



Judicial Strengthening Initiative for Bulgaria

QUARTERLY REPORT THIRD QUARTER 2006

July 1, 2006 - September 30, 2006

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TABLE OF ACRONYMS

ABBRO	Association of Bulgarian Broadcasters
BCNL	Bulgarian Center for Not-for-Profit Law
BJA	Bulgarian Judges Association
CC	Constitutional Court
CIP	Court in Partnership
CJE	Continuing Judge Education
CLRP	Commercial Law Reform Project
CMS	Case Management System
DOJ	United States Department of Justice
EU	European Union
EWMI	East-West Management Institute
IAJ	International Association of Judges
ICNL	International Center for Not-for-Profit Law
IDI	Institutional Development Index
IREX	International Research and Exchanges Board
IT	Information Technology
JDP	Judicial Development Project
JSA	Judicial System Act
JSI	Judicial Strengthening Initiative
LDI	Legislative Drafting Institute
MC	Model Court
M&E	Monitoring and Evaluation
NACC	National Association of Court Clerks
NGO	Non-Governmental Organization
NIJ	National Institute of Justice

MOJ	Ministry of Justice
MP	Member of Parliament
PR	Public Relations
PTP	Participant Training Program
RCJI	Regional Criminal Justice Initiative
RFA	Request for Applications
SJC	Supreme Judicial Council
SUNY	State University of New York at Albany
UISCC	Unified Information System for Combating Crime
UJB	Union of Judges of Bulgaria
USAID	United States Agency for International Development

USAID JUDICIAL STRENGTHENING INITIATIVE FOR BULGARIA

THIRD QUARTER REPORT

July 1 – September 30, 2006

INTRODUCTION

As required under its contract with the United States Agency for International Development (USAID), East-West Management Institute, Inc. (EWMI) submits the following quarterly report for the Judicial Strengthening Initiative in Bulgaria (JSI) for the Third Quarter period July 1 – September 30, 2006. During this Quarter the Court Improvement Plan was distributed to all courts in Bulgaria and the JSI completed three trainings on the use of the Plan for non-MC/CIP courts, the Ireland PTP group from the Supreme Judicial Council completed statutory drafting and brought about SJC approval of many concepts necessary for national court administration, and three courts publicly transitioned to the Model Court level of performance.

Institution building continued with the National Institute of Justice (NIJ). During the quarter (which included the summer recess) over 3,000 person days of training were presented to magistrates and court staff through the combined efforts of the JSI, the NIJ, court Local Training Plan trainings, and trainings by JSI grantees. Planning began in earnest for the first-ever combined Magistrates Conference for November 2006. Data input and analysis of the results of the prosecutor training needs assessment provided a focus for beginning efforts at planning future trainings for prosecutors. As a direct response to the recommendations in the May 2006 European Commission Monitoring Report of Bulgaria, the Local Court Training Plans had been expanded to include trainings on dealing with organized crime cases and those trainings were presented during this quarter.

The process of selecting competitive grantees and detailed planning of grant activities was completed and 27 new grants were publicly announced and funded in the quarter. In addition, work began on the next round of competitive grants to be funded late in the year or early in 2007. The first National Courts and Communities Exhibition was held to showcase the work of USAID JSI grantees and courts. Efforts toward a new Judicial System Act continued with assistance to the Ministry of Justice (MOJ) and with SJC adoption of proposed drafts of specific JSA changes. Trainings for court media relations people and press attachés continued.

TASK I: IMPROVE COURT ADMINISTRATION

During the third quarter of 2006 six site visits were conducted at four Courts in Partnership to evaluate and assist these courts in achieving their selected Court Improvement Plan standards. More than 50 attendees participated in Budgeting and Strategic Planning seminars that were provided under the Court Administration Training Program (CATP). The Supreme Judicial Council formulated and formally decided on principles supporting national court administration. During this reporting period the JSI conducted three Court Improvement Plan training seminars for those non-CIP courts wanting to implement the Court Improvement Plan standards. The JSI was invited to participate in an SJC press conference to promote and distribute the 2005 SJC Annual Report which is the first published on the activities and workload of the courts and

prosecutors offices in Bulgaria. More than 40 journalists, radio and television media attended the press conference.

A. MODEL COURTS AND COURTS IN PARTNERSHIP PROGRAM

1.1 Support to Courts in Partnership

The primary goals of the Model Court and Court in Partnership Program are continued improvement of court administration through individually identified standards from the Court Improvement Plan.

3rd Quarter Activities and Results: Six site visits were conducted at four Courts in Partnership to continue monitoring and assisting in implementation of each individually tailored court improvement plan. The courts in Kurdjali, Vratsa and Veliko Turnovo were transitioned to Model Court status at the September, 2006 Chairpersons meeting. Other courts have made significant progress and possibly will be considered for transition in the fourth quarter of 2006.

During the reporting period, the JSI provided design and financial assistance to the *Dobrich* District Court to renovate their common intake, registry and information center. The JSI also provided assistance in equipping the training center in the Dobrich courthouse. In *Plovdiv* the JSI worked with court staff and judges to design new building and floor directories, and purchase and install new name plates for each office in the Palace of Justice directly related to the business of the court. Work commenced on an information center for the Palace of Justice in *Plovdiv* along with a significant signage project. A unique feature of the information center is its representation of the appellate, district and regional courts, all of which are either Model Courts or Courts in Partnership. It is anticipated that the grand opening and dedication of the information center will occur in November, 2006. Additionally, the JSI worked with court staff to design signage appropriate to the services of the intake divisions and displaying the uniform logo promulgated in partner regional courts in *Smolyan* and *Varna*.

To further the development of uniformity in partner court information centers, the JSI initiated a working group to study, agree upon, and ultimately recommend uniform products and services. The group consists of a diverse mixture of judges, press attachés, and clerks. One meeting was conducted during the reporting period. The group is expected to conclude with recommendations after an additional meeting to be held during the fourth quarter. Recommendations will include uniform materials, training for clerks, the importance of involvement of the SJC, and the relationship of the information center to registries and the “one stop shop” concept.

a) Chairpersons Meetings: A Chairpersons Meeting was held in Sofia on September 29, 2006. One of the high points of this meeting was the transition of the District Courts of Kurdjali, Vratsa, and Veliko Tarnovo to Model Court status. That portion of the meeting included a presentation of a plaque and recognition by USAID Mission Director, Mike Fritz, and a press conference to provide media and public recognition for the progressive courts. Additional agenda topics were a discussion of the new Commercial Registration Act presented by Deputy Minister of Justice Ana Karaivanova and Niki Yanev of the USAID Commercial Law Reform Program. In cooperation with the US Department of Justice a discussion on organized crime issues in Bulgaria was presented by visiting Assistant United States Attorney, Mr. Jim Lord.

b) Operations Review Template: EWMI’s consultant, Kate Harrison, delivered training to 30 participants from Model Courts and Courts in Partnership on how to conduct an assessment of

workflow procedures and processes and on implementing Court Improvement Plan standard 11 (improving administrative processes and paperwork). The consultant also worked individually with judges and clerks from both the Varna District and Regional Courts. .

c) Verbatim Court Recording: EWMI received USAID authorization to subcontract with AMEG to procure equipment for this and other automation areas. We expect this procurement to occur in the next quarter. Procurement must occur before further verbatim installations.

d) Improve Court Statistics and Budget Formulation: Court leaders and financial personnel participated in a 3 day seminar on Program Budgeting and court budgeting presented by Kate Harrison, who has extensive budgeting expertise in the United States state court system. Program budget concepts, formulation, and justifications were the primary topics. The JSI staff worked directly with Ms. Harrison in delivering this training seminar.

(e) Automation Support not tied to CMS use: Pending completion of the procurement process noted above the JSI has been providing only limited hardware support. Since providing upgraded memory for servers late in the second quarter, the JSI has not provided hardware to courts.

f) Presentation of Evidence: Further progress in this initiative depends on the hardware purchases.

1.2 Coordination with the Supreme Judicial Council

Under this activity, the JSI is to provide the SJC with information on the activities and accomplishments of the CIPs and solicit SJC member participation in CIP activities and events in order to promote and recognize the accomplishments of the CIPs.

3rd Quarter Activities and Results: In the second quarter the SJC approved the Court Improvement Plan and Guidelines for national distribution and the Plan was distributed nationally to all appellate, district and regional courts in Bulgaria that have not worked with USAID as Model or Partner courts (121 courts). In the third quarter the JSI conducted three trainings (in Burgas, Varna and Sofia) on the Plan and its implementation. Training participants were judges and administrative staff from non-MC/CIP courts and trainers were CIP and MC court judges and staff and JSI staff. The trainings included discussion on each of the 26 standards and how implementation of the Court Improvement Plan improves the work of the court, and provides better transparency and openness for the public. The enthusiasm and attendance by the non-CIP courts was exemplary.

JSI had originally planned to present either two or three trainings. The response to the announced programs and the attendance exceeded expectations, so JSI now plans to deliver a total of five trainings. The last two trainings will occur early in the fourth quarter. Sixty-one courts registered for the five trainings, and representatives from two additional courts appeared at one of the first three trainings.

B. SJC INSTITUTIONAL DEVELOPMENT

One of the primary objectives of the JSI is to strengthen the institutional capacity of the SJC and assist its administrative support staff to function as a national court administrative office.

1.3 Improved Capacities of the Supreme Judicial Council

The JSI is to make recommendations and train staff and board members on how the SJC can more effectively perform its responsibilities as an office for the administration of the courts nationally.

3rd Quarter Activities and Results: Late in the second quarter the SJC completed the first-ever SJC Annual Report of workload and activities of the courts, prosecutors and investigative offices. During this reporting period JSI distributed the report nationally and participated with the SJC in a joint press conference to announce and distribute the annual report. In attendance were more than 40 journalists representing print media, radio and television coverage. Distribution of the Annual Report was to all members of Parliament, each Ministry, law schools, NGOs, media and magistrates. The compilation and publication of caseload statistics and other court related information is another example of the SJC providing a more open and transparent judicial system. The JSI provided technical assistance in the report format and financial support for printing and distributing the report.

The JSI worked directly with the SJC staff to develop a “Training Needs Assessment” for the administrative staff. The top priority for training the administrative staff is in the area of Human Resource Management which will be provided in December, 2006.

In early June, eight SJC members, a journalist and a legislator traveled with JSI staff on a USAID PTP World Learning trip to review and learn about the national level administrative functions of the Irish court system. The study tour members met at the JSI on 11 July to discuss follow-up work and assign participants to specific tasks in the Action Plan developed by the participants while in Ireland. One of those tasks related to the human resource development and management needs discussed in the above paragraph. As part of a separate task, the participants began drafting recommended changes to the Judicial System Act to provide the SJC and administrative staff greater responsibility for the administration of the courts. The participants working on the JSA changes decided to work directly and jointly with the SJC Legal Policy Committee and their study and drafting work continued during the summer recess. They completed the draft and submitted the JSA proposals to the Supreme Judicial Council for approval. At the end of the quarter, the SJC approved the proposed changes to the JSA and forwarded those changes to the MOJ.

The changes proposed by the Ireland PTP group and adopted by the SJC reflect a shift of administrative tasks to the General Secretary of the SJC, creating an administrative structure in which the SJC General Secretary will coordinate local court administration hiring and methods of management, expansion of the HR capabilities of the SJC, and increase in audit capabilities of the SJC. All of these are positive steps toward implementing national court administration.

Proposed Constitutional amendments were filed in Parliament at the end of the quarter. Some of those proposed amendments will affect operations of the judicial system and will need enabling legislation within the Judicial System Act. Both Parliament and the MOJ have determined to resolve issues relating to constitutional amendments before formally addressing JSA amendments. Upon completion of the constitutional amendments process late in the fourth quarter, the Ireland participants and the SJC intend to review these recommended JSA changes to see if further court administration related changes are necessary.

1.4 Selection, Promotion and Disciplinary Processes for Judges

The JSI is to investigate and provide information on judicial attestation systems and, in cooperation with EU/Phare, provide resources and expertise in the areas of merit selection, promotion, and discipline of judges.

3rd Quarter Activities and Results: SJC regulations were adopted late in the preceding quarter. EWMI analyzed the proposed Constitutional amendments introduced at the end of the quarter containing provisions relating to termination of the term of office of an SJC member and to SJC involvement in magistrate immunity issues. If passed, those may require changes to the SJC Regulation.

1.5 Improved Collection and Use of Statistics

The JSI is to work directly with the SJC and a Statistics Committee including judges to develop improved statistics reporting and a weighted caseload methodology.

3rd Quarter Activities and Results: Early in the quarter the JSI staff and the Statistical Working Group collected workload information from Sofia regional, district and city court judges. This was done both for the purpose of data collection and also to test the design and operation of the collection instruments and instructions. After the first collection, the working group analyzed the process and decided the instruments were satisfactory for further use. The JSI staff then distributed the data collection instrument and instructions to all CIP courts to collect data from across the nation. Data should be returned during the early part of the fourth quarter. The collection of the data from the CIP courts will provide a wide range of small, medium and large urban and rural courts workload. The Chairpersons of the CIP and Model courts expressed their cooperation for collecting this workload data so that they and the SJC will soon have a practical methodology for allocating judicial staff resources amongst the courts

As noted above, the SJC published its first ever annual report, which included caseload and other statistics relating to the courts.

1.6 Improved Budgeting Process

The JSI is to make recommendations and provide training, technical assistance, and possibly consultant expertise on how to more effectively develop a budget for the judiciary and to manage, monitor and audit local court budgets.

3rd Quarter Activities and Results: As discussed above in section 1.1(d), JSI consultant Kate Harrison presented trainings in budgeting and finance for the CIP and MC courts. She also provided a day long seminar to SJC administrative and financial staff on judicial budgeting, emphasizing both program based budgeting and long range budget planning for the SJC and the courts.

The PTP Ireland group members included in their action plan an expansion of audit capabilities. During the reporting quarter the SJC approved the request for an expanded audit section within the SJC. Hiring of six additional SJC auditors should be completed by the end of the fourth quarter.

1.7 Improved Public Relations

The JSI/IREX joint activities aimed at improving SJC public relations skills in 2006 are to focus on events that promote greater transparency, accountability, and independence of the judiciary. See Section 3.5, below, for additional information on other public relations activities related to the SJC and the courts.

3rd Quarter Activities and Results: The JSI staff followed up on the second quarter meeting with the SJC Public Relations Department by continued technical assistance to the PR Unit Head for public outreach and media events. The technical assistance included: collaborating on press interviews and press releases for the Alpha Research study and for the publication of the SJC Annual Report; planning the second SJC “Open Doors Day” to be held 1 November for Ph.D. law and political science students; and delivering an Advanced EU Law Training for press attachés at the NIJ. The JSI made revisions to the World Learning PTP proposal on SJC PR Training in the US, with the final draft to be re-submitted to USAID in the beginning of the fourth quarter.

C. AUTOMATION

The JSI has continued the improvement and support of the Case Management System (CMS).

1.8 Automation of and Implementation of the electronic Case Management System (CMS) in the Courts

Assuming the appropriate political and donor conditions, EWMI is to implement the CMS in additional courts and to unify, stabilize, and increase the speed of the CMS now in the courts.

3rd Quarter Activities and Results:

a) Software Development: The JSI staff worked with Latona to develop and integrate with the Bulgarian Index system for the production of Conviction Certificates as well as to improve the functionality of the Web access module of CMS and court calendars. JSI staff continues to provide courts with technical assistance in development of Web sites and other CMS related software issues. JSI authorized and Latona Development completed an analysis of the software development work necessary to make CMS UISCC compatible. See section 1.9, below, for more information.

b) Software Support to Existing CMS Courts: The JSI staff continued to monitor the functionality and performance of the CMS software by communicating with the system administrators and court users.

c) Hardware Support to CMS Courts: There were no hardware purchases or upgrades for CMS courts during this quarter.

d) Conviction Certificates: The CMS Conviction Certificate interface is operational and functional with the Registry Agency’s national Index system for Conviction Certificates.

e) Rollout CMS to Additional Courts: Rollout to additional courts depends significantly on hardware resources. The JSI is working with courts that have requested CMS to determine if the court will be able to begin work with CMS without any additional equipment. For any courts that can do so, rollout is planned for the fourth quarter. For any courts that cannot until new hardware is available, rollout will occur after completion of hardware purchases.

1.9 Development of a Transition Plan for Automation Activities

The JSI is to develop an “Automation Transition Plan” for the transfer and maintenance of the JSI automation activities relating to computer hardware, networks and software.

3rd Quarter Activities and Results: Although the development process was occurring during the third quarter, the Ministry of Justice Registry Agency has not promulgated system regulations or criteria for the certification of other case management systems software for use by the courts. During the quarter the MOJ issued a regulation requiring the Registry Agency to complete by the end of November 2006 the development of criteria needed for certification of a case management system. Once those are available, the JSI will evaluate these requirements and work with the SJC and Registry Agency to facilitate a transition of the CMS as one of the approved software systems for the courts. The JSI authorized Latona Development to analyze and assess the requirements for the CMS to become UISCC compatible. JSI anticipates this will be a principal requirement for any CMS software to be certified for use in the courts.

D. CRIMINAL LAW INITIATIVES

1.10 Regional Criminal Justice Initiative (RCJI) and Unified Information System for Combating Crime (UISCC)

3rd Quarter Activities and Results: Work on the RCJI has been on hold pending clarification of tasks by USAID. At the end of the reporting quarter the EWMI JSI contract was amended to delete in their entirety the sub-tasks and expected results relating to the RCJI (contract sections C.2.1.4(a) and C.2.1.4(b)). Work on the RCJI has therefore been completed and EWMI will not perform any further work in this area

As previously reported, the GOB has experienced difficulties in implementing UISCC with the judiciary. During the quarter the MOJ issued a regulation to assist the process of data input from the courts into the UISCC. As discussed in section 1.9, above, software criteria are expected by the end of November.

TASK 2: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF

In spite of the summer recess, statistics for JSI supported trainings continued to be positive. During the 3rd quarter, NIJ offered five initial, eight continuing, and one court administration trainings to a total of 345 participants. Sixty trainers delivered the programs. These training programs contributed to 904 person days of trainings for judges, 940 person days of training for prosecutors, 258 person days of training for investigators, and 72 person days of training for court clerks.

JSI conducted 23 training programs delivered by 33 trainers. The court local training plans accounted for 16 of the programs. All these trainings contributed to 488 person days of training for judges and 165 person days of training for court clerks. In addition, 34 prosecutors and eight investigators participated in the court local training plans programs, which contributed to 34 person days of training for prosecutors and eight person days of training for investigators.

Eighty five percent of the participants indicated that they found the training either extremely useful or very useful. An average of 89% of the participants indicated that the trainings they attended completely met or to a large extent met their expectations, goals, and objectives. All participants recommended that the training be delivered to others.

Training Statistics, 3rd Quarter, 2006

Type of Training	# Courses	Participants							Person Days						
		Magistrates				Clerks	Other	Total Part.	Magistrate Person Days				Clerk	Other	Total P. Days
		Judges	Pros.	Invest.	Total Mag.				Judges	Pros.	Invest	Total Mag.			
NIJ Initial Training	5	44	56	14	114	0	0	114	538	815	238	1591	0	0	1591
NIJ Continuing Training	8	137	58	8	203	0	4	207	366	125	20	511	0	11	522
NIJ Court Admin Training	1	0	0	0	0	24	0	24	0	0	0	0	72	0	72
NIJ TOT Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NIJ Subtotal	14	181	114	22	317	24	4	345	904	940	258	2102	72	11	2185
JSI	22	305	34	8	347	99	77	523	485	34	8	527	165	178	870
JSI Grantees	1	1	0	0	1	0	9	10	3	0	0	3	0	27	30
JSI Subtotal	23	306	34	8	348	99	86	533	488	34	8	530	165	205	900
GRAND TOTAL	37	487	148	30	665	123	90	878	1392	974	266	2632	237	216	3085

A. NATIONAL INSTITUTE OF JUSTICE

2.1 Institutional Development

Using the results of various assessment instruments, the JSI will work with the NIJ to develop a plan targeted at strengthening the sustainability of the NIJ after USAID closeout.

3rd Quarter Activities and Results: The NIJ Board met in the third quarter and approved in concept the NIJ Strategic Plan. Review of the plan by the JSI indicates that the document lacks timeframes or specificity. It is anticipated that the strategic plan will be completed in 2007.

The NIJ discussed with the JSI several different personnel issues, including the deputy director position and the hiring of a curriculum developer. In the fourth quarter, JSI will approach the USAID Commercial Law Reform Project to discuss the possibility of a part-time NIJ relationship with the CLRP training coordinator. The JSI discussed with the NIJ Director the role, responsibilities and characteristics that a Deputy Director should possess. In the discussion, the Director mentioned that he is considering reorganizing his management team. The reorganization may include the re-assignment of the current Deputy Director to the Resource/Information Center (lateral move).

The NIJ Board appointments are expiring at the beginning of the fourth quarter. The NIJ Director discussed with JSI the possibility of replacing two positions with new people. The new people who are under consideration are the Prosecutor General and a representative of the Supreme Administrative Court. The Prosecutor General is under consideration because of his position and is perceived as reform minded. The Supreme Administrative Court representative is under consideration due to the establishment of twenty eight new administrative courts and the belief that they should be represented. The final appointments will occur in the fourth quarter.

JSI coordinated with the Participant Training Program of World Learning on a program on financial sustainability for representatives of the NIJ staff, Union of Judges in Bulgarian, and the National Association of Court Clerks. Two JSI staff members also attended. The agenda included information on the new incoming Structural Funds. 3NET, a USAID supported Bulgarian NGO, delivered the program. The program received mixed reviews. At one level the

participants wanted more information about the topic and at another level the participants felt that the information was not relevant.

JSI continued to meet with USAID and USG partners as well as EU Twinning and PHARE projects. JSI met with the US Department of the Treasury (DOT) to discuss partnering to develop sustainable programs for judges and prosecutors. The most probable program will be on financial related topics.

JSI met with CEELI/DOJ several times to discuss converting their Cyber Crime training into a sustainable program. CEELI/DOJ approached the association of financial institutions to consider a public/private partnership with the NIJ to develop and to deliver cyber crime programs. The financial institutions took the position that at this time they are not poised to partner with the NIJ. After this decision the JSI had additional discussions with CEELI/DOJ to proceed without the assistance of the financial institutions. It is possible that in 2007 a joint effort of the JSI and the NIJ can further develop the existing CEELI/DOJ program to make it sustainable.

Due to the summer holidays and extensive leave of the Spanish PHARE project leader, little coordination activities took place in the third quarter. The Spanish PHARE project leader did report that they are experiencing difficulty with the investment component for the NIJ's Resource/Information Center. The component is to supply the necessary computers and other technology needed to operate the Center efficiently. The Spanish PHARE project leader expressed concern over the ability of the Bulgarian courts to handle distance learning via on-line training opportunities due to lack of infrastructure and technology at a local level. JSI and the Spanish PHARE project will begin to meet regularly in the fourth quarter in an effort to increase cooperation.

The Austrian PHARE project on Civil and Criminal Remedies continued to be supportive of cooperation with the JSI and NIJ. This project did model their training based on the recommendations of the JSI and NIJ regarding training Bulgarian trainers via the three step approach: first, training by Austrian experts, followed by training presented by a mix of Austrian and Bulgarian trainers, and finally presentation by an all Bulgarian training team. The training conducted to date is primarily in the area of the new criminal procedure code and has included clerk training.

The National Institute of Justice received numerous NIJ Surveys on Services and Products in late third quarter. They will be tabulated in the fourth quarter and the results will be factored into the NIJ strategic plan. Prior to the distribution of the survey, the Spanish PHARE project leader reviewed the document and made two suggestions that were incorporated into the final draft.

The US Ambassador has planned a visit to the NIJ in 2006 to support the NIJ and the concept of the Mentor/Correspondent Magistrates program. Preparations for the visit were originally made in the second quarter. Due to unforeseen circumstances with the Embassy, the visit was delayed and the preparations remained on hold into the third quarter. The visit has now been scheduled to occur early in the fourth quarter.

2.2 CIP Local Training Plans and the NIJ Mentor/Correspondent Judge

The CIP Judge Training Coordinator position and the NIJ Correspondent Judge position will be merged and strengthened through training and supporting documents.

3rd Quarter Activities and Results: JSI proposed to the NIJ to merge the Correspondent Judge program with the Local Training Plans program. The initial meetings with the NIJ produced a favorable reaction to this concept. The JSI plans to present the concept to the NIJ management more formally before the end of 2006 and, if accepted, the transfer and merger will be reflected in the 2007 Work Plan.

The NIJ refined their internal regulations governing the Mentor/Correspondent Judge program. (See compiled list). The regulation sets forth the duties and responsibilities of the positions.

A meeting is scheduled in early December with the Mentor/Correspondent Judges to discuss various issues and concerns. A separate meeting sponsored by the Spanish PHARE project and including USAID JSI is scheduled to occur prior to that December meeting to discuss the new internal regulations of the NIJ regarding the Mentor Magistrates program and the initial assessment of the program by the Spanish experts. Discussion about the Local Training Plans is also a likely topic for that earlier meeting.

2.3 Alumni Group

The NIJ with assistance from the JSI is to establish an NIJ Alumni Group.

3rd Quarter Activities and Results: Under the auspices of the NIJ Junior Magistrates Training Coordinator, the JSI and NIJ initiated several activities that support the concept of an Alumni Group. These included preparation and publication of a yearbook of the 2006 graduates, a retreat of NIJ graduates conducted in the summer, and a database of contact information. Building upon this work, JSI staff met twice with NIJ employees to discuss the idea of an Alumni Group and worked with the NIJ Public Relations Coordinator to further develop the concept. As a result of the meetings JSI developed a concept paper which focused on three main areas: mandate and statute of the NIJ Alumni (form), goals and concepts (content), and references. The main goals include:

1. **Increase the sustainability of the NIJ** and its activities by building an advocacy group from graduates of the NIJ Initial Magistrates Training;
2. **Strengthen the magistracy throughout the country** through networking by the Alumni Group and support of each other by sharing of good practices, discussion of legal issues, and discussion of problems such as how to handle stress;
3. **Build a legacy by creating an identity for NIJ alumni.** The Alumni Group can become a strong and unified voice for the NIJ and can positively influence judicial reform by supporting creation of a more transparent and trustworthy institution. .

The NIJ Secretary General read the concept and raised questions about the mechanisms to fund the undertaking. The NIJ Junior Magistrates Training coordinator also received the concept for consideration and comment. After all comments and feedback are incorporated into the concept paper, a more formal presentation will be made to the NIJ management. This will occur in the fourth quarter.

2.4 NIJ Internal Policies

The NIJ is to develop and implement a Faculty Development Policy.

3rd Quarter Activities and Results: The NIJ conducted a Staff Retreat on September 7 – 9, 2006 facilitated by an external consultant, Vesselina Penevska. All NIJ staff attended except for Mr. Penev. The focus of the retreat concerned team building, clarification of tasks, and

communication lines. The NIJ staff requested that the managers and staff meet more regularly in order to improve communications. The management agreed to the request.

NIJ conducted a staff training needs assessment as part of their IDI obligations.

2.5 Legislative and Public Outreach

JSI is to work with IREX, ProMedia Broadcast Training Center and NIJ to develop a comprehensive public relations strategy.

3rd Quarter Activities and Results: The JSI continued outreach work with the NIJ press attaché in several areas in the third quarter. The JSI transferred the curriculum from JSI/IREX Judge Media Trainings to the NIJ press attaché, including PowerPoint presentations on public relations, communicating on television, and nonverbal communication. JSI work on the NIJ communications strategy and on the media trainings curriculum has been completed. See also Section 3.5, below.

2.6 Monitoring and Evaluation

The NIJ is to start implementing its Monitoring and Evaluation (M&E) plan.

3rd Quarter Activities and Results: During the third quarter, JSI worked on finalizing the model for assessing long term training impacts, streamlining the methodology, incorporating the feedback of instructors and launching the actual implementation of the designed M&E tool.

The long term impact evaluation is being applied up to six months after a given training is offered and is complementary to on-going course evaluations. It also allows for examining other types of issues that are broader and more related to ultimate impacts. This approach produces systematic assessment of long term impact (retention and application of knowledge) and identification of problems or barriers to application.

In the 3rd quarter the efforts focused on applying this methodology to JSI sponsored training within the NIJ. The following programs were evaluated: Conviction Certificates, Court Secretaries, Company Cases, and Initial Training for Court Staff (partial program). By beginning with a more focused group of trainings, the techniques and approaches were evaluated more easily and revised where necessary.

Forty-one participants participated in either personal face-to-face or phone interviews following a prescribed set of questions. The questions allowed for both anecdotal answers and content retention answers. On average, sixty-one percent of the interviewed participants found the trainings very useful; ninety-six percent responded that they applied the new information to their current job; fifty-seven percent stated that the trainings resulted in improved services provided to the general public; and sixty-four percent of the participants stated that the training resulted in the unification or standardization of best practices. The average level of retention/knowledge of participants on the respective topics was almost ninety percent (89.8%).

Trainers participating in conducting the interviews reported that the process was time consuming and somewhat awkward because of the need for direct conversation with the participants instead of a form to complete. One trainer experienced difficulty in accessing a telephone at her office for the purpose of conducting the interviews.

B. CURRICULUM DEVELOPMENT

2.7 Continuing Judge Education Curriculum

The NIJ with assistance from the JSI will develop a comprehensive Continuing Judge Education curriculum. Also, the JSI will continue to work with other USAID partners and EU PHARE projects.

3rd Quarter Activities and Results: During the quarter the JSI compiled the data from the Continuing Judges Needs Assessment. The document is attached. The JSI contracted with an external consultant to collect, input and analyze the data. Without informing the JSI, the consultant accepted another job and did not complete the task, resulting in a delay in the processing of the data. The training themes that emerged for regional judges reflected basically all programs identified in the needs assessment. Fifty-three percent of the respondents identified commercial law, international law, intellectual property law, arbitration, and administrative law and procedure as areas where additional training is of interest. The data for district court judges showed that penal law and procedure received the highest percentage (sixty percent of all respondents reported this as a training need), followed by succession law, family law, and notaries all receiving fifty percent responses. Both district and regional court judges believe that in the future intellectual property rights and family law will become increasingly relevant to their work.

In the fourth quarter, the JSI will work closely with the Continuing Training Department of the NIJ to identify: 1) if existing Core Curriculum programs are relevant; 2) new Core Curriculum programs; and 3) appropriate delivery mechanisms for the programs.

The new insolvency training program is on schedule to be delivered in October. Additional meetings occurred in the third quarter to finalize the program and the trainers.

JSI along with NIJ, World Learning PTP, and the USAID FSIP project delivered a program in July to judges regarding financial institutions. Both FSIP and NIJ agreed that the program was very successful in opening up dialogue between the judges and financial institutions. Based on the evaluations of the program, FSIP approached JSI to discuss the second program which was to have a more substantive law focus. FSIP indicated that they would like to train the judges in a “retreat” format outside of Sofia which would cost additional money they did not have. JSI agreed to cost-share the program if the program would be sustainable. FSIP agreed. At the end of the third quarter, FSIP informed JSI that the financial institutions representatives had difficulty in agreeing to the program. As a result, the second program is on hold.

2.8 Court Administration/Court Clerk Training

The NIJ will pilot a Court Clerk Academy. The NACC with the NIJ will develop one new court clerk manual. The Court Administrator training program will be developed and implemented.

3rd Quarter Activities and Results: The NIJ offered the second level of the Court Clerk Academy during the third quarter. Modifications made to the second level based upon the comments from the first level included increasing the time from five days to eight days, strengthening the substantive content areas, and updating the content based on new legislation.

Court Administration Training Program (CATP)

Reengineering Seminar

All Courts in Partnership are obligated, as a condition of individual Memorandums of Understanding, to implement Core Standard 11 of the Court Improvement Plan. This standard

requires the court to improve administrative and functional processes and paperwork. A seminar on reengineering court processes was delivered to 50 participants from the CIPs and Model Courts in July, 2006. The interactive participation by attendees provided well-founded reengineering changes that the courts have implemented at no additional cost to the court. The sharing of these solutions with other court colleagues was one of the very successful parts of this seminar. The consultant, Kate Harrison, also provided direct technical assistance to the Varna Regional and District courts on how to establish a court staff working group to begin review and implementation of reengineering paper flow processes within their respective courts.

Module 1: Budget and Finance Seminar

In July, 2006 the JSI consultant, Kate Harrison conducted two separate seminars on Budgeting and Finance for the CIPs and Model Courts (50 participants) and a separate roundtable discussion with key staff members (10 participants) from the Supreme Judicial Council administration office. The primary emphasis in these seminars was the use and application of “Program Budgeting in the Courts” and its benefits. Although the Bulgarian Ministry of Finance (MOF) requires all executive branch agencies to provide a justified program budget, the Supreme Judicial Council and the local courts have not been trained or required to submit a program based budget. The participants, especially from the trial courts, readily recognized the benefits of a program based budget for resource allocation and capital improvements within their courts. Several court chairpersons complained about the lack of feedback from the SJC staff as to why a resource or capital improvement budget request was rejected. The JSI staff and Ms. Harrison stressed that the SJC staff be more communicative with the local court chairpersons.

Many of the court chairpersons and court administrators stated that they would begin to use the principles of program budgeting in their next budget submissions to the SJC.

Module 2: Leadership and Strategic Planning

In September, 2006 the JSI conducted and organized a third CATP program on “Leadership and Strategic Planning” for participants from the CIP and Model Courts. The program was conducted by a Bulgarian expert who had worked with a Judicial Development Project consultant who conducted a similar training in 2004. Thirty participants from the CIP/MC courts participated in this 3 day seminar. The first day concentrated on how court managers can be “effective leaders” and the need to involve all staff in developing a strategic plan for their court. The remaining two days were devoted to developing the processes for creating a strategic plan for a court and how a shared vision can be developed into an action plan for change. The consultant used an interactive approach to instruction in which the participants discussed many practical approaches.

2.9 Computer Basic Skills Training

The JSI will examine how to incorporate computer basic skills training into the NIJ and will present a proposal to the NIJ.

3rd Quarter Activities and Results: This activity is completed.

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C. ADDITIONAL ACTIVITIES

2.10 National Association of Court Clerks (NACC)

The JSI will assist the NACC to further strengthen their institutional capacity including improving the scores of the IDI. The JSI will conduct a “Membership Satisfaction” survey and the analysis will be included in their strategic plan.

3rd Quarter Activities and Results: Three NACC representatives participated in the Financial Sustainability for Judicial NGOs training organized by World Learning PTP (see attached training agenda). As a result of the training, NACC drafted an action plan for the development of a media strategy (see attached).

In the 3rd quarter the JSI signed a new targeted grant in the amount of \$10,000 to the National Association of Court Clerks. The Grant is effective as of July 11, 2006 through June 30, 2007. NACC started implementing the Grant and completed most of the third quarter grant deliverables.

The NACC performed well in meeting its required deliverables. Activities during the reporting period include the purchase of training equipment (notebook computer and multimedia projector), media strategy (developed but not yet adopted), a working group convened to develop a Court Secretary manual, and an Operations Manual (completed). The Operations Manual is significant because it collects in one document all of the critical working documents including internal rules, operational papers, strategies and action plans. With Board turnover expected next year, the Manual will provide a much needed resource for management of the NACC. Additional deliverables include the initial development of a court clerk evaluation process training for administrative secretaries and court administrators. The training is being developed in close cooperation with the SJC administration.

Another deliverable met was the NACC’s annual meeting for Regional Sections Representatives in which more than twenty five representatives discussed the organizational and financial state of the Association. The NACC chairperson introduced the new JSI grant along with the results of the previous grant. The social activities package of the Association received special attention. Representatives shared good practices and experiences during the meeting.

During the second quarter, JSI reported that a new web page was designed. During the third quarter, JSI trained the Association Coordinator on how to manage the web page. The JSI IT department offered on-going support.

2.11 National Judicial Conference

The JSI will assist with organization and support of a 2006 Conference and will work to transition the National Magistrates Conference to the Supreme Court of Cassation and the Union of Judges.

3rd Quarter Activities and Results: Planning for the Magistrates Conference began in earnest during the third quarter. The Managing Committee met three times and decided on key policy issues. The Managing Committee decided that the SJC would perform as the General Secretariat keeping minutes, organizing the meetings, registration fee, decided upon the role of other organizations such as the NACC, and overall general administration of the Managing Committee. The JSI continues to work with the General Secretariat prior to the meetings to assist in the direction and issues to be covered during the meeting. The Committee decided upon a theme (“Strengthening the Judiciary”), approved logos, letters, format of the conference and other policy related topics. The Managing Committee also identified individuals to work closely with JSI on the data entry of the registrations.

The Program Committee also met several times during the reporting quarter. The Program Committee drafted the agenda, identified speakers including the opening speakers, identified moderators and program assistants. The Civil Procedure Code session presented the only main problem on the agenda. All of the speakers identified by the Program Committee declined participation. This is due to the fact that there is a great deal of controversy surrounding the draft document and Parliament established a third working group. Efforts will be made to secure speakers for the session from this newly established working group. The DOJ sponsored program on SEEPAG is in jeopardy of being cancelled due to a lack of enrollment. The Prosecutor General's Office informed the JSI that prosecutors did not understand the session and as a result were calling for clarification. JSI informed DOJ via a telephone conversation and through email that there was a problem with enrollment.

In a separate meeting with SJC General Secretary, Slavka Kamenova, pertaining to specific tasks undertaken by the SJC regarding the conference, JSI raised the concept of an interim report to the SJC regarding the status of the conference. Mrs. Kamenova embraced this idea acknowledging that keeping the SJC involved and informed would assist with buy-in for the conference.

JSI experimented with a new approach to the data entry work of the conference by having individuals work directly in the JSI offices. This allows for quality control monitoring and ensuring of timely data entry. The new process worked well during the third quarter.

USAID and DOJ worked with the JSI to finalize the agreement between DOJ and USAID regarding the conference cost-share by DOJ and the use of the funds. By the end of the third quarter, a formal understanding between DOJ and USAID had been reached, although the amount of funding available from DOJ was smaller than originally discussed.

At the time of this report 1100 participants had registered.

2.12 Local Court Training Plans

Local Court Training Plans will continue to be implemented and evaluated.

3rd Quarter Activities and Results: Although the third quarter includes summer holidays, two courts continued to implement their court training plans: Varna DC & RC (Procedural Complications Training; Amendments of the Criminal Procedural Code) and Vratsa DC (Stress & Time Management).

As reported in the Second Quarterly Report, JSI initiated a special Local Court Training Plan (partial funding) opportunity related solely to "Combating Organized Crime". This was in response to the Comprehensive Monitoring Report of the European Commission. Fifteen courts prepared program applications for programs to be delivered by the end of September. The range of programming reflected both creativity and a variety of local needs. Chepelare proposed and delivered a program targeted at "high risk" juveniles (see Success Story below) while Plovdiv Appellate Court offered a program on combating financial crimes.

A variety of different agencies including the Financial Investigation Agency, police departments, Child Protection and the Prosecutor General Offices provided trainers for these programs. This indicates a strong level of support and cooperation. All courts reported success in delivering relevant and meaningful programs.

SUCCESS STORY. The Chepelare Regional Court Chairperson, Virginia Dimitrova, and the Court Coordinator, Elka Peeva, organized a training entitled, “The Court & the Young People” in cooperation with the police department. The targeted audience of twenty-one orphans (aged 14 – 18 years) participated in presentations and discussions by court officials and police regarding techniques used by criminal organizations to entice youth to participate in crime and on the penalties and repercussions for criminal activity.

The overall LCTP program is successful in two significant ways: First, the local and regional courts are able to identify specific court training needs and to use a very small amount of funds to leverage their resources in order to deliver training; Second, the demand for training throughout the country is too high for the National Institute of Justice to deliver all of the training needed, and utilizing local training assists in meeting the needs of the court system. During the third quarter, JSI discussed with the NIJ the possibility of transferring the LCTP program to the NIJ. If this is accomplished, the JSI can financially support local training through the NIJ grant, and the program can be linked to the Correspondent Judge program operated by the NIJ. That will strengthen both the LCTP and the Correspondent Judge program. Lastly, the NIJ may be able to justify additional budgeting for this program based on its success; that would further increase the sustainability of the program. Efforts to transition the program to the NIJ will continue.

2.13 Media Training

Training is to be conducted for key organizations, focused on how to develop communications strategies and on how to manage relationships with the media.

3rd Quarter Activities and Results: The JSI planned and offered the Advanced EU Law Training (part two in a series) in coordination with the NIJ press attaché, and developed a plan for strengthening the emerging NIJ Alumni Association.

The JSI also continued technical assistance to the NIJ press attaché, collaborating in several communication areas, including: exchange of news articles from events for the NIJ and JSI websites, continued exchange of media partner contact information, sharing media monitoring of event coverage, and preparation for NIJ events such as the second magistrates graduation ceremony.

(Also see section 3.5, below, for judiciary-media trainings.)

2.14 IT Training

The CMS training is to be analyzed and a determination made as to whether or not to continue with the training. The Computer Basic Skills training will be analyzed as to its feasibility to be delivered by the NIJ.

3rd Quarter Activities and Results: No programs delivered.

2.15 Prosecutors Training

JSI will address both building a prosecutor training infrastructure and actual delivery of training.

3rd Quarter Activities and Results: JSI met with NIJ staff and a representative of the Prosecutor General’s office to discuss how best to assist the prosecutors training through the Performance Funds. Later, the JSI met with an additional representative of the Prosecutor

General to further clarify the use of the funds. JSI and NIJ reached an agreement whereby the funds would be used to develop the training manuals for the Initial Prosecutors Training, to develop and deliver two programs for prosecutors based upon the needs assessment, and to hire a Program Coordinator at the NIJ. Subsequently, JSI staff met with the Spanish PHARE project leader to discuss the coordination between the two projects relating to the prosecutors. It appears that the Spanish PHARE project also has a component related to the development of the manuals. Early in the fourth quarter, the prosecutor general's office will submit a list of content areas that need to have manuals developed. Upon receipt of this list, the JSI and Spanish PHARE will discuss how best to distribute tasks.

The approach to continuing prosecutor training will be that the topics selected for development will be based upon the needs assessment and on those identified in the continuing judge training needs assessment. With this approach, the NIJ will be able to develop the same program for two different audiences, thereby improving efficiency and ensuring content coordination. Another factor to be included for new program development will be to identify USAID, DOJ, or Treasury Department training programs that have been started but are not yet in a sustainable format.

In the third quarter, JSI worked closely with the NIJ to tabulate the prosecutors needs assessment. NIJ staff using the newly purchased social science software program, SPSS, tabulated 200 completed needs assessment forms. The 200 assessments represented responses from around the country. The results indicated that prosecutors need training in intellectual property rights violations, crimes against the tax, insurance, and financial institutions and computer related crimes. The actual development, distribution, collection, and tabulation of the answers are the result of several years of efforts by USAID, Department of Justice, and the Bulgarian training center. The ability to accomplish the task is due to the new management of the Prosecutor General's Office and persistence of JSI and the other stakeholders.

JSI will work with the NIJ and Spanish PHARE to refine the Magistrates Mentor/Correspondent programs. At this time, the prosecutors lag behind the judges in both of these programs.

TASK 3: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW

Highlights of JSI initiatives under Task III during the third quarter included the start of implementation of the second grant cycle (See section 3.2.), the First National "Courts and Communities Together" public exhibition of grantee and court achievements (See section 3.2.), the start of work on the new draft JSA (See section 3.3.), and completion of the second part of a two-part training in EU Law for court press attachés (See section 3.5.).

A. THE GRANTS PROGRAM

3.1 Targeted Grants

The targeted grants will continue to provide support to the three judicial system organizations, and as in year 1, are structured with conditionalities for performance toward the ultimate goal of building the capacity, sustainability and ability of the organization to enhance professionalism and integrity, to represent the interests of members, and to advocate for judicial reform and safeguarding of reforms.

3rd Quarter Activities and Results: EWMI continues to provide three targeted grants: to the National Institute of Justice (NIJ), the National Association of Court Clerks (NACC), and the Union of Judges in Bulgaria (UJB / BJA).

a) NIJ Targeted Grant: See section 2.1, above.

b) NACC Targeted Grant: See Section 2.10, above.

c) UJB Targeted Grant: In the 3rd Quarter the JSI signed a new targeted grant in the amount of \$38,070 to the Union of Judges in Bulgaria/Bulgarian Judges Association. (Literally translated from Bulgarian into English, the name of the association is “Union of the Judges in Bulgaria,” and therefore the JSI has referred to the organization by the acronym “UJB.” However, the Union has registered the English name of the association as “Bulgarian Judges Association,” so references to the “BJA” will be used along with and will gradually replace references to the “UJB.”)

The Grant is effective as of 1 September 2006 through 30 June 2007. Development of the specific activities contained in the grant was a lengthy process combining UJB Board proposals, activities contained in the 2006 UJB Strategic Plan, and repeated discussions between UJB and JSI concerning the value and scope of both required and optional activities under the grant.

In the reporting period the UJB representatives participated in a training seminar dedicated to fundraising and strategies for improvement of financial sustainability of NGOs. The training was organized and conducted by the Participant Training Program under World Learning and assisted by JSI.

Aiming at financial sustainability, the UJB has competed for and implemented donor financed projects. A network between a number of national and regional Bulgarian NGOs has been created from a general meeting of their representatives in the office of the BJA. The participants signed an agreement constituting a consortium between the associations aimed to develop social services strategies. This form of partnership is happening for the first time between Bulgarian NGOs. The UJB was elected as the group’s leading organization with powers to coordinate and manage projects on behalf of the consortium. A conceptual formulation of a project proposal named “Welcome in Society” was developed and later approved and financed (with € 8,200 from the European Commission). The proposal aimed at assisting social reintegration and legal culture development of the marginalized social groups of ethnic minorities, institutionalized children, and young people in risk of drug addiction. At the request of the UJB, the JSI facilitated the first workshop between the UJB and other NGOs.

A meeting was held between the executive director of the BJA and Elena Yoncheva, executive director of the Fellow Prison Bulgaria. The parties agreed to develop a project aimed to assist the social reintegration and legal culture improvement of prisoners expected soon to complete a short sentence and to leave prison. The project proposal is in process of preparation.

During the Second Quarter, JSI reported that the UJB web page was refined. In the Third Quarter, JSI trained the UJB’s Executive Director on how to manage the web page. The JSI IT department offered on-going support.

Work started on the organization of the Annual Meeting of the UJB, including inviting all members, preparation of programmatic report for the activities of the Board during the whole term of office, preparation of draft amendments of the Articles of Association of the Union (By-laws), and preparation of materials to be published in a booklet.

An Extended Board meeting was held in September. The Regional Section chairpersons and the BJA Executive Director reported on the activities conducted in the last 2 months. The suggested amendments of the BJA Bylaws were discussed and a final version that will be presented at the Annual Business Meeting was approved. These prospective Bylaws are aimed at expanding the management and member involvement in the Union and are therefore a significant part of the strategy to develop institutional capacity. The BJA Annual Business Meeting organization was also reported and discussed.

3.2 Competitive Grants

The competitive grants program is one of the key components of the JSI. In the reporting quarter implementation work began on all of the second cycle of grants and the remainder of the first cycle grantees concluded their work.

3rd Quarter Activities and Results:

Grant Cycle 2: After review and evaluation of Project Proposals, the JSI Grants Review Committee (GRC) selected 27 projects. Amendments recommended by the GRC were negotiated and successfully resolved with the applying organizations. These “Best and Final” Projects were approved by USAID and EWMI. Grant Letters were signed and first disbursements transferred. The organizations (and their office locations) awarded a grant for this second JSI grant cycle (under Request for Applications 1/2006) were the following:

1. Alternative 55, Stara Zagora
2. Animus Association, Sofia
3. Bulgarian Helsinki Committee, Sofia
4. Bulgarian Lawyers for Human Rights, Sofia
5. Center for Economic and Legal Analyses, Sofia
6. Center for Economic Development, Sofia
7. Chamber of Commerce and Industry, Stara Zagora
8. Childhood Without Tears, Sofia
9. Chitalishte Svetlina, village of Trud
10. Civil Education and Civil Society, Kostinbrod
11. European Law Institute, Sofia
12. European Spaces 21, Russe
13. Future Association, Sofia
14. IGA Fund, Pazardjik
15. Journalists Against Corruption Club, Sofia
16. Justice Association, Vratsa
17. Legal Initiative for Training and Development (PIOR), Varna
18. Legislative Drafting Institute, Sofia
19. Media With Human Face, Plovdiv
20. National Debate Association, Plovdiv
21. NGO Center, Razgrad
22. NOMOS, Veliko Turnovo
23. Open Society Club – Sliven
24. Open Society Club – Smolyan
25. Open Society Club – Varna
26. Shumen Chamber of Commerce and Industry
27. Union of Jurists in Bulgaria, Sofia

In this cycle, seventeen of the above organizations received their first grant through the JSI; 9 had previously received a JSI grant under the 1/2005 Request for Applications; and one organization had been awarded a JDP grant in 2004.

Geographically, grantee locations cover different parts of the country--large cities, smaller towns, and one village location. Among the awarded organizations is also one chitalishte.

Grantees Awarding Ceremony: On July 26, 2006 the JSI conducted an award ceremony for the successful grantees. The Acting USAID Mission Director, Mr. Gene Gibson, congratulated each individual grantee on their selection and presented individual certificates of success.

Management and Financial Training for New Grantees: On July 26, 2006, following the Award Ceremony, training in project management and financial accountability requirements was provided to the new grantees. The training focused on reporting requirements, deadlines, the importance of Monitoring and Evaluation Data collection and reporting, financial reporting, disbursements, VAT requirements, and others. The final part of the training outlined requirements for branding on print and media products. Grantees' feedback after the training showed that it provided useful information to help manage the grant work smoothly and according to the grantor's requirements. One main emphasis throughout the training was that all JSI employees involved in the grants process are always available to assist or respond to any questions or concerns grantees might have.

Advocacy Training: As part of the JSI goal of providing continuous support and relevant knowledge to grantees, the new 2006 grantees were offered training in advocacy. The training was facilitated by the Bulgarian Center for Non-for-Profit Law (BCNL) and took place on September 11 – 13, 2006 at the Sofia Vitosha Park Hotel. The trainer, Balasz Sator, from the Hungarian Foundation for Civil Society Development, has experience with both teaching advocacy and running an advocacy campaign. Ten of the newly awarded grantees attended the training.

Participation in Grantees' Events: On September 5, 2006 one of the 2005 grantees, the Center for Independent Living, organized their final conference to present their findings in the area of monitoring access to court by physically and mentally disabled people. Virginia Leavitt, the JSI DCOP, greeted the audience and talked about how courts need to be able to serve all citizens, including those with special needs. Judge Konstantin Penchev, Chair of the Supreme Administrative Court, talked about the experience of his court in making it accessible to people with disabilities. During the conference, the Supreme Administrative Court was identified as a positive example of an accessible public building. Organizers presented the Handbook on Accessibility of Courts, a product developed under the grant. The publication will be disseminated among courts throughout the country in order to support them in making their courts accessible and meeting one of the main requirements for all public buildings in of 2007.

Public Exhibition: To celebrate the successes and achievements of grants work throughout the past year and to provide a forum for grantees to exhibit the products of their work, the JSI organized and conducted a Public Exhibition. The event took place on September 28, 2006 at the Sofia Military Club.

In order to show the link between a court and its local communities and how they can serve each other, the first National Exhibition was entitled "Courts and Communities Together". Twenty-six organizations and fourteen Model Courts and Courts in Partnership took part in the exhibition.

Among the displayed products were: films on JSI Model Courts accomplishments; films produced by grantees and broadcast on either national or regional media; reports detailing research in many different areas; Handbooks for jurors, court experts, teachers and other audiences; demonstrations of CMS and of court websites; and a forum theater performance by Theatre Tsvete with an accompanying verbatim recording demonstration.

The event was opened by the JSI COP, the USAID Mission Director, Mr. Michael Fritz, and the DCM of the US Embassy, Mr. Alex Karagiannis.

The JSI considers this event as the climax of many years of hard work that was widely promoted and popularized and recognized by both guests and media.

Request for Applications 2/2006: As in the Workplan, the JSI plans to launch a final grant cycle before the end of 2006. During the quarter JSI conducted internal discussions and planning concerning potential areas for project proposals and a draft Request for Applications was prepared for anticipated publication early in the 4th Quarter.

B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM

3.3 Legislative initiatives leading to an improved legislative process

The JSI works through different initiatives towards the overall improvement of the legislative process by aiming to involve key stakeholders at all levels of development.

3rd Quarter Activities and Results:

Legislative Drafting Training and Regulatory Impact Assessment Workshop: Early in the quarter the JSI and BCNL delivered training on legislative drafting and a Regulatory Impact Assessment (RIA) workshop for MPs and NGOs working in that area. This event was planned in response to concerns expressed by magistrates and implementing institutions in general that legislation in Bulgaria is created without consideration for or evaluation of the impact or realistic implementation of the legislation. This is only one of the instruments to try and reach out to MPs and assist in drafting better quality legislation. At the time Parliament was preoccupied with passing laws before the last Monitoring Report of the EC, so it was difficult to attract MPs. Nonetheless, a few attended along with a number of representatives of NGOs working in the areas of drafting of new legislation and preparing legislative impact statements. Some of the MPs who attended the workshop requested the JSI to repeat the same training and presentations to more MPs and to organize that meeting to take place in Parliament. They assured us that this has been one of the most needed aspects of legislative drafting and suggested to undertake and organize such meeting in Parliament as long as we provide the trainers and the presentations. The JSI has formally requested a meeting with these MPs to plan toward possibly providing such training/meeting at the beginning of next year.

Monitoring Impact of Newly Adopted Laws: In addition to the JSI direct involvement in the drafting of certain legislation, monitoring the impact of laws and drafting of new legislation is carried out through the grants program. The table below describes which grants are working in these two areas:

Monitoring of Laws

- Bulgarian Helsinki Committee, Sofia: Monitoring of court cases and proposing draft amendments on laws related to drug usage;
- Justice, Vratsa: Monitoring, analysis and evaluation of criminal, civil and administrative cases involving provision of legal aid services;

- Open Society Club, Sliven: Court watch;
- NGO Center, Razgrad: Court watch in 4 towns;
- Bulgarian Lawyers for Human Rights, Sofia: Execution of judgments.

Legislative Drafting

- Legislative Drafting Institute, Sofia: New JSA (See below.);
- Center for Economic and Legal Analyses, Sofia: Draft a new Normative Acts law and a Regulation for its application;
- Center for Economic Development, Sofia: Arbitrage in administrative justice.

Open Access to Court Records Working Group: JSI, through BCNL, supports the Access to Information Programme Foundation (AIP) in developing draft amendments to respective legislation for improved access to court records.

During the reporting period the AIP Working Group finalized the comprehensive legal analysis of the existing legislation including the specific legal acts that will need revision and specific proposed recommendations for amendments. The Working Group presented the summary and recommendations to selected journalists and court press attachés for comment. The report was revised based on the comments received. The Working Group is working on organizing a second discussion and presentation with other stakeholders including lawyers and judges. After receiving comments from that last discussion the report and recommendations will be finalized and officially presented to the MOJ. The Working Group, BCNL and JSI will hold a special forum to present the report and proposals and promote public discussion on the subject before seeking final adoption of the proposed amendments.

Constitutional Amendments: Parliament is considering a new group of amendments to the Constitution. The EU had expressed certain reservations towards the amendments made by Parliament in Spring 2006, specifically that the amendments could be interpreted as infringing upon the independence of the judiciary. The JSI had expressed and given the floor to exactly that criticism before the amendments were passed and although certain language was improved, a number of amendments rightfully were still viewed as problematic by the EU monitoring experts. The JSI is following the new process of amending the Constitution very closely, and early in the next quarter will determine whether to organize a special event devoted to the latest Constitutional amendments or to assist one of our partners in convening such an event.

New JSA Technical Assistance: Towards the end of July the Working Group of the MOJ completed the new draft of the JSA. The timeline for introducing it in Parliament, however has been delayed because the MOJ wants to wait for both the decisions of the Constitutional Court and action on the newest Constitutional amendments.

The MOJ has been receptive to our offer for assistance and provided us with the draft before many other institutions had received it. The JSI provided the Legislative Drafting Institute (LDI) with the draft and LDI has been working on preparing a comparative analysis of the law. In their analysis they have included examples from other EU countries and have commented on a number of structural aspects of the judicial system including the role of the different entities governing the system. Currently the LDI is working on presenting the analysis to the legal and judicial community and seeking their comment.

The SJC members who participated in the PTP World Learning trip to Ireland on national court administration and the Council as a whole have also focused on JSA changes. At an early third quarter meeting of the Ireland PTP group (See report section 1.3, above.), a group of the PTP participants agreed to focus on JSA changes needed for a more national system of court

administration. With an additional member from the SJC Legal Policy Committee, that PTP group drafted proposed changes to the JSA which were approved by the SJC as a whole at the end of the quarter.

In collaboration with LDI and BCNL, the JSI is planning a forum devoted to the new JSA to occur near the end of November. This timing should fit with actions on the pending Constitutional Amendments and filing the draft JSA law with Parliament.

The NIJ's Director was charged by the MOJ Working Group with drafting a new JSA Chapter on the NIJ. The JSI participated in and supported and finalized the drafting of the entire Chapter, defining the legal framework of the NIJ. With that Chapter (which is now in the draft) the NIJ will practically complete the process of establishing its full legal framework. The current form of the Chapter does not go much beyond the current *de facto* framework of the NIJ, however it will provide the legal stability that the NIJ has been working towards since its creation.

Previous joint JSI and NIJ efforts to propose JSA changes aimed at institutionalizing the Mentor/Correspondent magistrate positions were included in the JSA draft. By including language in the JSA about the Mentor/Correspondent magistrates program both the NIJ and the program will be strengthened and the potential for the program to be sustainable is increased.

Civil Procedure Code Position: The draft CPC underwent first reading in Parliament. The draft met some serious opposition (notably against the use of the Bulgarian Post Office as an official summoning vehicle) and is currently on hold while a committee is charged with changing some of the major principles and developing a new concept for the Code. The most significant changes will likely have to do with the summoning process. The JSI will continue to monitor the process, but as previously we will only be active in promoting the areas of direct JSI interest. The JSI is still in the position that should the need arise and after considering all the aspects of such an initiative, we may organize discussions and further presentations of the major principles of the draft. Such initiatives are likely to take place towards the end of the year. Our partner in this effort will most likely be the Union of Judges in Bulgaria.

Meetings with MPs: To build and maintain effective working relationships with Parliament, JSI has continued meetings with MPs. During the quarter the JSI, together with BCNL, met with a representative of NDSV (two meetings), and BSP (one meeting).

C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY

The JSI prioritizes increased public awareness of the work of the judiciary, and work towards improving the public image of the judiciary. This involves providing substantive information to the public and target audiences with an eye toward shaping opinion and promoting or defending certain issues.

3.4 Improved Public Perception of the Judiciary

The JSI continues to implement a multi-pronged campaign to improve public awareness of the work of the courts.

3rd Quarter Activities and Results:

a) Key Stakeholders: The JSI held a third 2006 meeting with reporters to continue development of public outreach on the work of the courts. The meeting focused attention on the

results of the Alpha Research study on the impact of court reform, and the comparative statistics on public awareness in JSI-assisted court regions and non-assisted regions. Twenty-one journalists and four court spokespersons attended, including: print media – Trud and 24 Hours (the top two circulation dailies), and Dnevnik, Capital, and Sega (leading medium-circulation dailies); television – bTV; radio – Bulgarian National Radio, Darik Radio, and Radio New Europe; telegraph – Bulgarian Telegraph Agency and Focus News Agency; and internet – news.bg, and Juridical Encyclopedia. JSI representatives presented the findings of the Alpha Research study, and discussed particular concrete reforms of the MCs and CIPs in the regions evaluated by the study. Additional interviews were set up with journalists from other outlets.

The meeting resulted in eighteen confirmed broadcasts and publications in national media outlets, including several in-depth interviews. Relevant materials are attached.

b) Media Plan and c) Audience Analysis: The JSI continues to focus its message and audience strategy on the Media Plan themes: informational rather than persuasive messages; focus on the new generation of judges; and on specific, concrete work of the courts; emphasis on rural and youth audiences; and support of participatory and deliberative forums.

d) Stories and PSAs: As in previous quarters, the JSI continued to raise journalist awareness of court reform activities through regular press releases, arranged exclusive interviews, and coordination with partners at national institutions and local courts to support coverage of events. Ongoing implementation of the Media Plan concentrates outreach on broadcast, print, and community media.

The JSI continued expansion of work in the first core area, broadcast media, through awarding competitive grants in the area of Court TV mock trials and television documentary projects. The awards included five regional television projects, two three-part national television projects, and three grantees--in Smolyan, Stara Zagora, and Plovdiv--developing PSA-length messages of approximately three minutes each.

The JSI participated in a USAID Working Group hosted by Development Outreach and Communications Specialist Jennifer Croft, during which additional broadcast PSAs were discussed as a 2006-07 USAID strategy.

Work in the second core area, print media, continued through the quarterly meeting with media Key Stakeholders, press releases on news events, and work with individual reporters and court spokespersons to promote news stories. Some of the print publications arranged include: several stories on the Alpha Research study in July and the SJC Annual Report in September, and a two-page exclusive in Trud (the largest daily) in September on the visit by an American organized crime prosecutor. Coverage of the release of the SJC Annual Report resulted in sixteen confirmed broadcasts and publications in media outlets. Relevant materials are attached.

The JSI expanded work in the third core area, community media, through awarding six regional student mock trial grants, and through the second quarter of work by forum theatre subcontractor Theatre Tsvete. Theatre Tsvete continued to deliver community performances, and researched, drafted, and rehearsed their second script. Theatre Tsvete delivered two modified debut performances of their new show at the JSI “Courts and Communities Together” Public Exhibition at the Military Club, and received feedback.

In addition to the core areas of the Media Plan, in September the JSI focused outreach on the work of the judiciary through the “Courts and Communities Together” Public Exhibition. Sub-

contractor IREX provided media outreach assistance resulting in coverage, including a two-page in-depth story on USAID judicial reform efforts in the English language newspaper Sofia Echo.

e) Special Events

i. USAID and Embassy Events. The JSI assisted in preparations and communications for the following visits and events:

Competitive Grants Awards Ceremony: USAID Acting Mission Director recognized NGO grant recipients.

MC/CIP Chairs Meeting: USAID Mission Director awarded Model Court plaques; DOJ representatives delivered address on combating organized crime.

“Courts and Communities Together” Public Exhibition: Deputy Chief of Mission and USAID Mission Director addressed the assembled court and NGO representatives.

ii. USAID Internal Communications. The JSI increased its support for the following publications and communications:

USAID Newsletter submissions: Drafted and submitted six news items about JSI events for the broader Mission.

USAID/Bulgaria Website support: Submitted reports, background material, and photos for the new USAID website.

USAID Europe & Eurasia Bureau Website publications: Four JSI articles in the USAID Newsletter were published on the USAID Europe and Eurasia website in the third quarter. Link: http://www.usaid.gov/locations/europe_eurasia/countries/bg/

Embassy Presentation on the JSI: PowerPoint JSI Profile prepared for and presented to the new Deputy Chief of Mission.

USAID Communications Working Group: The JSI attended the first working meeting for public outreach on the final year of USAID activities.

iii. Donor Coordination. Early in the quarter the JSI met with a World Bank representative investigating potential work for a subsequent project. That led to a later request of the World Bank judicial reform assessment team visiting Bulgaria, and the JSI provided detailed descriptions of all public outreach activities for 2005 and 2006, and answered written questions from that assessment team.

iv. Events related to JSI work. In addition to other JSI public events involved with legislative advocacy, the grants program, court administration, and training, the JSI supported the promotion of three events.

Model Court Films for Chairs Meeting: The JSI worked with IREX sub-contractor Pro-Media to coordinate visits to three courts, and then to review scripts, in preparation of films profiling the three new Model Courts: Kurdjali, Vratsa, and Veliko Tarnovo District Courts.

SJC Annual Report: The JSI addressed the large meeting of SJC members and assembled press concerning the release of the annual report. See section 1.3 and 1.7, above, and attached materials.

Alpha Research study release: Press breakfast with PowerPoint presentation by the JSI on the Alpha Research findings on the “Impact of Court Reform.” See section 3.4(i), below, and attached materials.

f) Internet. Weekly JSI website hits increased again, to an average of 240 new visitors and 960 return visitors each week in the third quarter. The JSI continues to regularly update its website with project stories, photos, and press releases, and updates its website’s “News Coverage of the Judiciary” in English and Bulgarian. http://www.ewmi-bg.com/news.php?m_id=1&lng=en The JSI also regularly contacts web-based news outlets with press releases and event invitations as part of its core media outreach work.

g) Brochures. The JSI continues a working group on court information centers, brochures, and other public information materials used by the courts in an effort to standardize information center communications. The grants program also continues to support NGO projects involving brochures on the courts. Toward the end of the quarter the JSI began to coordinate with the SJC on efforts to collect brochures from courts around the country and to issue the best to courts that desire to distribute them to the public.

i) Surveys. The Alpha Research study on public awareness in MC/CIP regions and non-assisted regions was presented to the media and other Key Stakeholders during the third quarter. (The survey was completed and written about in the 2d quarter report.) The findings were widely shared: presented at a press briefing of 21 journalists, resulting in 18 confirmed publications; delivered at the CIP Chairpersons meeting; presented at the “Courts and Communities Together” Public Exhibition for NGOs and courts (See section 3.2, above.); sent to the SJC, the Ministry of Foreign Affairs, the World Bank assessment group, and to USAID for use on the USAID/Bulgaria website; and made available on the JSI website. The JSI plans to use the study with other Key Stakeholders in future quarters.

3.5 Improved Judiciary-Media Relations

The JSI and IREX continue work with the Key Stakeholders to improve the dialogue between the media and the judiciary.

3rd Quarter Activities and Results:

Media Training for Court Chairpersons and Journalist Training: The JSI and sub-contractor IREX organized another edition of Module II Media Training for Court Chairpersons and a parallel seminar for journalists. The trainings took place July 5-7 in Plovdiv. The trainings brought together 22 judges and court press attachés from district courts and regional courts, 28 journalists from respective local media and the 5 trainers – leading journalists and PR experts and judges. The media trainings, including Module II, have become a well-known JSI product and for each of the trainings there are more applicants than we can accommodate. Module II focuses on improving the effectiveness of court-media relations through the establishment of regular professional communication, practical skills, tips and strategies, and improvement of the public image of the judicial system. The joint trainings of judges and journalists where they come together on Day 3 of the training to discuss common problems and issues with each other have become a recurrent highlight of this activity.

The JSI conducted its third *Training for Court Press Attachés*, on the topic of Advanced EU Law, at the NIJ on 29 September. Non-judge press attachés attended the training, including spokespersons from regional and Sofia-based courts, and national judicial institutions. The second training in the series was again led by Sofia Regional Court Judge Ekaterina Encheva, and was fully sponsored by the NIJ: all planning and payment for the training was under NIJ organization.

The JSI collaborated with the Participant Training Program to finalize the draft of the 2007 Judiciary-Media Relations study tour for judicial spokespersons and press attachés in the Washington D.C. and Virginia area. The final draft will be submitted to USAID in the beginning of the fourth quarter.

The JSI continued its *Public Trust and Confidence* work through an ongoing Sofia Regional Court training in the form of a Working Group of judges, clerks, and the court press attaché. The JSI met to prepare the two regional Public Trust and Confidence trainings to be offered in

Varna the first week of October, and Plovdiv the first week of December. JSI has invited all CIP Chairpersons for the two regional trainings.

The JSI continued to provide technical assistance to the press attachés of the SJC and the NIJ through regular meetings and contacts. The assistance involved: media planning for events, such as the SJC annual report release, and the NIJ graduation ceremony. The JSI also continued technical assistance on other outreach activities – such as the second SJC Open Doors Day (planned for 1 November), and development of the new NIJ Alumni Association.

TASK 4: THE FUND FOR JUSTICE

As a result of budget cuts, the contract between EWMI and USAID was modified at the end of the quarter to eliminate further work under or related to Task 4. No work under Task 4 was performed during the reporting quarter and JSI work in this area has been completed.

MONITORING AND EVALUATION TABLES

JSI 3rd QUARTER, 2006 CONTRIBUTIONS TO TARGETS

Indicator	2005 Baseline Data	2006 Annual Target	3rd Quarter 2006 Results	Cumulative Annual Result (QR 1, 2, 3)	Fulfillment of Annual Target
<i>IR.2.2.1.1 Task 1: Improved Court Administration</i>					
#1. Number of agreements/MOUs signed with MCs/CIPs.	22	22	N/A	22 agreements	100%
#2. Number of Court Improvement Plans implemented by percentage completion.	37% completion	68% completion	70%	70%	103%
#3. Progress on SJC Institutional Development Index.	29 points or 57% completion	41 points or 80% completion	34 points or 67% completion	34 points or 67% completion	83%
Organization:	9 points or 50%	14 points or 78%	12 points or 67%	12 points or 67%	
Communications & Outreach:	2 points or 33%	4 points or 67%	4 points or 67%	4 points or 67%	
Management of Judiciary:	6 points or 67%	7 points or 78%	6 points or 67%	6 points or 67%	
Ethics & Discipline:	5 points or 56%	8 points or 89%	5 points or 56%	5 points or 56%	
Budgeting:	2 points or 67%				
Auditing:	3 points or 100%				
Appointment & Career Development of Judicial Officials:	2 points or 67%	3 points or 100%	2 points or 67%	2 points or 67%	
#4. Percentage of cases disposed within one year in MCs/CIPs.	80%	81%	70% ¹	N/A	N/A
#5. Annual level of funding for the SJC.	76%	75%	58% ²	58%	N/A

Notes: All of the above data reflects deliverables as a result of the current level of effort.

¹ Case disposition data is collected on semi-annual basis and data reflects statistics relevant to the 1st half of 2006

² The 2006 annual level of funding for the SJC is a percentage of the amount approved (273,500,000 BGN) to the total amount requested (471,900,000 BGN).

JSI 3rd QUARTER, 2006 CONTRIBUTIONS TO TARGETS

Indicator	2005 Baseline Data	2006 Annual Target	3rd Quarter 2006 Results	Cumulative Annual Result (QR 1, 2, 3)	Fulfillment of Annual Target
<i>IR.2.2.1.2 Task 2: Improved Capacity of Magistrates and Court Staff</i>					
#1. Progress on the NIJ Institutional Development Index.	28 points or 72% progress	36 points or 92% progress	32 points or 82% progress	32 points or 82% progress	89%
Organizational Structure:	15 or 83%	17 or 94%	16 or 89%	16 or 89%	
Communications & Outreach:	3 or 50%	5 or 83%	5 or 83%	5 or 83%	
Faculty Development:	2 or 67%	3 or 100%	2 or 67%	2 or 67%	
Curriculum Development:	6 or 67%	8 or 89%	6 or 67%	6 or 67%	
Evaluation:	2 or 67%	3 or 100%	3 or 100%	3 or 100%	
#2. Annual level of funding for the NIJ.	57%	11% increase on the baseline	59%³	59%	N/A
#3. Number of person days of training.	Judges: 8,986 C.Clerks: 1,803	Judges: 7,000 C. Clerks: 2,000	Judges: 1,392 C.Clerks: 237	Judges: 7,300 C.Clerks: 1,904 Prosecutors: 34 ⁴	Judges: 104% C.Clerks: 95%
Total number of trainings offered this quarter:	Total number of trainers provided this quarter:		Total number of participants this quarter:		
37	93		878		

Notes: All of the above data reflects deliverables as a result of the current level of effort.

³ The 2006 annual level of funding for the NIJ is a percentage of the amount approved (2,334,000 BGN) to the total amount requested (3,945,019 BGN). The annual target is set at 11% increase in the baseline

⁴ In addition to Judges and Court Clerks, JSI training offerings contributed to 34 person days of training for Prosecutors.

JSI 3rd QUARTER, 2006 CONTRIBUTIONS TO TARGETS

Indicator	2005 Baseline Data	2006 Annual Target	3rd Quarter 2006 Results	Cumulative Annual Result (QR 1, 2, 3)	Fulfillment of Annual Target
<i>IR.2.2.A. Task 3: Assist with Drafting and Implementing Key Laws and Regulations to Support Effective Rule of Law</i>					
#1. Progress on the legislative reform index.	48%	68%	63%⁵	63%	93%
#2. Percentage of court users who are satisfied with the judicial system.	36.4%⁶	37% or better	36.4%	36.4%	36.4%

Notes: **All of the above data reflects deliverables as a result of the current level of effort.**

⁵ Please see Legislative Reform Index attached

⁶ Please see attached National Survey on Court Users Satisfaction with the Judicial System. Baseline data is relevant to April 2006. Next survey measurement will be conducted in the spring of 2007.

QR3 2006 COMPILED DOCUMENT LISTED

Task and Sub-Task Relevant Document Provided Judicial Strengthening Initiative Third Quarter Report	Document Status & Version (BG/EN)	Date Submitted & Type of Media		
		Electronic Copy	Hard Copy	CD
<u>TASK I: IMPROVE COURT ADMINISTRATION</u>				
<u>A. MODEL COURTS AND COURTS IN PARTNERSHIP</u>				
<u>1.1 Current MCs/CIPs</u>				
Q2	Final – EN	QR2	QR2	QR2
CIP Score Card Database	Final – EN	QR2	QR2	QR2
CIP Case Disposition Statistics Database	Final – BG		QR2	
Court House Layout Conference Materials	Final – EN	QR3	QR3	QR3
Q3	Final – EN	QR3	QR3	QR3
CIP Score Card Database	Final – EN, BG	QR3	QR3	QR3
CIP Case Disposition Statistics Database	Final – EN, BG	QR3	QR3	QR3
Budgeting and Finance Training, July 11 - 12, 2006	Final – EN, BG	QR3	QR3	QR3
Reengineering Training , July 13, 2006	Final – EN, BG	QR3	QR3	QR3
Leadership & Strategic Planning Training, Sept. 13 - 15, 2006	Final – EN, BG	QR3	QR3	QR3
<u>1.2 New CIPs</u>				
Q2	Final – EN	QR2	QR2	QR2
CIP Score Card Database	Final – EN	QR2	QR2	QR2
CIP Case Disposition Statistics Database	Final – BG		QR2	
Court House Layout Conference Materials	Final – EN	QR3	QR3	QR3
Q3	Final – EN	QR3	QR3	QR3
CIP Score Card Database	Final – EN, BG	QR3	QR3	QR3
CIP Case Disposition Statistics Database	Final – EN, BG	QR3	QR3	QR3
Budgeting and Finance Training, July 11 - 12, 2006	Final – EN, BG	QR3	QR3	QR3
Reengineering Training , July 13, 2006	Final – EN, BG	QR3	QR3	QR3
Leadership & Strategic Planning Training, Sept. 13 - 15, 2006	Final – EN, BG	QR3	QR3	QR3
<u>1.3 Verbatim Recording</u>				
<u>1.4 Coordination with the Supreme Judicial Council</u>				
<u>B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT</u>				
<u>1.5 Conduct an Operations Needs Assessment</u>				
Q1. SJC IDI 2006 annual Tragetes	Final – EN	QR1	QR1	QR1
Q3 SJC IDI 2006 Semi – Annual Progress	Final – EN	QR3	QR3	QR3
<u>1.6 Improved Collection and Use of Statistics</u>				
Q1. Working Group on Statistics	Final – EN	QR1	QR1	QR1
Q3 Working Group Information Center	Final - EN	QR3	QR3	QR3

<u>1.7 Improved Budgeting Process</u>				
<u>1.8 Improved Public Relations</u>				
C. AUTOMATION				
<u>1.9 Improved and Expanded Case Management Software(CMS)</u>				
D. CRIMINAL LAW INITIATIVES				
<u>1.10 Uniform Information System for Combating Crime (UISCC)</u>				
<u>1.11 Regional Criminal Justice Initiative (RCJI)</u>				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF				
A. NIJ INSTITUTIONAL DEVELOPMENT				
<u>2.1 NIJ Management: Strengthened Board and Staff</u> Q1. NIJ IDI 2006 Annual Targets Q2 NIJ Strategy 2006 - 2009 NIJ Template Survey on Products and Service Q3 NIJ IDI 2006 Semi-Annual Progress	Final – EN Final – EN Final – EN Final – EN	QR1 QR2 QR2 QR3	QR1 QR2 QR2 QR3	QR1 QR2 QR2 QR3
<u>2.2 Training of Trainers (TOT)</u> Q1. TOT Level II, March 29 - 31, 2006 Q3 TOT Basic Level, July 5 -7, 2006	Final – EN, BG Final – EN, BG	QR1 QR3	QR1 QR3	QR1 QR3
<u>2.3 Legislative and Public Outreach</u>				
B. NIJ CURRICULUM DEVELOPMENT				
<u>Strengthened Program Council</u>				
<u>Continuing Legal Education (CLE) for Magistrates</u> Q3 Judges Training Needs Assessment Report Judges Training Needs Assessment Questionnaire	Final – EN, BG Final – EN, BG	QR3 QR3	QR3 QR3	QR3 QR3
<u>2.6 Court Clerk Training</u> Q1. Team Building for Dobrich DC&RC, Feb. 15-16, 2006 Team Building for Dobrich DC&RC, Feb. 16 - 17, 2006 Team Building for Plovdiv DC&RC, March 8 - 9, 2006 Team Building for Plovdiv DC&RC, March 9 - 10, 2006	Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG	QR1 QR1 QR1 QR1 QR1	QR1 QR1 QR1 QR1 QR1	QR1 QR1 QR1 QR1 QR1

Work of Court Secretaries, March 1 - 2, 2006	Final – EN, BG	QR1	QR1	QR1
Work with Company Cases, March 10, 2006	Final – EN, BG	QR1	QR1	QR1
Customer Service, March 16-17, 2006				
Q2	Final – EN, BG	QR2	QR2	QR2
Team Building, April 13 - 14, 2006	Final – EN, BG	QR2	QR2	QR2
Stress & Time Management, April 27 - 28, 2006	Final – EN, BG	QR2	QR2	QR2
Team Building, May 10 - 11, 2006	Final – EN, BG	QR2	QR2	QR2
Team Building, May 11 - 12, 2006	Final – EN, BG	QR2	QR2	QR2
Customer Service, May 25 - 26, 2006	Final – EN, BG	QR2	QR2	QR2
Court Secretaries Training, June 15 - 16, 2006	Final – EN, BG	QR2	QR2	QR2
Stress & Time Management, June 29 - 30, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, The Summoning Process, April 3, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Training of Court Secretaries, April 7, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Dealing With Difficult Customers - Part I, April 13, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Customer Service & Court Admin Orientation, April 17, 06	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, April 25, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Topical Issues With Regard to Partition, April 25 - 26, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, April 27, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, May 2, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, May 4, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Appeal of Decisions Issued by the Municipal Council, May 12, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, May 12, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Professional Ethics, May 19, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, May 20, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Child Protection Act, 29 - 30 May, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, June 1 - 2, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, New Penal Procedure Code, June 6 -7, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Basic Computer Skills, June 7 - 8, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Basic Computer Skills, June 8 - 9, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Conflicts at Work, June 16, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Appeal Procedures, June 16, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Access to Justice, June 17 - 18, 2006				
ILCTP, EU Law and Mediation, June 24 - 25, 2006				
ILCTP, Summons Process, June 29, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Aspect of Court Clerks Work, June 29 - 30, 2006	Final – EN, BG	QR3	QR3	QR3
Q3	Final – EN, BG	QR3	QR3	QR3
ILCTP, Practical Issues With The Implementation of The Criminal Code, July 1 - 2, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Stress & Time Management, July 6, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Procedural Complications, July 7 8, 2006				
ILCTP, Tax & Insurance Procedure Code Implementation Issues, July 12, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Issues Related to the Implementation of CrPC, July 13 - 14, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Stress & Time Management, July 14, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Practical Issues with Regard to the Implementation of the Ammendmens to the CrPC, July 14, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Partitions, July 14, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Money Laundering, Sept. 20, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Money Laundering, Sept.21, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Money Laundering, Sept. 21, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Human Trafficking, Sept. 21, 2006	Final – EN, BG	QR3	QR3	QR3

ILCTP, Classified Information Act, Sept. 25 - 26, 2006 ILCTP, Advanced Computer Skills, Sept. 25 - 26, 2006 ILCTP, Human Trafficking, Sept. 27, 2006 ILCTP, Human Trafficking, Sept. 29, 2006 Local Court Training Plans Information Team Building, Sept. 28 - 29, 2006	Final – EN, BG Final – EN, BG	QR3 QR3	QR3 QR3	QR3 QR3
<u>2.7 Strengthened Impact Evaluation</u> Q2. LT Training Impact Evaluation template Q3 LT Training Impact Evaluation, Company Cases Program, Sept. 06 LT Training Impact Evaluation, Conviction Certificates Program, Sept. 06 LT Training Impact Evaluation, Court Secretaries Program, Sept. 06 LT Training Impact Evaluation, Initial Training Program, Sept. 06	Final – EN Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG	QR2 QR3 QR3 QR3 QR3	QR2 QR3 QR3 QR3 QR3	QR2 QR3 QR3 QR3 QR3
<u>2.8 Mentor Judge Program</u> QR2. List of NIJ Mentor and Correspondent Judges	Final – EN	QR2	QR2	QR2
<u>National Association of Court Clerks (NACC)</u> Q1. NACC Strategy 2006 – 2008 NACC Social Policy NACC Survey Q2 Institution Development Index Stress & Time Management, April 26, 2006 Team Building, May 4, 2006 Stress & Time Management, May 26, 2006 Team Building, May 29 - 30, 2006 Customer Service, June 1- 2, 2006 Q3 NACC Media Plan for 2006 NACC Media Strategy for 2006 NACC Operations Manual	Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final BG Final BG	QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR2 QR2 QR3 QR3 QR3	QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR2 QR2 QR3 QR3 QR3	QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR2 QR2 QR3 QR3 QR3
<u>2.10 National Judicial Conference</u>				
<u>2.11 IT Training</u> Q1. Maintaining MS Windows Server 2003 Environment, March 22 - 24, 2006 QR2 WebSite Template Management, May 29 - 31, 2006 WebSite Template Management, May 31 - June 2, 2006	Final EN, BG Final – EN, BG Final – EN, BG	QR1 QR2 QR2	QR1 QR2 QR2	QR1 QR2 QR2
<u>Media Training</u> Q1. Court - Press Relations Working Seminar, Feb. 9-11, 2006 Work with the Media, March 9 - 11, 2006	Final EN, BG Final EN, BG	QR1 QR1	QR1 QR1	QR1 QR1

Q2 Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006 Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006	Final EN, BG Final EN, BG	QR2 QR2	QR2 QR2	QR2 QR2
Q3 Media Training for Court Chairpersons, PRs and Journalists, July 5 - 7, 2006	Final EN, BG	QR3	QR3	QR3
<u>2.13 U.S. and European Study Tours</u> Agenda WL Financial Sustainability	Final EN	QR3	QR3	QR3
<u>TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW</u>				
<u>A. GRANTS PROGRAM</u>				
<u>3.1 Targeted Grants</u> Q1. UJB Strategic Planning Retreat, Jan. 26 - 28, 2006 Q2 UJB Quarterly Report Q3 UJB Strategic Plan UJB Quarterly Report	Final EN, BG Final EN Final EN Final EN	QR1 QR2 QR3 QR3	QR1 QR2 QR3 QR3	QR1 QR2 QR3 QR3
<u>3.2 Competitive Grants</u> <u>Q1. Task 3: Grantees Development Workshop, March 13-14, 06</u> Q3 Grantees Participants List	Final EN, BG Final EN, BG	QR1 QR3	QR1 QR3	QR1 QR3
<u>B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM</u>				
<u>3.3 Legislative and Regulatory Initiatives</u>				
<u>3.4 Improved Legislative Process</u> <u>Q1. Legislative Progress Index</u> <u>Q2. Legislative Progress Index</u> <u>Q3. Legislative Progress Index</u>	Final EN Final EN Final EN	QR1 QR2 QR3	QR1 QR2 QR3	QR1 QR2 QR3
<u>C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY</u>				
<u>Improved Public Perception of the Judiciary</u> Q1. Sofia Regional Court Working Group on Public Trust and Confidence Q2. Sofia Regional Court Working Group on Public Trust and Confidence Q3. Sofia Regional Court Working Group on Public Trust and Confidence	Final EN Final EN Final EN	QR1 QR2 QR3	QR1 QR2 QR3	QR1 QR2 QR3
<u>3.6 Improved Judiciary-Media Relations</u> <u>Q1.</u> <u>Media Partners Meeting, March 14, 2006</u> <u>Main Rules for Working with the Media of Court Press Offices</u> <u>Judiciary Media Interview Slots with Leading Publications</u> <u>Q2</u>	Final EN, BG Final EN Final EN Final EN, BG Final EN, BG	QR1 QR1 QR1 QR2 QR2	QR1 QR1 QR1 QR2 QR2	QR1 QR1 QR1 QR2 QR2

Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006	Final EN, BG	QR2	QR2	QR2
Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006	Final EN, BG	QR2	QR2	QR2
Forum Theatre Media Coverage and Conference Presentations, QR2 2006	Final EN, BG	QR3	QR3	QR3
Media Breakfast, June 6, 2006	Final EN, BG	QR3	QR3	QR3
Q3				
Advanced Courts Training, July 5 – 7, 2006				
Advanced Media Training, July 5 – 7, 2006				
<u>3.7 Monitoring Impact</u>	Final EN, BG	QR2	QR2	QR2
Q2 Survey on the Impact of Judicial Reform	Final EN, BG	QR3	QR3	QR3
Q3 Survey on the Impact of Judicial Reform – Press Breakfast & Media Spots				
<u>TASK IV: THE FUND FOR JUSTICE</u>				
<u>4.0 Documents Submitted</u>				