth	U.S. Internal Revenue Service
35	Pretrial Procedures and Settlement	V. Sue Shields	U.S. Magistrate, Southern District of

No.	Title	Author	Position
	Conferences		Indiana
36	The Judge's Role in Alternative Dispute Resolution	Brent Adams	District Judge, Nevada State
37	Rule 55. Default Judgement	Federal Rules of Civil Procedure	
38	Rule 56. Summary Judgement	Federal Rules of Civil Procedure	
39	Case Disposition Rules and Techniques	Steven R. Plotkin	Judge, Louisiana Court of Appeals
40	Rule 16. Pretrial Conferences	Federal Rules of Civil Procedure	
41	Rule 26. General Provisions Governing Discovery. Duty of Disclosure	Federal Rules of Civil Procedures	
42	The Pretrial Conferences		
43	Judicial Selection and Judicial Discipline in the US Federal Court System	Sam J. Ervin III	Judge, US Court of Appeals
44	State Systems for Selection of Judges	Marla N. Greenstain	Executive Director of the Alaska Comm. Of Judicial Conduct
45	Ethical Training in the Profession: The Special Challenge of the Judiciary	Robert Payant	President Emeritus, NJC
46	The United States Judicial Code of Ethics	Michael Hogan	Chief Judge of the US Federal District Court, Oregon
47	Courtroom Demianor		
48	Disqualification		
49	Rules and Procedures	Committee on Judicial Ethics of the California Judges Association	
50	Judges Code of Honor of the Russian Federation		
51	U.S. Constitution with Amendments		
52	Outline of Federal Judicial Organization and Administration	Administrative Office of the U.S. Courts	
53	Judicial Conference Procedures	Administrative Office of the U.S. Courts	
54	Brief Descriptions of A.O. And F.J.C.	Administrative Office of the U.S. Courts	
55	Excerpts from Getting Started as a Federal Judge	Administrative Office of the U.S. Courts	
56	The Court Administrator: A Manual	National Association for Court Management	
57	Excerpts from the Judiciary's Strategic Business Plan		
58	Summary of Federal Judicial Budget. Budget in Brief. Fiscal Year 1998.		
59	Elements of Judicial Education	William Schwarzer	Judge, Federal Judicial Center
60	Code of Conduct for the United States Judges		
61	State Selection Methods	Betty Barteau	Judge, Chief of Party, RAJP
62	Ethical Training in the Profession: the Special Challenge of the Judiciary	Peter Bowie	Judge, U.S. Bankruptcy Court
63	Ethics Hypothetical	Robert Payant	President Emeritus, NJC
64	The United States Judicial Code of Ethics	Peter Bowie	Judge, U.S. Bankruptcy Court
65	Regulations of the Judicial Conference of the US Establishing Standards and Procedures for the Appointment and Reappointment of US Magistrate Judges	Peter Bowie	Judge, U.S. Bankruptcy Court
66	Bankruptcy Trusteeship	Sidney Brooks	Judge, U.S. Bankruptcy Court
67	The Defining Tension in Corporate Governance and Corporate Criminal Liability in the USA	Joseph Walsh	Justice, Supreme Court of Delaware
68	Piercing the Corporate Veil: a Comparative Analysis	Joseph Walsh	Justice, Supreme Court of Delaware
69	United States Court of International Trade: General Information		

No.	Title	Author	Position
70	Letter of Supreme Commercial Court No. OM-230, 08.16.95		
71	Issues in International Procedures, US Experience	Evan Wallach	Judge, U.S. Court of International Trade
72	Convention on the Recognition and Enforcement of Foreign Arbitrage Awards	United Nations Publications	Register of Text of Conventions and other Instruments concerning International Trade Law, Vol. II. New York, 1973.
73	Convention on Service Abroad of Judicial and Extrajudicial Documents in Civil or Commercial Matters	United Nations Publications	Register of Text of Conventions and other Instruments concerning International Trade Law, Vol. II. New York, 1973.
74	Convention on the Taking of Evidence Abroad in Civil or Commercial Matters	United Nations Publications	Register of Text of Conventions and other Instruments concerning International Trade Law, Vol. II. New York, 1973.
75	Rule 27. Depositions Before Action or Pending Appeal	Federal Rules of Civil Procedures	
76	Rule 28. Persons Before Whom Depositions May Be Taken	Federal Rules of Civil Procedures	
77	Rule 29. Stipulations Regarding Discovery Procedure	Federal Rules of Civil Procedures	
78	Rule 30. Depositions Upon Oral Examination	Federal Rules of Civil Procedures	
79	Rule 31. Depositions Upon Written Questions	Federal Rules of Civil Procedures	
80	Rule 32. Use of Depositions in Court Proceedings	Federal Rules of Civil Procedures	
81	Rule 33. Interrogatories to Parties	Federal Rules of Civil Procedures	
82	Rule 34. Production of Documents and Things and Entry Upon Land for Inspection and Other Purposes	Federal Rules of Civil Procedures	
83	Rule 35. Physical and Mental Examination of Persons	Federal Rules of Civil Procedures	
84	Rule 36. Requests for Admission	Federal Rules of Civil Procedures	
85	Rule 37. Failure to Make Disclosure or Cooperate in Discovery: Sanctions	Federal Rules of Civil Procedures	
86	Chapter 113. Process	Title 28, U.S. Code	
87	Chapter 117. Evidence; Depositions	Title 28, U.S. Code	
88	Chapter 125. Pending Actions and Judgements	Title 28, U.S. Code	
89	The Art of Writing Resolutions	Ron Hofer	Staff Attorney of Wisconsin Court of Appeals
90	Overview of the US Judiciary	Betty Barteau	Judge, Chief of Party, RAJP
91	Ethics Hypothetical	Robert Payant	Judge, President Emeritus, NJC
92	Draft Law on Judiciary Bodies in the RF		
93	Historical Evolution of the U.S. Federal Judicial Branch	Michael M. Mihm	U.S. District Court Judge
94	Judicial Independence in the USA	Lloyd D. George	U.S. District Court Judge
95	The Federal Judges Association		
96	Administrative Settlement of Tax Disputes in the United States	Juan Vasquez	Judge, United States Tax Court
97	State Administrative Procedures	Sue Shields	Magistrate, U.S. District Court, Southern District of Indiana
98	Customs Law and Administration in the United States	Delissa Ridgway	Judge, U.S. Court of International Trade
99	Jurisdiction of U.S. Court on International Trade (available in Russian only)	Delissa Ridgway	Judge, U.S. Court of International Trade

No.	Title	Author	Position
100	Overview of U.S. Antidumping Legislation (available in Russian only)	Robert Payant	Judge, President Emeritus, NJC
101	Administrative Procedure Act	United States Code	
102	Criminal Procedure	U.S. Code	
103	Core Competency Curriculum Guidelines: History, Overview, and Future Uses	National Association for Court Management	
104	Chapter 6. Analysis of Regulatory Functions	U.S. Code	
105	Chapter 7. Judicial Review	U.S. Code	
106	Code of Conduct for Judicial Employees	Judicial Conference of the United States	
107	Rule 11. Plea Bargaining	Federal Rules of Criminal Procedure	
108	Historical Development of the Administrative Office of the U.S. Courts	Peter G. McCabe	Administrative Office of the U.S. Courts
109	Roles and Responsibilities of the Court Administrator	Norman H. Meyer, Jr.	U.S. District Court, Clerk of Court
110	Structure and Organization of the National Association for Court Management	Norman H. Meyer, Jr.	U.S. District Court, Clerk of Court
111	Main Criteria for the Selection of Judges	Betty Barteau	Judge, Chief of Party, RAJP
112	Federal Judicial Selection	Paul Magnuson	Judge, U.S. District Court
113	Introduction to Automating Case Management System	Joseph C. Jordan and Thomas M. Jordan	Experts on Computer Technologists, NJC
114	Guide for Court Automation for the Russian Federation	Joseph C. Jordan and Thomas M. Jordan	Experts on Computer Technologists, NJC
115	Creation and Development of the Commercial (Court) Division of the New York State Supreme Court	Thomas Stander	Justice, New York State Supreme Court
116	Application of Law in Disputes Arising Under Sales and Delivery Contracts in the United States	Thomas Stander	Justice, New York State Supreme Court
117	The Calculation of Damages in Commercial Cases in the United States	Delissa Ridgway	Judge, US Court of International Trade
118	Managing Cases Involving Foreign Companies	Delissa Ridgway	Judge, US Court of International Trade

Course Evaluation Form (Sample)

[title of the program]

[date of the program]

Your views about the program in which you participated will help us improve future programs. Please answer carefully each of the questions on the form. Your answers will be kept confidential and will be used for academic purposes only.

1. Evaluate the course objectives listed below. Please assess how successfully the program achieved the following objectives. (Separate evaluations of subject matter, materials, faculty, facilities and meals are made later in this form.)

As a result of this program, participants will be able to:		Low					High	
1.	Explain the importance of [topic];	[1]	[2]	[3]	[4]	[5]	[6]	[7]
2.	Identify the laws and norms regulating [topic];	[1]	[2]	[3]	[4]	[5]	[6]	[7]
3.	Summarize the key provisions of the laws regulating [topic];	[1]	[2]	[3]	[4]	[5]	[6]	[7]
4.	Analyze each provision of [topic];							
5.	Give examples of [topic];							
6.	Develop strategies to improve [topic].	[1]	[2]	[3]	[4]	[5]	[6]	[7]

Comments.

2. Evaluate the subject matter and material for each session. Please rate the relevance of the subject matter and the quality of the materials for use during or after the session.

Session	Low							High
Welcome and Overview								
Subject Matter	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Material	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Why Study [topic] ?								
Subject Matter	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Material	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Laws and Norms Regulating [topic]								
Subject Matter	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Material	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Improving [topic]								
Subject Matter	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Materials	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Conclusion								
Subject Matter	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
Material	[1]	[2]	[3]	[4]	[5]	[6]	[7]	

Comments.

3. Evaluate each faculty member. Please rate each faculty member as to their teaching methods and effectiveness.

[name of faculty member]

Low

High

[1] [2] [3] [4] [5] [6] [7]

Comments.

[name of faculty member]

Low

High

[1] [2] [3] [4] [5] [6] [7]

Comments.

[name of faculty member]

Low

High

[1] [2] [3] [4] [5] [6] [7]

Comments.

[name of faculty member]

Low

High

[1] [2] [3] [4] [5] [6] [7]

Comments.

4. Evaluate the overall value of the program.

Low				High		
[1]	[2]	[3]	[4]	[5]	[6]	[7]

Comments.

5. Evaluate the quality of the facilities and meals.

	Low				High		
Facilities	[1]	[2]	[3]	[4]	[5]	[6]	[7]
Meals	[1]	[2]	[3]	[4]	[5]	[6]	[7]

Comments.

6. Please comment on how we could improve this course in the future.

7. Your suggestions on various ways of increasing your professional level.

Translation of Article Regarding Commercial Court Workshop in Sakhalin

*From: Newspaper "Gubernskiye Novosti", Yuzhno-Sakhalinsk, Sakhalin Oblast, July 4, 2000,
page 1*

"Supreme Arbitrage" – is the Chief Justice of the Supreme Commercial Court, Chair of the Board of the Scientific and Research Center for Private Law under the President of the Russian Federation, Mr. V. Yakovlev

"Supreme Arbitrage Has Arrived"

He is one of the leading lawyers in Russia: Chairman of the Supreme Commercial Court of the USSR and Russia, chief consultant on drafting civil legislation and the Civil Code of the Russian Federation as well as many other laws and regulations of the USSR and Russia, author of more than 150 scientific papers and publications.

Veniamin Fyodorovich arrived to our island to participate in an international workshop which started its work today. The workshop is being held within the framework of a joint effort of the Supreme Commercial Court and National Judicial College of the United States.

The purpose of such workshops is quite obvious. It's about time we start to move towards an international legal environment despite our social and economic realities. At the same time, we should try to adjust the international legal environment to our needs — it will be hard for "them" to function there without us. Of course, we should not think that "their" judges are the final level before God, but at the same time we need to gain information, "soak" international judicial and legislative experience from them.

The workshop will be held from July 4 to July 6. The title of the workshop is "Sales Contracts, Real Estate Transactions, Damages and Managing of Cases Involving Foreign Companies." Among the participants are five very respected and experienced judges from the United States, judges of our Sakhalin courts as well as judges from ten regional commercial courts of the Far East and the Urals.

The topics and questions that will be discussed at the workshop are timely and extremely important — the process of buying and selling property is very active in our area, trade and industry are developing at a high rate. That is why the workshop is not just a protocol event but it gives our regional legislators and judges a real opportunity to realize that because of their high status of "arbitrators" they also have certain responsibilities especially for those whose interests they should protect.

ANNEX O

RAJP Certificate



НАЦИОНАЛЬНЫЙ СУДЕЙСКИЙ КОЛЛЕДЖ

Американская ассоциация юристов

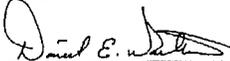
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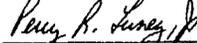
в том, что он (она) успешно прослушал(а) курс лекций по теме:



Настоящий сертификат подписан Председателем
Совета попечителей, Президентом Национального
Судейского Колледжа и Директором Российско-
Американского судейского партнерства.



Дэниел И. Уотен, Председатель



Перри Р. Луни, Президент



Судья Бетти Барто, Директор проекта