



Checchi and Company Consulting, Inc. /USAID
Montenegro Judicial Reform Project



Annual Report

For the Period

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SUMMARY

The United States Agency for International Development (USAID) contracted with Checchi and Company Consulting, Inc. (Checchi) to implement the Montenegro Judicial System Reform Project. Implementation of the three year Project began in late July, 2003. The Project has two components: Support for the Legal Reform Process, and Improvement of Court Operations.

This first Annual Report is prepared in four sections: Summary, Administrative, Project Activities and Financial.

Montenegro is in the midst of a program of judicial reform that, in its breadth and compressed timeframe, has rarely, if ever, been attempted in any legal system, especially one with so few persons available as human resources. The Republic's progress during the Project's initial year included: the adoption of a new Criminal Law, Criminal Procedure Law, Law on State Prosecutor, Execution of Judgments, and a new Civil Procedure Law. The Republic also adopted revised Rules of Court Procedure, and became bound by the Convention on Human Rights. In addition, the court system began implementing a program to computerize its court administration. This degree of activity presents the Project with significant challenges in assisting implementation of the reforms that have been adopted. If implementation falls too far behind the ambitious targets of the recent legislation, there may be a general loss of confidence that real change will accompany formal announcements of reform.

Project activities described in the Year One Work Plan generally proceeded on schedule, except that the delay in identifying a location for the two new courts and the administrative office resulted in deferring several activities relating to the new courts and the new Administrative Office into Project Year Two. One of the major causes of the delay was resolved during the Third and Fourth Quarters, and all parties (MOJ, Public Works, the Supreme Court and the Project) are now proceeding with plans to make space ready. Moreover, the process of identifying and selecting judges for the two new courts was initiated by the Judicial Council in mid-March, 2004. At the close of Project Year One, only the slow pace of addressing the staffing needs of the Administrative Office that remains a major concern. To compensate for these delays, the Project accelerated certain activities in its court improvement and computerization program, and installed IT equipment and furniture in the Basic Courts of Cetinje and Herzceg Novi earlier than originally planned, and also prepared itself to proceed with this work in those remaining basic courts that have not received equipment from the European Agency for Reconstruction. The Project also furnished IT equipment and furniture to the IT Center of the Administrative Office. Work on the Supreme Court Building, which will be the site of the new Appeals Court, Administrative Court and Administrative Office, is expected to begin in the first quarter of Year Two.

Much of the theoretical foundation for the project's activities was completed in Year One, including four major Assessments undertaken by the Project: Court Finance, Caseload Processing, Court Administration, and Court Facilities. Memoranda describing alternative structures for the new Administrative Office, and the legislation in need of revision were also presented to the Project's counterparts. All of the policy papers and assessments were completed either on or ahead of schedule, and they serve as the basis for the Project's planning for Years Two and Three, and are available to the Project's counterparts.

I. ADMINISTRATIVE

During July 29-August 23, 2003, Checchi Senior Associate Thomas R. Reynders was in Podgorica to facilitate the Project start-up. He worked with the Chief of Party (COP), Professor Theodore Parnall, and Mr. Richard Martin, the Senior Court Administration and Management Advisor (SCAMA).

A. SETTING UP PROJECT OFFICE

The Checchi team identified and leased the premises for the Project's office, located at Nokvaka Miloseva 6. The team equipped the office with furniture and computers, and established internet and telephone communications systems. The Project moved into its office on September 1, 2003. During the second Quarter, the Project secured its Project automobile and parking space, and completed equipping the Project Office.

B. SECURING PROJECT PERSONNEL

By September 15, 2003, The Checchi team had selected the following persons as Project personnel, all of whom remain with the Project at the close of its initial year:

Aleksa Ivanovic—Legal Advisor
Slaven Lekic—Legal Advisor
Aleksandar Kovacevic—Office Manager
Snezana Dubljevic—Interpreter
Olja Dimic—Program Assistant
Valentina Boskovic --- Receptionist

C. YEAR ONE WORK PLAN

The Project submitted its Year One Work Plan to USAID on September 30, 2003. The Work Plan was approved by USAID by letter dated October 17, 2003, subject to a letter of clarification submitted by the Project on October 21, 2003.

D. FORMATION OF SENIOR WORKING GROUP

The Project encouraged the creation of a Senior Working Group (SWG) to guide its activities and to serve as its principle counterparts. During the First Quarter, the Government of Montenegro and USAID approved the SWG as the principal counterpart for Project activities. Members of the SWG, in addition to the COP and the SCMA, are:

- Mr. Stevan Damjanovic, President of the Supreme Court (Head of the SWG)
- Ms Branka Branka Lakocevic, Deputy Minister of Justice (Member)
- Mr. Milan Dabovic, Deputy Minister of Finance (Member)

E. FORMAL OPENING OF PROJECT OFFICE

On October 15, 2003, the Project held its formal Opening, with approximately 80 judges, officials, and representatives of the donor community present. The event was reported in the media as well as in USAID online reports (See Attachment B for selected articles).

F. PROSPECTIVE CHANGES IN PROJECT TEAM

The Project intends to welcome a new Chief of Party during the First Quarter of Year Two. Professor Parnall, the present COP, will leave his position in September, but will remain available as a resource to the Project during Project Years Two and Three. Mr. Reynders will serve as acting COP during any gap of service.

G. APPROVAL OF YEAR ONE WORK PLAN REVISION

The Project was confronted by the need to revise certain of its Year One plans because of the delay in identifying a location for the two new courts and the Administrative Office. It became clear during the Third Quarter that it was extremely unlikely that actual renovation work on the premises for these three institutions could begin in Year One. The Project therefore completed the computerization and equipment program in two of the basic courts (Herceg Novi and Cetinje) and furnished IT equipment and furniture to the IT Center of the Administrative Office before June 30, 2004, which was earlier than originally scheduled.

II. PROJECT ACTIVITIES PURSUANT TO THE WORKPLAN

A. SUPPORT FOR THE LEGAL REFORM PROCESS

1. Analysis of Status and Texts of Laws and Draft Legislation

The COP and the Project's two legal advisors submitted a memorandum presenting a preliminary analysis and matrix of the laws and regulations affecting the judiciary. The memorandum was translated into the local language and submitted to the Senior Working Group during the Second Quarter. This analysis helped guide the Project's support of Montenegro's reform efforts for the legislative and regulatory framework underlying court operations. The revised Matrix is attached as Attachment C.

2. Assistance in Drafting or Implementing the New Reform Laws

a. New Laws on Civil Procedure and Execution of Civil Judgments

The two laws, which had been the subject of a Project-assisted drafting workshop during the Second Quarter, were adopted by Parliament in March 2004. The MOJ requested the Project's assistance in furnishing copies of the two laws whose delivery to the Parliament was required. In addition, the Project worked with the heads of the two drafting committees, the Judicial Training Center (JTC) and the MOJ to present a series of workshops as the first step in implementing the two new laws.

b. Law on the Bar Examination

The Project assisted the MOJ by furnishing a translation of the Slovenian law on this subject to the Working group.

c. Mediation Law

The Project furnished copies of several countries' mediation laws and mediation rules to the Chair of the Working Group with the responsibility for drafting a proposed law on mediation.

d. Law on Court Fees

The Republic of Montenegro initiated a study of its court fee structure. To assist in the study of court fees, the Project engaged Joseph Bobek, the Project's Court Financing Specialist, as a Short-Term Advisor. The consultant prepared a discussion paper detailing alternative methods for calculating and collecting court fees. This document will be used by a new Working Group that is being formed by the Government to prepare a new Law on Court Fees.

e. Other

The Project's assistance in other law drafting efforts is set forth in Attachment C.

3. Court Financing Assessment

The Court Financing Assessment establishes the framework within which the Project will develop the court system's capacity for budgeting and planning. The assessment was

conducted in two phases: the first phase, completed in mid-November 2003, concentrated on analyzing the judiciary's 2004 budget submission. The second phase, completed in January 2004, culminated in a roundtable on court financing for the Senior Working Group. Copies of the Assessment, in local language, were furnished to roundtable participants a week before the round table to enable discussion of the detailed data and recommendations presented.

The Court Financing Assessment documents how the current budget is prepared and approved, and offers 14 recommendations on various mechanisms for the judiciary to present its budget and otherwise improve its ability to maintain itself independently from the Executive branch. It includes comparative data to assist in determining the appropriate level of funding for the judiciary.

4. Court Fees and Proposed Improvements in Budgeting and Planning

As a follow-on activity to the Court Financing Assessment, the MOJ requested that the Project furnish the services of a Short Term Advisor who could work with members of a Working Group that was to begin studying a draft Law on Court Fees. The Project provided this assistance during the Fourth Quarter.

The Ministry of Finance, through its advisor from the US Treasury Department, informed the Project that the judicial sector would be recommended as a possible unit for improvements in program budgeting. Because this was in conformity with the recommendations of the Project's Court Finance Assessment, the Project has assisted in efforts to secure resources for increased budgeting capacity at the Supreme Court or its Administrative Office. Following several meetings on this subject, the Project was informed that Program Budgeting would not be a priority during 2004.

5. Workshops and Roundtables

The Project organized several workshops, seminars and/or roundtables during Year One. A list of the more than 300 participants in these activities appears as Attachment D.

a. Roundtable on Court Administration

On October 17, 2003, the Project co-sponsored a Roundtable on Administrative Office and Court Administration, together with the U.S. Consulate in Podgorica. The presenters, whose expenses were funded by the U.S. Consulate, were the following U.S. judges and judicial administrators: Ms. Mira Gur-Arie, and Mr. Robert Fagen from the Federal Judicial Center, Washington, DC, and US magistrates (judges) Karen Klein and Virginia Morgan. Montenegrin judges from all levels of courts participated.

b. Roundtable on Draft Civil Procedure and Enforcement of Civil Judgments Laws

On November 24, 2004, the Project co-sponsored (with the MOJ) a day-long Roundtable on two draft laws: The Law of Civil Procedure and the Law on the Execution of Civil Judgments (Law on Execution Procedure). Minister of Justice Zeljko Sturanovic chaired the daylong meeting. Participants included more than 50 judges from various levels of courts, government officials, practicing lawyers, and representatives of the international community. No legal system can support a market economy without a legal framework that can enforce commercial promises according to the parties' intentions, and can secure property rights once those rights

have been identified. The two laws considered at the Roundtable are critical to the ability of a legal system to accomplish these actions.

The Roundtable examined the drafts of the two laws, which were each introduced by the Chairs of their respective working groups. Professor Biljana Duricin, Chair of the Working Group on Civil Procedure, said that the draft set forth improved deadlines and means of sanctioning failure to meet those deadlines. Former Supreme Court Justice, Mrs. Emilija Durutovic, presented the draft law on the Execution of Civil Judgments.

c. Roundtable on the Role of an Administrative Office and Issues Affecting Court Administration

On December 9, 2003, the Project organized a Roundtable on court administration for the Judicial Council of Montenegro. The roundtable was to substitute for a study tour that was postponed until April because of conflicts in the schedules of key participants. The Roundtable helped identify approaches to assist in designing the new administrative office that is to be established under the Law on Courts. The U.S. delegation that made presentations at the Roundtable consisted of: Judge Paul Magnuson, senior United States district court judge from Minnesota and outgoing chair of the International Judicial Relations Committee of the Judicial Conference of the United States; Mr. Peter McCabe, Assistant Director of the Administrative Office of the United States Courts; and Checchi Senior Associate Keith Rosten, manager of Checchi's programs in Europe and Eurasia, who served as moderator.

Chief Justice Stevan Damjanovic of the Supreme Court, and Chair of the Judicial Council, headed the Montenegrin delegation. Several members of the Judicial Council, as well as court administrators who are likely to be directly charged with supporting the administrative office, also participated. They discussed some of the more pressing issues facing the court system in Montenegro, including an appropriate level of financial and other support for the courts, the introduction of information technology, efficient deployment of resources for the new administrative office, and establishing two new courts. Judge Magnuson and Mr. McCabe highlighted the structure of court administration in the United States, which has evolved over decades. Judges set policy, and a highly-qualified team of professional administrators both at the national and local levels implement that policy.

Montenegro's emerging approach to judicial administration reflects a European trend to extricate the administrative functions for the courts from ministries of justice and transfer them to the court system, a new approach to enhancing the independence of the courts. With an effective Administrative Office, the judiciary can determine for itself how best to utilize scarce resources. The roundtable highlighted several issues, including how to redeploy and retrain administrators as the needs within the judicial system evolve.

d. Civil Procedure/Execution of Judgments Implementation Workshops

The Project organized a national series of two-day workshops on two key laws that were adopted in March 2004: the Law of Civil Procedure, and the Law on the Execution of Civil Judgments (Law on Execution Procedure). The workshops, also sponsored by the MOJ and the Judicial Training Center, were held during May-June 2004 at three separate locations: in Podgorica, the coastal city of Budva, and the northern city of Bijelo Polje. The workshops focused on how the judges can best begin implementing the two laws, both of which make significant changes in the way justice is administered in Montenegro. More than 110 judges,

20 prosecutors from the civil law area, and 25 private attorneys participated in the activities. The judges represented virtually all Montenegrin judges working in the civil area, making this the first series of workshops to deliver information on implementing new reform legislation on a broad scale. The Deputy Minister of Justice, Ms. Branka Lekocevic, said that after last year's adoption of the Constitutional charter, member states of the Union, Serbia and Montenegro, had for the first time gained full jurisdiction in the areas of civil procedure and enforcement of civil judgments. The general objective of the two laws is to secure the just and efficient determination of every action by presenting clear rules for:

- Initiation of a civil action
- A full hearing of all relevant facts
- Assuring the correct application of the law, including provision for speedy appeals
- Enforcement of the final judgment of the court

The workshops examined the important changes made by the two laws, which were each introduced by the Chairs of their respective drafting committees. Professor Biljana Djuricin, Chair of the Working Group on Civil Procedure, said that the law sets forth improved deadlines and means of sanctioning failure to meet those deadlines. Professor Djuricin also said that the essence of new solutions in the new law is to allow civil actions to be completed in the shortest time possible, while increasing the quality of the judgments and decreasing the cost of litigation. She also noted that the law provides, for the first time, for the development of alternative forms of dispute resolution.

Former Supreme Court Justice (and newly appointed judge of the Union Court) Emilija Durutovic presented the Law on the Execution of Civil Judgments. She stressed that the draft was intended to include the recommendations of the Council of Europe, and to protect both debtors and creditors, adding that a successful party does not achieve anything by simply obtaining a favorable judgment, but must also be able to rely on enforcement by coercion if the losing party does not pay the judgment voluntarily.

Former US Fulbright Law Professor Thomas H. (Speedy) Rice made presentations at each of the workshops. He said that the establishment of deadlines, if enforced, will greatly add to the efficiency of the legal system once advocates and parties understand that the court will only grant extensions for justified reasons.

6. Conferences

a. Regional Conference on Training in Judicial Skills

The Project co-sponsored, with the Judicial Training Center of Montenegro, a "Regional Conference on Training in Judicial Skills". The Conference was held May 27-29, 2004 at the Plaza Hotel in Herceg Novi. Judge Robert Payant, President Emeritus of the National Judicial College in Reno Nevada, worked with approximately 50 Montenegrin and regional judges and judicial training specialists. The JTC, funded in part by a grant from the European Reconstruction Agency, organized the three-day conference to bring together judicial training specialists and judges from Serbia, Bosnia and Herzegovina, Kosovo, Croatia, Albania, Macedonia and Bulgaria in an effort to strengthen judicial qualifications. Justice Stevan Damjanovic, President of Montenegro's Supreme Court, opened the Conference, which heard presentations by other Montenegrin, Serbian, Croatian and European judges and legal experts.

Judge Payant made several presentations to the participants, in both the plenary sessions and in small discussion groups. He covered teaching methodologies and substantive topics, describing how technical skills are taught in the United States. He stressed the importance of practical problem and case-oriented methods for training judges in writing judgments and assessing expert evidence of a complex financial or scientific nature. He also discussed the importance of special training for professional judicial administrators, since even the best judges need strong administrative offices supporting them.

b. Kapoanick Conference

The Project supported the attendance of 10 judges and two MOJ staff members at the XVI Annual Jurists' conference in Mt. Kapaonick, Serbia, from December 10-17, 2003. (See Attachment D for list of participants) Mr. Stevan Damjanovic, President of the Supreme Court of Montenegro, endorsed the Conference's value in the context of the judicial reform activities now underway in Montenegro. The Project encourages interaction among judges as a means of fostering increased judicial independence. The judges had the opportunity to discuss new concepts and theories of interest to jurists in the former Yugoslavia; e.g., on the issue of continuing executive involvement in judicial selection in Serbia, the Montenegrin participants discussed their experience under the new Law on Courts, which has removed the role of the executive.

c. Participation in Local Workshops or Conferences Organized by Others

The Project assigned at least one of its two legal advisors to attend workshops on various draft laws organized by other organizations, including workshops on the draft laws of the State Prosecutor, Criminal Procedure, Criminal Law, and the Settlement of Administrative Disputes, implementation of the European Convention on Human Rights (effective in Montenegro on March 4, 2004), and the Witness Protection provisions. The Project presented information on the appropriate relationship between the legislative and the judicial branches at a workshop organized by the National Democratic Institute during May 14-15, 2004.

B. IMPROVEMENT OF COURT OPERATIONS

The Project's technical and commodity assistance began with three assessments. The first two analyzed caseload processing and court management, and recommended options for reducing backlogs. The third assessment analyzed the physical facilities in every Montenegrin court to determine their physical needs, including computerization.

1. Caseload Processing and Court Management Assessments

Checchi Short-Term Technical Advisor (STTA) Michael Bayne completed his two assessments of Caseload Processing and Court Management during his second visit to Montenegro in January 2004. The Caseload Processing Assessment examined caseload and backlog issues throughout the court system, and provided recommendations regarding tasks to process cases more efficiently throughout the court system while maintaining the quality of justice. It also included analyses of caseflow management, data collection and analyses of several hundred cases, development charts of typical civil and criminal case flows, form design and management information. It presented detailed recommendations in all of these areas, including training and manuals for judges and staff. The Court Management Assessment examined the administrative duties and responsibilities of judges and court

personnel in Montenegro, and provided recommendations for the Administrative Office to use in allocating administrative resources. The Assessments also developed typical organizational charts for existing courts and for the proposed new institutions. Both Assessment components were translated into the local language and presented to the Senior Working Group during the Fourth Quarter. Recommendations approved by the Senior Working Group may be implemented in pilot activities during Project Years Two and Three.

Mr. Bayne reviewed the “Precepts” Policy Paper that the Project prepared to describe the role of the Administrative Office in court management, and presented this paper to the Senior Working Group.

2. Court Facilities Assessment

The Project was charged with inventorying all Montenegrin court facilities, other than the Constitutional Court, recommending facilities upgrades for each individual court, and then, subject to USAID approval, providing limited commodity support to implement the most urgent upgrades, including establishing IT capacity in nine Basic Courts (the remaining basic courts are being assisted by the European Agency for Reconstruction (EAR)). Checchi STTA Gerald Thacker worked with a team of Montenegrin lawyers, judges, civil engineers, IT specialists, and the Project’s Senior Court Management and Administration Advisor. to prepare the background material for the assessment. The Assessment collected the first complete inventory of courthouse property, prepared detailed drawings of each courthouse, provided designs for IT installations, and listed furniture and renovation needs.

Following the completion of their survey of facilities’ needs, Mr. Thacker and the Project’s Civil Engineer, Ms. Natasa Kopitovic, presented their draft assessment to the Project’s Senior Working Group and other officials at a Roundtable on May 7, 2004 that was attended by the Deputy Directors of Procurement and Public Works. The assessment serves as the basis for prioritizing improvements to the physical infrastructure of the court system, and addresses practical needs ranging from IT equipment to leaking roofs. The assessment includes:

- a. Diagrams of the Supreme Court building and every other courthouse in Montenegro, defining space, layouts, and electrical and communications systems in each building. This collection of detailed drawings of every courthouse provides valuable data for planning by both the Project and the judicial system. The courts, the Directorate of Public Works, and the Directorate of Public Procurement are using these Project-developed materials for planning and repairs.
- b. Descriptions, layouts, requirements, and specifications for the IT component of the Project. Checchi’s IT specialist, Mr. Pedro Souss, visited Montenegro in the Third Quarter and, together with the local IT specialist, completed the assessment of IT needs for the court system. The local IT specialist visited all nine of the Basic Courts for which the Project will purchase IT equipment, and made detailed drawings and recommendations with respect to each of them.
- c. A Court Property Inventory for every courthouse in the Republic, prepared by the Project’s SCAMA and one of its legal advisors. Since neither the courts nor the government of Montenegro had a current inventory, the Project prepared this Court Property Inventory to establish a baseline and prioritize repair and/or replacement needs of every court. The Project staff visited every courthouse and completed a detailed inventory of furniture and equipment,

identifying type, number, size, location by room, and condition for each courthouse. These inventories have assisted in determining needs of the nine courts for which the Project will provide furniture and computers.

d. Cost estimates and specifications for renovations, furniture, and IT requirements of two Pilot Courts (Kotor and Berane). When work on the two new courts and the Administrative Office in the Supreme Court Building are completed, the Project will proceed to upgrade the two Pilot Courts.

e. A Design Guide with suggestions for courthouse harmonization and standardization.

3. Quality and Timeliness of Judicial Decision-Making

The Senior Court Administration and Management Advisor completed a preliminary overview of court procedures and facilities at three representative courts, the Basic Court in Rozaje, the Superior and Basic Courts in Bijelo Polje, and the Basic Court of Herceg Novi. The Advisor's review documented the individual buildings, space, furniture, equipment, forms, and technology (hardware and software). The Advisor prepared a report, with nine overall recommendations and various attachments, which was submitted to USAID on September 30, 2003. The Project used the report to design and implement the Caseload Processing and Court Management Assessments and the Court Facilities Assessment.

4. Renovations in the Basic Courts of Herceg Novi and Cetinje

This activity was the first of the Project's computerization efforts, taking place while awaiting decisions on the locations for the three new institutions. To support recommendations in both the Facilities and the Case Processing Assessments, the Project installed wireless computer networks, systems, furniture and modern filing equipment in the Basic Courts of Cetinje (16 workstations) and Herceg Novi (24 workstations), and is providing basic computer training for judges and court staff.

5. Assistance to the Administrative Office

a. Precepts Policy Paper for the Administrative Office

Following the December 2003 Court Administration Roundtable, the Project prepared a policy paper describing the fundamental precepts of the Administrative Office, including its possible structure and staffing needs. The paper, translated into the local language, was delivered to the Senior Working Group in January, 2004.

b. Concrete Steps towards Establishing the Administrative Office

IT Support Center. As an initial step in what the Project expects to become a fully functional Administrative Office, at the suggestion of Pedro Souss, the Project's IT specialist, the Supreme Court has created an IT Support Center within the AO, which has helped the court system begin to integrate new technology into their operations. Building upon the Project's assessments and initial roundtables on court administration, Mr. Souss helped the Supreme Court to equip the AO's IT Department to meet its basic furniture and computer needs. In his first week, Mr. Souss conducted an initial test of a wide area network that will ultimately link all courts of the Republic. He helped the Superior Court in Bijelo Polje send its first electronic

communication to the Supreme Court in Podgorica and assisted initiating the LAN configuration in that court and the first Internet connections for the Basic Court of Podgorica.

US Study Visit. In April 2004, the Project arranged a visit to American federal and state courts and their administrative offices for a delegation led by the President of Montenegro's Supreme Court, with participants including other members of the SWG, members of the Judicial Council, and other officials likely to play a key role in establishing the Administrative Office. The study visit introduced the participants to the relationship of administrative offices to the courts, the functions of administrative offices, procedures of administrative offices, financing and budgeting of the courts, and the responsibility of administrative offices for security, space, facilities, and information technology for the courts. The delegation visited the US Administrative Office of the Courts and the Federal Judicial Center in Washington, DC, the National Center for State Courts in Virginia, and courts and administrative offices in Alabama. In its visit, the group met with various levels of courts, from a federal court of appeals to two state supreme courts to a state court with a single judge, and observed how the administrative offices perform their role of supporting an independent judiciary. (See Attachment E for the full program of the study visit)

c. Obstacles to Establishing an Administrative Office

While the President of the Supreme Court agrees with the concept of an AO, he sees it as a small office of three to five persons. The Project expects this view to change as members of the Judicial Council and other judicial leaders realize the huge challenges facing the judiciary attributable to the Law on Courts, which shifts many administrative responsibilities from the executive branch to the judiciary. The President perceives the problem of establishing the AO as being financial in nature: he cannot formally establish an AO until there is a budget allocation for such establishment. The Project has suggested that existing employees within the court system, and staff of other agencies that could be seconded to the courts, might be identified as possible staff members in a beginning AO, and has encouraged other steps to identify the necessary human resources.-At present, the President of the Supreme Court is actually serving as the unofficial head of an understaffed, *de facto* Administrative Office that is not capable of fulfilling the many requirements and tasks of a fully operational AO. He, with his immediate staff, is the Budget Officer, the Facilities Director, and the Human Resources manager, all wrapped into a single person, who must also perform the very burdensome duties of a President of a Supreme Court. The danger of this approach is that the responsibility for court administration may fall back upon the Executive branch, jeopardizing the opportunity to have a truly independent judiciary that was provided by Montenegro's adoption of the Law on Courts. Even before resolving ultimate budgetary issues, the project will continue to encourage consideration of using existing staff within the court system, and staff seconded by other agencies, to assist in administrative requirements of the courts.

6. Physical Establishment of New Courts and Administrative Office

The Project's foundation assessments (Court Financing, Court Management, Caseload Processing, and Court Facilities) all considered aspects of establishing the two new courts and the Administrative Office. The Project's Policy Paper, described in Section II B 5, addressed the possible structure of the AO. The Project also worked with several Government and judicial bodies on the physical location of the new institutions. An official Government decision in early April 2004 selected the sites for the two new courts and the Administrative Office, and all parties involved in the process of readying space for the three new institutions

are now cooperating to implement that decision. The Project's foundation assessments assisted the judicial leadership and the Government in reaching its decision on the location for the two new courts and the Administrative Office. While the Project had accurately advised the SWG that it was unlikely that the July 1, 2004 deadline for establishing the two new courts, mandated in the 2002 Law on Courts, could be met, our suggestions on the suitability of the Supreme Court site, together with the Project's drawings and the Court Financing Assessment's estimates on the amount to allocate for establishing the new institutions, were important in moving the decision-making process forward. Throughout Year One, the Project continued to direct its actions so that they could assist establishing the new courts as the Project's highest priority.

7. Judges' Workload Data for the Basic Court of Kotor and Barane

The MOJ is trying to determine the number of judges required by the judicial system and requested Project assistance in an analysis of judges' workloads. Working at the two Pilot Courts, a Project staff member collected data and interviewed judges. The Project used the resulting sample data on judges' workloads for a report to the MOJ during the Fourth Quarter. This material will be reviewed and analyzed during Project Year Two.

C. PUBLIC ACCESS AND AWARENESS

Mr. William J. Cleary, the Project's media consultant, engaged through Checchi's subcontractor, Mendez-England and Associates, arrived in Podgorica in June 2004 to begin work related to promoting public awareness of judicial reform. Under the workplan, he began with interviews of presidents of two Pilot Courts, a basic court, and the commercial court. During the first phase of his activity, he will interview 25 representative *pro se* plaintiffs or defendants and 25 representative attorneys of record. These interviews are assisting in the development of a questionnaire and baseline opinion research during the second phase. The baseline opinion research will allow the Project to define the current status of key issues as they relate to an overall measure of "public trust," and guide subsequent program elements. Two of these elements, already discussed on a tentative basis, have the enthusiastic support of the court presidents interviewed and the project staff:

- a definitive opinion column -- with a disclaimer -- that will enable the Project to control and deliver key messages timed to the workplan or as a response to events. The print medium remains the news medium of choice in Montenegro.
- a television format and likely outlet for a program produced by the Project, consistent with the same control, delivery, and timely principles, with appropriate disclaimers.

These techniques have been proven successful in other USAID-financed projects, and will be further developed as part of a comprehensive program during Mr. Cleary's next visit. Currently, he is identifying, with the assistance of the court presidents, other critical needs which support the principles of access and transparency. These will be defined in detail, along with actions and costs, as part of a comprehensive program that addresses "public trust" as a function of judicial reform actions, key messages, and court-user actions/public attitude shift that, in time, provide the basis for measuring the success of the effort and value of USAID's investment in judicial reform.

ATTACHMENT A: LIST OF CONSULTANTS DURING YEAR ONE
(dates in-country)

U.S.

Mr. Joseph Bobek: Court Finance Assessment—October 4-November 11, 2003; January 15-February 3, 2004.; April 30-May 11, 2004.

Michael Bayne: Caseload Processing and Court Administration Assessment—October 5-November 16, 2003; January 13-27, 2004.

Mr. Gerald Thacker: Court Facilities Assessment (Head)—November 2-22, 2003; February 28-March 13; April 24-May 8, 2004.

Mr. Pedro Souss: Court Facilities Assessment (IT)—November 18-December 4, 2003; January 18-25, 2004.

Judge Robert Payant---May 26-30, 2004

Professor Thomas (Speedy) Rice--- May 19-26; June 9-15, 2004

Mr. Thomas Reynders---July 29-August 23 , 2003

Mr. Keith Rosten---September 29-October 3; December 7-12, 2003

Judge Paul Magnuson---December 8-10, 2003

Mr. Peter McCabe---December 8-11, 2003

Mr. William J. Cleary (Mendez-England Subcontract)—June 21-July 25, 2004.

Montenegro

Professor Biljana Djuricin

Judge Emelija Durotovic

Ms. Natasa Kopitovic: Court Facilities Assessment (Civil Engineer)

Mr. Voyin Lekovic: Court Facilities Assessment (IT)
IT Department of Administrative Office

ATTACHMENT B: SELECTED NEWS ARTICLES

[AVAILABLE IN HARDCOPY]

ATTACHMENT C: Court System Legislation, Draft Legislation and Draft Rules

ATTACHMENT C

Chart on Legislation, draft legislation and draft rules affecting the Court System

	Subject	Existing Law or Regulation	Status	External Support, including planned USAID/Checchi support activities	Date of Probable Submission to Parliament	Target Adoption Date
1.	Law on the State Prosecutor	Official Gazette ROM No 069/03-11	Adopted by Parliament (December, 2003)	OSCE, COUNCIL of EUROPE, ABA/CEELI-- USAID/Checchi to assist in training to extent needed in view of other donor support.	Adopted	Adopted
2.	Criminal Code	Official Gazette ROM No. 070/03-1	Adopted by Parliament (December, 2003)	OSCE, COUNCIL of EUROPE -- USAID/Checchi to assist in training to extent needed in view of other donor support.	Adopted	Adopted
3.	Criminal Procedure Law	Official Gazette ROM No. 071/03-1, 007/04-32	Adopted by Parliament (December, 2003)	OSCE, COUNCIL of EUROPE -- USAID/Checchi to assist in training to extent needed in view of other donor support.	Adopted	Adopted
4.	Civil Procedure Law	Official Gazette ROM, No. 22, 04/04	Adopted by Parliament (March. 2004)	USAID/Checchi assisted in implementation by organizing three one day seminars in May/June, 2004, supporting commentaries and assisting in dissemination of copies of law.	Adopted	Adopted

5.	Law on the Settlement of Administrative Disputes	Official Gazette ROM No. 060/03-49	Adopted by Parliament (October, 2003)	European Agency for Reconstruction (EAR)	Adopted	Adopted
6.	Law on Police	Official gazette of ROM, No 24 and 29/94	Procedure in Parliament	OSCE, COUNCIL of EUROPE, USAID(ABA/CEELI)	June, 2003	Unknown
7.	Law on Executive Procedures (the Enforcement of Civil Judgments)	Official Gazette ROM, No. 23, 04/04	Adopted by Parliament in March, 2004	USAID/Checchi assisted in implementation by organizing three one day seminars in May/June, 2004, supporting commentaries, and assisting in dissemination of copies of law.	Adopted	Adopted
8.	Court Rules of Procedure	Official Gazette of ROM No. 34/04	Rules accepted by Judicial Council— adopted by MOJ in May, 2004	OSCE -- USAID/Checchi to assist in implementation by organizing two one day seminars, and assisting in dissemination of copies of the rules.	Not Required	Not Required
9.	Law on Court Fees	Official gazette of RMN 42/98 and 12/01	Working Group will be established in second quarter of 2004	USAID/Checchi assisted in drafting and implementation by furnishing US specialist to work with persons expected to be in Working Group in May, 2004.	After Third Quarter of 2004	Unknown

10	Law on Notaries	No existing law	Working Group began in fourth quarter of 2003 First working draft has been delivered to MOJ and certain interested institutions.	Council of Europe (review of draft law);USAID/Checchi to assist in drafting by organizing study visit to European country in October/November. 2004, and supporting roundtables for Working Group. Will assist implementation by organizing seminars following adoption.	Fourth Quarter of 2004	Unknown
11	Law on judges' compensation and pensions	None	Preliminary WG (No official action)	No action yet planned	Unknown	Unknown
12	Law on Court Experts (and related sub law on procedures for court payment)	No existing law. A sub law is in Official Gazette 060/04-1	MOJ and Assn of Court Experts began drafting activity in first quarter of 2004.	USAID/ ORT has assisted in drafting and workshop support visit	Third Quarter of 2004	Unknown
13	Law on the Protection of Witnesses	No existing law	Working Group established in first quarter of 2004 First working draft has been sent MOJ and other interested institutions.	Council of Europe;OSCE (not yet defined)	Fourth quarter of 2004	Unknown
14	Law on Administrative Offenses	ROM Official Gazette 025/94-341 029/94-415 038/96-2 048/99-1	Working Group will be established	Council of Europe (possibly) because of link to Article 6 ECHR	End of 2004	Unknown

15	Law on Bar Exam	ROM Official Gazette 009/77-102 026/77-357 032/88-757 036/03-7	WG has completed draft	USAID/Checchi assisted with translation of foreign models, etc.	June, 2004	Third Quarter, 2004
16	Sub law on Court Administration	No existing law or sub law	Working Group to be established in third quarter of 2004	USAID/Checchi to assist in basic research, drafting and supporting roundtables for Working Group.	Not Required	Not Required
17	Sub law on Judges' workloads	Existing sub law ROM Official Gazette 25/98	Working Group will be established	USAID/Checchi to continue assistance in basic research, drafting and supporting roundtables	Not Required	Not Required

June 30, 2004

ATTACHMENT D: Participants in Conferences, Workshops, Round Tables, Study Visits

I. Roundtable on Court Administration, October 17, 2003:

1. Ivica Stankovic, Judge of Supreme Court
2. Miras Radovic, Judge of Supreme Court
3. Cedomir bogicevic, Judge of Supreme Court
4. Vesna Begovic, Judge of Supreme Court
5. Natasa Bozovic, Judge of Superior Court in Podgorica
6. Dragana Djuranovic, Judge of Superior Court in Podgorica
7. Dalibor Vukovic, Head of Intake office of Commercial Court
8. Drazen Medojevic, Judge of Basic Court in Podgorica
9. Senka Danilovic, Judge of Basic Court in Podgorica
10. Zoran Pazin, Judge of Basic Court in Podgorica
11. Vesna Mostrokol, Judge of Basic Court in Podgorica
12. Biljana Vuksanovic, Judge of Basic Court in Podgorica
13. Ana Vukovic, Judge of Basic Court in Podgorica
14. Radmila Mijuskovic, Judge of Basic Court in Danilovgrad; Member of Jud. Council
15. Lazar Akovic, Judge of Basic Court in Bar
16. Nebojsa Vucinic, Professor at the Law school; Member of Judicial Council
17. Ana Spasic, JTC
18. Klein Karen, U.S. Judge
19. Virginia Morgan, U.S. Judge
20. Mira Gur-Arie, U. S. Federal Center for Judges
21. Bob Fagan, U. S. Federal Center for Judges
22. Sasa Brajovic, Public Affairs Assistant, U.S. Consulate in Podgorica
23. Theodor Parnall, Chief of Party of Checchi and Company Consulting, Inc.
24. Richard Martin, Senior Court Administration Consultant, Checchi
25. Michael Bayne, Court Processing Assessment Consultant, Checchi
26. Aleksa Ivanovic, Legal Advisor, Checchi

II. Roundtable on Draft Law on Civil Procedure and Draft Law on Enforcement of Civil Judgements, November 24, 2003:

1. Zeljko Sturanovic, Minister of Justice, Chair of the Round Table
2. Branka Lakocevic, Deputy Minister of Justice (Member of Project Senior Working Group)
3. Marina Miranovic, Ministry of Justice
4. Vladimir Radulovic, Ministry of Justice
5. Milan Krsmanovic, Ministry of Justice
6. Howard Handler, USAID
7. Dora Plavetic, USAID
8. Savo Djurovic, USAID
9. Kathryn Stevens, USAID Belgrade
10. Ellen Kelly, USAID Belgrade
11. Mihailo Andjelic, Basic Court Zabljak
12. Rifat Hadrovic, Superior Court Prosecutor
13. Muzafer Hadzajlic, Commercial Court Bijelo Polje
14. Zoran Kuzmanovic, Superior Court Podgorica

15. Radojka Nikolic, Superior Court Podgorica
16. Snezana Aleksic, Basic Court Podgorica
17. Dragica Vukovic, Basic Court Podgorica
18. Biljana Vuksanovic, Basic Court Podgorica
19. Snezana Vulevic, Basic Court Podgorica
20. Lidija Mitrovic, Basic Court Podgorica
21. Radmila Mijuskovic, Basic Court Danilovgrad
22. Milica Jovovic, Basic Court Danilovgrad
23. Rade Perisic, Basic Court Niksic
24. Zeljko Raicevic, Basic Court Danilovgrad
25. Miras Radovic, Supreme Court
26. Julka Badnjar, Supreme Court
27. Zeljko Supljeglav, Basic Court Bar
28. Zoran Lekic, Basic Court Bar
29. Vladimir Ristovski, Council of Europe
30. Marija Cupic, Basic Court Cetinje
31. Ivona Dragutinovic, OSCE
32. Maja Velimirovic, OSCE
33. Dragan Rakocevic, Commercial Court Podgorica
34. Vukasin Simrak, Basic Court Herceg Novi
35. Senada Hasanagic, Commercial Court Bijelo Polje
36. Milovan Nisavic, Commercial Court Bijelo Polje
37. Miodrag Premovic, Superior Court Bijelo Polje
38. Emilija Durutovic, Chairman of working group on Enforcement of Judgments
39. Natalija Filipovic, Superior Court Podgorica
40. Biljana Djuricin, Chairman of working group on Civil Procedure
41. Slobodan Franovic, Montenegrin Helsinki Committee
42. Vladan Djuranovic, ORT
43. Dragana Djuranovic, Superior Court Podgorica
44. Mirko Petricevic, Bar Association
45. Vesna Begovic, Supreme Court
46. Theodore Pranall, Checchi
47. Aleksa Ivanovic, Checchi
48. Slaven Lekic, Checchi

III. ROUNDTABLE ON COURT ADMINISTRATION, December 9, 2003:

1. Stevan Damjanovic, Chief Justice
2. Radmila Mijuskovic, Judicial Council member; Judge of Basic Court Danilovgrad
3. Zahit Camic, Judicial Council member; Judge of Basic Court Rozaje
4. Miras Radovic, Judicial Council member; Judge of Supreme Court
5. Branka Lakocevic, Senior Working Group member; Assistant of Minister of Justice
6. Marina Djurovic, Secretary of Commercial Court
7. Blazo Jovanic, Secretary of Judicial Council;
8. Sasa Vujosevic, Supreme Court IT
9. Paul Magnuson, Chief Judge, US District Court of Minnesota
10. Peter McCabe, Assistant Director for Judges Programs, Administrative Office of U.S. Courts
11. Keith Rosten, Director of Europe and Eurasia Programs, Checchi and Company Consulting, Inc.

12. Vesna Ratkovic, Program Specialist – Democracy, USAID
13. Theodore Parnall, Chief of Party, Checchi and Company Consulting, Inc.
14. Richard Martin, Deputy Chief of Party, Checchi and Company Consulting, Inc
15. Aleksa Ivanovic, Senior Legal Advisor, Checchi and Company Consulting, Inc
16. Slaven Lekic, Senior Legal Advisor, Checchi and Company Consulting, Inc

IV. KAOPONIK CONFERENCE, December 10-17, 2003

1. Dragan Rakocevic, President, Commercial Court Podgorica
2. Dijana Raickovic, Judge, Commercial Court Podgorica
3. Natalija Filipovic, Judge, Superior Court Podgorica
4. Radojka Nikolic, Judge, Superior Court Podgorica
5. Verica Sekulic, Judge, Superior Court Podgorica
6. Ana Vukovic, Judge, Basic Court Podgorica
7. Vesna Mostrokol, Judge, Basic Court Podgorica
8. Zoran Radovic, Judge, Basic Court Podgorica
9. Drazen Medojevic, Judge, Basic Court Podgorica
10. Zarko Savkovic, Acting President of Basic Court
11. Marina Miranovic, MOJ
12. Mirjana Puric, MOJ

V. ROUNDTABLE ON COURT FINANCING ASSESSMENT, January 28, 2004:

1. Stevan Damjanovic, Chief Justice
2. Branka Lakocevic, Deputy Minister of Justice
3. Milan Dabovic, Deputy Minister of Finance
4. Dora Plavetic, USAID
5. Vesna Ratkovic, USAID
6. Joseph Bobek, Checchi and Company Consulting, Inc.
7. Theodore Parnall, Checchi and Company Consulting, Inc.
8. Richard Martin, Checchi and Company Consulting, Inc.
9. Aleksa Ivanovic, Checchi and Company Consulting, Inc.
10. Slaven Lekic, Checchi and Company Consulting, Inc.
11. Snezana Dubljevic, Interpreter

VI. US STUDY VISIT ON COURT ADMINISTRATION AND ADMINISTRATIVE OFFICES, April, 2004:

1. Stevan Damjanovic, Chief Justice; President of Judicial Council
2. Svetlana Vujanovic, Judge of Higher Court in Podgorica and member of Judicial Council
3. Zahit Camic, President of Basic Court in Rozaje and member of Judicial Council

4. Radmila Mijuskovic, Judge of Basic Court in Danilovgrad, and member of Judicial Council
5. Blazo Jovanic, Secretary of Judicial Council, Head of Cabinet and Assistant of President of the Supreme Court
6. Sasa Vujosevic, Supreme Court IT person
7. Branka Lakocevic, Deputy Minister of Justice
8. Milan Dabovic, Deputy Minister of Finance
9. Richard Martin, Checchi- Montenegro, Deputy Chief of Party
10. Snezana Dubljevic, Interpreter, Checchi
11. Slaven Lekic, Legal Advisor, Checchi

VII. ROUNDTABLE ON COURT FACILITIES ASSESSMENT, May 6, 2004:

1. Stevan Damjanovic, Chief Justice
2. Branka Lakocevic, Deputy Minister of Justice
3. Milan Dabovic, Deputy Minister of Finance
4. Zarko Zivkovic, Deputy Director of Agency for Public Works
5. Zeljko Nikolic, Deputy Director of Agency for Public Procurement
6. Dora Plavetic, USAID
7. Vesna Ratkovic, USAID
8. Natasa Kopitovic, Checchi and Company Consulting, Inc.
9. Vojin Lekovic, Checchi and Company Consulting, Inc.
10. Gerald Thacker, Checchi and Company Consulting, Inc.
11. Theodore Parnall, Checchi and Company Consulting, Inc.
12. Richard Martin, Checchi and Company Consulting, Inc.
13. Aleksa Ivanovic, Checchi and Company Consulting, Inc.
14. Slaven Lekic, Checchi and Company Consulting, Inc.
15. Snezana Dubljevic, Interpreter

VIII. National Democratic Institute SEMINAR for PARLIAMENTARIANS, Milocer, May 15, 2004:

1. Theodore Parnall, Chief of Party, USAID/CHECCHI
2. **ALEKSA IVANOVIĆ, SENIOR ADVISER, USAID/CHECCHI**
3. Miodrag Vuković, Chair of the International Affairs Committee and European Integrations Committee
4. Božidar Vuksanović, Chair of the Mandate-Immunity Committee
5. Ivan Brajović, Chair of the Supervision of State of the Privatization Process Committee
6. Rifat Rastoder, Char of the Human Rights and Freedoms Committee
7. **MIODRAG ILIČKOVIĆ, CHAIR OF LEGISLATIVE COMMITTEE**
8. Milan Radović, Secretary General
9. Slobodan Dragović, Deputy Secretary General
10. Žana Banović, Advisor in the Cabinet of the President
11. Ljiljana Radonjić, Assistant to the Secretary General
12. Milina Dapčević, Secretary of Legislative Committee
13. Mira Djurović, Secretary of the International Affairs Committee

14. Gaga Gegaj, Secretary of the Economy, Finance and Environment Committee
15. Nadja Vukićević, Secretary of the Economy, Finance and Environment Committee
16. Slavica Zečević, Secretary of the Committee
17. Snežana Grupković, Secretary of the Gender Equality Committee
18. Renata Vulević, Secretary of the Public Relations and Supervision of the Privatisation Proces Committee
19. Zorana Baćović, Secretary of the Supervision of State Security Service Committee
20. Tamara Petričević, Secretary of the Constitutional Affairs Committee
21. Dragan Koprivica, CDT Coordinator
22. Milena Jovanović, CDT Assistant
23. Gligor Bojić, intern
24. Dražen Vlaović, intern
25. Nada Pejović, intern
26. Nina Vujošević, intern
27. Milica Mijović, intern
28. Duška Radović, intern
29. Veronika Brkanović, intern
30. Marianne Goodwin, Parliamentary Program Director, NDI/Montenegro
31. Miroslav Šćepanović, Office Manager, NDI/Montenegro
32. Natasa Bulatović, Program Coordinator, NDI/Montenegro
33. Jelena Mrdak, Program Coordinator , NDI/Montenegro

[NB; List of Participants furnished by NDI]

IX. WORKSHOP ON IMPLEMENTING THE LAW ON CIVIL PROCEDURE AND LAW ON EXECUTION OF CIVIL JUDGMENTS, Podgorica, May 20-21, 2004

1. Ranka Vukovic, Superior Court Judge
2. Verica Sekulic, Superior Court Judge
3. Natasa Bozovic, Superior Court Judge
4. Vesna Jovic, Superior Court Judge
5. Dragana Djuranovic, Superior Court Judge
6. Vojislav Bulatovic, Superior Court Judge
7. Rada Kovacevic, Superior Court Judge
8. Ljiljana Lalicevic, Superior Court Judge
9. Svetlana Vujanovic Superior Court Judge
10. Mevlida Muratovic, Commercial Court Judge Podgorica
11. Ljubica Simovic, Commercial Court Judge Podgorica
12. Nikola Tomic, Commercial Court Judge Podgorica
13. Slađana Cabarkapa, Commercial Court Judge Podgorica
14. Miodrag Minic, Commercial Court Judge Podgorica
15. Milica Popovic, Commercial Court Judge Podgorica
16. Dragica Vujanovic, Commercial Court Judge Podgorica
17. Natasa Sekulic, Commercial Court Judge Podgorica
18. Borjanka Zogovic, Commercial Court Judge Podgorica
19. Zoran Pazin, Basic Court Judge - Podgorica;

20. Biljana Vuksanovic, Basic Court Judge - Podgorica;
21. Vjera Sljivancanin, Basic Court Judge - Podgorica;
22. Nenad Otasevic, Basic Court Judge - Podgorica;
23. Slavka Vukcevic, Basic Court Judge - Podgorica;
24. Senka Danilovic, Basic Court Judge - Podgorica;
25. Vera Pekovic, Basic Court Judge - Podgorica;
26. Ranko Vukic, Basic Court Judge - Podgorica;
27. Snezana Aleksic, Basic Court Judge - Podgorica;
28. Dragica Vukovic, Basic Court Judge - Podgorica;
29. Natalija Boricic, Basic Court Judge - Podgorica
30. Ognjana Boljevic, Basic Court Judge - Podgorica
31. Lazar Akovic, Basic Court Judge - Podgorica
32. Vladislav Andjelic, Basic Court Judge - Podgorica;
33. Dejan Dragovic, Basic Court Judge - Podgorica;
34. Dobroslav Raicevic, Basic Court Judge - Podgorica;
35. Ratko Cupic, Basic Court President - Danilovgrad;
36. Radmila Mijuskovic, Basic Court Judge - Danilovgrad;
37. Milica Jovovic, Basic Court Judge - Danilovgrad;
38. Zeljko Raicevic, Basic Court Judge - Danilovgrad;
39. Dragan Stanisic, Basic Court Judge - Niksic;
40. Natasa Boskovic, Basic Court Judge - Niksic;
41. Vesna Jovetic, Basic Court Judge - Niksic;
42. Andrija Bojovic, Basic Court Judge - Niksic;
43. Bozo Blagojevic, Basic Court Judge - Niksic
44. Rade Perisic, Basic Court Judge - Niksic
45. Marika Novakovic, Lawyer
46. Tamara Durutovic, Lawyer
47. Zagorka Popovic, Deputy of Supreme State Prosecutor
48. Miljana Radovic, Deputy of Supreme State Prosecutor
49. Veselin Vuckovic, Basic Prosecutor- Podgorica
50. Lidija Vukcevic, Deputy Basic Prosecutor- Podgorica
51. Grujo Radonjic, Deputy Basic Prosecutor- Podgorica
52. Luka Martinovic, Basic Prosecutor - Cetinje
53. Dusko Milanovic, Deputy Basic Prosecutor - Cetinje
54. Snezana Vukcevic, court intern – Basic Court Podgorica
55. Vladimir Radulovic, Ministry of Justice

Presenters:

56. Prof. Dr. Biljana Djuricin, Law Faculty – Podgorica
57. Emilija Durutovic, Court of State Union of Serbia and Montenegro
58. Miras Radovic, Supreme Court Judge
59. Julka Badnjar, Supreme Court Judge
60. Vesna Begovic, Supreme Court Judge
61. Dragica Milacic, Superior Court Judge – Podgorica
62. Natalija Filipovic, Superior Court Judge – Podgorica
63. Radojka Nikolic, Superior Court Judge – Podgorica
64. Rusmin Nikocecic, Lawyer
65. Professor Thomas Speedy Rice

Organizers:

66. Dora Plavetic, USAID
67. Vesna Ratkovic, USAID
68. Branka Lakocevic, Ministry of Justice
69. Ana Spasic, JTC
70. Biljana Perunovic – Milic, JTC
71. Professor Theodore Parnall, Checchi
72. Aleksa Ivanovic, Checchi
73. Snezana Dubljevic, Checchi
74. Olja Dimic, Checchi

**X. WORKSHOP ON IMPLEMENTING THE LAW ON CIVIL PROCEDURE AND
LAW ON EXECUTION OF CIVIL JUDGMENTS, Budva, May 24-25, 2004:**

1. Mladen Ivanovic, Basic Court Judge-Herceg Novi,
2. Sonja Cveticanin-Ognjenovic, Basic Court Judge-Herceg Novi
3. Zorica Dabetic, Basic Court Judge-Herceg Novi
4. Ljubica Antunovic, Basic Court Judge-Herceg Novi
5. Darka Kisjelica, Basic Court Judge-Herceg Novi
6. Ljubisa Matkovic, Basic Court Judge-Herceg Novi
7. Lidija Seferovic Paseta, Basic Court Judge-Herceg Novi
8. Veselin Ivanovic, Basic Court Judge- Bar
9. Zoran Lekic, Basic Court Judge-Bar
10. Zeljko Supljeglav, Basic Court Judge-Bar
11. Aleksandra Lekovic Saranović, Basic Court Judge-Bar
12. Rajka Nikcevic, Basic Court Judge- Kotor
13. Ranko Scekić, Basic Court Judge- Kotor
14. Suzana Todorovic-Celanović, Basic Court Judge- Kotor
15. Predrag Milasevic, Basic Court Judge- Kotor
16. Velika Vulcanovic, Basic Court Judge- Kotor
17. Sveto Stanisic, Basic Court Judge- Kotor
18. Nenad Kovacevic, Court intern- Kotor
19. Darka Zec, Court intern- Kotor
20. Slavica Medic, Court intern- Kotor
21. Ilijaz Kroma, Basic Court Judge- Ulcinj
22. Sami Miseri, Basic Court Judge- Ulcinj
23. Budimir Capunovic, Basic Court Judge- Ulcinj
24. Ramazan Mucaj, Basic Court Judge- Ulcinj
25. Vladimir Begovic, Lawyer- Kotor
26. Vesna Gacevic Rogova, Lawyer- Ulcinj
27. Snezana Zejnelagic, Deputy Basic State Prosecutor- Herceg Novi
28. Nada Pavlovic, Prosecutor Herceg Novi
29. Munira Omeragic, State Prosecutor- Kotor
30. Danka Vucic, Deputy Basic State Prosecutor-Kotor

31. Darko Hajdukovic, Basic Prosecutor- Ulcinj
32. Petar Samardzic, Lawyer- Tivat
33. Slavica Ilic, Lawyer
34. Tamara Maric, Lawyer
35. Mirjana Podanic, Lawyer
36. Andrija Milic, Lawyer
37. Lazar Akovic, Basic Court Judge – Podgorica

Prsnters

38. Prof. Dr. Biljana Djuricin, Law Faculty – Podgorica
39. Emilija Durutovic, Court of State Union of Serbia and Montenegro
40. Miras Radovic, Supreme Court Judge
41. Julka Badnjar, Supreme Court Judge
42. Vesna Begovic, Supreme Court Judge
43. Dragica Milacic, Superior Court Judge – Podgorica
44. Natalija Filipovic, Superior Court Judge – Podgorica
45. Radojka Nikolic, Superior Court Judge – Podgorica
46. Rusmin Nikocevic, Lawyer
47. Professor Thomas Speedy Rice

Organizers

48. Dora Plavetic, USAID
49. Vesna Ratkovic, USAID
50. Branka Lakocevic, Ministry of Justice
51. Ana Spasic, JTC
52. Biljana Perunovic – Milic, JTC
53. Professor Theodore Parnall, Checchi
54. Aleksa Ivanovic, Checchi
55. Snezana Dubljevic, Checchi
56. Valentina Boskovic, Checchi
57. Olja Dimic, Checchi

XI. WORKSHOP ON IMPLEMENTING THE LAW ON CIVIL PROCEDURE AND LAW ON EXECUTION OF CIVIL JUDGMENTS, Bijelo Polje, June 10-11:

1. Miodrag Premovic, Superior Court judge;
2. Branimir Femic, Superior Court judge;
3. Dragan Mrdak, Commercial Court Judge;
4. Milovan Nisavic, Commercial Court Judge;
5. Radule Piper, Commercial Court Judge;
6. Senada Hasanagic, Commercial Court Judge;
7. Faruk Musovic, Commercial Court Judge;
8. Milorad Rovcanin, Basic Court Judge – Bijelo Polje;
9. Nedeljko Mrdak, Basic Court Judge – Bijelo Polje;
10. Jelena Cabarkapa, Basic Court Judge – Bijelo Polje;
11. Binasa Bektesevic, Basic Court Judge – Bijelo Polje;
12. Ljiljana Simonovic, Basic Court Judge - Kolasin;
13. Jadranka Pavlovic, Basic Court Judge-Kolasin;

14. Mihailo Andjelic, Basic Court Judge -Zabljak;
15. Rajko Sibalic, Basic Court Judge -Zabljak;
16. Dragan Dasic, Basic Court President - Berane;
17. Zoran Djukic, Basic Court Judge-Berane;
18. Hilmija Suljkovic, Basic Court Judge-Berane;
19. Vojislav Stojanovic, Basic Court Judge-Berane;
20. Aisa Medjedovic, Basic Court Judge-Berane;
21. Ljubinka Miletic, Basic Court Judge-Berane;
22. Milica Cukic, Basic Court Judge-Berane;
23. Sefkija Djesevic, Basic Court Judge-Berane;
24. Erdan Feratovic, Basic Court Judge-Plav;
25. Radoje Kandic, Basic Court President - Pljevlja;
26. Radinka Gacevic, Basic Court Judge - Pljevlja,
27. Radojka Marjanovic, Basic Court Judge - Pljevlja;
28. Marina Jelovac, Basic Court Judge - Pljevlja;
29. Sanja Anicic, Basic Court Judge - Pljevlja
30. Stevan Zoric, Basic Court Judge - Pljevlja
31. Sefika Adrovic, Basic Court Judge -Rozaje;
32. Rifat Erovic, Basic Court Judge -Rozaje;
33. Fadil Kadrovic, Basic Court Judge -Rozaje
34. Rifat Hadrovic, Viši Državni tužilac, Bijelo Polje
35. Visnja Medojevic, Deputy of Superior State Prosecutor – Bijelo Polje
36. Milosav Velickovic, Deputy of Superior State Prosecutor – Bijelo Polje
37. Milica Rmandic Deputy of Basic State Prosecutor – Bijelo Polje
38. Ljubinka Madzgalj, Deputy of Basic State Prosecutor – Bijelo Polje,
39. Katarina Kljajevic, Deputy of Basic State Prosecutor – Bijelo Polje
40. Gorica Calovic, Deputy of Basic State Prosecutor – Bijelo Polje
41. Gorica Golubovic, Basic State Prosecutor – Berane
42. Dragoljub Popovic, Deputy of Basic State Prosecutor – Berane
43. Bozidarka Gacevic, Deputy of Basic State Prosecutor – Pljevlja
44. Sucko Bakovic, Basic State Prosecutor - Plav
45. Milenko Magdalinic, Basic State Prosecutor - Rozaje
46. Hajran Kalac, Deputy Basic State Prosecutor - Rozaje
47. Dragan Sceповic, Dep. Basic Prosecutor - Berane
48. Medenica, Dep. Basic Prosecutor - Berane
49. Caslav Kljajevic, Lawyer
50. Amer Sukurica, Lawyer
51. Kasim Dizdarevic, Lawyer
52. Tatjana Zizic, Lawyer
53. Dragoslav Kljajevic, Lawyer
54. Ranislav Popovic, Lawyer
55. Harun Adrovic, Lawyer
56. Vuko Jelic, Lawyer
57. Stanimirka Petric, Intake office – Basic Court Bijelo Polje
58. Radivoje Sukovic, Lawyer
59. Radoje Zečević

Presenters

60. Prof. Dr. Biljana Djuricin, Law Faculty – Podgorica
61. Emilija Durutovic, Court of State Union of Serbia and Montenegro

62. Miras Radovic, Supreme Court Judge
63. Julka Badnjar, Supreme Court Judge
64. Vesna Begovic, Supreme Court Judge
65. Dragica Milacic, Superior Court Judge – Podgorica
66. Natalija Filipovic, Superior Court Judge – Podgorica
67. Radojka Nikolic, Superior Court Judge – Podgorica
68. Rusmin Nikocecic, Lawyer
69. Prof. Thomas Speedy Rice

Organizers

70. Dora Plavetic, USAID
71. Vesna Ratkovic, USAID
72. Branka Lakocecic, Ministry of Justice
73. Maja Milosevic, JTC
74. Biljana Perunovic – Milic, JTC
75. Aleksa Ivanovic, Checchi
76. Slaven Lekic, Checchi
77. Snežana Dubljevic, Checchi
78. Olja Dimic, Checchi

XII. JTC REGIONAL CONFERENCE ON TRAINING ON JUDICIAL SKILLS, Herceg Novi: May 27-29, 2004

INTERNATIONAL EXPERTS

1. Judge Victor Hall, *Director of Studies, Judicial Studies Board, United Kingdom*
2. Jose Maria Fernandez Villalobos, *Council of Europe, Directorate General I – Legal Affairs*
3. Judge Robert Payant, *(USAID/Checchi) former President of the US National Judicial College*
4. Peter Van Koppen, *Ph.D., President of the European Association for Psychology and Law*

NATIONAL EXPERTS

5. Judge Miras Radovic, *Supreme Court of Montenegro*
6. Judge Petar Stojanovic, *Supreme Court of Montenegro*
7. Judge Vesna Begovic, *Supreme Court of Montenegro*
8. Gordana Mihajlovic, *President of the Second Municipal Court in Belgrade, Serbia*
9. Anica Obradovic, *Coding Company*
10. Predrag Lekovic, *Coding Company*

JUDICIAL TRAINING CENTRE OF THE REPUBLIC OF MONTENEGRO

11. Stevan Damjanovic, *President of the Supreme Court of the Republic of Montenegro and President of the Managing Board of the JTC*

12. Ana Spasic, *Executive Director of the JTC*
13. Maja Milosevic, *Secretary/Assistant of the Executive Director of the JTC*
14. Biljana Perunovic – Milic, *Coordinator of the EU funded project “Support to the JTC Montenegro”*
15. Olivera Kujundzic, *Administrator of the EU funded project “Support to the JTC Montenegro”*
16. Nuala Mole, *Director of the AIRE Centre, UK, international expert on the Project”Support to the JTC Montenegro”*
17. Branka Lakocevic, *Deputy Minister of Justice of the Republic of Montenegro, Member of the Managing Board*
18. dr.Branko Vuckovic, Ph.D., *President of the Basic Court in Kotor,Member of the Managing Board*
19. Joel C. Martin, *The CEELI Institute, Prague, Member of the Managing Board*

EUROPEAN AGENCY FOR RECONSTRUCTION

20. Luigi Sandrin, *Head of the EAR Operational Center in Podgorica*
21. Regina de Dominicis, *Programme Manager for Good Governance and Civil Society*
22. Dragan Mugosa, *Information Officer*

REGIONAL JUDICIAL TRAINING INSTITUTION’S REPRESENTATIVES

23. Teodora Vlahova, *National Institute of Justice, Bulgaria*
24. Svetlana Kalinova, *Jugde of the Supreme Court of Justice, Bulgaria*
25. Danica Risteva, *Judge, Center for Continuing Education, Macedonia*
26. Zuica Naumova, *Judge of the Appellate Court in Skopje, Macedonia*
27. Ana Kranjac, *Judicial Academy, Croatia*
28. Marin Mrcela, *Judge of the Distric Court in Zagreb, Croatia*
29. Dusan Protic, *Director of the Judicial Center, Serbia*
30. Vida-Petrovic Skero, *Judge of the Supreme Court, Serbia*
31. Sanela Paripovic, *Director of the Center for Education of Judges and Prosecutors, Federation of Bosnia and Herzegovina*
32. Hajrudin Hajdarevic, *Jugde of the Supreme Court, Federation of Bosnia and Herzegovina*
33. Biljana Maric, *Director of the Centre for Judicial and Prosecutorial Training, Republic of*

Srpska

34. Obren Buzanin, *President of the Administrative Court, Republic of Srpska*
35. Katya Dormisheva, *Director of the Judicial Institute, Kosovo*
36. Anton Nukaj, *President of the District Court in Pristina, Kosovo*
37. Ariana Fullani, *Director of the Magistrate’s School, Albania*
38. Arta Mandro, *Magistrate’s School, Albania*
39. Sokol Cinari, *Magistrate’s School, Albania*

MONTENEGRIN COURTS REPRESENTATIVES

39. Ivica Stankovic, *President of the High Court in Podgorica*
40. Dragan Rakocevic, *President of the Commercial Court in Podgorica*
41. Muzafer Hadzajlic, *President of the Commercial Court in Bijelo Polje*
42. Zarko Savkovic, *President of the Basic Court in Podgorica*
43. Zoran Lekic, *President of the Basic Court in Bar*
44. Dragoje Jovic, *President of the Basic Court in Ulcilj*
45. Zahit Camic, *President of the Basic Court in Rozaje*
46. Etem Omeragic, *President of the Basic Court in Plav*
47. Rade Perisic, *President of the Basic Court in Niksic*
48. Branko Pejovic, *Judge of the Basic Court in Pljevlja*
49. Branislav Grujic, *President of the Basic Court in Kolasin*
50. Vukasin Simrak, *President of the Basic Court in Herceg Novi*
51. Zoran Zivkovic, *President of the Basic Court in Cetinje*

GUESTS

52. Stefano Valenti, *Council of Europe*
53. Vladimir Ristovski, *Council of Europe, office in Podgorica*
54. Maja Velimirovic, *OSCE*
55. Vesna Ratkovic, *USAID*
56. Dora Plavetic, *USAID*
57. Theodore Parnall, *USAID/Checchi and Compani Consalting Inc.*
58. Aleksa Ivanovic, *USAID/Checchi and Compani Consalting Inc.*
59. Tamara Srzentic, *Fondation Open Society Institute - SOROS*

ATTACHMENT E

**DETAILED AGENDA FOR STUDY VISIT ON COURT
ADMINISTRATION
District of Columbia,
Virginia and Alabama
April 10-23, 2004**

APRIL 10, 2004, SATURDAY

Leave for U.S.

Podgorica (7:30 with JU 663) to Belgrade (8:20). From Belgrade (12:00 with JU 350) to Frankfurt (14:00). From Frankfurt (17:00 with LH9252) to Washington (19:45).

Stay at Phoenix Park Hotel
520 N. Capitol Street, NW
Washington, D.C. 20001
(202) 638-6900

APRIL 11, 2004, SUNDAY

Tour of Washington, D.C.

10: 00 – 14: 00

Four hour riding tour of the city, which would include The Washington Monument, Jefferson Memorial, Lincoln Memorial, Union Station, White House, Congress Building, Supreme Court Building, Arlington Cemetery.

Dinner option: Restaurant Phillips – Seafood buffet dinner on the water

APRIL 12, 2004, MONDAY

Federal Judicial Center and Administrative Office

9:30 - 9:45

Welcome and Introductions

Honorable Barbara Rothstein - Director, Federal Judicial Center

Peter McCabe - Assistant Director, Office of Judges

Programs

Administrative Office of the U.S. Courts

9:45 - 10:00

The Federal Judicial Center

Honorable Barbara Rothstein

10:00 - 10:30

Judicial Governance

Peter McCabe

10:30 - 10:45

Coffee Break

11:00 - 12:30

Use of Workload Statistics and Workload Measures

Panel Discussion:

Steven Schlesinger, Chief Statistics Division

Beverly Bone, Chief Staffing Requirements and

Analysis Office

Patrick Walker, Analytical Services Office

12:30 - 14:00

Lunch option: Union Station

14:00 - 14:45

The Budget Process

Honorable John G. Heyburn, II

Chair of the Committee on Budget Judicial Conference

Chief Judge Western District of Kentucky

Gregory Cummings, Deputy Assistant Director Office
of Finance and Budget

Eugene Schied, Chief Budget Division

Joseph Shellenberger, Deputy Chief Budget Division

14:45 - 15:15

Inside a U.S. Federal Court

Jeffrey Apperson, Clerk of Court Western District of
Kentucky

15:15 - 15:45

Media Relations

David Sellers, Assistant Director Office of Public
Affairs

15:45 - 16:30

Case Management in Federal Courts

Joe Cecil; Beth Wiggins - Federal Judicial Center

APRIL 13, 2004, TUESDAY

10:00-11:00

Tour of the Supreme Court

11:00-12:00

Meeting with Supreme Court Fellow

Mr. Mathew Duschene

12:30-13:30

Visit Checchi Office

Mr. Jason D. Salley

13:30

Lunch (hosted by Checchi)

18:00

Leave for Williamsburg.

Stay at Woodlands Hotel
Williamsburg, Va 23187
(757)565-8690 Direct

Dinner option:

APRIL 14, 2004, WEDNESDAY

8:45

Depart Hotel for National Center for State Courts

09:00-10:00

Welcome and Introduction to the National Center for State Courts

Kala M. Finn, Esq., Deputy Director, International Visitors Education Program, NCSC

The National Center for State Courts (NCSC) has been on the cutting edge of judicial reform in the United States for more that 30 years. It is recognized as a leading authority on administration of justice issues by members of the U.S. judiciary and U.S. government agencies as well as justice professionals abroad.

During this presentation, Ms. Finn will briefly discuss the organization of NCSC and its mission to provide education, research, information sharing and technical assistance to the U.S. state courts and justice systems around the world. The objective of this segment is to introduce the participants to an organization, established for and by the courts, that assists courts in realizing more efficient and effective delivery of justice.

10:15-12:15

Courtroom 21 Demonstration

Dr. Fred Lederer, Director, Courtroom 21 Project

This module will include a tour and demonstration of Courtroom 21, Marshall-Wythe's School of Law's courtroom of the future, developed in conjunction with the National Center for State Courts. "The Courtroom of the 21st Century Today" is the world's most technologically advanced, state-of-the-art courtroom intended as both a national demonstration site and an actual instructional facility for visiting judges, lawyers and court administrators, as well as students. Courtroom 21 uses only commercially available, reasonably priced technology. It incorporates LEXIS computer legal research terminals; built-in video playback facilities; remote two-way court television arraignment and witness

examination; and real-time stenographic court reporter transcription linked to stenographic video recording.

12:15-14:00

Lunch

14:00-15:15

Overview of the U.S. State Court System

Kala Finn

An understanding of the structure of the U.S. State court systems and its relationship to the Federal courts is critical background to the understanding of the procedures and methodologies used by the U.S. courts. This session outlines the structure and function of the various courts that make up the U.S. system. Also discussed will be the manner in which judges are selected, methods of funding state courts, the use of technology in the administration of the courts and judicial reform efforts in the U.S. State court system. This discussion will highlight the structure of the courts in those States visited by the delegation.

15:30-17:00
Tech Studio

Overview of Caseload Management Principles – Ed

Donald Cullen, Director of Special Projects, NCSC, formerly a court administrator in Minnesota and Nebraska for a total of more than 35 years.

A well-managed court is not experiencing undue delay in processing its caseload, is prioritizing its caseload, keeping track of its records with either paper or automated processes and is producing management information as a by-product of its daily operations.

Unnecessary delay diminishes the chances of achieving justice and increases the costs of litigation. Evidence can be lost, witnesses become unavailable, and the value of judgment is reduced. Fortunately, research conducted over the last thirty years in over one hundred courts in the United States has shown that delay is not inevitable. Judges and administrators now know that by adopting the principles and techniques of effective caseload management, courts can dramatically reduce backlogs and time to disposition. This session highlights the principles of effective caseload management and will engage the participants in discussion concerning caseload management issues in their country.

17:00-17:15
Mementos

Wrap-up and Presentation of Certificates &

Kala Finn

Dinner

Suggestion: Colonial Williamsburg

APRIL 15, 2004, THURSDAY

8:45

Depart Hotel for Henrico Juvenile and Domestic Relations District Court

Henrico Juvenile and Domestic Relations District Court
4201 East Parham Road
Richmond, VA 23773

9:45

Arrive at the Court

10:00-10:45

Tour of the Henrico Juvenile Detention Center

Participants will meet with Ms. Cone, Court Supervisor, at the Detention Center and the Director of the Detention Center to tour the facility and discuss outreach programs and alternative sentencing programs.

10:45-11:45

Observe court proceedings in the courtroom of Judge Denis F. Soden

This court uses a real-time or exact-time docketing system. Participants will see this scheduling system in practice, and will have an opportunity to observe criminal and support proceedings. Judge Soden will make be available to answer any questions the participants may have between calling cases.

11:45-12:00

Tour of the Court

12:00

Depart Juvenile and Domestic Relations Court for meetings at the Circuit Court

12:15-14:00

Lunch

14:00

Richmond Circuit Court

Court Security Check and Greeting by the Clerk of Court

13th Judicial Circuit
Richmond Circuit Court
John Marshall Courts Building
400 N. Ninth Street
Richmond, VA 23219

14:15-15:00

Meeting with the Clerk of Court

Participants will meet with the Clerk of Court to tour the Clerk's office and discuss the following:

- How papers move through the clerk's office
- How work organized in the clerk's office
- The role does the clerk's office plays in assigning and monitoring cases

Participants will also discuss the following:

CASEFLOW MANAGEMENT:

- The different steps in the flow of cases
- Responsible personnel in carrying out these steps
- Controlling and monitoring the progress of cases
- The role of the court administrator/clerk of court in relation to the caseflow process/system
- The kind of case processing tracks that exist for cases differing in complexity
- Forms and orders used in controlling case progress
- How do judges handle postponements

15:30-16:00

Tour of the Court

16:00

Depart Richmond and return to Hotel

APRIL 16, 2004, FRIDAY

8:30

Depart Hotel for Richmond, Virginia

09:30

Arrive at the Virginia Supreme Court

09:45-12:00

Meetings with Members of the Staff of the Virginia Administrative Office of the Courts (AOC)

Virginia Administrative Office of the Courts
Supreme Court Building
100 N. Ninth Street
Richmond, VA 23219

Members of the staff of the state court administrator's office will discuss the function of the State Supreme Court and the State Judicial Council in setting policy for the Virginia court system. They will also discuss the responsibilities of the AOC in the administration of the entire state court system, the relationship between the state court administrator and the Supreme Court and the Chief Justice, case management principles, information

technology, and alternative dispute resolution programs. Participants will also meet with the Director of the Virginia Judicial Training Center.

There will be a tour of the Supreme Court following the presentations and an opportunity to observe the Supreme Court if the Court is in session.

12:00-14:00

Lunch

14:00-15:30

Strategic Planning for the Courts

Bea Monahan, Deputy Director of Planning

Planning a better future is a skill needed everywhere, but nowhere so much as in modern court systems. The pressures exerted by the increasing speed and magnitude of change are overburdening our courts. Creating a long-range vision is invaluable for setting priorities and allocating scarce resources. The presenter will describe the ongoing planning process being used by the Virginia court system (illustrative of many such planning strategies used in the U.S. Courts) and the administrative office's role in that process. She will also lead the participants in a discussion of possible application of such planning methods to the courts of Montenegro.

15:30

Depart Richmond for Williamsburg

16:30

Arrive at Williamsburg Hotel

APRIL 17, 2004, SATURDAY

Travel to Montgomery

From Richmond (10:24 with DL1711) to Atlanta (12:00). From Atlanta (13:25 with DL4529) to Montgomery (13:19).

Stay at Comfort Suits
5924 Monticello Dr,
Montgomery, AL 36117

APRIL 18, 2004, SUNDAY

Open day (free morning)

15: 00 – 20:00

Afternoon drive to home of Mr. & Mrs. Martin as guest for a steak and catfish dinner, then drive back to Montgomery.

APRIL 19, 2004, MONDAY

09:00-09:45

**Alabama Administrative Office of Courts
The AOC and How it Runs**

Meeting with the Administrative Director of Courts,

Randy Helms,

Location: Ground Floor of Administrative Office of
Courts

The idea of this meeting is for the Judges to meet the Administrative Director and understand a little bit of what he does and how he helps organize the court system through the Administrative Office of Courts. Also to get a little bit of background information of how the AOC was originally established and to explain how it pulls the States courts together under the one umbrella called the AOC.

9:45-10:00

Transfer rooms or locations/ Break

10:00-10:45

**The AOC and Courts System from a Technology
Perspective** Meeting with the Deputy Administrative
Director of Courts/ MIS

Director, Mike Carroll

Location: Ground Floor MIS Division Conference

The idea of this meeting is to show the systems that we have installed to help better the court system in producing and organizing cases. To also show what type of technology that is needed through programs and necessary equipment to produce a well working court system, making it more stream line for courts to get the information needed to handle the case loads.

10:45-11:00

Transfer rooms or locations / Break

11:00-11:45

The AOC and the Employee Personal Care

Meeting with the Personnel Director, Joey

Newton

Location: Ground Floor Personnel Division / Conference
Room

The idea of this meeting is to show how the Personnel department of the AOC provides information and necessary guidelines for the workforce that helps support the AOC. It will explain how we organize and provide services through the one main location to over 67 counties throughout the State of Alabama. This will also help make it easier to understand the process that is

undertaken to help hire and provide the judicial system with honest and hard working employees.

11:45-13:45

Lunch

Suggestions:

Brew Pub: This location is in an old warehouse located near the river front of Montgomery. It is a good location to experience some of Montgomery's downtown cuisine and also get a view of downtown area.

Bandanas: A country look at Montgomery, it is a nice little establishes that serve country cooking. You can get a pretty reasonable deal of food for the money.

13:45-14:30

The Red and Black of Finance and Budgeting for the AOC Meeting with the Finance Director for the AOC, Bob Bradford

Location: Finance Department and Conference Room

The idea of this meeting to show how the AOC works with the State of Alabama in Budgeting and providing Finances for the Administrative Office of Courts through the means of the State Comptroller. It will also provide information to the fact of how to organize and split tasks to help prepare vouchers and invoices on a timely manner. It will also discuss the costs of different organizations under the AOC and how the AOC supports the funding of the judicial sector.

14:30-14:45

Transfer locations and rooms / Meet in the Rotunda of the Supreme Court for Tour

15:00-15:45

Tour the Supreme Court

Mary Edge / Kay Miller

Location: Meet in Rotunda at 2:50 P.M. / Public Portion

of Building

The tour will include architecture and the workings of the court on the Supreme court side

15:50– 16:00

Transfer areas and locations / Break

16:00-17:00

The Administrative Office of Courts for the Record Meeting with the Records Management department and

office

Steve Tomberlin

Location: Lobby Level of the Supreme Court Building

The idea of this meeting is to provide views of how the Administrative Office of Courts maintains records through the system of scanning and updating data. It will also show how through the cooperation and correlation of the MIS department and Records department the two divisions help maintain records for the courts of the State of Alabama. Also at this time it can be also featured of how AOC provides service through the Help Desk to local and statewide courts, making it possible to have assistance with records as well as obtaining knowledge of our system.

APRIL 20, 2004, TUESDAY

The Supreme Court of Alabama

**09:00-09:45
Justice**

Meeting the Supreme Court Justices and Chief

Chief Justice of the Supreme Court of Alabama,
Chief Justice Gorman Houston
Location: 2nd Floor of the Supreme Court Building

The meaning of this meeting is to be introduced to the Justices of the Supreme Court and maybe get a little bit of information from them on their day to day job. Also to experience the way Alabama selects Judges to hold the highest Judicial positions in the State of Alabama. During this time they will have the chance to meet most Judges and get to talk with them learning the highest positions that the court provides.

9:45-10:00

**Transfer down to the Legal Division of the
Administrative Office of Courts to meet the Legal
Division of the AOC**

10:00-11:00

The Services through a Legal Avenue

Meeting with the Legal Director and Assistant of Legal
Division

Lynne Thrower / David Williams
Legal Division and Conference Room

The idea of this meeting is to meet the legal team and get a better understanding of how the AOC works through it own problems with its Legal Division. The Legal division helps provide a combination of the Legislative side as well as the judicial side of courts, helping make it possible to get through different parts of the legal technicalities of the job. There will much more explained

in the area of how the legal division helps the AOC through everyday events.

11:00-13:00

Lunch

Suggestions:

The Commerce Café: This is a café that is held actually inside of the RSA Commerce building. It has many selections of choices to eat from. You can get a great deal on food, but also this is located in a state building and this will be a way to explore other areas of state government.

The Farmers Market: This location is like eating home cooking the South way. It is a good location to experience some of Alabama fresh vegetables and varieties of food in the downtown area.

13:00-13:15

Organize and get to the Appeals Court

13:15-14:00

Meet with the Judges of the Appeals Court.

Judge Yates

Guide: John Wilkerson

Location: 2nd Floor of the Supreme Court Building

This will be an opportunity to see how the court of civil appeals works. They will get the opportunity to visit with the judges and possibly sit in on a conference meeting that is held on this day. They will then be able to get an understanding of the layout of the Civil Appeals court and see the idea of how it works.

14:00-17:00

Tour the Appeals Court

14:00-15:30

Start Tour of the Appeals Court

John Wilkerson

Location: Civil Appeals Court

Tour the court and where everything takes place in civil appeals. Visit the clerk's office as well as the systems locations on the mainstream.

15:30-15:45

Break

15:45-17:00

Finish Tour with the Civil Appeals Court

APRIL 21, 2004. WEDNESDAY

**Circuit Court of Chilton County &
District Court of Tuscaloosa County**

County	Leave around 8:00 in the morning to drive to Chilton
	Arrive in Chilton County around 9:00 to 9:15
9:15-9:45	Meet the Judge and the Clerk of the Chilton County Circuit Court Mike Smith The idea of the encounter is to meet the officials that help run an obsidirary of the AOC and the court of Alabama. This will help understand the relationship that the AOC and the surrounding courts have and how the two work together to support the case loads and judiciary side for the Chilton county area.
9:45- 10:15	Break and prepare to go on tour of the court itself.
10:15-11:00	Tour the Court of Chilton County. Mike Smith This will give the judges a look at how daily cases are entered and the purpose of having certain areas to perform the proper care needed to help with cases and court affairs.
11:00-12:00	Travel to Tuscaloosa County to visit District Court.
12:00-13:45	Lunch
14:00-14:45 Tuscaloosa County	Meet with the Judge of the District Court of Libby Hamner The idea of this is to introduce the higher court of the state of Alabama. Here they will meet the Judge of this county court as well as the clerk of the court. They will be able to see how the district court handles their case loads and process the necessary information to provide the best of service.
14:45-15:00	Break
15:00-16:15	Tour of the District Court of Tuscaloosa County Libby Hamner

Take tour and see the inside and out of the District court of Tuscaloosa County. They will be able to see the functions and the way that the court pulls different things together to provide service in the court system.

Leave for Montgomery at around 16:15

APRIL 22, 2004, ČETVRTAK

U.S. District Court

9:00-10:00

U.S. District Court
Tour of the Court

10:00-12:00

Meeting with Judge Harold Albritton

12:00-13:30

Meeting and working lunch with all judges

14:00-17:00

State Archives of Alabama
Meeting with the Director of Archives, Ed Bridges

During this time they will be experiencing the Archives of Alabama. They will meet the director of the Archives and be able to see how the Archives register the information and document the history of Alabama. This will be coordinated by the Director of the Archives. This will include a tour and show how things are done through the Archives.

APRIL 23, 2004, FRIDAY

From Montgomery (8:52 with DL4526) to Atlanta (10:43). From Atlanta (12:42 with DL346) to Washington (14:24). From Washington (17:30 with LH 9281) to Munich (8:00) on April 24.
April 24: From Munich (10:55 with LH 3400) to Belgrade (12:20). From Belgrade (17:20 with JU664) to Podgorica (18:10)