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Russia Judicial Reform and Partnerships
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The Russia Judicial Reform and Partnerships Program (JRP) is administered by Chemonics International Inc., Street Law Inc., and the National Judicial College, as contractors for the US Agency for International Development.

Russia Judicial Reform and Partnerships Program (JRP)

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USAID/Russia Regional Mission

Annual Progress Report: July 1, 2005 – June 30, 2006

July 2006

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

| | |
|-------|---|
| AOJ | Academy of Justice of the RF |
| AOUSC | Administrative Office of the United States Courts |
| AS | Alexander Shibanov, Chief of Party |
| BB | Betty Barteau, Judge, Senior Legal Advisor |
| COJ | Council of Judges of the RF |
| CRJP | Canada-Russia Judicial Partnership |
| EWMI | East-West Management Institute |
| FJC | Federal Judicial Center |
| IR | Intermediate Result |
| IK | Igor Kohn, Head Accountant |
| JCUS | Judicial Conference of the United States, Committee on International Judicial Relations |
| JD | Judicial Department at the Supreme Court of the RF |
| JQC | Judicial Qualifying Collegia of the RF |
| JRP | Judicial Reform Project and Partnerships Program |
| KRA | Key Results Areas |
| LK | Lev Khaldeev, Senior Legal Advisor |
| MM | Mikhail Mirny, Project Manager / PMU |
| MS | Maria Skorik, Office Manager |
| NJC | National Judicial College |
| NL | Natasha Leshchenko, Project Administrator / Translator |
| RAJP | Russian-American Judicial Partnership Project |
| PIR | Project Intermediate Results |
| RR | Roman Rodionov, Deputy Chief of Party |
| SNC | Scott Carlson, Project Director / PMU |
| SC | Supreme Court of the RF |
| SS | Sarah Schores, Project Associate / PMU |
| SJQC | Supreme Judicial Qualifying Collegium of the RF |
| SCC | Supreme Commercial Court of the RF |
| TS | Tatiana Shalimova, Project Administrator / Translator |

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Rule of Law IQC ANNUAL PROGRESS REPORT JULY 1, 2005 – JUNE 30, 2006

Judicial Reform and Partnerships Program

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|--------------------------|---|
| Task Order No.: | TO #803 |
| USAID Mission: | USAID Russia |
| CO: | Orion Yeandel |
| CTO: | Patrick Murphy |
| Start Date: | July 1, 2005 |
| Completion Date: | June 30, 2008 |
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| Amount Obligated: | \$2,600,000 |
| Project Website: | http://www.rajp.org |

A. Background

The USAID/Russia Judicial Reform and Partnerships Program being implemented by Chemonics International Inc. started its operation on July 1, 2005 pursuant to the Rule of Law Indefinite Quantity Contract Number DFD-I-00-04-00171-00, Task Order No. 803. The JRP team consists of Chemonics International, the National Judicial College (NJC), and Street Law, Inc.

The goals of the Russia Judicial Reform and Partnerships Program (JRP) are to strengthen the Russian judiciary's independence, judicial self-government, and judicial administrative development; develop the judiciary's training capacity; establish clearer judicial ethical standards and methods for their enforcement; and promote partnership relations between the U.S. and Russian judiciaries and the sharing of best practices. The project also seeks to promote international fair trial standards and to address gender-related issues.

JRP continues the successes of its two predecessor projects, Russian-American Judicial Partnership I and II, which ran from 1997-2005. JRP's main activities seek to spread RAJP's lessons broadly across Russia, achieving lasting impact and sustainability.

Working with several pilot courts throughout Russia, the project emphasizes practical solutions to improve court administration and increase efficiency in the administration of justice. Continuing a program of transatlantic cooperation, the project has continued to manage the volunteered talents of many U.S. federal judges to work with their Russian counterparts to promote professionalism and integrity among justice sector personnel.

JRP also seeks to build public trust and judicial system responsiveness through an emphasis on improving judicial ethics. Building on previous RAJP efforts, JRP is developing and disseminating reference tools grounded in practical lessons and mechanisms that will empower both judges and citizens and encourage ethical compliance. As part of this process, JRP also helps our Russian counterparts clarify ethical standards, establish ethical advice mechanisms, and improve judicial disciplinary mechanisms.

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JRP has continued cooperation with all its main Russian partners: the Supreme Court of the RF; the Academy of Justice of the RF; the SJQC; the Council of Judges of the RF; the Judicial Department of the RF, the Supreme Commercial Court of the RF.

It is necessary to note that JRP is different in several ways from RAJP because it has already achieved practical results and has positive achievements in other courts of the RF as well. This refers to court administration improvements in the pilot courts. With the assistance of the JD of the RF, JRP has focused on replication of the new effective case management technologies in other courts of the RF and implementation of the new Case management instructions and Rules of Conduct in all courts of the RF.

JRP also has new areas of work such as promoting international fair trial standards and addressing gender-related issues.

Promoting international fair trial standards also figures prominently in JRP; it helps to develop and institutionalize a continuing judicial education mechanism for sharing and increasing knowledge regarding standards among Russian judges, court administrators, and judicial self-government entities. Working with the AOJ, JRP trains judicial officials and improve the AOJ's internal training capacity to leave behind a legacy of experienced Russian trainers.

JRP addresses gender-related issues by developing gender rights activities on issues of primary importance in Russia. JRP strives to advance women's leadership within the judiciary and increase membership in international associations.

The JRP team (formerly the RAJP team) consists of seven long-term local professionals, supplemented by several short-term consultants, including sitting and retired judges, court administrators, judicial education specialists, and pro bono legal specialists. The JRP team has developed a close and productive working relationship with all of its Russian partners. Knowledge of the Russian legal system allows the JRP team to continue the RAJP's work and develop a more credible, fair, and independent judicial branch in Russia.

With the concurrence of USAID/Moscow, the project is still known to its many partners and counterparts in Russian judicial institutions as "RAJP."

B. JRP Activities and Accomplishments

The first year of project implementation yielded significant results that have been documented in this report submitted in accordance with the contract.

The main goals of the project in the first year of the new contract were as follows:

- Develop a long-term strategy for the next years of the new project;
- Develop the JRP Year 1 Work Plan;
- Continue working on the activities started by the RAJP-II, in particular, the activities under the pilot project (the New Instructions for Clerical Work Management, the Rules of

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Conduct for Court personnel), and distance learning education for judges and court personnel;

- Start work on the new components: international fair trial standards and gender-related issues.

As a result of a number of consultations, meetings, and discussions with counterparts, partners, and donors the project successfully developed the first year work plan. Following the work plan the project has started to organize joint activities and events with counterparts scheduled in the year first work plan as well as continued working on the activities started by RAJP-II. During the first month of the reporting period, the project mobilized efficiently, and developed and finalized the first year work plan. The objectives of USAID, the needs of the Russian partners, and the activities conducted by other donor organizations were taken into consideration when developing the work plan.

Year 1 Project Milestones

- ◆ Established two implementation courts: one in Khabarovsk, the Russian Far East, and second in Krasnodar, Krasnodarski Krai. This would help achieve USAID's goals of promoting judicial reform in the regions and replicating pilot court achievements throughout Russia.
- ◆ Drafted the Rules of Conduct for Court Personnel which was approved and adopted by the Council of Judges of the RF in April 2006. The rules set standards of ethical behavior for 80,000 court employees in about 2800 courts in Russia, clarify and specify the ethical norms of conduct for judicial employees when performing the duties and during extra judicial activities.
- ◆ Started cooperation between Russian women judges and the International Association of Women Judges. 6 Russian judges became members of the IAWJ and will be involved in the international work of women judges.
- ◆ Established productive relations with the newly-appointed Chairperson of the Supreme Commercial Court Justice Anton Ivanov and supported his visit to the United States.

The work plan was presented at the start up meeting in Moscow on July 15, 2005. Participants included counterparts, donors, and partners. The objective of the meeting was to inform project partners about the new project, declare the goals and objectives of the project, and discuss the prepared work plan. Participants included representatives of the home office of Chemonics International Inc., USAID, ABA-CEELI, Open World, Project Harmony Inc., the Russian Foundation for Legal Reforms, the Canada-Russia Judicial Partnership, the Academy of Justice, Research Institute Voskhod, the Justice Center, and the Judicial Department of the RF.

The first year of the work plan represents USAID/Russia's direct focus on achieving sustainable results. Consequently, the work plan includes strategies to achieve sustainable results, and the supplementary performance monitoring plan creates a mechanism for monitoring project results over time to ensure a sustainable impact is being achieved.

To develop this plan, Chief of Party Alexander Shibanov and home office project staff held a series of meetings in Washington, D.C. in August with other donor programs, U.S. counterparts,

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and a potential partner. In the meetings, Mr. Shibanov announced the award and start of JRP, described its objectives, and reestablished connections for the future. Meetings were conducted with Peter McCabe, Karen Hanchett, and Ilona Tservil, with the Administrative Office of the U.S. Courts, (AOUSC), Mira Gurarie of the Federal Judicial Center, and Lewis Madanick of the Open World Leadership program.

During the first year of the new contract, the JRP achieved concrete results in promoting better court administration, improving judicial training and increasing the transparency and effectiveness of judicial governance. During this year, the JRP (the main events and activities are presented in the chronological order from July 1, 2005 - June 30, 2006):

- Developed a long-term strategy and drafted the year 1 work plan all based on the objectives of USAID, needs of the Russian partners, and the activities conducted by other donor organizations.
- Conducted two round tables of the working group on Improvement of the New Case Management Instructions in order to prepare the final draft of the instructions for the review of the Council of Judges.
- Participated in the workshop on judicial selection and discipline for 55 chairs and members of the Judicial Qualifying Collegia of the Central, Northwest, and South Okrugs of the RF from 44 regions.
- Conducted the follow-up trip to the newly selected implementation courts, the Krasnoflotski District court in Khabarovsk and the Pervomaiski District court in Krasnodar in order to train and prepare the court personnel for further implementation and testing of the Case Management Instructions developed by the JRP.
- Developed and facilitated the U.S.-based study tour on court automation and technologies for the key professionals involved in the implementation of the state court management automation system "Pravosudie (Justice)" to familiarize them with the case management software and information technologies used in the U.S. courts.
- Supported, at the request of the RAROLC and the Supreme Commercial Court of the RF, the travel to the United States for Igor Drozdov, Chief Assistant for the Chairperson of the Supreme Commercial Court, to participate in the conference on public access to court records and proceedings.
- Developed written recommendations for improving judicial administration in the newly established implementation courts (see ANNEX E).
- Organized and facilitated Judge Robert H. Henry's, Chair of the International Judicial Relations Committee of the Judicial Conference of the United States, visit to Russia to attend the Council of Judges Meeting in December 2005. He made a presentation at the meeting about the U.S. judicial experience on post conviction criminal cases and other evidences and how U.S. judicial procedure works in order to revise such cases.

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- Conducted the workshop for 56 Russian women-judges – members of the COJ on the regional and federal level from 45 subjects of Russia to learn about the work of the International Association of Women Judges (IAWJ) and to consider issues affecting women judges and women's access to justice generally (see ANNEX D).
- At the request of the IAWJ and the Supreme Commercial Court of the RF organized and facilitated the travel of Tatiana Andreeva, Justice of the Supreme Commercial Court of the RF, to participate in IAWJ's 8th Biennial Conference held in Sydney, Australia.
- Developed a technical proposal together with the JD and the "Voskhod" software company and purchased the computer equipment for the pilot courts, Krasnoflotski District court in Khabarovsk and the Pervomaiski District court in Krasnodar, in order to have the courts ready for further testing and implementing the Draft New Instructions for Clerical Work Management as a part of the state court management automation system "Pravosudie (Justice)".
- Participated at the meeting of 43 chair persons of the judicial qualifying collegium from 46 regions of the RF located in Privolzhski, Uralskiy, Sibirskiy and Far-Eastern Okrugs of the Russian Federation. JRP COP made a presentation on the interaction between the judges and mass media based on the US courts experience and also presented a draft pamphlet containing specific recommendations of the National Judicial College experts to judges on how to communicate with mass media, behave during an interview.
- Conducted the Russian-American RFE Court Conference for 45 judges of the commercial courts of 10 regions of the Dalnevostochni Okrug of the Russian Far East and Siberia. The conference jointly organized together with RAROLC, was focused on enforcement of judicial decisions of international courts in Russia and adequacy of the provisional remedies (the measures to secure fulfillment of the claims).
- Conducted three days workshop on judicial education: writing and programming e-learning for 28 teachers and IT specialists from all 10 branches of the AOJ. The workshop was aimed at preparing small teams of faculty, court administrators, and information technology specialists to design and develop computer-based training modules for judges and court staff (see ANNEX C).
- Conducted the follow-up trip to the pilot courts, the Prioksky district court in Nizhni Novgorod and the Zhukovsky district court in the Kaluzhskaya oblast, in order to train and prepare the court personnel for further implementation and testing of the Case Management Instructions developed by the JRP.
- Established the AOJ/JD/CRJP/JRP Working group on development of the curriculum for court personnel under supervision of the Academy of Justice (AOJ) which will review existing curriculum for court personnel in the AOJ branches.

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- Worked with the donor community to maximize opportunities and avoid duplication of efforts through a series of meetings and consultations.

C. Progress Report: July 1, 2005 – June 30, 2006

The primary objective of the Russia Judicial Reform and Partnerships program is to improve court administration, judicial ethics, and judicial self-government. Improving judicial training and advancing the application of fair trial standards are secondary objectives. The program directly addresses USAID/Russia's SO 2.2, "Legal system strengthened."

Strategic Objective 2.2
Legal Systems Strengthened

Specific project activities for the reporting period are described in detail below. The activities are listed by components and refer to the Project Intermediate Results (PIR) and Key Results Areas (KRA) in order.

Under each component the annual report discusses the achievements and activities of JRP with each of its Russian partners: the Judicial Department (JD), Supreme Judicial Qualifying Collegia (SJQC), the Council of Judges (COJ), the Academy of Justice (AOJ), and the Supreme Commercial Court (SCC).

C.1 Improving Court Administration

Judicial administration has always been one of the major areas in the project activities as inefficient court management impedes effective court functioning and leads to a negative perception of the courts by citizens.

PIR 1: Court Administration System Improved

KRA 1.1: Pilot court lessons and practices replicated.
KRA 1.2: Judicial Department administrative capacity improved.

The efforts in this area has involved a considerable number of interconnected events organized by the the project in cooperation with the Judicial Department at the Supreme Court of the RF, the Judicial Department divisions and other organizations concerned. Evaluating all the work fulfilled in this area in the course of the project, we can single out two core elements: the pilot courts program and the development of the new Case management instructions, the document which regulates case management procedures in all district courts of the RF. These two core elements are closely interconnected. In fact the work on the Instructions became a result or outgrowth of the work on the pilot courts program.

Many of the innovations developed in RAJP pilot courts have instilled greater professionalism among judicial and other court personnel. The challenge now is to continue the process of change in the pilot courts and to start spreading efficient case management technologies, transparency, and customer service both regionally and nationally.

For this purpose, JRP's work in the first project year included activities such as the establishment of two additional implementation courts, more work on the case management

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instructions in district courts, development of the Code of Conduct for Court Personnel, adoption and implementation of instructions in RF courts, and close cooperation with the JD and the software company Voskhod on the development of software for courts.

One of the most significant aspects of the project is court administration improvement and cooperation with the JD at the Supreme Court of the RF. Within this component, the project is implementing a variety of activities focused on strengthening court administration. This report will highlight two main court administration efforts of JRP, namely the pilot courts program and the development of the case management instructions in district courts.

Lessons learned from RAJP-II

- Sharing information, court-to-court, is key to replication. Exchange of experience will enable courts to implement the new case management more quickly. Moreover, when the lessons learned are shared by a colleague, in lieu of by an outsider, it can be much more persuasive.
- RAJP-II experience has shown the importance of champions, such as court chairpersons who provide leadership and foresight.
- It was very beneficial that the same U.S. experts provided assistance throughout the process as they had enough time to understand the situation in the courts and provide valuable advice and recommendation.

KRA 1.1 and KRA 1.2 are presented together in this report, because activities under KRA 1.1 coincide with activities under KRA 1.2. For example, the computerization of the two implementation courts will achieve the objectives of both KRA 1.1 and KRA 1.2. Results for KRA 1.1 will be achieved through close cooperation with the Judicial Department of the RF and will also contribute to achieving the goals of KRA 1.2. All activities of the pilot courts and the case management instructions are the outgrowth of the pilot courts program and are carried out in close cooperation with the JD. These indirectly contribute to KRA 1.2.

As already noted, the success of JRP's work on the pilot courts program and the development of the case management instructions in district courts depends on a number of activities which are consecutive, interconnected, and supplemental of each other. This report briefly describes them.

In June 2006 the JRP held a meeting with Alexander Gusev, General Director of the Judicial Department. Other participants included Leonid Smertin, head of the Chief Office for Organizational and Legal Facilitation of Court Activities of the Judicial Department; Eugeny Popov, head of the Department for International Relations of the Judicial Department; Leonid Ukhnevich, director of Voskhod software company; Vladimir Verbitski, editor-in-chief of *Judge* magazine; Alexander Shibanov, COP of RAJP-II/JRP; Roman Rodionov, DCOP of RAJP-II/JRP; and Natalia Stadler, project manager at Chemonics International, D.C.

The participants of the meeting outlined the following objectives and activities of the project for the next few years:

1. Establishment of two additional implementation pilot courts in Khabarovsk and Krasnodarski krai.
2. Development of the Rules of Conduct for Court Personnel.
3. Further work on the case management instructions for district courts.

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4. Development of the case management instructions for oblast courts (2008-2009).
5. Implementation of the draft instructions for clerical work management for district courts in the implementation and pilot courts.
6. Working with the Academy of Justice to develop a training course for judges and court personnel.
7. Assistance to the software company Voskhod in the development of the Case management software.
8. A study tour to the Administrative Office of U.S. Courts (AOUSC) for four or five persons involved in the implementation of new case management technologies to familiarize them with information technologies used in U.S. courts.
9. Training workshops for press-secretaries, judges, media, etc.

Similar activities were already in progress under RAJP II and have been continued throughout the new project JRP.

I. Establishment of Implementation Courts

Final discussion and approval of the implementation courts was the result of preliminary activities such as site visits to the courts, meetings with JD divisions, and creating the selection criteria.

Site Visit to Krasnodar to Select Implementation Court. In July 2005 in accordance with the previously reached agreement, Alexander Shibanov, COP of JRP, visited Krasnodar to discuss the selection of an implementation court in Krasnodar. When the RAJP suggested establishing an implementation court for further replication of the pilot court experience, the JD of the RF initiated opening an additional implementation court in Krasnodar which made it possible to have two implementation courts instead of one.

During the visit the COP visited the Pervomaiski District Court in Krasnodar which was recommended by the Judicial Department Division in Krasnodar as the implementation court. He met with the court chairpersons, judges, administrative staff, and technical personnel to learn about the court status and had a preliminary discussion of the plans to establish an implementation court with A. Shishkin, head of the JD division in Krasnodar and S. Svashenko, Chairperson of the Pervomaisky court.

Site visit to Khabarovsk to Select Implementation Court. The group of three persons: Lubov Michurina, deputy head of the Chief Office for Organizational and Legal Support of the Court Activities at the JD, Alexander Shibanov, COP of JRP, and Roman Rodionov, DCOP of JRP visited Khabarovsk on August 8-9, 2005 to select an implementation court in the RFE.

Opening a pilot court in the RFE will help to achieve the USAID's goal of promoting judicial reform in the region and replicating pilot court achievements throughout Russia. When selecting a pilot court, the team took into account a number of aspects: availability of the branch of the Academy of Justice, supportive legal community, stable political situation, support of the local judicial department division, and leadership qualities of the chairperson.

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During the site visit the team met with Valeri Urchenko, head of the Judicial Department Division in the Khabarovsk Krai, and discussed the opportunity of opening an implementation court in Khabarovsk in one of the district courts in Khabarovsk; it also visited two district courts in Khabarovsk: Krasnoflotski District Court and Industrialny District Court, which were recommended by the JD division as candidates for the implementation court.

In each court the team met with the court chairpersons, judges, administrative staff, and technical personnel to learn about the court status. During the visit the team familiarized itself with the administrative operations of the court; organizational chart and responsibilities of the court's employees and the case file management system and the archive systems. They also met with the technical staff to assess the automation and computerization level and had an opportunity to assess the adequacy of its physical space, furniture, and equipment. The team also collected the statistic questionnaires on both courts.

The site visit team agreed to establish a selection committee which will include representatives from the Judicial Department, USAID, and JRP. The committee will make a final decision regarding the implementation courts in Krasnodar and Khabarovsk.

Selection Committee Meeting. Two implementation courts were selected at the selection committee meeting held in the office of the Judicial Department of the RF on September 21, 2005. The selection committee included Anatoly Perepechenov, deputy general director of the JD; Lubov Michurina, deputy head of the Chief Office for Organizational/Legal Support of Court Activities of the JD; Leonid Smertin, head of the Chief Office for Organizational/Legal Support of Court Activities of the JD; Evgeny Popov, head of the International Relations Office of the JD; Alexander Shibanov, COP of JRP; Roman Rodionov, DCOP of JRP; Patrick Murphy, CTO at USAID/Moscow; and Natalia Leshchenko, program administrator of JRP.

The purpose of the meeting was to make the final decision on the selection of the implementation courts and define the strategy for further cooperation of the pilot/implementation courts project. During the meeting, Mr. Shibanov told the participants about the result of the site visits to Krasnodar and Khabarovsk and gave his personal impressions of the proposed courts. He also provided detailed characteristics of the courts by the selection criteria.

The major advantages of the Krasnoflotski District Court in Khabarovsk over the Industrialny District Court are:

1. The building is in very good condition which is important since the project has a limited budget to be used on the implementation of the new automated case management system. The building of the Industrialny District Court would require a significant investment.
2. The Krasnoflotski District Court has the Local Area Network (LAN) and is ready for implementation of the software program Pravosudiye.
3. The judges from Krasnoflotski District Court do not have criminal vs. civil specialization which makes this court even more prepared for implementation of the random case management assignment.
4. Larisa Tyustina, chairperson of the Krasnoflotski District Court, is progressively minded and is interested in implementing new changes in the court. The chairperson of the Industrialny

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District Court, Tatiana Sizko, is more conservative and is not ready for innovations such as random case assignment.

5. The Krasnoflotski District Court also has the support of the local Judicial Department Division.
6. Optimal size of the Krasnoflotski Court (10 judges), whereas the Industrialny District Court is larger (20 judges).

Therefore, the Krasnoflotski District Court is better prepared for implementation and testing of the new case management system than the Industrialny District Court.

The situation was different with the implementation court in Krasnodar. The Pervomaiski District Court was recommended by the Judicial Department Division in Krasnodar. Furthermore, based on the questionnaire and the site visit, the participants came to the conclusion that this court meets all the requirements for an implementation court:

1. Optimal size (14 judges).
2. Interest and openness toward implementation of the new case management system.
3. Progressive court chairperson (Sergei Svashenko) and court administrator.
4. Support of the JD division.

As a result of this discussion, the participants agreed that the Krasnoflotski District Court in Khabarovsk and the Pervomaiski Court in Krasnodar are

On October 3, 2005 two selected implementation courts were approved by the General Director of the JD.

optimal courts for the implementation court program. With two implementation and two pilot courts, JRP will have four courts to serve as a model for implementation and in which to test the new case management instructions. JRP will invite U.S. experts to conduct a professional evaluation of the two selected courts for further development of the improvement plan.

Evaluation of Newly Established Implementation Courts. In October 2005 the assessment team conducted a site visit to two newly established pilot courts, the Krasnoflotsky district court in Khabarovsk and the Pervomaisky district court in Krasnodar. The team consisted of Alexander Shibanov, JRP chief of party, Lubov Michurina, head of the Section for Organizational Support of Court Activities of the Judicial Department in Moscow, Judge Betty Barteau, former RAJP chief of party, Natalia Leshchenko, JRP translator, and Laurence Vetter, JRP consultant.

During the visit the group conducted a professional evaluation of the case management, and had a detailed discussion of the pilot court program and its goals with the chairpersons of the courts and heads of the JD divisions. Both the chairpersons and the heads of the JD divisions expressed their readiness to implement new changes into case management in order to improve case management efficiency and to be first to implement and to test the draft case management instructions. As the Pervomaisky court is being reconstructed now, the American experts also offered their help in developing a design for reconstruction of the Pervomaisky district court.

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As a result of the visit the American experts developed a status report which contains both evaluation and recommendations regarding improvement of the effective case management techniques and established the contacts for further cooperation (ANNEX C).

USAID Worldwide Administrator Visits JRP Pilot Court. In October 2005 the USAID Administrator Andrew Natsios visited Pushkin and met with Judge Lubov Olunina, chair of Pushkinsky District Court (pilot court), and Irina Bogoslovskaya, former member of the SJQC, head of the JQC of Leningradskaya Oblast. During the meeting the participants discussed the on-going judicial reform in Russia and the important issues of the Russian judicial system, the JRP pilot court program, its implementation, intermediate results, and achievements.

II. Development of New Case Management Instructions for District Courts and Rules of Conduct for Court Personnel.

General approval of the Draft New Case Management Instructions and the Rules of Conduct for Court Personnel were the result of preliminary activities such as working group sessions, editorial work, and publication for the Council of Judges Meeting.

Round Table Meeting of the Working Group on Improvement of New Case Management Instructions. The round table meeting in Blagoveshchensk in August 2005 was the fifth working group meeting for improvement of the case management instructions in District Courts of the RF. The first meeting was held in Kaluga in May 2004 and was followed by meetings in St. Petersburg, Novgorod Veliki, and Sochi. The conference in Sochi demonstrated the general approval and support of the revised instructions by other judges and authorities of the JD. The Blagoveshchensk round table was devoted to more specific issues related to the development of the documents which will be presented at the Council of Judges meeting scheduled for October 2005.

The agenda included the following goals:

1. To review six draft manuals to the instructions.
2. To discuss with the representatives of the research institute Voskhod and IT department the conversion of the new instructions and manuals into the software program Pravosudiye.
3. To make decisions regarding further work on the Codes of Conduct for personnel.
4. To determine the next steps of the Council of Judges of the RF in order to finalize the entire package of documents.

The RAJP conference in Sochi in June 2005 also discussed the concise and flexible instructions for the development of "methodological manuals" which are more detailed, contain references to the law, and provide operational guidance to all court staff. The JD has developed six manuals for the round table. These include:

1. Organization of the registration, movement, and storage of criminal case files.
2. Organization of the registration, movement, and storage of civil case files.
3. Organization of the registration, movement, and storage of administrative case files.
4. Subpoenas.
5. Referrals for the enforcement of court decisions.

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6. Receipt, recording, and storage of exhibits.

The round table participants made the following decisions:

1. To present the Council of Judges with the instructions and package of interrelated documents including the manuals and the Code of Conduct for personnel.
2. To finalize the draft manuals and introduce the respective changes.
3. To hold an additional meeting at the end of August 2005 for the small group in order to discuss additional manuals.
4. To develop a draft of the Codes of Conduct for personnel.
5. To get together with the representatives of the research institute Voskhod to discuss the requirements of the software program in relation to the new instructions.

Round Table Meeting of Small Working Group on Improvement of New Case Management Instructions (Moscow, August 30 – September 1, 2005). Participants of the session included: Lubov Michurina, deputy head of the Chief Office for Organizational/Legal Support of Court Activities of the JD; Ludmila Hishba, leading specialist of the Chief Office for Organizational/Legal Support of Court Activities of the Judicial Department of the RF; Vladimir Zalogin, consultant of the legal information department of the Chief Office for Organizational/Legal Support of Court Activities of the JD of the RF; Tatiana Epova, deputy head of the judicial department division in Irkutskaya Oblast; Alexei Melnichuk, court administrator of the Central District Court in Tver; Elena Dmitrieva, deputy head of the Chief Office for Organizational/Legal Support of Court Activities of the JD division in the Tambovskaya oblast; Alexander Shibanov, chief-of-party, JRP; Roman Rodionov, deputy chief-of-party, JRP; and Natalia Leshchenko, program administrator/translator, JRP.

The meeting's objective was to elaborate on the instructions' text, discuss the draft code for court personnel developed by Alexei Melnichuk, and discuss the methodological manuals for criminal and civil cases. These documents will be presented to the Council of Judges of the RF for approval. As a result of the thorough analysis and detailed discussions, the group was able to clarify most of the issues in dispute and introduce a number of corrections to the instructions, methodological manuals, and code for court personnel.

The draft set of documents including the instructions, the methodological manuals, and the Rules of Conduct for Court Personnel were published and presented to the Council of Judges for further review and discussion.

The COJ suggested that the Judicial Department should continue work on the instructions and implement it in the pilot and implementation courts. The JD should report about the results of the instruction implementation in the courts at the next meeting of the COJ. Also, the final draft of the Rules of Conduct for Court Personnel should be developed and presented to the Council of Judges at the same meeting in April 2006.

U.S. Based Study Tour on Court Automation (Washington, D.C.-Annapolis, Maryland). As a result of the joint efforts, JRP and the Judicial Department have achieved very significant results, in particular the development of the case management instructions which govern case management in all courts of general jurisdiction. The next logical step is replication of the

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positive experience and transfer to automated case management system. This is a new and challenging task. In October 2005 JRP developed a U.S.-based study tour on court automation and technologies for the key professionals involved in the implementation of the state court management automation system "Pravosudie (Justice)". Pravosudiye is a territorially distributed automated information system designed for the establishment of the unified information environment for courts of general jurisdiction and the judicial department of the RF, and for provision of the information and technological support of the legal proceedings on the basis of the balance between the requirements and needs of the citizens, society, and the state to freely exchange information and necessary restrictions in terms of information disclosure.

The purpose of the tour was to familiarize the Russian delegation with the case management software and information technologies used in U.S. courts. The group included high-level representatives of three levels: Voskhod, who will develop the software; the Judicial Department of the RF, which is in charge of implementation and monitoring of the new case management system, and the Council of Judges which will have to give its approval for implementation of the new system. All study tour participants played a key role in the development and implementation of the software and court automation system: Leonid Smertin, head of the chief office for organizational and legal facilitation of the court activities of the Judicial Department of the RF; Alexander Mitrokhin, deputy head of the Research Center at the Research Institute Voskhod; Vladimir Starostin, first deputy director of the Research Institute Voskhod; Igor Konorev, chairperson of the Oblast (Region) Court in the Tulskaia Oblast and member of the Council of Judges of the RF. The delegation was accompanied by Roman Rodionov, JRP DCOP.

During the tour the delegates received an overview of the national information technology systems supported in the U.S. Federal Courts such as Case Management/Electronic Case Files System (CM/ECF), Accounting Systems (FAS4T), Probation and Pretrial Services Automated Case Tracking System-Electronic Case, Management (PACTS/ECM), Central Violations Bureau CVB), Public Access to Court Electronic Records (PACER), and Human Resources/Payroll System (HRMIS). The participants learned about IT technologies used in preparation and holding legal proceedings, software and hardware used in courts, communication (information exchange) between courts of different levels, principles of creation and maintenance of unified centers of information resources, and the collection of statistics information on court activities.

"Being a member of the Council of Judges of the RF, I will make efforts to promote introduction of the acquired knowledge into the existing court practice (as development of the policy – in all courts throughout Russia) and in the actual work of my court in particular."

Judge Igor Konorev, head of the Commission on Courts Automation and Information at the Council of Judges of the RF, chair of the Tulskaia Oblast Court, participant of the U.S. based study tour

This trip was a unique opportunity to discuss specific technical issues with the U.S. experts on court automation and technologies from the Administrative Office of the U.S. Courts, Maryland Judicial Information Systems, United States District Court for the District of Columbia, Prince George's County Circuit Court and Prince George's County District Court. All members of the Russian delegation noted that the trip was very timely and useful, and the knowledge gained during this study tour would enable them to make necessary recommendations regarding

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implementation of the state court management automation system "Pravosudie" in Russian courts.

Meeting with Deputy General Director of Judicial Department. A meeting with Anatoly Perepechenov was held on December 26, 2005. Other participants included Leonid Smertin, head of the chief office for Organizational and Legal Support of Court Activities of the Judicial Department of the RF; Lubov Michurina, deputy head of the chief office for Organizational and Legal Support of Court Activities of the Judicial Department of the RF; Alexander Shibanov, JRP COP; Roman Rodionov, JRP DCOP; Ludmila Khishba, specialist of the Office for Organizational and Legal Support of Court Activities of the Judicial Department of the RF, and Natalia Leshchenko, JRP program administrator/translator.

The main idea of the meeting was to discuss a strategy of the implementation of the Draft Case Management Instructions in the implementation and pilot courts.

The participants of the meeting outlined the following joint objectives and activities for the next period:

- To computerize the implementation courts and purchase the necessary computer equipment. The JD and JRP will each finance 50 % of the costs incurred.
- To test and implement the draft New Case Management Instructions in the pilot and implementation courts. The new software based on the new case management instructions and random case assignment will be implemented and tested in the four courts as part of the state court automation program "Pravosudiye".
- To organize four back-to-back workshops on case management in northern, southern and central Russia, Siberia, and the Far East. Workshops will provide training on experiential sharing of the U.S. approach to court administration, where a judge and a court clerk work together to maximize court efficiency and develop a mentoring relationship between chairpersons, court administrators and court personnel; and will train them on the new case management instructions.

Computerization of Implementation Courts. Computerization of the newly established implementation courts is in the JRP work plan for the first year.

During the last two years the JRP and the JD have achieved very significant results in development of the Draft Instructions for District Court Clerical Work Management which govern case management in all district courts of general jurisdiction. Before the Instructions are adopted, which is expected in December 2006, we would like to test the draft instructions in the pilot and implementation courts as part of the state court automation system "Pravosudie". Implementation and testing of the draft instructions in the courts largely depends on the purchase of the equipment and installation of the state court automation program "Pravosudiye".

In December 2005 the JRP had a meeting with Anatoly Perepechenov, Deputy General Director of the RF Judicial Department, and agreed to computerize the implementation (pilot) courts in Krasnodar and Khabarovsk and purchase the necessary computer equipment. The JD and the JRP will each finance 50 % of the costs incurred.

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In January-March 2006 the JRP together with the JD and the "Voskhod" software company developed a technical proposal for computerization of the courts. In May 2006 the JD has already transferred money for their part of the equipment to the JD divisions in Krasnodar and Khabarovsk.

In May 2006 the JRP together with the JD divisions in Krasnodar and Khabarovsk conducted the market research. We have also decided to purchase computer equipment for the Zhukovski district court in the Kaluzhskaya Oblast. This court and the other pilot and implementation courts will test the draft instructions. The requested equipment is necessary to set up a completed computer network in the court, fully equip clerk's office, and train judges and court personnel from other courts in the region how to use case management instructions. The equipment will allow the judges and court personnel to test the instruction as it is required by the JD.

At the end of June 2006 the computer equipment (JRP part) was purchased and delivered to the courts.

The Rules of Conduct for Court Personnel Set Standards of Ethical Behavior for Court Personnel. The Rules of Conduct for Court personnel developed within the framework of cooperation of the Chemonics team and the Judicial Department of the RF (judicial administrative body) were approved and adopted by the Council of Judges' meeting (judicial association) in April 2006. The adoption of this document means that now the Rules of Conduct will be used by about 80,000 court employees in about 2800 courts in Russia.

The Rules of Conduct for Court Personnel are part of the set of documents developed by the Working Group which was established by the Judicial Department with assistance of the Chemonics team in May 2004. The Chemonics team has been cooperating with the Judicial Department of the RF on improvement of court administration since 2002. Within the framework of this cooperation it became possible to introduce and test innovative technologies of case management and court administration in 5 pilot courts of the RF.

According to the authors of the Rules of Conduct, "this document impels each court staff member to realize the responsibility before the state, the society and the citizens, to contribute to strengthening of the judicial authority and formation of a respectful attitude towards the courts".

While working on improvement of court administration, the Working Group members came to the conclusion that the higher level of service and better perception of the courts by citizens depends not only on effective work organization, but also on the attitude of each court employee and observance of

ethical norms by all court personnel. The members of the Working group were unanimous in their decision that to improve performance of courts, it is necessary to develop and implement the Rules of Conduct for Court Personnel. Cooperation with the American experts enabled the members of the Working group to use international experience accumulated in this field, and study Code of Conduct for Judicial used in US courts.

The Rules of Conduct for Court personnel contain not only the major principles of ethical behavior, but specific ethical norms of conduct when dealing with the public, judges or talking on the phone. By adopting this document the Council of Judges has forbidden any rudeness and

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disrespectful attitude to the citizens. From now on court employees will be responsible for being polite and this will eventually lead to more effective service in accordance with ethical norms.

The adaptation of the Rules has become the important step in the judicial community of the Russian Federation. The information about the rules has been published in the official Russian newspaper "Rossiyskaya gazeta"

As a result of all JRP activities mentioned above, the project achieved the following main significant outcomes:

1. Established two implementation courts: one in Khabarovsk, the Russian Far East, and second in Krasnodar, Krasnodarski Krai.
2. Developed and adopted the Rules of Conduct for Court Personnel.
3. Received the COJ's general approval of the Draft New Case Management Instructions.

At the next stage in the second year the JRP will continue to support the improvement of operations in the pilot and implementation courts. This should take the form of follow-up visits to reassess progress, concentrating on implementation of the revised Instructions, focusing on records, case management, and automation. The JRP will continue to work with the JD working group to revise the draft of new case management instructions and the associated methodological recommendations. The pilot and implementation courts will test the draft of the instructions on the basis of the existing subsystem "Case Management and Statistics" developed by Voskhod in order to identify weaknesses and strengths in terms of practical implementation.

C.2 Improving Judicial Ethics

With corruption a frequent topic of discussion among government and civil society circles, judicial ethics is at the center of USAID's rule-of-law agenda. A strong ethics code and vigorous but fair monitoring and enforcement uphold judicial independence and underpin public trust in the judicial system.

PIR 2: Judicial Ethics Improved

KRA 2.1: Clearer judicial ethical standards established.
KRA 2.2: Ethical advice mechanisms for judges established.
KRA 2.3: Judicial discipline mechanisms improved.

Within this component we have instituted KRA 2.1 – Clearer Judicial Ethical Standards Established, KRA 2.2 – Ethical Advice Mechanisms for Judges Established, and KRA 2.3 – Judicial Discipline Mechanisms Improved. To achieve these goals the project will develop and disseminate an updated ethics manual, conduct workshops, and perform further work on the Code of Judicial Ethics and other relevant publications.

KRA 2.1, KRA 2.2., and KRA 2.3 are presented together as the project activities aimed at these Key Results Areas tend to overlap.

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Workshop on Judicial Selection and Discipline (July 2005). In July 2005 COP participated in the SJQC Workshop on judicial selection and discipline. The purpose of his participation was to inform the members of the SJQC about Chemonics' new contract with USAID-Russia and to develop a work plan with the SJQC.

Workshop on Judicial Selection and Discipline for Chairs and Members of the Judicial Qualifying Collegia (November 2005). The workshop was held in Moscow on November 24-25, 2005. In attendance from the JQC were 56 chairs of the regional Judicial Qualifying Collegia (the Central, North-West, Privolzhski, and South Federal Okrugs of the RF. In attendance from JRP: Alexander Shibanov, chief of party, Roman Rodionov, deputy chief of party, and Lev Khaldeev, senior legal advisor.

The purpose of the workshop was to discuss legislation regulating the work of the judicial qualifying collegia, the role of the public representatives in the judicial qualifying collegia, the relations between JQC and mass media, practice and problems in judicial selection, judicial ethics and conduct in and outside the courtroom, judicial immunity, judicial discipline, and qualifying certification.

At the request of the chairperson of the Supreme Judicial Qualifying Collegia, Alexander Shibanov, JRP COP, made a presentation to the Russian judges on the interaction between the JQC and Mass Media. The presentation was very well received by the judges, and they asked JRP to draft a pamphlet for the Russian judges focusing on mass media issues. The pamphlet should contain concrete recommendations for judges on how to communicate with mass media, particularly when he or she gives an interview.

Publication of the 6th Issue of Vestnik. Publication of the 6th issue of Vestnik of the SJQC by the SJQC demonstrates the sustainability of the processes started in 2002 when the first issue of Vestnik was published in close cooperation with RAJP. All 3,500 copies of the 6th issue of Vestnik were distributed to all members in the RF.

The 6th issue contains documents and commentaries of the decisions of the SJQC, JQC of the RF, and of the Supreme Court of the RF. Vestnik has become an important informative tool of the SJQC because it provides an opportunity to inform and discuss the most urgent issues of the judiciary. The process began with the support of the project and is now fully sustained by the SJQC, which is a very significant achievement of SJQC.

Workshop for Chairs and Members of the Judicial Qualifying Collegia (May 2006). On May 29-31, 2006 the city of Astrakhan hosted a meeting of 43 chair persons of the judicial qualifying collegia from 46 regions of the RF located in Privolzhski, Uralskiy, Sibirskiy and Far-Eastern Okrugs of the Russian Federation. Total number of participants was 63.

The participants discussed the issues of improving the laws which regulate the work of the judicial qualifying collegia, the draft Provisions on Work Procedures of the Judicial Qualifying Collegia, as well as issues of bringing judges to criminal and disciplinary responsibility, evaluating candidates for judgeship and the task of creating a uniform information space for the judicial collegia.

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Among the presenter of the meeting were Veniamin Yakovlev, Advisor to the President of the RF, member of the SJQC, O. Vasilenko, Chair of Astrakhanskiy Oblast Court, A. Evstifeev, Chair of the 9th Commercial Court of Appeals, A. Perepechenov, Deputy General Director of the Judicial Department at the Supreme Court of the RF, T. Kharitonov, Head of the Office for Personnel and State Service at the Supreme Court of the RF, A. Ermolin, Chair of Judicial Qualifying Collegium of Udmurtskaya Republic, Yu. Sosnin, Chair Judicial Qualifying Collegium of Krasnoyarskiy Kray, G. Shurygin, Chair of Judicial Qualifying Collegium of Sverdlovskaya oblast and others.

Alexander Shibanov, JRP COP, made a presentation on the interaction between the judges and mass media based on the US courts experience. He also presented a draft brochure containing specific recommendations of the National Judicial College experts to judges on how to communicate with mass media representatives and how to behave during a TV or radio interview.

As result of all JRP activities mentioned above, the JRP was able to draw the attention to the Russian judicial community to such urgent issues in the judicial work as interaction between judges and mass media. The work in this field we intend to continue in the next year.

C.3 Strengthening Judicial Branch Self-Government

The successful implementation of RAJP II rests on the ability to facilitate substantive collaboration between U.S. judicial personnel and a widening core of Russian counterparts. Since self-government in the judicial branch is implemented by the Council of Judges of the RF the activities under this component involve joint events with the RF. JRP continues to foster relationships through shared opportunities to exchange knowledge and experience. When a federal judge from the U.S. comes to Russia to discuss judicial ethics and discipline, connections between institutions of judicial self-government in both countries are strengthened.

PIR 3: Judicial Branch Self-Government Strengthened

KRA 3.1: Technical assistance by U.S. entities facilitated.
KRA 3.2: Knowledge sharing with U.S. entities strengthened.

Annual Council of Judges Meeting (June 2005). In June 2005 COP participated in the Annual Council of Judges Meeting. The purpose of his participation was to inform the members of the COJ about Chemonics' new contract with USAID/Russia and to discuss areas of the further cooperation with the COJ.

Council of Judges Meeting (December 2005). Judge Robert H. Henry, Chair of the International Judicial Relations Committee of the Judicial Conference of the United States, U.S. Appellate Court of the 10th Circuit, participated in the Council of Judges meeting which was held in Moscow on December 8, 2005.

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At the request of the Council of Judges of the RF, Judge Henry made a presentation on post conviction relief, an important issue for the Russian judicial community. The knowledge and experience shared by Judge Henry was highly appreciated by his Russian colleagues and they expressed an interest in receiving additional information on this issue.

Judge Henry also took an active role in a number of meetings: a meeting at the Supreme Court of the Russian Federation with Justice Sidorenko, chair of the Council of Judges of the Russian Federation, and a meeting with Chief Justice Ivanov, the Supreme Commercial (Arbitrazh) Court of the Russian Federation. The meeting with Chief Justice Ivanov is important for JRP because the project intends to renew cooperation in this field and envisages more joint events with the commercial courts. Both Justice Sidorenko and Chief Justice Ivanov expressed a great interest in further cooperation with their American colleagues. According to Justice Ivanov, regardless all the differences in the judicial and legal system, an exchange with American colleagues would be particularly beneficial because there are many things in the U.S. court system which adapted to the Russian practice.

During the visit Judge Henry also joined the JRP team in visiting Pushkinsky District Pilot Court in St. Petersburg where JRP is working to improve court administration in a manner that can be replicated in other courts in the Russian Federation. His work was highly appreciated by JRP and the pilot court.

Meeting with Deputy Chair of the COJ for Mass Media Relations. One of the purposes of the meeting with Judge Maikova was to discuss cooperation on the issue of the relationship between courts and mass media. At the meeting held on October 5, 2005 a preliminary agreement was reached on a study tour to the NJC for 6-7 representatives of the commercial and general jurisdiction courts as well as members of the judicial department who are responsible for public relations and communication between the courts and mass media.

Support of Visit to the USA for Chairman of Supreme Commercial Court of the RF. In March 2006 at the request of the RAROLC and the Supreme Commercial Court of the RF, JRP supported the travel to the United States for Anton Ivanov, the Chairman of the Supreme Commercial Court. The trip was organized by the RAROLC in collaboration with the Supreme Commercial (Arbitrazh) Court of the RF, Open World Leadership Center, AOUSC, International Judicial Relations Committee of the US Judicial Conference, the U.S. State Department, and the Judicial Reform and Partnerships Project.

The Russian colleagues expressed sincere appreciation to everyone and remarked that the program could not have been a more valuable and useful experience.

It was valuable not only from a professional or technical point of view, but also because it was the first visit of Chief Justice Ivanov to the USA.

As Chief Justice Ivanov said, he saw "very open, transparent and friendly people willing to share so much."

The Russian delegation included Honorable Anton Aleksandrovich Ivanov, Chief Justice of the Supreme Arbitrazh Court of the RF; Honorable Vladimir Lvovich Slesarev, Judge of the Supreme Arbitrazh Court of the RF, Chairman of the Collegium on Property Disputes; and Igor Sergeevich Soloviev, Director of the Department of Informatization and Communications of the Supreme Arbitrazh Court of the RF. Alexander

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Shibanov was the representative person from the Judicial Reform and Partnerships Project.

The program of the trip was very intensive, its developers intended to give a broad overview of the judicial system of the USA and mainly focus on the issues of transparency in commercial courts in the USA and Russia.

The program included meetings devoted to the court automation system, its internal and external uses/features, and how it's used by the attorneys, pro se debtors, judges, staff and the public (we have mandatory electronic filing, etc.), a visit to the University of Denver's new Law School; meeting at the Russian-American Chamber of Commerce; a meeting with the Governor and meetings/discussions with judges from the U.S. District Court and from the 10th Circuit Court of Appeals. Within the program Chief Justice Ivanov also had a meeting with the Chief D. Ct. Judge and Clerk, and the legal/law reporter from the Denver Post, about court transparency and cooperation with the media; and a reception at the Governor's Mansion with about 120 guests including most everyone who worked on the program, many Federal, State Supreme Ct. and State Appeals Ct. judges, state officials and a few dozen business and legal community leaders. Justice Ivanov highly appreciated the meeting with John Roberts, Chief Justice of the United States Supreme Court, and Justices Breyer and Stevens of the Supreme Court.

During the visit the videoconference was arranged with Russian Federation to discuss in a real time how the visit goes. The videoconference was arranged in the Supreme Commercial Court of the RF (from the Russia side) and from the AOUSC (from the American side). From the Russian side the participants included Judge Vladimir Isaichev, the Deputy the Chief Justice of the SCC; Natalia Pavlova, the Head of the International Law Department of the SCC; Igor Drozdov, the Chief Assistant to the Chief Justice of the SCC; Judge Anatoly Babkin, the SCC, and Roman Rodionov, JRP DCOP. It was some sort of the historical moment because it was the first videoconference organized at the Supreme Commercial Court of the RF.

As a result of all JRP activities mentioned above, the JRP strengthened and expanded relationships between the Council of Judges and the Committee on International Judicial Relations of the Judicial Conference of the U.S. Courts. The JRP was able to bring new people in the cooperation between these two institutions. The newly appointed Chair of the Committee on International Judicial Relations participated in the COJ meeting in December 2005 as a representative of the American judiciary. And the newly appointed Chairperson of the Supreme Commercial Court of the Russian Federation Justice Ivanov made his first visit to the USA.

Through the cooperation Russian and American high-level judges get acquainted with the experience on many aspects of the U.S. and Russian judicial systems and discuss mechanisms for finding common solutions to the problems of the judiciary.

C.4 Promoting International Fair Trial Standards

At one level, JRP work on judicial independence, self-management, ethics, and court administration is important in promoting adherence to international fair trial standards. These

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standards are similar to core concepts of the U.S. and common law legal systems, including due process, fair opportunity to be heard, and equality of arms.

PIR 4: Application of Fair Trial Standards Improved

KRA 4.1: Judges' knowledge of ECHR standards improved.
KRA 4.2: Standards promoted by judicial self-governing entities.

Since this component is new, JRP provided for such activities as research of U.S., Russian, and international standards, development of the brief digests and posting them on the JRP website in English and Russian, and including references to international fair trial standards.

On September 16, 2005 Roman Rodionov, JRP DCOP and Lev Khaldeev, senior legal advisor; participated in the Human Rights NGO Round Table. The round table was organized by the European Human Rights Advocacy Center (EHRAC) <http://www.londonmet.ac.uk/research-units/hrsj/ehrac/> which aims to develop support structures that enable Russian NGOs to draw upon the extensive human rights litigation expertise within the U.K. The EHRAC works to build a sustainable network of NGOs within the Russian Federation that provide ongoing support for victims of violations. In addition to human rights litigation, the EHRAC facilitates training on various aspects of human rights law and procedures both in Moscow and other regions of Russia. This is supported by the dissemination of training materials to participants and the wider human rights community in Russia.

The main topic of discussion at the round table was enforcing European court judgments in Russia. The main presenters were Bill Bowring, professor of London Metropolitan University and EHRAC Coordinator, and Philip Leach, EHRAC project director.

At the meeting Roman Rodionov and Philip Leach agreed that the EHRAC will provide JRP with a number of copies of the European Court Litigation manual so that JRP can distribute it among Russian judges who participate in JRP workshops.

Russian-American RFE Court Conference for Judges of Commercial Courts. On June 22 - 23, 2006 the JRP, the Supreme Commercial Court of the Russian Federation with the assistance of the JRP project and the RAROLC held a two-day conference in Yuzhno-Sakhalinsk for 45 judges of the commercial courts of the Dalnevostochni Okrug of the RF, RFE and Siberia with participation of the 2 American judges, Hon. Michael Williamson, and Hon. David Brewer, and 2 American lawyers, Jack Boos and Mark Comstock. Among the Russian presenters at the conference were N. Pavlova, Head of Department of International Law, SCC of the RF, Prof. T. Neshatayeva, Justice of the SCC of the RF, D. Dedov, Head of Office for Legislation, SCC of the RF, V. Starzhenetsky, Deputy Head of Department of International Law, SCC of the RF, Yu. Bogatina, Judicial Assistant, SCC of the RF, and I. Drozdov, Court Administrator, Head of Secretariat, SCC of the RF.

The conference became a significant event in the city of Yuzhno-Sakhalinsk and brought the attention of the top people in the region. The conference was attended by the Mayor of Uzhno-Sakhalinsk and the Chair Person of the Sakhalinskaya Oblast Court.

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Cooperation with the SCC of the RF is one of the priority areas for the JRP, and the JRP has been discussing a number of joint events with the SCC of the RF on the issues of interest to the commercial courts of the RF. With the development of law and democratic principles in Russia, it's becoming more and more important for the Russian counterparts to learn the international experience. This particular conference was focused on enforcement of judicial decisions of international courts in Russia and adequacy of the provisional remedies (the measures to secure fulfillment of the claims).

The other topics discussed at the conference included influence of the practice of the European Court for Human Rights on administration of justice in the RF, and introduction of electronic filing and case management system in the commercial courts of the RF and in the US courts. Thus, the conference provided an opportunity of a true international dialogue where each topic was covered by a Russian and by American experts.

All the participants of the conference remarked that such international dialogue is very useful as it broadens the mind and allows to learn and adapt the international experience. All the participants also received the materials developed by the JRP with the documents of the SCC of the RF and materials provided by the presenters.

As a result of all JRP activities mentioned above, the JRP started researching the key ECHR cases and documentation on the issue of fair trial standards. During the next year the JRP will continue conducting research of U.S., Russian, and international trial standards, collecting the statistical information, and searching for partners to collaborate on these issues. JRP will also consider the development of the brief digests and posting them on JRP web site in English and Russian with references to international fair trial standards sources.

C.5 Improving Training of Judges

The Academy of Justice provides the means of enhancing the skills and knowledge of the Russian judiciary. Past support to AOJ has revolved around this theme and improved the AOJ's ability to carry out its role. We will continue with this focus. Our proposal includes joint training with the AOJ whenever it is required.

PIR 5: Training of Judges Improved

KRA 5.1: AOJ training capacity improved.
KRA 5.2: AOJ training packages prepared.

Particular attention was paid to distance learning programs because distance learning is being introduced in the AOJ centers in Russia. Cooperation with the AOJ during training development and workshop organization will also lead to improvement of the AOJ's training capacity.

In October 2006 the JRP organized a meeting with vice rector of the Academy of Justice (AOJ). The meeting was held on October 6, 2005. Participants of the meeting included Mr. Peisikov; Alexander Shibanov, chief-of-party; Roman Rodionov, deputy chief-of-party; Lev Khaldeev, senior legal advisor; and Tatiana Shalimova, program administrator/translator. The purpose of the meeting was to discuss possible areas of cooperation within the framework of the new JRP contract.

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According to Vladimir Peisikov, at present it is extremely important for the Academy to arrange for development of efficient distance education modules/courses by the Academy trainers and foreign highly qualified experts. He also expressed an interest in further developing the handbook on distance learning. To achieve this objective it will be expedient to do the following: 1) Conduct a seminar for the Academy trainers devoted to distance training, in particular, to development of distance training modules. At the seminar the participants will be taught to develop such modules and then practice these skills. The Academy intends to invite the FJC experts to teach at the seminar; 2) Together with the FJC to develop a manual on distance education methods and techniques.

An agreement was reached to hold seminar in May-June 2006 for the trainers from all regional branches of the Academy where distance education equipment and software has been installed already. JRP will also examine the possibility of developing a manual on methods of distance teaching. In order to do this, FJC experts and AOJ trainers will have a discussion of the issue at upcoming seminar.

Workshop on Judicial Education: Writing and Programming E-learning. The Russian Academy of Justice is in the process of developing a distance learning capacity in order to deliver quality educational programs to judges and court staff in an efficient and cost-effective manner. As part of this initiative, Chemonics International and the Russian Academy of Justice invited a team from the Federal Judicial Center, the research and training institution of the United States Federal Judiciary, to conduct a workshop for course developers from several regions of the Russian Federation.

A three-day workshop held in Rostov-on-Don on June 20-22, 2006 was the third one in the series of distance education workshops organized by the AOJ of the RF and the JRP. Though the AOJ and the JRP have been cooperating in this field since 2003 and have held a number of joint events, this workshop was different as for the first time it brought together lecturers and IT specialists, one lecturer and one IT specialist from each branch of the AOJ. The workshop was aimed at preparing small teams of faculty, court administrators, and information technology specialists to design and develop computer-based training modules for judges and court staff. Three U.S. experts came to Russia to lead the workshop: James Buchanan, FJC senior education specialist; Joe Markey, director of information technology & training coordinator, middle district, North Carolina (district court); and Melanie Peyser, a Supreme Court Fellow with the Federal Judicial Center.

Participation at the workshop enabled the participants –representatives of all 10 branches of the AOJ to assess, design, develop, and implement distance learning program for judges and court staff. Total number of the participants was 28 people. There were two participants from each branch of the AOJ plus two people from AOJ Moscow. One of each two participants was IT person/expert possessing technical expertise

“Organization of this workshop was particularly important and useful, as the AOJ has the software and the equipment for e-learning, but still doesn’t have the people trained to design e-learning programs. The workshop gave a unique opportunity to learn from the experience of the American experts who are extensively using e-learning programs and try to design a teaching module in practice.”

Vladimir Peisikov Vice Rector of the AOJ

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and responsible for providing necessary technical software/hardware support to the trainers and thus helped the trainers to "technically" design distance education modules. The second was the AOJ trainer who is currently teaching and conducting traditional classes at the academy branch (they learnt how to develop a distance training course/module themselves and fill it with the necessary content of course with the help of their IT expert).

The first e-learning modules were developed in the computer lab of the Rostov-on-Don AOJ branch on the basis of the Russian course designer Prometheus and newly acquired knowledge and skills. During the first day the participants of the workshop got familiar with the e-learning programs used by the FJC, they learned about the Instructional design and discussed in detail the process of developing an e-learning program, and in particular the role of the storyboard for successful e-learning programs. On the second and the third days the participants had an opportunity to work in small groups and develop their first storyboards (8-10 pages) and then sit down to computers and transfer their ideas into the e-learning modules. What is more, the participants were leaving the workshop with the practical result in their hands - four e-learning modules: on Juvenile Justice, on the Rules of Conduct for Court personnel (developed by the Judicial Department and JRP project and adopted by the Council of Judges in April 2006), on the use of the State Automated System Pravosudiye (Justice), and on the appropriate Jurisdiction of the court.

As the participants of the workshop said the success of the workshop became possible due to a number of reasons: the program of the workshop was aimed at practical results, i.e. development of the modules, the workshop gave not only theoretical grounds, but also taught the process of e-learning design as one of the participants said "it not only gave us the fish, but also taught how to catch the fish", and finally the workshop brought together the right persons, IT specialists and lecturers of the AOJ.

At the end of the workshop all the participants agreed that the most important next step would be to share the acquired knowledge and skills at the AOJ branches and continue the work on the modules. The JRP and the AOJ have already set the immediate tasks to be implemented. The participants of the workshop will finalize their modules and forward them to the JRP, whereupon the American experts will provide their feedback. In the meanwhile the JRP will develop a video film and the teaching materials on the basis of the workshop in order to distribute them among the AOJ branches as an educational tool.

Assisting AOJ to Improve Training Course for Court Personnel. In the light of all the efforts undertaken by the JD, the RAJP/JRP and the Canadian project to improve court administration (including the new Case Management Instructions, Rules of Conduct for Court personnel, recommendations on court administration), it seems logical to make a special effort to raise the level of training for court administrators and court personnel. Currently court administrators and court personnel including courtroom secretaries and clerks are trained by the Academy of Justice branches.

The preliminary discussion with the JD and the AOJ showed that the curriculum need improvement, and if we want to improve qualification of the court administrators and court personnel it is necessary to improve training programs by developing a more efficient curriculum

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which will meet the requirements of the efficient court administration. For this purpose the JRP have reached important agreements with the AOJ/JD and the CRJP. We will establish the Working group on development of the curriculum for court personnel under supervision of the Academy of Justice (AOJ) which will review existing curriculum for court personnel in the AOJ branches.

Working group will analyze the existing curriculum for court personnel in the AOJ branches, and using the expertise of American and Canadian experts will develop a new curriculum to meet the requirements of efficient court administration.

The working group will analyze the existing curriculum used in 10 branches of the AOJ and the international practice from the point of what can be adopted to the Russian system; will develop the recommendations on improvement of the curriculum for court administrators and court personnel and develop a new curriculum and training materials; will train the faculty members in all 10 branches of the AOJ.

We expect that the final product of the Working group will be a new curriculum and training materials for court personnel and court administrators. The direct beneficiaries of this work will be faculty members of the AOJ branches.

The Working group is to include two representatives of the AOJ in Moscow; one representative from each AOJ branch (one is Voronezh branch as it is the branch supported by the CJP); two representatives from the JD; one judge – Chair of the Kaluzhski City Court; one American expert from the FJC (Judy Roberts, a senior educator in the Court Education Division); and two Canadian experts (Peter Solomon and Pamela Ryder-Lahey).

We will also involve the consulting group which provided us with consulting services and on-line support from the U.S. and include the faculty of the University of Denver MSLA Program, FJC staff members, federal court administrators, including Richard Heltzel and Norman Meyer.

As a result of all JRP activities mentioned above, the project started a new area of cooperation and we expect the first results in the next project year.

C.6 Addressing Gender-Related Issues

In 2004 Russia ratified the Optional Protocol to the U.N. Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) giving women a mechanism for reporting their concerns. Our team will enlist progressive reformers among our Russian counterparts to work toward USAID's gender equity goals. Specific activities include a discussion with the JRP is considering cooperation with the International Association of Women Judges as one of the possible directions of our gender-

Gender is "the economic, social, political, and cultural attributes and opportunities associated with being male and female."

Extract from Development Assistance Committee (DAC) Guidelines for Gender and Equality and Women's Empowerment in Development Co-operation, Organization for Economic Co-operation and Development, Paris, 1998

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related activities.

To develop cooperation with IAWJ the project initiated communication with Joan Winship, the executive director of the IAWJ and arranged for a meeting with Judge Betty Barteau, JRP advisor, and Judge Maikova, chief judge of the Federal Commercial Court of Moscow Okrug and deputy chair of the COJ for mass media relations. The main idea was to discuss proposals for cooperation of the IAWJ with Russian women judges.

In November 2005 the JRP organized a meeting with Chief Judge of the Federal Commercial Court of Moscow Okrug and Deputy Chair of the COJ for mass media relations. The participants included: Ludmila Maikova, chief judge of the Federal Commercial Court of Moscow Okrug, Alexander Shibanov, chief of party of JRP, Judge Betty Barteau, senior legal advisor of JRP, Roman Rodionov, deputy chief of party of JRP, Tatiana Shalimova, program administrator of JRP, and Gocha Kokubava, press secretary of the Federal Commercial Court of Moscow Okrug.

At the meeting Judge Barteau made a presentation on behalf of the IAWJ to inform Judge Maikova about the International Association of Women Judges, its origin and international programs, and the interest that the IAWJ has expressed about the possibility of involving Russian women judges into its membership. She said that within the gender-related component JRP is considering cooperation with the International Association of Women Judges. Judge Barteau also has informed Judge Maikova that in May 2006 the IAWJ will hold its regular annual meeting in Australia and JRP is proposing to arrange for the participation of two Russian women judges.

Judge Barteau also proposed to organize a seminar for women judges on the goals, tasks, and activities of the IAWJ and some other issues that women judges consider as most important. The seminar will be attended by women judges from Europe, Russia, and the U.S. Judge Maikova supported the idea of holding this seminar in 2006.

Presentation at Council of Judges' Meeting. In December 2005 Judge Maikova informed the members of the Council of Judges on the goals, activities, and proposals of the International Association of Women Judges in order to get their opinion on the perspectives and advantages of cooperation with this organization.

Cooperation with ABA/CEELI. The meeting with the ABA/CEELI was held on October 5, 2005 at the JRP office. Participants included Elizabeth Duban, gender specialist for Russia, Tatiana Filatova, program coordinator, Leah Utyasheva, staff attorney, Alexander Shibanov, COP of JRP, Roman Rodionov, DCOP of JRP, and Tatiana Shalimova, program administrator of JRP.

Elizabeth Duban informed participants about the Gender Justice Program of ABA/CEELI. Its gender justice program the CEELI works with local organizations to improve the legal status of women in Russia. The gender justice program focuses on legal reform, targeting areas that impact woman's lives, with an emphasis on gender-based violence such as domestic violence, one of the most pervasive forms of violence against women in Russia. Under the gender justice program the ABA/CEELI has already published a series of seven brochures for women:

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Domestic Violence, Security Plan, Sexual Violence, Sexual Harassment, Domestic Law, Labor Law, and Human Trafficking. Each brochure contains information about the legal nature of the rights of women, is addressed to women, and is designated for distribution by various women's non-commercial organizations and women's help centers.

One of the results of the meeting is that the ABA/CEELI provided JRP with seven brochures on women's rights, and JRP considered their distribution through the pilot and implementation courts. JRP has laid the grounds for further cooperation and work in this field.

JRP is considering cooperation with the International Association of Women Judges as one of the possible directions of our gender-related activities. To develop cooperation with IAWJ the project initiated communication with Joan Winship, the executive director of the IAWJ and arranged for a meeting with Judge Betty Barteau, JRP advisor, and Judge Maikova, chief judge of the Federal Commercial Court of Moscow Okrug and deputy chair of the COJ for mass media relations. The main idea was to discuss proposals for cooperation of the IAWJ with Russian women judges.

Russian Women Judges Meet, Strategize on Women's Issues. On April 10-11, 2006 under the initiative of the Deputy Chair of the Council of Judges of the Russian Federation Ludmila Maikova and Joan Winship, the Executive Director the International Association of Women Judges (IAWJ), our project conducted the workshop for approximately 50 Russian women-judges from 45 subjects of Russia. More than 50% of them are judges of the courts of general jurisdiction; the other 50% are from the commercial court system. Most of them are members of the council of judges of the regional or federal level. From the American side we invited Honorable Leslie Alden, IAWJ Vice President; Joan Winship, IAWJ Executive Director; and Judge Betty Barteau, member of the IAWJ and former COP for the JRP project to make presentations.

The main purpose of the workshop was to familiarize Russian women-judges with the IAWJ and have an interactive discussion of gender issues which concern women throughout the world. Among issues discussed were the status of women judges in various countries; Russia's obligations under the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW); court remedies for protection of women's rights; and the possibility of Russian women judges forming their own association. In round table discussions, the participants raised concern about specific areas of Russian law in which women's rights are inadequately protected, for example domestic violence and sexual harassment, and learned how legal professionals in the U.S., including judges, address these problems. A majority of Russia's judges are women, but participants pointed out that this may be related to the fact that generally judges have heavy case loads, are not paid well, and the work is not considered prestigious. Men predominate in leadership positions in the judiciary and higher judicial offices, such as on the Supreme Court and Constitutional Court

The presentations of the American experts were very well received by the Russian audience which was represented by true leaders of the judicial community. The gender issues raised at this workshop turned to be of great interest to the Russian judges, and they took an active part in all interactive activities, including round-table discussions. Ludmila Maikova, Deputy

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Chairperson of the Council of Judges of the RF said, "I myself didn't expect to see such interest and enthusiasm. It is wonderful, that we at last got an opportunity to learn about such organization as the IAWJ and now Russian women judges can also have an opportunity to be part of the international movement of women judges.

At the end of the workshop 7 Russian judges expressed a wish to become members of the IAWJ to be involved in the international work of women judges. Moreover, two participants of the workshop, Svetlana Marasanova, chairperson of the Moscow oblast court, and Tatiana Andreeva, justice of the Supreme Commercial Court of the RF were invited to participate in IAWJ's 8th Biennial Conference to be held in Sydney, Australia, from May 3-7, 2006.

The seminar has been widely announced among the judicial community of the Russian Federation. The article about the seminar was published in the magazine "Judge" which provides full coverage of the daily activity of the courts and the judicial community bodies. Also the information was located on the site of the Federal Arbitration Court of the Moscow Region.

The 8th IAWJ Biennial Conference. In April 2006 upon a prior initiative of the International Association of Women Judges the JRP conducted a workshop for the Russian women judges from general jurisdiction and commercial courts from 45 subjects of the Russian Federation with the purpose to introduce them to the activities of the IAWJ. All Russian participants demonstrated great interest to the topics discussed and expressed their willingness to participate in similar events in the future. During the workshop six Russian women judges applied for IAWJ membership and others requested to be provided with regular information about the activities of the IAWJ.

Upon invitation of Joan Winship, the IAWJ Executive Director and Leslie Alden, Vice President, and with support of the JRP it was decided to delegate two Russian women judges to participate in the 8th IAWJ biennial conference in Sydney. Judge Ludmila Maikova, Deputy Chair of the Council of Judges of the Russian Federation, recommended that Justice Tatiana Andreeva from the Supreme Commercial Court and Chief Judge Svetlana Marasanova from Moscow Oblast Court attend the Sydney conference. Unfortunately eventually Judge Marasanova had to cancel her trip but Justice Andreeva made her way to Sydney to become the first representative of the Russian judiciary at this international forum.

The conference named "An Independent Judiciary: Culture, Religion, Gender, Politics" was attended by more than 350 women judges from all over the world. The agenda included many issues, which proved to be equally important and critical to judges in all countries: challenging corruption; appointment and removal of judges; the media and the judiciary; judging in countries in conflict or transition; importance of women judges; gender, culture and law; international tribunals and Hague conventions.

The agenda of the four days of the conference having been very thoughtfully prepared included not only official meetings and presentations but also many unofficial sessions and receptions during which in a very friendly and uplifted atmosphere women judges established new professional relations.

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Justice Andreeva particularly noted that it was a unique and great opportunity to meet so many women colleagues from many countries at one place and not only discuss the issues of common interest, but also make new acquaintances. She was especially delighted to be the first woman judge from Russia to join the IAWJ and participate in its work, and at the same time was pleasantly surprised to receive a lot of attention from judges from many countries who expressed lively interest to Russia and Russian judiciary and willingness to establish professional ties and cooperation with the Russian courts. In this connection Justice Andreeva asked for the JRP assistance in translating the possible future correspondence with her judicial colleagues from other countries.

Justice Andreeva was so enthusiastic about the conference and the opportunities it provided that she suggested that one of the future biennial IAWJ conferences could be held in Russia. She also indicated that it would be very important and useful to share her experience with other Russian women judges. As a primary step she suggested a meeting to be conducted for those six women judges who had already become members of the IAWJ. As all these judges come from different Russian regions it would be ideal to hold such a meeting in Moscow and Justice Andreeva and Tatiana Shalimova are ready to make a presentation on the 8th Biennial IAWJ Conference and share their experiences with the Russian women judges.

As a result of all JRP activities mentioned above, the JRP established cooperation of Russian women judges with judges outside Russia. JRP will continue to support Russian women judges in their gender related activities. JRP will assist Justice Andreeva, who recently attended the IAWJ conference in Australia in organizing a series of events to train other Judges on gender-related issues.

C.7 Cooperation with the Supreme Commercial Court of the RF

JRP is also considering the issue of continuing cooperation with the commercial courts of the Russian Federation. There is a discussion about opening a separate component in the project activities devoted to cooperation with the commercial courts of the Russian Federation. In this connection the issue of financing this particular component of JRP work will be discussed and determined with USAID.

Support of Travel to USA for Chief Assistant for Chairman of Supreme Commercial Court of RF. In October 2005 at the request of the RAROLC and the Supreme Commercial Court of the RF, JRP supported the travel to the United States for Igor Drozdov, chief assistant for the chairperson of the Supreme Commercial Court, to participate in a conference on public access to court records and proceedings. Mr. Drozdov was invited by the RAROLC, one of the organizers of the conference, to participate in the conference which was run in Williamsburg, VA primarily by the Administrative Office of the United States Courts and Courtroom 21, the model high tech courtroom used to show how technology can improve court proceedings.

The conference was a great opportunity for Mr. Drozdov to learn more about public access to court proceedings, decisions and records from the first hands. Also, Mr. Drozdov had several meetings in D.C. with U.S. judges and in particular with Judge Brooks to arrange a trip to the

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United States Government.

U.S. for the chairperson of the Supreme Commercial Court of the RF Chief Justice Ivanov in 2006. Mr. Drozdov's travel was the first event to set up Ivanov's visit to the U.S.

It was very important for JRP to support Mr. Drozdov's travel to D.C. USAID has steadfastly supported the development of relationships between Russian and American judicial professionals and institutions at state and federal levels. One of the tasks of the JRP project is to facilitate substantive collaboration between U.S. judicial personnel and an ever-widening core of Russian counterparts.

Proposed Program to Work with Russian Commercial Courts. In May-June 2006 the JRP developed the draft of the program to work with the Russian Commercial Court System. The objectives of the program are to strengthen the commercial courts system through the enhancement of the professional skills of judges and IT specialists, and to build partnership between Russian commercial courts and the U.S. judiciary. These goals can be achieved through international seminars, study tour and videoconferences during which American experts and Russian judges can share their knowledge and experience on the most urgent issues for Russia. The SCC proposes the following topics for cooperation with U.S. judiciary: intellectual property, tax law, court automation and case management.

Under the request of the SCC, the Chemonics team (JRP) will conduct the following activities: two judicial training workshops on intellectual property and tax law issues, an IT-specialists interregional workshop on court information technologies, three videoconferences and a U.S. study tour. The program is under discussion with USAID.

As a result of numerous activities the JRP and SCC expressed a mutual interest in further cooperation and specified the topics for such joint events. Moreover, the SCC and the JRP have developed a joint program for cooperation which was mentioned above.

D. Building Partnerships

JRP works closely with its American partners on program implementation and finding experts to participate in training efforts. The partnership works to promote sustainable partnerships between:

- The Russian JD and the AOUSC through the pilot court program.
- The Russian AOJ and the FJC and NJC through faculty training and distance learning education programs.
- The Russian COJ, SJQC, and U.S. Judicial Conference by developing professional and personal relations between Russian and American judiciary and joint training programs for judges.

Russia Judicial Reform and
Partnerships Program (JRP)

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The views expressed in this
document are the responsibility
of JRP and do not necessarily
reflect the views of USAID or the
United States Government.

E. Donor Coordination

To maximize opportunities and avoid duplication of donor activities, JRP cooperated with ABA/CEELI, the European Union Delegation of the European Commission to Russia, the Canada-Russia Judicial Program, the Russian-American Rule of Law Consortium (RAROLC), and the Open World Russian Leadership Program. This coordination includes sharing materials, informing other parties of upcoming activities, and carrying out joint projects.

From April to June 2006, JRP conducted a series of meetings and telephone calls with donors on further cooperation and discussed areas of cooperation on the judicial reform assistance and sustainability of rule-of-law activities in Russia.

Collaborating for greater impact, the JRP successfully cooperates with the Canada-Russia Judicial Program (CRJP). Up to now the JRP and the CRJP projects have worked in parallel toward the goal of modernizing and rationalizing the operations of courts of general jurisdiction in Russia. The Canadian project has worked with Russian partners to introduce changes in case flow management, accessibility of courts, and the role of court administrators into three model courts, and generalized the experience. The JRP project has developed model courts along the same lines and worked with colleagues in the Judicial Department to compose simplified and improved the New Case Management Instructions for Courts of General Jurisdiction, to be tested, refined, and likely approved for general use by the end of 2006.

In the light of all the efforts undertaken by the JD, the RAJP/JRP and the CRJP project in terms of court administration improvements (including the new Case Management Instructions, Rules of Conduct for Court personnel, recommendations on court administration), it seems logical to make a special effort to raise the level of training for court administrators and court personnel. Currently court administrators and court personnel including courtroom secretaries and clerks are trained by the Academy of Justice branches. As both projects seek to build on these foundations to pursue initiatives in the training of court staff it should now be possible for them to cooperate and coordinate their activities in the improvement of court administration.

A first step will be the establishment of a Joint Working Group (Russian-American-Canadian) on development of the curriculum for court personnel under supervision of the Academy of Justice (AOJ) which will review existing curriculum for court personnel in the AOJ branches.

Another step of cooperation would be a workshop/training on relations between the courts and the media for press secretaries of the Courts of General Jurisdiction and Commercial Courts.

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ANNEX A

Activities and Expenditures, July 1, 2005 – June 30, 2006

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|--|--------------|------------------------|---|--|
| Development of the Year One Work Plan for July 2005-June 2006 <i>June-July, 2005</i> | \$ 6,000.00 | 4 | JD, COJ, SJQC, AOJ | AOUSC, NJC, FJC Alexander Shibanov, COP, JRP; Judge Barteau, Legal Advisor, JRP; Roman Rodionov, DCOP, JRP; Lev Khaldeev, Legal Advisor, JRP |
| Start up meeting with counterparts, donors and partners <i>Moscow, Russia July 15, 2005</i> | \$2,670.17 | 15 | The Academy of Justice, Research Institute Voskhod, The Justice Center, and the Judicial Department of the RF. Leonid Smertin, Head of Chief Office for Organizational and Legal Support of Court Activities of JD; Lubov Michurina, Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD; Evgeni Popov, Head of International Relations Section of JD; Sergey Medvetsky, RAROLC Program Coordinator; Alexander Khilkov, Program Coordinator, Open World program; Elena Boukovskaya, Open World Alumni Outreach Program Manager, Project Harmony Inc.; Olga Schwartz, Coordinator, RFLR; Vasily Malakha, Project Coordinator, Canada-Russia Judicial Partnership ; Olga Sidorovich, Director, Institute of Law and Public Policy; Evgeni Ivanov, Head of International Department, Russian Academy of Justice; Alexander Mitrokhin, Deputy Head of Scientific Research Center, NII "Voskhod"; Boris Bulgakov, Representative of "Yuridicheski Mir" Publishing House ("Judge" Magazine), Marina Chekunova, Director, "Justice" Center | Patrick Murphy, USAID; Alexander Shibanov, COP, JRP; Roman Rodionov, DCOP, JRP; Lev Khaldeev, Legal Advisor, JRP; Judge Barteau, Legal Advisor, JRP; ABA-CEELI, Open World, Project Harmony Inc., the Russian Foundation for Legal Reforms; the Canada-Russia Judicial Partnership, |
| Workshop on judicial selection and discipline | | 45 | Valentin Kuznetsov, Chair, SJQC; Veniamin Yakovlev, Legal Advisor to the President, former Chief | Alexander Shibanov, COP, JRP |

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|--|--------------|------------------------|--|---|
| <i>Sochi, Russia July 19-21, 2005</i> | | | Justice, SCC, SC, SCC, SJQC, JD, Judicial Qualifying Collegia and Judicial Examination Commissions JD | |
| Site visit to Krasnodar to select implementation court <i>Krasnodar, Russia July 24-26, 2005</i> | \$421.36 | 1 | JD, JD Division in Krasnodar Alexei Shishkin, head of the Judicial Department Division in the Krasnodarski Krai | Alexander Shibanov, COP, JRP |
| COP orientation, <i>Washington, USA August 20-27, 2005</i> | \$1,622.96 | 1 | Chemonics HO | Alexander Shibanov, COP, JRP |
| Round table of the Working Group on Instructions for Clerical Work Management <i>Blagoveschensk, RFE, Russia August 3-5, 2005</i> | \$33,985.84 | 40 | Lubov Michurina Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD; Tatiana Epova, Deputy Head of the Judicial Department Division in Irkutskaya Oblast, Alexei Melnichuk, Court administrator of the Central district court in Tver, Elena Dmitrieva, Deputy head of the Office for organizational and legal facilitation of the court activities of the JD division in the Tambovskaya oblast | Alexander Shibanov, COP, JRP; Roman Rodionov, DCOP, JRP; Natalia Leshchenko, Program Administrator, JRP |
| Site visit to Khabarovsk to select implementation court <i>Khabarovsk, RFE, Russia August 8-9, 2005</i> | \$2,777.03 | 3 | Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD ; Valeri Urchenko, head of the Judicial Department Division in the Khabarovski Krai | Alexander Shibanov, COP, JRP; Roman Rodionov, DCOP, JRP |

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|--|--------------|------------------------|--|---|
| <p>Round table meeting of the Working group on Instructions for Clerical Work Management (represented by the small group)</p> <p><i>Moscow, Russia August 30-September 2, 2005</i></p> | \$2,713.60 | 9 | <p>Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD ; Ludmila Hishba, Leading specialist of Chief office for organizational and legal facilitation of the court activities of the Judicial Department of the RF, Vladimir Zalogin, Consultant of the legal informatization department of the Chief Office for organizational and legal facilitation of the court activities of the JD of the RF, Tatiana Epova, Deputy Head of the Judicial Department Division in Irkutskaya Oblast, Alexei Melnichuk, Court administrator of the Central district court in Tver, Elena Dmitrieva, Deputy head of the Office for organizational and legal facilitation of the court activities of the JD division in the Tambovskaya oblast</p> | <p>Alexander Shibanov, COP, JRP; Roman Rodionov, DCOP, JRP; Natalia Leshchenko, Program Administrator, JRP</p> |
| <p>Selection Committee Meeting on implementation courts selection</p> <p><i>Moscow, Russia September 1, 2005</i></p> | | 8 | <p>Anatoly Perepechenov, deputy general director of the JD; Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD ; Leonid Smertin, head of the Chief Office for Organizational/Legal Support of Court Activities of the JD; Evgeny Popov, head of the International Relations Office of the JD</p> | <p>Patrick Murphy, CTO USAID/Moscow; Alexander Shibanov, COP, JRP; Roman Rodionov, DCOP, JRP; Natalia Leshchenko, Program Administrator, JRP</p> |
| <p>Participation in the Human Rights NGO Round Table</p> <p><i>Moscow, Russia September 16, 2005</i></p> | | 40 | Russian NGO's | <p>Bill Bowring, professor of London Metropolitan University and EHRAC Coordinator; Philip Leach, EHRAC project director; Roman Rodionov, DCOP, JRP; Patrick Murphy, CTO USAID/Moscow; Lev Khaldeev, Legal Advisor, JRP</p> |
| <p>U.S.-based Tour for Chief Assistant for the Chairman of the Supreme Commercial Court of the RF</p> | \$722.00 | 1 | <p>SCC</p> <p>Igor Drozdov, Court Administrator, Head of Secretariat, SCC</p> | <p>Hon. John Dooley president, RAROLC & VKROLP; Hon. Sid Brooks U.S. Bankruptcy Court;</p> |

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|--|--------------|------------------------|---|---|
| Washington, D.C.- Williamsburg, Virginia, USA October 17-21, 2005 | | | | Hon. Robert Henry, chair, International Judicial Relations Committee; Honorable Stephen Williams, Committee Liaison to the Russian Federation |
| U.S. Based Study Tour on Court Automation and Information Washington, D.C.- Annapolis, Maryland, USA October 22-30, 2005 | \$26,810.64 | 5 | JD, "Voskhod" software company Igor Konorev, chairperson of the Oblast (Region) Court in the Tulskaia Oblast, member of the Council of Judges of the RF; Leonid Smertin, head of the Chief Office for organizational and legal facilitation of the court activities, JD; Vladimir Starostin, first deputy director of the Research Institute Voskhod; Alexander Mitrokhin, deputy head of the Research Center at the Research Institute Voskhod | AOUSC; Maryland Judicial Information Systems, United States District Court for the District of Columbia, Prince George's County Circuit Court and Prince George's County District Court; Karen Hanchett; special counsel Article III Judges Division, AOUSC; Ilona Tservil; AOUSC; Roman Rodionov, DCOP, JRP |
| Site visit to evaluate implementation courts Khabarovsk&Krasnodar, Russia November 7-11, 2005 | \$7,175.45 | 5 | Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD | Laurence Vetter, JRP Short term Advisor; Judge Barteau, JRP Short term Advisor; Alexander Shibanov, COP, JRP Natalia Leshchenko, Program Administrator, JRP |
| Workshop on judicial selection and discipline Moscow, Russia November 24-25, 2005 | | 55 | Viatcheslav Lebedev, Chair, SC; Justice Valentin Kuznetsov, Chairman, SJQC | Alexander Shibanov, COP, JRP Roman Rodionov, DCOP, JRP Lev Khaldeev, Legal Advisor, JRP |
| Technical evaluation of the implementation courts November-December, 2005 | | 1 | JD, "Voskhod" software company; JD Divisions in Krasnodar and Khabarovsk | Roman Rodionov, DCOP, JRP |
| Written | \$8,000.00 | 2 | JD | Laurence Vetter, |

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|--|--------------|------------------------|---|---|
| recommendations for improving judicial administration in the implementation courts | | | | JRP Short term Advisor; Judge Barteau, JRP Short term Advisor; |
| Publication of the draft new case management instruction for presentation at the COJ Meeting <i>Moscow, Russia November 2005</i> | \$2,620.00 | 3 | Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD | Roman Rodionov, DCOP, JRP; Natalia Leshchenko, Program Administrator, JRP |
| Participation in the Council of Judges Annual Meeting <i>Moscow, Russia, December 6-9, 2005</i> | \$6,000.00 | 150 | Justice Yuriy Sidorenko, Chairman, COJ | Judge Robert Henry, Alexander Shibanov, COP, JRP Roman Rodionov, DCOP, JRP Lev Khaldeev, Legal Advisor, JRP |
| Leadership Development Conference 2006 <i>Washington, D.C., USA January 16-20, 2006</i> | \$539.60 | 106 | Chemonics HO | Alexander Shibanov, COP, JRP |
| Follow up trip to the newly selected implementation courts, the Krasnoflotski District court in Khabarovsk and the Pervomaiski District court in Krasnodar <i>Krasnodar&Khabarovsk, Russia February 15-22, 2006</i> | \$14,291.22 | 9 | Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD ; Tatiana Epova, Deputy Head of the judicial department division in Irkutskaya Oblast; Alexei Melnichuk, Court administrator of the Central District Court in Tver; Elena Dmitrieva, Legal Specialist of the Chief Office for Organizational/Legal Support of Court Activities of the JD division in the Tambovskaya oblast | Alexander Shibanov, COP, JRP Roman Rodionov, DCOP, JRP Natalia Leshchenko, Program Administrator, JRP Richard Heltzel, U.S. Court Administrator; Norman Meyer, U.S. Court Administrator |
| Site-visit to "pilot" court in Kaluga Region in order to prepare the court personnel for testing of the Case Management Instructions <i>Kaluga (Zhukovski), Russia March 13-14, 2006</i> | \$203.30 | 2 | JD, JD Division in Kaluzhskaya Oblast | Alexander Shibanov, COP, JRP Roman Rodionov, DCOP, JRP |
| Support of the travel to | \$1,301.35 | 4 | Honorable Anton Aleksandrovich | Hon. John Dooley |

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|---|--------------|------------------------|---|--|
| <p>the USA for the Chairman of the Supreme Commercial Court of the RF</p> <p><i>March 25 – April 5, 2006 Washington, DC - Delaware, Colorado</i></p> | | | <p>Ivanov, Chief Justice of the Supreme Arbitrazh Court of the Russian Federation;</p> <p>Honorable Vladimir Lvovich Slesarev, Judge of the Supreme Arbitrazh Court of the Russian Federation, Chairman of the Collegium on Property Disputes;</p> <p>Igor Sergeevich Soloviev Director of the Department of Informatization and Communications of the Supreme Arbitrazh Court of the Russian Federation</p> | <p>President, RAROLC & VKROLP Associate Justice Vermont Supreme Court;</p> <p>Honorable Sid Brooks U.S. Bankruptcy Court;</p> <p>Honorable Robert Henry Chair, International Judicial Relations Committee United States Court of Appeals for the 10th Circuit;</p> <p>Honorable Stephen Williams Committee Liaison to the Russian Federation District of Columbia Court of Appeals;</p> <p>George C. Paine, II Chief Judge U.S. Bankruptcy Court, Middle District of Tennessee;</p> <p>Peter McCabe Assistant Director Office of Judges Programs Administrative Office of the U.S. Courts;</p> <p>Karin Bourassa Executive Director Russian American Rule of Law Consortium (RAROLC)</p> <p>Alexander Shibanov, COP, JRP</p> |
| <p>Follow up trip to the implementation and pilot courts in order to train and prepare the court personnel for further implementation and testing of the Case Management Instructions developed by the JRP</p> <p><i>Nizhny Novgorod & Kaluga (Zhukovsk),</i></p> | \$14,207.40 | 10 | <p>Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD ; Tatiana Epova, Deputy Head of the judicial department division in Irkutskaya Oblast; Alexei Melnichuk, Court administrator of the Central District Court in Tver; Elena Dmitrieva, Legal Specialist of the Chief Office for Organizational/Legal Support of Court Activities of the JD division in the Tambovskaya oblast</p> | <p>Alexander Shibanov, COP, JRP Roman Rodionov, DCOP, JRP Natalia Leshchenko, Program Administrator/Interpreter, JRP</p> |

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|--|--------------|------------------------|--|--|
| <i>Russia 9-16 April, 2006</i> | | | | |
| International Association of Women Judges (IAWJ) and Russian Workshop on the goals, tasks and activities of the IAWJ and some other issues that women judges consider as most important <i>Moscow, Russia April 10-11, 2006</i> | \$27,702.64 | 56 | COJ Judge Maikova, chief judge of the Federal Commercial Court of Moscow Okrug and deputy chair of the COJ for mass media relations | Winship, the IAWJ Executive Director; Leslie Alden, Vice President; Judge Betty Barteau, JRP advisor; Alexander Shibanov, COP, JRP Roman Rodionov, DCOP, JRP Tatiana Shalimova, Program Administrator/Interpreter, JRP |
| Council of Judges Workshop (adoption of the Code of Conduct for Court Personnel) <i>Sochi, Russia April 24-28, 2006</i> | | 46 | Deputy Head of Chief Office for Organizational and Legal Support of Court Activities of JD | |
| Computerization of the newly established pilot courts in Krasnodar and Khabarovsk with necessary computer equipment, and Zhukovski District Court in Kaluzhskaya Oblast <i>Krasnodar&Khabarovsk, Russia May-June 2006</i> | \$78,490.92 | 1 | JD, "Voskhod" software company; JD Divisions in Krasnodar, Khabarovsk, and Kaluga | Roman Rodionov, DCOP, JRP |
| The 8th IAWJ biennial conference (JRP supported a participation of the Russian woman judge) <i>Sydney, Australia May 2-8, 2006</i> | \$8,086.58 | 2 | Justice Tatiana Andreeva from the Supreme Commercial Court | Tatiana Shalimova, Program Administrator/Interpreter, JRP |
| Workshop on judicial selection and | \$502.44 | 63 | Justice Valentin Kuznetsov, Chairman, SJQC | Alexander Shibanov, COP, JRP |

| Activity | Expenditure* | Number of Participants | Russian Faculty | Other Faculty |
|--|-------------------|------------------------|---|--|
| discipline for chairs and members of the Judicial Qualifying Collegia <i>Astrakhan, Russia May 29-31, 2006</i> | | | | |
| Workshop on distance learning for ten AOJ branches <i>Rostov-on-Don June 19-23, 2006</i> | \$26,046.68 | 28 | AOJ, Rostov-on-Don Branch of the AOJ, representatives from all 10 branches of the AOJ Vladimir Peisikov, Vice-Rector of the AOJ | James Buchanan, Senior Educational Specialist, FJC; Melanie Peyser, US Supreme Court Fellow; Joe Markley, Director of Automation, Bankruptcy Court of North Carolina; Roman Rodionov, DCOP, JRP Lev Khaldeev, Legal Advisor, JRP Tatiana Shalimova, Program Administrator/Interpreter, JRP Natalia Leshchenko, Program Administrator/Interpreter, JRP |
| The Russian-American RFE Court Conference for judges of the commercial courts of the Dalnevostochni Okrug of the RF, RFE and Siberia <i>Yuzhno-Sakhalinsk, RFE June 21-24, 2006</i> | \$46,709.78 | 45 | SCC, RAROLC N. Pavlova, Head of Department of International Law, SCC Prof. T. Neshatayeva, Justice of the SCC V. Starzhenetsky, Deputy Head of Department of International Law, SCC Yu. Bogatina, Judicial Assistant, SCC of the RF, Drozdov, Court Administrator, Head of Secretariat, SCC M. Mamonov, Head of the International Relations Department, SCC | Hon. Michael Williamson, Hon. David Brewer, Jack Boos and Mark Comstock, American lawyers Alexander Shibanov, COP, JRP |
| TOTAL | 319,600.96 | 760 | | |

*does not include traveling expenses, compensation fee or per diem for U.S. Short-Term Advisors

Key to Table:

SC Supreme Court
 SCC Supreme Commercial Court
 SJQC Supreme Judicial Qualifying Collegium
 COJ Council of Judges
 JD Judicial Department
 AOJ Academy of Justice

NJC National Judicial College
 AOUSC Administrative Office, U.S. Courts
 JRP Judicial Reform and Partnerships
 FJC Federal Judicial Center
 CRJP Canada-Russia Judicial Partnership

ANNEX B

Rules of Conduct for Judicial Court Employees

Introduction

Each court employee represents the judicial system of the RF, and carries out the government civil service in the judicial system of the RF.

Each judicial employee should fully understand the responsibility to the state, society, and citizens and strive to justify public trust, promote the authority of the judicial power, foster respective attitude of the public to courts and court decisions; promote confidence of the public in the fairness, impartiality and independence of the judiciary, and do everything so that the work of all employees reflects a devotion to serving the public.

The provisions of these Rules should be construed and applied to further these objectives.

The provisions of these Rules clarify and specify the ethical norms of conduct for judicial employees, they stem from the standards of conduct for government service employees.

Obligation of the judicial court employee to observe the norms of law and rules of ethical conduct

- 1.1. In performing the duties of the office and extra duty activities each judicial employee should observe the Constitution of the RF, be guided by the Federal Law of the RF "On government civil service in the RF" and other normative and legal acts, rules of conduct provided for by these Rules and commonly accepted norms of morality.

A judicial employee should follow all restrictions, not violate prohibitions, fulfill all obligations and requirements to conduct in the course of the duty activities, respect and observe norms of ethical conduct prescribed by these Rules. An employee shall not allow actual violation or appearance of such violations and shall make attempts to discover such violations of these Rules in all circumstances when they might appear.

A judicial employee shall report to the immediate supervising authority any attempt to induce the court employee to violate these Rules.

- 1.2. A judicial employee should not engage in any activity that might put into question his observance of the norms of ethical conduct in carrying out the duties.
- 1.3. A judicial employee should not let personal, family, social and other relationships influence the official conduct or decisions.
- 1.4. A judicial employee should not use his job position to advance or to appear to advance the private interests.
- 1.5. A judicial employee should not use public office for private gain.

2. Priority of the duties

- 2.1. In performing the duties of the office a judicial employee should proceed from the fact that the defense of rights and freedoms of the person and citizen is the purpose and content of the judicial system.
- 2.2. When performing the duties, a judicial employee shall fully realize his rights, carry out obligations imposed on him, be committed to the principles of justice and civil service.
- 2.3. A judicial employee should remember that in the course of his duties he makes an impact on the person (his intellect, conscience, freedom, health, conduct, etc.), society, social institutions and processes.
- 2.4. A judicial employee should always uphold personal dignity, honor, avoid conduct that can belittle the authority of the judicial power, cause damage to the reputation of the court, or cast doubt on objectivity and impartiality when performing the duties.

A judicial employee shall not commit actions that can damage his dignity and honor.

3. Obligations of the judicial employee when performing the duties

- 3.1. A judicial employee should perform his duties honestly and thoroughly at a high professional level. He should solve all tasks related to his duties timely and efficiently demonstrating the ability to fulfill the tasks on his own, manifesting high organizational skills, thoroughness and adherence to principles.
- 3.2. A judicial employee shall demonstrate a high level of commitment to his duties, responsible attitude to the work, discipline, and diligence. Each judicial employee should observe the work hours and use the work hours productively

When performing the duties, a judicial employee should demonstrate the attitude of an active citizen, give high priority to the duties, and initiate proposals regarding improvement of the professional activities.

- 3.3. A judicial employee should refrain from the actions which prevent other employees from fulfilling their duties or undertake any other duties or work not provided for by his position.
- 3.4. In case of the business disputes, a judicial employee should settle them in accordance with the law and not cease performance of the duties.
- 3.5. A judicial employee should fulfill all appropriate tasks from the respective supervisors. In case of the inappropriate errand an employee shall follow the procedure established by the law, demonstrate responsible attitude and correctness when dealing with the issues of propriety of the supervisor's task.

4. Requirements to the judicial employee when performing the duties of the office.

- 4.1. A judicial employee should never influence or attempt to influence the process of court consideration by judges, should not undertake actions which can be favorable for any of the parties participating in the process or lawyers, or make an appearance that he is in a position to do so.
- 4.2. When performing the duties, a judicial employee should not express any biased attitude or discrimination (verbally or through actions) on the basis of race, sex, religion, nationality, or bias related to political views, social status, economic status, job position, language and other circumstances or show any preference to any public or religious organizations, professional and social groups, organizations and citizens.

A judicial employee should demonstrate respect to moral rules and traditions of the peoples of the RF, take into account cultural differences between various ethnic and social groups and confessions, and contribute to international and interconfessional agreement.

- 4.3. Neither public opinion, nor possible criticism of the court activities, nor the employee himself should impact the lawfulness and validity of the actions undertaken by the judicial employees in the course of their duties.
- 4.4. A judicial employee should act with dignity and demonstrate politeness when dealing with clients, be patient, polite, tactful and respectful to citizens, participants of the trial, judges and court employees, and require the same conduct from other employees of the court.

A judicial employee should remember that each person who applies to court has the right to respective attitude, assistance and courteous attitude, and his problems can not be impositions.

When talking to citizens, participants of the trial, judges, colleagues and other court personnel, a court employee should always remember to make an impression of a professional. He should keep a pleasant expression of the face, speak in an even and quite voice and avoid excessive gesticulation.

A judicial employee should not react to insults, criticism and accusations on the part of the citizens, colleagues and court personnel by counter insults, accusations and criticism or any other aggressive forms of behaviour humiliating the dignity of a person.

When talking to judges, judicial employees should always show respect and address the judge as "Judge" or "Your honor".

A judicial employee should not speak of other court employees or visitors in the humiliating form. Malicious gossiping or the use of foul language will not be tolerated and will result in appropriate disciplinary action.

- 4.5. All employees should dress in appropriate business attire and produce professional impression. A judicial court employee shall wear a badge with his full name and give his name when asked about it.

Judicial employees with class ranks are provided with the uniform and shall follow uniform requirements. Other court employees shall wear appropriate business clothes.

The exception is clothes worn for religious purposes or special clothes for health purposes. Deviation from the requirements to clothes can be provided for on certain holidays.

The control over fulfillment of the requirement to clothes is imposed on the immediate supervisor of the employee. In case of violations of the requirements the immediate supervisor is to talk to the employee regarding his clothes in private.

If the judicial employee does not agree with the critical remarks of the immediate supervisor, he can apply to the court administrator.

- 4.6. A court employee should follow the rules of conduct when providing information on the telephone.

When beginning a business telephone call, a judicial court employee should greet the person and give the name of the court, his position and full name.

Information provided by the telephone should be brief and concise. It is not allowed to hold the line for a long time looking through the folders, consulting with the colleagues and searching the information on the computer. If necessary a judicial court employee should make another call when the information is ready.

- 4.7. Each judicial employee is responsible for organization of his working site and is to observe the rules of working with court documents. Claims, materials and files as well as other official documents shall be stored in metal cases and saves, on open shelves or in boxes.
- 4.8. Judicial employees should be careful with the state property including the property for fulfillment of the office duties. They should be careful with the office equipment, use expendable materials with care, not use office telephones for long distance and local telephone calls if they are not caused by business necessity and observe the established procedures for storage and usage of material values and other material resources.
- 4.9. Judicial employees are forbidden to take out of the building the property, documents, items and materials which belong to the court without a respective permission.
- 4.10. Before taking a leave, or going on a business trip a judicial employee should leave his working place, office equipment and other material values at his disposal in proper order; transfer non-enforced documents to the supervisor for making a decision on transferring them another employee; and in case of termination of the contract – return the business certificate to the personnel office.
- 4.11. A judicial employee is not entitled to disclose or use confidential information which became known to him in the course of the duties including info regarding private life and health or regarding honor and dignity for the purposes not related with business duties or use it with the purpose of personal benefit.

Confidential information includes information on the cases tried by the court, information regarding the work of the judges, as well as information on income, property and liabilities of the court employees and judges.

In case of necessity a judicial employee should address to his immediate supervisor for clarification which information and materials are classified as confidential.

Confidential information known to the employee in the course of the duties performance should be disclosed only to the authorized persons.

Judicial court employees shall not initiate, or transfer information from the litigants, witnesses, or lawyers to the judges, jurors or other persons in the interest of one of the parties.

Each judicial court employee shall report confidential information to the immediate supervisor in case he considers that this information is or may be the proof of violation of law or professional ethics. The judicial court employee can't be subjected to disciplinary action for reporting this information.

A former judicial court employee shall observe the same rules regarding disclosure of the confidential information as an active judicial court employee.

- 4.12. A judicial employee should observe the rules for public speeches and disclosure of business information.

Information provided to the citizens, participants of the trial, judges, court employees and other personnel, shall meet the requirement of sufficiency (neither too brief nor redundant) and reliability (not require checking)

All speeches of the judicial court employees should be logical, clear and understandable without jargon or flowery expressions. When using terms, the employee should keep in mind the educational level of the person and explain them when necessary.

A judicial employee shall not make public comments on the merits of the pending case, comment on court decisions, or put under doubts court decisions which came into force; criticize professional actions of the judges and court employees, express his opinion and give his evaluation in public including in mass media regarding activities of the government bodies, their administration, including the court where the employee is holding a government service position.

This restriction does not apply to public announcements made in the course of performing duties.

All requests about information which arrive in the court from mass media shall be forwarded by the judicial employee to the authorized persons.

- 4.13. A judicial employee shall keep up his qualification for proper fulfillment of the duties, improve the professionalism and strive to professional growth.

- 4.14. All judicial employees have a right to a physically and emotionally safe work environment. Intrusion into the personal and sexual life of an employee will not be tolerated, especially when it is offensive and is done in public. It is the responsibility of each employee not to encourage such behavior and conversation.

- 4.15. A judicial employee should assist in creation of secure, healthy and comfortable conditions at work.

A judicial employee shall observe the requirements of fire safety, accident prevention measures and requirements of the sanitation service; a judicial employee shall not bring into the building of the court explosive, poisoning and fire risk substances, or use non-standard electrical appliances and heaters.

5. Settlement of conflicts of interests.

A judicial employee should avoid conflicts of interests in the performance of the duties, not allow conflict situations which can put under doubt abilities of the particular court employee to carry out the duties impartially and properly, cause damage to his reputation and the reputation of the court.

A judicial employee should on his own evaluate the conditions and actions which can potentially influence the objectivity of his business activities.

If the employee is aware of the possibility of the conflicts of interests he is to do his best to learn about it and immediately inform his immediate supervisor in writing.

6. Prohibitions and limitations related to fulfillment of the office duties.

- 6.1. A judicial employee should observe all restrictions related to his duty obligations and provided for by the legislation
- 6.2. Judicial employees should not induce, receive or agree to receive any rewards (gifts, remuneration, loans, services, payment for entertainment, and other rewards) from physical persons or legal entities. When doing so, one can make a conclusion that the person who gives gifts directly or indirectly is interested in getting benefits or influencing the court employee in the course of the duties.
- 6.3. A judicial employee is not entitled to represent third persons in court where he is employed. A court employee shall not be involved in legal practice except the situations when he is acting as a private person or in the interests of the members of the family, when he is providing legal assistance on civil issues.

A judicial employee shall be sure that his legal activity does not violate the rules of professional ethics and is carried out subject to the following conditions: a court employee does not receive any compensation for it, the issue is not related with the issues which can be considered in the court where the employee works or claim against the governmental bodies.

A judicial employee is not entitled to give consultations on law.

- 6.4. Judicial employees shall not promote or recommend their close relatives for hiring.
- 6.5. A judicial employee shall avoid any private relations which can damage his reputation, honour and dignity.

7. General requirements to the conduct of the judicial employee during extra judicial activities.

- 7.1. A judicial employee is entitled to be engaged in any activities, carry out any other pay work provided that it does not cause any conflicts of interest, does not violate the professional ethics and does not contradict the requirements of the RF "On the government service" and these Rules.

Extra judicial activities, engagement in other pay work and the conduct of the court employee should not cause doubts in honesty of the court employee or have a negative influence on his work or reputation of the court.

- 7.2. Extra judicial activities, outside employment is allowed under the following circumstances:
 - Observance of the limitations and prohibitions prescribed by the law
 - Notification of the representative of the employer about the outside employment
 - Provided that the court employee can perform extra office activities during his free time or time free from his main employment, in other words the outside employment shall not be performed during the work hours or at the place of the main employment
 - Outside employment shall not be the organization which usually acts as a party during the court trial or has business relations with the court where the court employee works and provided that it does not require the court employee to have private contacts with the lawyers who practice in this court
 - Outside employment does not require from the court employee to disclose confidential information received during performance of the duties
- 7.3. In case of the conflict of interests or appearance of the conflict of interests a judicial employee should notify the representative of the employer before accepting the outside employment.

8. Responsibility of the judicial employee for violation of the rules of conduct

Improper fulfillment of the obligations imposed on the judicial employee or abuse of the rights as well as violation of these Rules is considered a disciplinary violation, administrative wrongdoing or crime depending on the seriousness of the violation. Liability for such violation shall be in compliance with the active law.



SUPREME COURT
OF THE RUSSIAN FEDERATION

SUPREME ARBITRATION COURT
OF THE RUSSIAN FEDERATION

R U S S I A N A C A D E M Y O F J U S T I C E

117418, Novocheremushkinskaya Str., 69, Moscow, Russia; Phone: (095) 332-5111; fax: (095) 718-50-77; e-mail: rla@rol.ru

Mr Alexander Shibanov
Director
Chemonics International
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Business Center 'Parus',
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Tel.: +7(095)739-7560
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June 26, 2006
Moscow

Dear Mr Shibanov,

Let me extend to you our deepest gratitude for the seminar on distance learning of judges arranged and held by your organization in Rostov-on-Don on June 20-22, 2006. It was a very well-organised event making a worthy contribution to the development of Russian judges' training process.
I hope that our cooperation will further prolong in future.

Sincerely yours,

V. Peysikov
Pro-rector

International Association of Women Judges

REPORT ON THE RUSSIAN-AMERICAN WORKSHOP FOR WOMEN JUDGES

April 10-11, 2006

Submitted to:
Russian-American Judicial Partnership
Chemonics International, Inc.
United States Agency for International Development

By:
Joan D. Winship
Executive Director
International Association of Women Judges (IAWJ)



International Association of Women Judges

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On behalf of the International Association of Women Judges (IAWJ), I would like to thank the Russian-American Judicial Partnership (RAJP) and the Council of Judges of the Russian Federation for their support and sponsorship of the recent Russian-American Workshop for Women Judges held in Moscow Oblast on April 10-11, 2006. The RAJP is a program of Chemonics International and the U.S. Agency for International Development. This consultancy was conducted by Joan D. Winship, Executive Director of the IAWJ, Hon. Leslie Alden, IAWJ Vice President and Judge of the Fairfax Circuit Court, Virginia, USA, and Hon. Betty Barteau, former director of the RAJP and Retired Judge of the Indiana Court of Appeals, Indiana, USA. We believe that this consultancy and the Workshop came at an opportune time for Russian women judges and that it will contribute to further collaborations among them and with the IAWJ in the future.

Background: In 2005 Hon. Betty Barteau initiated contact with the IAWJ with hopes of introducing the work of the International Association of Women Judges to women judges in Russia. Although the IAWJ has more than 4,000 members from diverse legal and judicial systems around the world, it had none from the Russian Federation. Judge Barteau indicated that she felt that both groups could benefit from contact with the other. The IAWJ was immediately interested and sought out ways to pursue this opportunity. Staff of the RAJP introduced the idea to Hon. Ludmila Maikova, Chief Judge of the Federal Commercial Court of Moscow Okrug and Deputy Chair of the Council of Judges of the Russian Federation, while I met with the Chief of Party Alexander Shibanov and former Chief of the E&E region of Chemonics International in Washington. The final structure and timing of a Workshop for Women Judges was agreed upon and implemented in April, 2006.

Appreciation: I want to express my appreciation to the RAJP and Chemonics staff who provided excellent coordination for the implementation of this program: particularly, Alexander Shibanov, Roman Rodionov, and Tatiana Shalimova in Moscow, and Patrick Lohmeyer and Sarah Schores in Washington. I appreciate the preparation and translation of materials, including the IAWJ power point, in order for me to present this in a manner was that most productive for the Russian women judges. Earlier, Judge Barteau had had translated other IAWJ brochures and public materials for distribution. Special thanks also go to Patrick Murphy, Senior Rule-of-Law advisor of USAID, for his interest, participation, and support. We are delighted that the IAWJ was able to work with the RAJP on this project and look forward to future collaborations to advance the work of women judges in Russia.

Purpose of Workshop: The purpose of the workshop was to make presentations on the work of the International Association of Women Judges and international human rights law. The goal was to give Russian women judges a feel for the international scope of the IAWJ and encourage their interest in seeking opportunities to network with women judges from other countries through the work and membership in the IAWJ.

Scope of Work: For this project, the IAWJ was to provide 2 IAWJ experts to deliver technical assistance for the Russia-American Workshop for Women Judges, to prepare materials for the participants, and to make presentations and lead discussions focusing on such issues as:

- International treaties on women's rights, including CEDAW;
- Protection of women's rights in courts in international law;
- Domestic applications of CEDAW;
- Role of women judges from an international perspective;
- Role of the IAWJ, its programs and its worldwide network;
- Status of women judges in different countries; and
- Judicial protection of women rights.

Summary of Workshop:

This two-day workshop was coordinated with input from the staff of the RAJP, and Hon. Ludmila Maikova of the Federal Commercial Court and Council of Judges of the Russian Federation, and myself. Approximately 50 women judges from general jurisdiction and commercial courts from throughout Russia participated in the program. They seemed to genuinely appreciate the opportunity to come together to discuss the topics presented and to have the chance to network together in a relatively informal setting. Additional representatives of other organizations attended some of the sessions during the workshop.

In addition to the IAWJ experts, there were several Russian judges who made presentations as well. These were:

- Hon. Tatiana Andreyeva, Justice, Supreme Commercial Court of the Russian Federation, on the topic "Status of Russian Women Judges"
- Professor Svetlana Polenina, of the Institute of state and Law, Russian Academy of Science, on "International Treaties on Women's Rights and Their Application in Russia," and "Women's Rights in Russian Law"
- Hon. Ludmila Zharkova, Constitutional Court of the Russian Federation, and Hon. Svetlana Marasanova, Chief Judge, Moscow Oblast Court, on "Court Remedies for Protection of women's Rights"
- Liah Utiasheva, Gender Program, ABA-CEELI, on the "Implementation of Women's Rights in Russia: Problems and Solutions", a presentation on the results of the ABA-CEELI research on the implementation of CEDAW in Russia

I presented several sessions that introduced the IAWJ; the judges seemed to particularly enjoy the interactive sessions on Article 5 of CEDAW on gender stereotypes and networking among the judges present. Judge Alden spoke on the status of women judges in different countries and also led an interactive session looking at a hypothetical case on the issue of gender discrimination. Both Judge Alden and I led a session that looked at the implementation of women's rights in different countries: their problems and solutions. After Judges Alden, Barteau and I spoke on the importance of women judges working collaboratively across national borders and in the international realm, the final discussion led by Judge Maikova focused on the possibility of developing international cooperation between the Russian judges and members of the IAWJ. There was considerable enthusiasm for future work together and for the possibility of the Russian women judges joining the ranks of IAWJ members.

Networking Opportunities: One of the key benefits of the two-day workshop was the opportunity for the Russian judges to network among themselves. Many did not know each other. They enjoyed conversation at meals and during break time. They particularly seemed to enjoy the interactive session I led that required them to introduce each other and to learn more about their colleagues who were present. Of course, a final dinner produced lots of music, poetry, good conversation, dancing, and a good time for all.

Recommendations:

- **Immediate Opportunity for International Networking:** Given the enthusiasm of the women judges at the close of the workshop, a very positive and immediate outcome was that RAJP/USAID agreed to sponsor 2 women judges and one staff facilitator/interpreter to attend the IAWJ's 8th Biennial International Conference in Sydney, Australia, held on May 3-7, 2006. This gave immediate reinforcement for further introducing the leadership of the judges to the IAWJ and for them to benefit from the critically important theme of the conference, "*An Independent Judiciary: Culture, Religion, Gender, Politics.*"

It is very positive that Hon. Tatiana Andreyeva of the Supreme Commercial Court and Tatiana Shalimova of the RAJP staff were able to come. Shortly before departure for Australia, a second judge was unable to come and there was not time for another to get a visa. However, as was evident by their enthusiastic participation in the various sessions and activities in Sydney, I believe that both Andreyeva and Shalimova were particularly appreciative of the opportunity to participate in the IAWJ conference and are excited about sharing their impressions and experiences upon their return to Russia.

- **Create additional opportunities for networking:** It is extremely important that the women judges who participated in the workshop be brought back together within the next six months for further discussions and capacity-building. This would be an ideal time for Judge Andreyeva and Ms. Shalimova to make presentations about the IAWJ conference. Most of the participants were of a similar age; it was agreed that at future workshops or other networking opportunities, each of these judges should encourage the participation of the younger generation so that the established judges can learn to mentor those younger and encourage them to get involved more directly in the judiciary and in both domestic and international programs as well.
- **Provide access to international materials on judicial independence:** Presentations from the IAWJ conference will be on the IAWJ website shortly. It could also be useful to have the Rapporteur's Report, translated into Russian for the women judges. This report written by expert Dr. Rosalind Croucher, Dean, Macquarie University Law Institute, Australia, is an excellent integrated presentation of the substantive presentations of the conference that include topics such as 'judging in countries in conflict and transition,' 'appointment and removal of judges,' 'corruption', 'why women judges', 'religion, tradition, and judging,' among others. If translation were done, the IAWJ would be happy to put it up on the IAWJ site in Russian for other Russian judges and researchers to use as well.

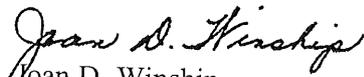
Additionally, the IAWJ can send copies of the semi-annual IAWJ newsletter, *CounterBalance International*, to RAJP for translation. Again, the IAWJ would be happy to put the translation on the IAWJ website and encourage use by the Russian judges.

- **Encourage women judges of Russia to join the IAWJ:** One outcome of the Workshop was that several of the women judges immediately joined the IAWJ. Although through the discussion, it was established that perhaps the time was not right for a formal association or chapter to be established, judges may join the IAWJ as individuals. We will be happy to facilitate this process to make it as easy as possible for them to do so.
- **Continued encouragement for expanding leadership roles to women judges throughout the country.** Although there are many women judges in Russia, they remain mostly at the lower levels of the judiciary. It is acknowledged that efforts should be made to encourage women to seek higher-level leadership roles, and for women judges to work together toward that goal.
- **More capacity-building work:** In order for the Russian judges to work more effectively together, to seek opportunities for networking, to learn to mentor younger judges, to increase their strategic planning and communication skills, future workshops could focus on ways to develop these leadership skills as judges. Judges are a unique set of people with special considerations in their roles as judges. The IAWJ would be happy to provide such trainings for women judges in the future.
- **Introduction of the IAWJ's *Jurisprudence of Equality Program*:** The IAWJ's flagship judicial education program is the *Jurisprudence of Equality Program (JEP)*. Through it our IAWJ partner associations provide judicial education to their peers on international human rights law and its domestic application to all levels of the judiciary. The IAWJ works with judges within a country who themselves adapt the model curriculum to their own laws and legal/judicial systems, and who train their colleagues – male and female alike. This has been an excellent program to both provide judicial education on international human rights law, gender, discrimination and violence against women, and to build the capacity of our members as they implement the program at home. We would be happy to explore this as a possibility with RAJP and Chemonics.
- **Pilot Judicial System Assessment on Gender Bias:** The IAWJ can assist the RAJP in making an assessment of the judicial system, in a selected number of districts, in order to determine whether and to what extent bias on the basis of gender may exist. Through a tested and reliable methodology, judges and other court users can study the judicial branch to identify and eliminate practices that may be susceptible to stereotypical behavior toward people on the basis of gender, and resulting in unfair or unequal treatment. This is a program that has worked well to institutionalize a gender fairness approach to all issues confronted by the courts.

- One possibility discussed by Betty Barteau and Patrick Murphy, USAID, is to invite **Justice Sandra Day O'Conner** to Russia to speak to the women judges there. This opportunity could be built into any of the specific educational or networking opportunities recommended above.

Future Collaboration: The IAWJ stands ready to work with RAJP in Russia in the future. We are delighted that we could participate in the initiative of the Russian-American Workshop for Women Judges. A very positive deliverable was the participation of Judge Andreyeva and Ms. Shalimova in the IAWJ conference in Sydney, Australia, and the potential for the carry-over that participation will have for the wider group of Russian women judges in the future. I will be happy personally to provide more expert leadership and conduct workshops as follow up from this initiative, and other members of the IAWJ would be available to do the same. We look forward to exploring ways that we can work together and thank you again for supporting this program at an important time for the women judges of Russia.

Respectfully submitted,



Joan D. Winship
Executive Director

International Association of Women Judges

ANNEX E**Pilot Court Program Status Report****Russian Judicial Reform and Partnerships Pilot Court Program
Status Report***November 20, 2005*

Submitted by Laurence T. Vetter, Esq.

Background and Context

This is the sixth in a series of reports submitted over a three year period in furtherance of the Judicial Reform and Partnerships (JRP) pilot court program, which is the successor project to the Russian American Judicial Partnership (RAJP) program.¹ The first report in the series focused on the various administrative subsystems and recommendations for administrative improvements in RAJP's initial pilot courts, which included the Priokski Court in Nizhni Novgorod and the Pushkinski Court in Pushkin. Subsequent reports tracked the progress of the pilot court program both with respect to changes underway in the individual pilot courts and also concerning JRP's ongoing effort to assist with the revision of the Judicial Department's Instructions for Clerical Work Management in District Courts (the "Instructions").

The Instructions govern many of the administrative processes that JRP's team recommended for improvement. JRP continues to work closely with the Judicial Department and the wider judiciary to improve the Instructions. Efforts to date include a the establishment of a working group for the purpose of revising the Instructions and a number of round table conferences designed to solicit the input of judicial actors from throughout the country. It is anticipated that the revised Instructions will be refined and field tested in the pilot courts and ultimately implemented in all district courts throughout the Russian Federation.

This report focuses on assessing the current administrative environment and on recommendations for improvements in two newly established JRP pilot courts. The two new pilot courts are the Krasnoflotsky District Court in Khabarovsk and the Pervomaisky District Court in Krasnodar. The assessment team conducted site visits to both pilot courts and to the Academy of Justice Center in Krasnodar during the week of November 7-11, 2005. The team consisted of Alexander Shibanov, JRP chief of party, Natalia Leshchenko, JRP translator, Lubov Michurina, head of the Section for Organizational Support of Court Activities of the Judicial Department in Moscow, Judge Betty Barteau, former RAJP chief of party, and Laurence Vetter, JRP consultant.

This report is structured much like RAJP's pilot court assessment report for the two initial pilot courts. Some of the narrative and many of its recommendations are the same. Much of the credit for those recommendations is due to the input of Norman Meyer and Richard Heltzel, two

¹ RAJP-I (1998 – 2000) was followed by RAJP-II (2001 – 2005). The current project and its predecessors are collectively referred to throughout this report as JRP.

experienced U.S. court administrators, both of whom participated in the initial assessment team and who remain integrally involved in the pilot court program. Sound administrative practices are often universal. That said; this report and its recommendations differ from the previous report in a number of ways. The circumstances in each of the new pilot courts differ from each other and from those of the initial pilot courts. Additionally, judicial administration in Russia continues to evolve. Accordingly, the report aspires to reiterate the universal concepts that constitute good court administration while paying particular attention to the circumstances and needs of each individual pilot court.

Methodology

Judicial administration concerns a number of interrelated subsystems operating within individual courts and the Judicial Department and Council of Judges that govern them. The team has approached its analysis and recommendations holistically, endeavoring not only to address relevant subsystems individually, but in doing so to address the interrelation of each to the others. We have focused on optimizing the overall operations of the pilot courts and the level of service they offer to the public. Our analysis is structured with reference to the following subsystems, each of which includes narrative followed by a set of recommendations applicable to the pilot courts:

1. Optimization of Staff/Personnel
 - i. Court Management/Administration
 - ii. Judicial Assistants
 - iii. Support Staff
2. Space and Facilities
3. Equipment, Furniture and Supplies
4. Filing Systems, Records and Archives
5. Caseflow Management
6. Technology and Automation
7. Security
8. Planning, Performance Measurement and Training

Optimization of Staff/Personnel

Court Management/Administration

The trail court administrators in both pilot courts are substantially engaged in court operations. The team observed solid collegial working relationships between the chief judge and court administrator in both courts that could be fairly termed “management teams”. The scope of responsibility ceded to both court administrators by their respective chief judges was observed to be appropriate and warranted given the administrators’ considerable knowledge and experience.

Sergei Petrovich Iljushkin, the court administrator in the Pervomaisky court, has a law degree. He served for eleven years as the head of the legal department in the Krasnodar municipal administration before assuming his current position in March 2000. He was hired by the Judicial Department after being recommended for the position by the court’s Chief Judge, Sergei Svashenko. Olga Nikolayevna Kovaleva, the Krasnoflotsky District Court administrator, had a career as a teacher before joining the court nine years ago. She was initially

hired as a criminal law clerk. She served in that capacity for three years before become the court administrator six years ago. Like Mr. Iljushkin, Ms. Kovaleva was hired by the Judicial Department based on the recommendation of the court's Chief Judge, Larisa Tustina.

Both court administrators actively manage their courts under the direction of their chief judge. Ms. Kovaleva operates pursuant to monthly plans, which are developed in partnership with Judge Tustina. She meets with Judge Tustina each morning to discuss the status of administrative operations. Mr. Iljushkin has similar interaction with Judge Svashenko throughout the work day. Both court administrators actively supervise all administrative staff in their courts, and both are well versed in the actual jobs being performed by those they supervise. (The Pervomaisky Court has 45 governmental service employees and 12 auxiliary staff. The Krasnoflotsky Court has 29 governmental service employees and 12 auxiliary staff.) Both court administrators reported being responsible for a wide variety of court operations. Examples include overseeing all case management, records, and archives including checking the work of clerks to ensure that cases are being processed promptly; overseeing the preparation of statistical reports; reviewing the hearing minutes prepared by courtroom secretaries; overseeing and/or planning financial requests made by the court to the Judicial Department; overseeing court security; and planning/overseeing facilities improvement projects in cooperation with the Judicial Department. In sum, both court administrators reported that they are being utilized as professional managers invested with substantial authority and responsibilities.

As reflected in earlier reports, court administrators are Judicial Department employees. All other non-judicial personnel are employed by the individual courts in which they work. The JRP team has expressed concern with this arrangement in the past because, among other things, it creates a situation in which the court administrator has two masters - the chief judge and the chief of the oblast level office of the Judicial Department. However, the arrangement appears to be working well in both pilot courts. The heads of the Judicial Department offices for both oblasts were present during the site visits to the courts. The relationships between those individuals, the court administrators and the chief judges appeared collegial, productive, and mutually supportive.

Recommendations:

1. A comprehensive training program should be designed and administered by the Judicial Department for court administrators. This could include a management certification program similar to the U.S. Federal Judicial Center's leadership program. Such a program should have a clear focus on the essential elements of the duties and responsibilities of a professional trial court administrator. (A copy of a NACM booklet, "The Court Administrator" is attached for illustrative purposes.) This could be accomplished, for example, in cooperation with the Academy of Justice Center in Krasnodar. (See the recommendations in the Planning, Performance Measurement, and Training section below.)
2. Each court's management team – i.e. the chief judge, court administrator, and any other key personnel – should continue to meet at regularly scheduled intervals to discuss court operations and issues of exigent concern. The meetings should include a prepared agenda and an oral status report from the court administrator. Still, the process of conducting them will serve to focus all involved on important issues that might not otherwise be addressed, they will provide a convenient forum for gauging progress toward reaching jointly agreed upon goals, and they will enhance accountability in meeting established

deadlines. (Note: While both pilot courts are already implementing this recommendation, it is mentioned here to serve as an example to other courts to which this report may be circulated.)

3. The court administrators and chairpersons in each pilot court should visit the facility of as many of the other pilot courts as possible. This will allow each to see and experience the working environment in different courts and may lead to greater understanding of the possibilities of the position and the generation of new ideas for improving working conditions within the courts. The intangible benefits of such “cross-pollenization” can be significant, while the expense associated with it is minimal. This activity could readily be expanded to include non-pilot courts.
4. The current regime whereby court administrators are employed by the Judicial Department as opposed to the courts should continue to be reviewed. Though the arrangement appears to be working well in both pilot courts, this is not universally true throughout the country. Court administrators lack budgetary authority within their courts. Additionally, the employees they supervise are employed by the court and not by the Judicial Department. Those employees serve, at least technically, for the chief judge. While these deficits are surmountable if the personal relationships between the Judicial Department, the chief judge, and the court administrator are ideal (as appears to be the case in both pilot courts), the system itself places the court administrator in a potentially difficult position between the two institutions he/she serves. The issue could be addressed in a number of ways. This might include, for example, having court administrators be employed by the courts they serve as opposed to the Judicial Department. They could be appointed and dismissed by the chairperson individually or by a committee composed of judges and representatives of the judicial department. Alternatively, the Judicial Department could screen applicants down to the top three candidates. Thereafter, the local court (i.e. all judges, a committee of judges or the chairperson) could select the winner.
5. Court administrators and court management teams should be privy to all budgetary information affecting their courts. They should be given substantially more discretion in the disposition of those funds and should not be required to obtain the approval of the Judicial Department for modest expenditures.
6. Court administrators should be responsible for the assignment of routine cases in accordance with a protocol established by the chairperson. They should also have authority to delegate that responsibility to subordinate clerks. This is an important part of “Differentiated Case Management”, which is discussed in the Caseflow section below.
7. The pay scale of the court administrator should be reviewed. In order to attract the best possible candidates, the court administrator’s compensation should be commensurate with the responsibilities of the position.

Judicial Assistants

Judicial assistants are being successfully used in both pilot courts. The Krasnoflotsky Court has six judicial assistants, each of whom is assigned to an individual judge. (The court has eleven judges, five of whom do not have judicial assistants.) The Pervomaisky court has fourteen judicial assistants, each of whom is assigned to one of the court’s fourteen judges. The judicial assistants are currently being used in a variety of capacities, most commonly in assisting judges with legal research, document preparation and in receiving members of the public that have questions related to their cases. Prior to the introduction of judicial assistants in to the system,

litigants often met with judges *ex parte* in their chambers. In that regard, the Pervomaisky Court reported being the first court in Krasnodar in which judges no longer personally receive litigants in their chambers. The judicial assistants in both courts are located directly outside of their respective judge's office, which serves as a buffer between the judge and the public. They do not accompany their judges to hearings.

All judicial assistants have law degrees. They are typically hired by the chief judge from lists of applicants maintained by the courts. Many are former courtroom secretaries. (In the Pervomaisky Court, for example, all but one of the judicial assistants had been a courtroom secretary.) The position has clearly developed into a training ground for those aspiring to careers as judges. This is a prospectively positive trend in that it affords the court an opportunity to assess the judicial assistant while allowing the latter to determine his/her level of interest in pursuing a judicial career. Still, as the trend develops it will become increasingly important to ensure that judicial applicants that have not served as judicial assistants are fairly considered, and that any preference given to judicial assistants is clearly delineated in a transparent selection process.

Recommendations:

1. In courts with a sufficient number of judicial assistants, each should service a public counter on a rotational basis for the express purpose of assisting members of the public needing advice on filing matters before the court or with regard to other matters currently handled by judges during their public office hours. The assistance provided by the judicial assistants should relate to any case before the court irrespective of what judge the matter might be pending before. Assistance provided should be limited according to clear guidelines established by the court. The judicial assistants should not opine on the merits of cases or offer insights into the prospective disposition of any judge toward any matter. The service counter should be located at or as near the intake section as possible for the convenience of the public. Correspondingly, members of the public should not be allowed to visit judges' chambers or to address their questions directly to the judges.

This system will allow all judicial assistants to focus on assisting their judges without interruption from the public except when they are servicing the public counter. Citizens will no longer have the need to visit their offices, and traffic within the court will be substantially reduced. By scheduling rotating office hours the public service counter can remain open from 9 am until 6 pm each day, thereby expanding the service to the public currently available. In courts with insufficient numbers of judicial assistants, this function should continue to be performed by the court's "consultant".

Support Staff

Optimizing the use of staff is interconnected with other aspects of court administration addressed in other sections of this report. These include the use of space and facilities (we recommend combining various public functions in a central area); the maintenance of records (we recommend the introduction of a new manual filing system); and the use of technology and equipment (combining offices reduces the amount and cost of equipment that must be purchased and supported). This section is concerned with the human component of the equation.

Many of the clerks and other support staff in each pilot court are highly experienced and

qualified. Those employed in the clerk's office tend to be among the most experienced and often remain in their positions for extended periods. (The head of the clerk's office in the Pervomaisky court, for example, has worked in the court for 35 years.) Currently, the clerks in both pilot courts function largely within the narrow confines of their specific jobs. Though most of the clerks in both courts reported that they understood how to perform the jobs of their co-workers, there is little or no mingling of duties between civil, criminal, or administrative clerks except during times when one of them is absent from the court. This is true whether the various divisions are physically located together or separately. In the Krasnoflotsky court there is a common intake room, whereas in the Pervomaisky court the people performing these roles are physically separated from each other in different offices located in separate wings of the building. This leads to inefficiency at a variety of levels. Public service is hampered because the involvement of a single individual is often required to address a citizen's request, and workflow is impeded if a key individual is absent.

The trend in modern court administration is decidedly toward the cross-training of personnel so that a single individual is capable of performing a variety of functions. Cross training and rotating through a variety of functions keeps people engaged in their work. Conversely, no one can be expected to perform a limited number of insular tasks with enthusiasm indefinitely. Though complacency may give rise to initial resistance from some, our experience shows that cross training improves the overall job satisfaction of employees, which is ultimately reflected in its most important consequence – improved customer service. An employee who is engaged in her work and who understands the overall administrative operations of the court is optimally positioned by both disposition and knowledge to provide good service. Cross training employees has a number of benefits. It provides a larger number of people with a wider view of the operations of the court. By learning jobs other than their own staff will better understand not only how things are done, but also why the court does them. This heightened perspective can lead not only to the generation of valuable ideas for improving operations from members of the staff, but it also fosters a joint sense of responsibility for the overall delivery of service.

Both pilot courts employ "consultants" whose purpose is to receive members of the public interested in filing civil cases or documents with the court. The consultant checks the legal sufficiency of documents and answer routine questions, but does not provide legal advice. The public is typically not allowed access to the clerk's office for issues related to pending litigation. The consultant in the Krasnoflotsky court is a former court secretary and current fifth year law student. She shares an office with the court's mail clerk, which is located near the main entrance to the facility. She receives members of the public each day from 9 am to 11 am, processes the documentation between 11 am and 1 pm, and delivers it to the chief judge for further action between 1 pm and 2 pm. She also has other responsibilities in the court, including the training of court secretaries, which accounts for her limited public office hours. The consultant in the Pervomaisky court has a legal education and over 14 years of experience in her position. Her office is located near the entrance to the civil wing of the court.

Unlike other staff members, attrition is high among court secretaries, who often view their positions as a stepping-stone to a legal or judicial career. All of the court secretaries in the Krasnoflotsky court are in the process of earning university degrees. Six of the fourteen court secretaries in the Pervomaisky court are simultaneously working toward their university degrees. The Pervomaisky court experienced staff turnover among courtroom secretaries of approximately 29% last year, due at least in part to in-court promotions. Two courtroom

secretaries in the Krasnoflotsky court were promoted to judicial assistant positions. One, now the deputy chief judge of that court, started as a courtroom secretary and ascended through the rank of judicial assistant to judge to deputy chief. Thus, it appears that entry level courtroom secretary positions are sought after, and they are increasingly being viewed as providing a viable avenue to a judicial career.

This trend may be explained in part by the role of the courtroom secretary. Unlike other staff, courtroom secretaries are present during hearings and are thereby able to learn through observation. Unlike western court reporters and stenographers, Russian courtroom secretaries are forced by a lack of equipment and resources to synopsise rather than record verbatim the content of proceedings. Ironically, though this method of recording is less comprehensive and accurate than verbatim recording systems, it requires substantive comprehension and some level of analysis on the part of the secretary. Additionally, the act of taking notes during proceedings is doubtless a valuable learning tool for the note taker. At any rate, the trend has systemic implications both for judicial recruitment and support staff retention.

Recommendations:

1. All staff currently performing civil, criminal and administrative intake functions should be cross-trained in the duties of the others.
2. Divisions within intake operations should be eliminated so that all clerks are tasked with assisting with any type of case.
3. Both courts have a specialized clerk assigned to correspondence, control and recording. Consideration should be given to reassigning that person and integrating the function into the standard work of the intake office.
4. Office hours for the provision of all services to the public should be extended from 9 am until 6 pm. Lunch hours for staff should be staggered to allow offices to remain open. The goal should be to complete any citizen's request without delay and without the citizen having to return to the court at another time to complete routine business. This can be achieved in part through the use of judicial assistants (see the recommendations in that section above), particularly in the Krasnoflotsky court, where judicial assistants can be used rotationally to expand the restricted office hours currently kept by the consultant.
5. The public should be provided full access to the clerk's office in both courts as described further in the Space and Facilities section below.
6. Customer service standards and a code of conduct applicable to court staff are currently being developed through the auspices of the Judicial Department. Once completed they should be implemented and clearly posted within the court facilities. Mechanisms should be developed to receive and address citizens' complaints of their violation. Court staff should play an integral role in the development of the standards.
7. The Pervomaisky court employs both a driver and a courier. Drivers can and should also serve as couriers, thereby reducing the need for separate courier positions.

Space and Facilities

The appropriate use of the space and facilities of a court have a significant impact on its administrative operations, security and public service. Optimally, we counsel that operating units with significant public interaction be placed on the ground floor near the facility's main entrance

for the convenience of the public, to reduce traffic within the facility and to thereby enhance its security. We also recommend the combination of various public functions into well-organized common spaces to facilitate efficient workflow and customer service. Concededly, these recommendations are complicated by the limitations imposed by the design of the buildings. As is commonly the case in many countries, neither the Pervomaisky nor the Krasnoflotsky court buildings were designed for the purpose they now serve, nor are they ideally suited for that purpose.

The space and facilities issues related to each of the pilot courts are different. Accordingly they are addressed individually below:

Pervomaisky Court

The Pervomaisky court building is of ample size to meet the court's needs. It appears to be structurally solid, though it is in need of significant renovation. It is our understanding that the Judicial Department has committed funding for the purpose of completing the necessary work and that plans for the layout of the improved space have yet to be finalized. Thus, the timing is optimal for technical assistance.

The building is currently divided into criminal and civil wings that are joined in the center by a large common space. The back portion of the common space consists of a large conference hall. There are two main sets of stairs, one where each wing meets the common space. The stairs extend from the basement to the second floor. The second floor of each wing is not continuous over the common space, which means that each is accessible only by crossing through the first floor common space.

Recommendations:

1. The main portion of the common space located in front of the conference hall should be converted for use as an expanded intake office. The size of that office should be maximized by removing all non-bearing walls and extending the space beyond the current side walls by removing the stained glass inserts, the walls beneath them, and the radiators attached to them. The walls can then be extended outward to a point near the entrance door to the auditorium on one side and an equal distance on the other. Structural posts and beams will need to be left inside the space as necessary for support. The resulting space will be substantial, while still providing ample public lobby space on three sides (i.e. on all sides except the side adjoining the conference hall). The three perimeter walls should contain large runs of glass with service openings for roughly two meters above counter height, and they should include continuous lengths of public service counter on all three sides. This will create a very large light filled open space for employees that will be separate from the surrounding public space. The public will be able to see into the space and approach it from service windows on three sides, but only court employees will be able to enter it (through doors that can be located on each side near the conference hall wall). The intake office space can be separately heated or cooled from the surrounding public space.
2. All criminal, civil, and administrative clerks and mail specialists (see the recommendation above regarding mail specialists) should be relocated to the new intake office. Space should also be provided for a judicial assistant to service the public on a continuing

- rotational basis (see the recommendation above regarding judicial assistants.)
3. The space should be configured to provide both permanent work stations for employees inside away from the windows and work stations along the periphery from which service can be provided to the public. Assuming all employees are fully cross-trained any employee should be able to provide assistance on any matter. Thus, employees can service public counters on a rotational basis.
 4. Ample space should be provided along the back wall of the space for file storage (see the Filing Systems, Records and Archive section below), and ample space should be provided for copiers, printers, and other equipment (see the Technology and Automation section below.)
 5. Signs should be posted throughout the building to clearly denote all offices and courtroom locations and to provide ample direction to the public. Dockets should be clearly posted in the common space adjoining the new clerk's office.
 6. Consideration should be given to consolidating the two bailiff stations currently located at the entrance to each wing in to a single station located just inside the main entrance to the facility. Doing so would allow any person entering the building to be screened, but it would necessitate restricting access in some other way from the common space into non-public portions of the wings. If all public areas are located on the first floor, which we recommend, except the two courtrooms currently on the civil side of the second floor, the second floor corridors could be secured via one way keyed or carded doors (i.e. doors that could be freely exited but that would require a key or security card to gain entry.) These could be located at the top of the stairs on the landing on the criminal side and at the beginning of the corridor opposite the courtrooms on the civil side.
 7. Careful consideration should be given to the location of the IT server room, which will house the building's main computer server and other equipment. Preferably, it should be located near the center of the building to facilitate cabling that must be run to it from every office. For example, the first room on the left along the first floor corridor on the criminal side (marked as room 11 on the court's floor plan) might be a good choice. The room will need to be secure and kept cool in the summer.
 8. The court has plans to create a new sally port for prisoners leading to a basement level pre-trial detention center. Prisoners will be condoned off from the public in that area and there is a courtroom that adjoins it. Prisoners can be lead to other courtrooms on the first floor through a devoted staircase. The area will be secure and the plan is excellent. We support the plan and believe it will enhance court security.
 9. The court should ensure that the rest room facilities, particularly those on the first floor, are unlocked, well maintained, and freely accessible to the public.

Krasnoflotsky Court

The Krasnoflotsky court building has just undergone extensive renovation. A former school, the facility was not designed as a court, but it is ample to meet the court's needs. The layout and planning were thoughtfully conceived to meet the needs of the court, and the renovation work was well executed. Public access is restricted to the first and second floors. Judicial offices are located on the third floor, access to which is guarded by bailiffs. There is also a security station complete with surveillance cameras located at the facility's main entrance. The court has a sally port through which it can control prisoners and the courtrooms are arranged so as to minimize interaction between the public and criminal defendants. The detention area, located on the first floor, adjoins the building's largest courtroom.

The principle disadvantage of the way the space is currently being utilized is that the clerk's office is located on the second floor, far from the archive and the facility's main entrance. As described above, public interaction with the court is currently largely facilitated by the consultant. This system has a number of disadvantages, including the consultant's limited office hours. We recommend full public access to the clerk's office and the cross-training of employees.

Recommendations:

1. With minimal investment and no structural change this facility can be readily reorganized for the mutual convenience of court staff and the public. The principle change we recommend involves the relocation of the clerk's office to the first floor and consolidating it with the archive. The civil courtroom adjoining the archive (room 113 on the floor plan provided by the court) should be converted into a new clerk's office. A public service counter could be easily constructed across width of the room just inside the door. This would serve to both cordon off the clerk's work space and provide ample space for the public. Clerks should man the public service counter on a continuing rotational basis. A wide opening should also be constructed in the wall separating the new clerk's office from the adjoining archive. This would allow employees to move freely between the two rooms, and it would allow the court to regulate how much space is devoted to archive storage versus office space according to its needs over time. Currently, all document storage needs can be met utilizing only a portion of the archive room's space. The additional space can be devoted to work stations for employees (such as the mail clerk). All public interaction could be conducted from the public service counter in what is now room 113. This would increase the usable space in the current archive room because the doorway leading to the corridor would be restricted to employee use. (There would not need to be a public service counter in the current archive room).
2. The existing clerk's office on the second floor should be converted into a courtroom.
3. The consultant and mail clerk should be moved into the new clerk's office.

Equipment, Furniture and Supplies

Most of the furnishings in the courtrooms and judges' offices in both pilot courts are serviceable though not ergonomically designed. The situation in the offices of support staff is less consistent. The furniture in the offices of support staff in the Krasnoflotsky court is generally in better shape as compared to that in the Pervomaisky court. This is likely because the Krasnoflotsky court was recently renovated.

Recommendations:

1. The creation of combined intake sections as described above can provide a much needed opportunity to improve the general working conditions of the staff. Ergonomic design consideration that is efficient for the working environment should be incorporated into the planning of the overall space. This should include an ample number of workstations fronting the public counter. Workstations should include conveniences such as adjustable computer keyboard trays, dividers that can support bookshelves, storage units, tack boards, and other components designed for the convenience of employees. Optimally,

ergonomically designed furniture should be installed throughout the facilities as older furniture is retired to avoid work induced repetitive stress injuries, and the Judicial Department's furniture norms should be revised accordingly. Closed filing units should be discarded in favor of open shelving units that can support a modern filing system such as that described in the Filings Systems, Records and Archives section below.

2. Basic office supplies are essential to efficient court operations. Sufficient resources should be allocated to meet the courts' needs and discretion for such purchases should be vested in the court administrator rather than his superiors in the Judicial Department as described above.
3. A4 paper should be utilized exclusively in both courts. Old forms, presumably produced by the Judicial Department or the Ministry of Justice, of varying sizes and of inferior quality are in common use in the pilot courts (and reportedly throughout the judicial system). These forms should all be discarded. Failure to universally implement standard paper will substantially reduce the utility of any plans for automation in the courts as well as the implementation of a modern manual filing system.
4. An automated bar coding system could be implemented in future to simplify and improve the process of accounting for inventory.

Filing Systems, Records, and Archives

As has been described in earlier reports, Russia has yet to discard the manual filing system used throughout the region in past decades. Documents of varying size, shape, and paper quality are manually sewn into low-grade gray file folders. Pending files are stacked one on top of the other in bins divided by judge or hearing date. Since stacking the files obscures any identifying information on their covers it is impossible to tell one from another without disturbing the stack. The filing system provides no ready mechanism for intake offices to track the location of files if they are out of place or sent to a judge's chamber. Worse, there are circumstances in which original files are released from the court's control to be sent to experts or prosecutor's offices. Copies are not retained, nor are fixed return dates established or enforced.

Information on matters before the court is compiled through the maintenance of numerous ledger books, all of which are hand written, and some of which do not adequately cross-reference the others. The information contained in the ledgers is later manually rewritten into periodic statistical reports for the Judicial Department. Those reports are prepared on inordinately large forms that must be folded multiple times to fit into a standard folder for storage or easy transport.

Clerks managing the archive offices in both pilot courts deal directly with the public regarding requests for archived materials. Unfortunately, both have severely limited public office hours. All requests for copies of archived documents must currently be made in writing in the clerk's office and approved by the chief judge. The only exception to this rule concerns an initial copy of a final decision, which is routinely provided to each party. Non-parties are generally not provided access to archived cases.

The archive offices in both courts are conveniently located on the first floor. The Krasnoflotsky court has particularly well ordered files and a very neat archive room. The archive room in the Pervomaisky court is currently being expanded into soon to be renovated first floor space. It will presumably be similarly well ordered once that work is complete.

Recommendations:

1. The use of closed or secure filing cabinets should be discontinued in favor of open shelving units. Rooms that keep records should be secured, obviating the need for such cabinets in all but exceptional circumstances.
2. Case file folders should be converted to a standard color-coded, pre-printed, end-tabbed style that uses metal fasteners to secure papers, discontinuing the practice of sewing papers into the file folders. Color-coding of file folders should be used to distinguish between major case types including civil, criminal, and administrative. This will reduce misfiles and simplify identification. Two-hole paper punches should be purchased to prepare documents for placement on the metal fasteners in the new file folders. "Out cards" should be used to note the location of any file sent from the clerk's office. Sample folders and out cards have been provided to JRP.
3. When criminal cases are received from prosecutor's offices in old file folders, their contents should simply be transferred into the new folders.
4. New case numbers are assigned to existing cases when cases are brought forward at the beginning of each year. This practice is confusing and should be reviewed and discontinued when a consolidated docket record is established.
5. The practice of releasing original files to any person or entity outside of the court should be eliminated. If court experts or prosecutors require the use of documents then copies rather than originals should be sent. Once the original file leaves the custody of the court there is no way to ensure against its loss or vouch for the integrity of its contents.
6. The multitude of ledger books currently in use should be streamlined, both by better-designed manual records (such as a comprehensive docket sheet that records all case activity, perhaps with color-codes for subsidiary case types) and by the computerized solutions described in the automation section below. Duplication of information is currently widespread and should be eliminated. All of this should be accomplished in conformity with the revised Judicial Department's Instructions for Clerical Work Management in District Courts.
7. The information collected in the statistical reports prepared for the Judicial Department should be reviewed to ascertain both the reasons for its collection and the uses to which it is put. Statistical information should be used as a management tool to gauge performance, for resource allocation, etc. The appearance that the reports are currently being prepared out of duty and habit suggests that the potentially valuable information they contained is underutilized. The reports themselves should be prepared on a computer and maintained on A4 paper.
8. Archiving should be exclusively a back office function. All requests for archived materials should be communicated through the intake offices, and archive clerks should have limited or no contact with persons from outside of the court. Additionally, public requests for archived documents should be accepted in the clerk's office at any time during the court's working hours.
9. The policy of requiring the approval of the chief judge before issuing copies of documents should be reviewed. Court documents are public records and should be made readily available to any person upon request unless they have been expressly sealed by the court.
10. The system whereby documents are archived should be well documented and all shelves

clearly marked. This will ensure that other staff members can locate records in the absence of the archive clerk. The climate in archive rooms should be regulated to ensure that files are stored in low humidity and in moderate temperatures well away from radiators and windowsills.

Caseflow Management

Effectively managing a court's caseflow lies at the heart of its operation. Each case should be afforded as much time and attention as is necessary to achieve a just outcome, but no more. Inefficient caseflow management results in needless delay, which in turn compromises public confidence in the integrity of the judicial system.

To improve efficiency and combat delay the trend in modern court administration has been to adopt Differentiated Case Management ("DCM") in the courts. DCM is a system that screens cases for complexity, assigns cases to specific tracks based on that complexity, and manages cases to disposition according to predetermined milestones established for each respective track. Different tracks might be established, for example, for simple, standard, and complex cases, or they might be determined by case type. Minor theft cases might fall into one category and murder cases into another. The chairperson in consultation with other judges generally establishes protocols to allow the court administrator and clerk's office to readily determine which track new matters should be assigned to. The track will then determine how the case is assigned and managed.

DCM has other advantages in addition to facilitating efficiency. It also provides a ready mechanism for most cases to be randomly assigned within predetermined parameters by court administrators or clerks. The chairperson is involved in assigning only those cases that are complex or otherwise unusual. This is critical to fundamental fairness because it reduces the real or perceived possibility for corruption in the assignment process. To the extent that justice is blind, random case assignment further secures its blindfold.

The chairperson in both pilot courts currently assigns all cases. The judges in the Krasnoflotsky court are not divided by specialty. The same is largely true in the Pervomaisky court except that four judges handle only civil cases due to their preference and all other judges handle all types of cases. Both chief judges informally weigh their colleagues' experience and suitability for different types of cases before making assignments. The chief judge in the Krasnoflotsky court assigns cases based on her general understanding of her colleagues' current work load. In the Pervomaisky court assignments are made based on a detailed calendar maintained by the chief judge that contains each judges' work load for each month. In both courts cases are typically assigned within one to three days of being filed.

In general, there are too many steps in the processing of cases. Different persons deal with matters and files at different stages due to specialization of duties and record keeping functions. This often involves the performance of unnecessary tasks and duplication of effort. Additionally, the timely issuance of notices is a primary concern for clerks. The enforcement of judgments and other legal consequences are triggered by notification. Currently, all notices are prepared manually, which results in the rewriting of all basic information related to the parties and the case for every notice that is issued.

Neither court has an effective system for tracking case activity and upcoming events to alert the clerk's office as to actions it must take. In fact, active case files are generally kept in the responsible judge's office and not in the clerk's office. Incoming documents are recorded in a ledger by the mail clerk before being sent to the chief judge. Following review by the chief judge the documents are sent to the responsible judge's court secretary for filing. This is done purely due to convention and not in furtherance of any regulation. Thus, not only does the chief judge personally review all documentation received by the court, the clerk's office has little involvement with the file from the time the case is opened until a final decision is entered.

As described above, JRP continues to work closely with the Judicial Department and representatives of the judiciary toward the creation of revised Instructions for Clerical Work Management in District Courts. Much progress has been made and it is hoped that revisions will be completed and implemented in the courts in the near future. All recommendations pertaining to caseload management assume compliance with the revised Instructions and are meant to provide complementary additional guidance in implementing them.

Recommendations:

1. The pilot court chairpersons in conjunction with their judicial colleagues should begin the process of DCM by developing a case assignment protocol with various tracks for cases. A starting point for consideration could be the case categories currently use for statistical purposes. Thereafter, the court administrator or the clerks under his supervision should conduct the assignment of all routine cases pursuant to the protocol. Assuming the chairperson is legally responsible for assigning cases, she can execute daily summary orders to ratify the assignments of the court administrator.
2. Each court's management team should undertake a comprehensive review of intake and operational procedures. By reexamining even the most basic of procedures inefficiencies can be discovered and rectified. This process should lead to a reduction in redundancy and in the number of ledgers that are maintained. It should also focus on quickening and simplifying procedures in preparation to automate them.
3. Procedure manuals should be developed for all positions. These manuals should include a step-by-step outline of each job duty, including basic checklists (e.g., case opening—verify the completeness of the documents, open a case file/assign case number, make entry onto case docket/ledger of case data, assign judge, etc.). Such procedure manuals are invaluable for training, quality control, performance measurement and handling unusual matters.
4. All routine incoming mail should be processed and distributed by the clerk's office and not by the chief judge.
5. Active files should be stored in the clerk's office and not in the offices of individual judges. This will facilitate the active management of files by the clerk's office. Files should be sent to the responsible judge's office in advance of a hearing or upon the request of the judge. Out cards should denote the location of all files that are removed from the clerk's office. (See the recommendation in the Filing Systems, Records and Archive section above).

Technology and Automation

The promise of automation is commonly misunderstood by many institutions that equate computerization with an automatic increase in efficiency. This misunderstanding leads to disappointment. Automating an inefficient system simply magnifies its inefficiencies. Automation is also a ceaseless and costly process rather than a task with a finite cost and end point. Computers, software, networking equipment, training, and other inputs necessary to support automated systems are all expensive and of limited durability. Equipment must be constantly replaced. Training and software must be constantly updated.

Despite this cautionary note, automation can be tremendously valuable to a judicial system provided that its intended uses are clear, sufficient long-term financial planning is undertaken to support it, and existing procedures are reengineered to accommodate the technology to be implemented. Simply installing computers and networks is not enough. Automation involves rethinking the entire way that the courts conduct their operations.

Both pilot courts are in the nascent stages of automating. Neither court has a fully operable LAN, nor are they wired for networking. Some judges and support staff have PC's, though few are sufficient to operate in a network environment. Both courts have a single IT specialist on staff who functions largely as a troubleshooter. The level of computer competence among judges and staff in the courts is varied and should be presumed to be low due to the lack of availability of equipment and training. Some judges have access to CD-ROM driven Russian legal databases, but no specialized software is in general use. (The IT specialist in the Krasnoflotsky court has a version of the CROC software on his PC, but that product is not being used in the court). Neither court has a centralized telephone switchboard.

Each court aspires to implement an automated case management system. The Judicial Department has recently contracted with a new vendor to develop and implement such a system. It is anticipated that the new product will replace the systems developed by Agora and CROC discussed in earlier reports. The new vendor will also assess the hardware and software needs of individual courts including the pilot courts.

Recommendations:

1. Every judge and operational staff person (clerks, courtroom secretaries, judicial assistants, etc.) in both courts should be provided with a personal computer connected to the LAN. The minimum specifications for this and other recommended equipment will be determined at the direction of the Judicial Department.
2. Systems support and maintenance are critical. Each court should have a well-trained systems administrator, and a backup cross-trained from other staff to do basic functions when the systems administrator is unavailable (such as backups, rebooting servers, and troubleshooting minor hardware problems).
3. Systems security must be a high priority from the start. Daily backups of network drives, virus protection, transaction logging on case management software, uninterruptible power supplies and "soft" shutdown software on servers, firewalls for Internet/outside connections, and spare critical components (such as servers and their hard drives/storage media) are all essential elements of a well thought-out system. User policies and training should be completed in this area.
4. A system-wide networking capability, if only dial-up, should be established between the pilot courts and the Judicial Department (and ultimately among all Russian courts) for e-

mail, information exchange such as statistics reporting and supporting a decisions database. Web sites should be established to facilitate this and to provide relevant information to the public.

5. A comprehensive basic training program should accompany the installation of the computers. This should be mandatory for all users and should include Microsoft Windows, e-mail, and other basic programs. After this initial training basic office automation should be introduced into court procedures beginning with word processing, the use of forms made into templates, legal research, etc. This should be accompanied by additional training.
6. Only after these stages are accomplished should the introduction of higher-order software applications be used, such as the automated case management system currently under development. Again, this should be accompanied by training. It is critical before such a system is deployed that it be completely developed and tested and that the Judicial Department and the software vendor conclude a long-term plan for systems support and servicing. If this is not done and the software vendor ceases its involvement in the courts, the consequences could be dire. All legal research applications currently used by the courts' legal consultants should be made available to all pertinent personnel through the LAN.
7. Adequate copiers, printers and facsimile machines should be located in the intake offices. The creation of combined intake offices as recommended above will result in substantial savings because less equipment will need to be purchased.
8. An adequate number of telephone lines should be installed in the courts. The intake office's numbers should be publicly available. It should be the policy of the courts to disseminate as much information as possible telephonically to conveniently service the public.

Security

Both pilot courts have done an admirable job of securing their facilities within the confines of the resources available to them. The Krasoflotsky court has a guarded entrance and a security station from which various locations can be monitored using remote security cameras. The third floor landing also has a security station to restrict access to judges' chambers. All judges in the court carry a hand held panic device through which they can alert the bailiffs in the main security station. The Pervomaisky court has two security stations, one guarding the entrance to each of the buildings wings. Both courts have sally ports for prisoners and solid arrangements for their secure detention. Finally, the bailiffs in the security stations in both courts have hand held metal detectors to screen members of the public entering the facility.

Recommendations:

1. The consolidation of public offices in the manner recommended above will have the effect of reducing traffic throughout both facilities. Any person not having business in a courtroom will no longer have reason to enter the building beyond the public intake office. This will enable security personnel at the main entrance to more carefully monitor people within the building.
2. Citizens should not be allowed to visit judicial chambers or internal staff offices for routine business. As recommended above, consultants, judicial assistants and/or clerks should field all citizen inquiries from the public intake office.

3. Judges in the Pervomaisky court should be provided hand held panic devices like those used in the Krasnoflotsky court.
4. Consideration should be given in the Pervomaisky court to consolidating the two bailiff stations currently located at the entrance to each wing and to implementing the other security measures described in the Space and Facilities section above.

Planning, Performance Measurement, and Training

The need for planning, gauging performance, and training is critical. It is discussed both directly and indirectly in virtually every section of this report. These activities characterize the holistic, interrelated approach to effective court administration advocated by the team. The management team meetings recommended in the court management/administration section, the process reengineering discussion in the caseflow section and the strategic planning and training recommendations in the technology and automation section are all examples of the comprehensive approach to administration we subscribe to. All of these activities necessitate a concerted effort and commitment to look outside of daily routines for new approaches to work that will improve the level of service the court can offer to the public. In addition to those matters addressed above, we recommend the following:

Recommendations:

1. The team visited the Academy of Justice Center in Krasnodar during our site visit. The facility, its director, staff and students were impressive. Perhaps that institution could develop and pilot programs for court staff, particularly with regard to implementing the revised case management Instructions. If successful, the program could be expanded to educate staff from other regions.
2. Opportunities for U.S.-based study tours and linkages to court administration resources should be continually explored in order to expose Russian court management teams to modern approaches and best practices in the field.
3. Management teams in each court should develop their overall vision of the future and apply that to daily decision-making to ensure that the courts are using resources wisely, providing excellent customer service, and are prepared for the future. This can be accomplished through the management team meetings described above and through facilitated training organized by the Judicial Department. The team can provide additional information concerning the content of such training programs upon request.
4. Planning in the area of automation is critical. Though discussed above, it is worth repeating. The right equipment not only needs to be purchased, but replacement schedules and funding needs to be set. Similarly, supplies, maintenance, and system upgrades need to be planned for. The Judicial Department should take a lead role in comprehensively defining the functional requirements of specialized software such as the case management software currently under development. This should be undertaken with extensive input from trial court judges and administrative staff. Emphasis should be on reducing workload inefficiencies and should include timesaving devices such as forms and templates with autofill capability and a noticing function.
5. In many regions, standard tests are given to court staff to assess competency every two to three years. The idea of performance measurement is a good one, but should be more comprehensively tied to daily job duties and court goals. For instance, if the clerk's office is expected to receive a new case, open the file/record data, and forward the matter

to the assigned judge within one day, this should be measured and followed up on if the goal is not met. All major functional areas should be so defined, reported on and made a part of routine management. Deficiencies could form the basis for reexamining work processes, staff training or disciplinary actions in extreme cases.

6. The current statistical recording and reporting system should be reviewed. Only relevant data should be collected, and data that are collected should be used to monitor performance.
7. Court staff, particularly intake clerks and others dealing with citizens, should be provided with customer service training and other topical training programs tied to court goals.
8. The Judicial Department should develop resource allocation methodologies and formulas and share them with trial court management teams. Judicial Department personnel should also receive training in resource allocation.
9. The Judicial Department should work with the management teams in each court to agree upon and set aside sufficient funding to implement the recommendations set forth in this report. Absent such funding the prospect of successful implementation is not realistic.
10. Case delay in the judicial system is due in part to legislative and regulatory impediments affecting such things as the granting of continuances, the summoning of witnesses and the weakness of sanctions for lawyers that delay proceedings for tactical advantage. Improving procedures will require concerted effort and close coordination between the judiciary and the other branches of government. The revisions to the Instructions for Clerical Work Management in District Courts are an important component of this process. That work should be completed as soon as possible and the revisions should be implemented.

ANNEX F

Start-Up Meeting

| List of Participants. Moscow, July 15, 2005 | | |
|---|--|-----------------|
| <i>Name</i> | <i>Position</i> | <i>Region</i> |
| 1. Patrick Murphy | CTO, USAID | Moscow |
| 2. Alla Muraviova | Rule-of-Law Specialist, USAID | Moscow |
| 3. Sergei Medvetskiy | RAROLC Program Coordinator, ABA CEELI | Moscow |
| 4. Alexander Khilkov | Program Coordinator, Open World | Moscow |
| 5. Elena Bukovskaya | Manager, Open World Alumni Outreach Program, Project Harmony Inc. | Moscow |
| 6. Olga Shvarts | Coordinator, Russian Foundation for Legal Reforms | Moscow |
| 7. Vasiliy Malakha | Project Coordinator, Canada-Russia Judicial Partnership | Moscow |
| 8. Olga Sidorovich | Director, Institute of Law and Public Policy | Moscow |
| 9. Evgeniy Ivanov | Head, International Relations Department, Russian Academy of Justice | Moscow |
| 10. Alexander Mitrokhin | Deputy Head, Scientific Research Center at the "Voskhod" Scientific Research Institute | Moscow |
| 11. Boris Bulgakov | Representative, "Yurudcheskiy Mir" Publishing House | Moscow |
| 12. Marina Chekunova | Director, Center "Pravosudiye" | Moscow |
| 13. Leonid Smertin | Head, Chief Office for Organizational and Legal Support of Court Activities, Judicial Department at the Supreme Court of the Russian Federation | Moscow |
| 14. Lubov Michurina | Deputy Head, Chief Office for Organizational and Legal Support of Court Activities, Judicial Department at the Supreme Court of the Russian Federation | Moscow |
| 15. Anatoliy Perepechonov | Deputy Director, Judicial Department at the Supreme Court of the Russian Federation | Moscow |
| 16. Evgeniy Popov | Head, International Relations Section, Judicial Department at the Supreme Court of the Russian Federation | Moscow |
| 17. Betty Barteau | Rule-of-Law Consultant, JRP Senior Judge, Indiana Court of Appeals | Indiana, USA |
| 18. Natalia Stadler | JRP Manager, Chemonics International | Washington, USA |
| 19. Lev Khaldeev | Rule-of-Law Consultant, JRP | Moscow |
| 20. Alexander Shibanov | Chief-of-Party, JRP | Moscow |
| 21. Roman Rodionov | Deputy Chief-of-Party, JRP | Moscow |
| 22. Natalia Leschenko | Program Administrator, JRP | Moscow |
| 23. Tatiana Shalimova | Program Administrator, JRP | Moscow |

ANNEX G

Round Table on Improvement of Instructions for Clerical work Management

List of Participants. Blagoveschensk, August, 2005

| Name | Position | Region |
|--------------------------|--|-----------------------|
| 1. Galina Bandurko | Head, General Section of Judicial Department Division in Khabarovskiy Krai | Khabarovskiy Krai |
| 2. Oksana Vishniakova | Deputy Head, Legal Section of Office for Support of Justices of the Peace at the Judicial Department Division in Krasnodarskiy Krai | Krasnodarskiy Krai |
| 3. Viacheslav Gorshkov | Deputy Chair, Moscow City Court | Moscow |
| 4. Sergei Gorbulin | Judge, Chaliabinsk Oblast Court | Cheliabinskaya oblast |
| 5. Elena Dmitrieva | Deputy Head, Section for Court Organizational and Legal Support at the Judicial Department Division in Tambovskaya oblast | Tambovskaya oblast |
| 6. Tatiana Evstigneeva | Head, Section for Court Organizational and Legal Support at the Judicial Department Division in Sakhalinskaya oblast | Sakhalinskaya oblast |
| 7. Vladimir Zalogin | Consultant, Section for Court Automation at the Chief Office for Court Organizational and Legal Support, Judicial Department of the RF | Moscow |
| 8. Tatiana Kobozeva | Deputy Head, Section for Court Legal Support at the Chief Office for Court Organizational and Legal Support, Judicial Department of the RF | Moscow |
| 9. Elena Korovko | Chief Expert, Ussuriysk City Court | Ussuriyskaya oblast |
| 10. Dmitriy Krasnov | Chair, Kaluga City Court | Kaluzhskaya oblast |
| 11. Viacheslav Kuznetsov | Head, Judicial Department Division in Kaluzhskaya oblast | Kaluzhskaya oblast |
| 12. Alexei Melnichuk | Court Administrator, Central District Court of Tver' | Tverskaya oblast |
| 13. Lubov Michurina | Deputy Head, Chief Office for Court Organizational and Legal Support, Judicial Department of the RF | Moscow |
| 14. Lubov Olunina | Chair, Pushkinskiy District Court of Saint-Petersburg | Saint-Petersburg |
| 15. Viktor Rakcheev | Chair, Kaluzhskiy District Court of Kaluzhskaya oblast | Kaluzhskaya oblast |
| 16. Leonid Smertin | Head, Chief Office for Court Organizational and Legal Support, Judicial Department of the RF | Moscow |
| 17. Valeriy Troyan | Chair, Sovetskiy District Court of Cheliabinsk | Cheliabinskaya oblast |
| 18. Ludmila Khizhba | Chief Expert, Chief Office for Court Organizational and Legal Support, Judicial Department | Moscow |
| 19. Vladimir Khrebtov | Chair, Kurchatovskiy District Court of Cheliabinsk | Cheliabinskaya oblast |
| 20. Vladimir Shaburnikov | Head, Judicial Department Division Cheliabinskaya oblast | Cheliabinskaya oblast |
| 21. Alexei Shishkin | Head, Judicial Department Division in Krasnodarskiy Krai | Krasnodarskiy Krai |
| 22. Valeriy Yurchenko | Head, Judicial Department Division in Khabarovskiy Krai | Khabarovskiy Krai |
| 23. Tatiana Epova | Head, Office for Court Organizational and Legal Support, Judicial Department Division in Irkutskaya oblast | Irkutskaya oblast |
| 24. Oleg Vasiliev | Judge, Blagoveschensk City Court, Amurskaya oblast | Amurskaya oblast |

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|--------------------------|---|------------------|
| 25. Anatoliy Goncharov | Chair, Konstantinovskiy District Court, Amurskaya oblast | Amurskaya oblast |
| 26. Yuriy Zhiltsov | Head, General Section of the Judicial Department Division in Amurskaya oblast | Amurskaya oblast |
| 27. Yuriy Karlinskiy | Head, Judicial Department Division in Amurskaya oblast | Amurskaya oblast |
| 28. Vladimir Mikhalevich | Chair, Belogorsk City Court, Amurskaya oblast | Amurskaya oblast |
| 29. Galina Pavluk | Chair, Bureiskiy District Court of Amurskaya oblast | Amurskaya oblast |
| 30. Anna Samoilenko | Chair, Mazanovskiy District Court of Amurskaya oblast | Amurskaya oblast |
| 31. Leonid Yukhnevich | General Director, "Voskhod" Scientific Research Institute | Moscow |
| 32. Lubov Filatova | Expert, "Voskhod" Scientific Research Institute | |
| 33. Alexander Shibanov | Chief-of-Party, JRP | Moscow |
| 34. Roman Rodionov | Deputy Chief-of-Party, JRP | Moscow |
| 35. Natalia Leschenko | Program Administrator, JRP | Moscow |
| 36. Evgeniy Popov | Head, International Relations Section of the Judicial Department of the RF | Moscow |
| 37. Sergei Semenov | Chair, Amurskiy Oblast Court | Amurskaya oblast |
| 38. Anatoliy Rubtsov | Press-Secretary, Amurskiy Oblast Court | Amurskaya oblast |
| 39. Vladimir Medvedev | Deputy Head, Judicial Department Division in Amurskaya oblast | Amurskaya oblast |

ANNEX H

Round Table on Improvement of Instructions on Clerical Work Management in District Courts (Small Working Group)

List of Participants. Moscow, August 30-September 1, 2005

| Name | Position | Region |
|---------------------------|--|--------------------|
| 1. Lubov Michurina | Deputy Head, Chief Office for Court Legal and Organizational Support, Judicial Department of the RF | Moscow |
| 2. Ludmila Hishba | Leading Specialist, Chief Office for Court Legal and Organizational Support, Judicial Department of the RF | Moscow |
| 3. Vladimir Zalogin | Consultant, Court Automation Section of the Chief Office for Court Legal and Organizational Support, Judicial Department of the RF | Moscow |
| 3. Tatiana Epova, leading | Head, Office for Court Legal and Organizational Support of the Judicial Department Division in Irkutskaya oblast | Irkutskaya oblast |
| 4. Alexei Melnichuk | Court Administrator, Central District Court of Tver | Tverskaya oblast |
| 5. Elena Dmitrieva | Deputy Head, Chief Office for Court Legal and Organizational Support, Judicial Department Division in Tambovskaya oblast | Tambovskaya oblast |
| 6. Alexander Shibanov | Chief-of-Party, JRP | Moscow |
| 7. Roman Rodionov | Deputy Chief-of-Party, JRP | Moscow |
| 8. Natalia Leschenko | Program Administrator, JRP | Moscow |

ANNEX I

U.S. Study Tour on Court Automation and Technologies**List of Participants. Washington, October 22-30, 2005**

| Name | Position | Region |
|------------------------|---|-----------------|
| 1. Vladimir Starostin | First Deputy Director, Scientific Research Institute "Voskhod" | Moscow |
| 2. Alexander Mitrokhin | Deputy Head, Research Center of the Scientific Research Institute "Voskhod" | Moscow |
| 3. Igor Konorev | Court Chair, Tula Oblast Court , Member of the Council of Judges of the RF | Tulskaya Oblast |
| 4. Leonid Smertin | Head of Chief Office for Organizational and Legal Support of Court Activities of the Judicial Department at the Supreme Court of the RF | Moscow |
| 5. Roman Rodionov | DCOP, JRP | Moscow |

ANNEX J

Workshop for Chairs and Members of Regional Judicial Qualifying Collegia of Central, North-Western, Privolzhski and Southern Federal Okrugs

List of Participants. Moscow, November 24-25, 2005

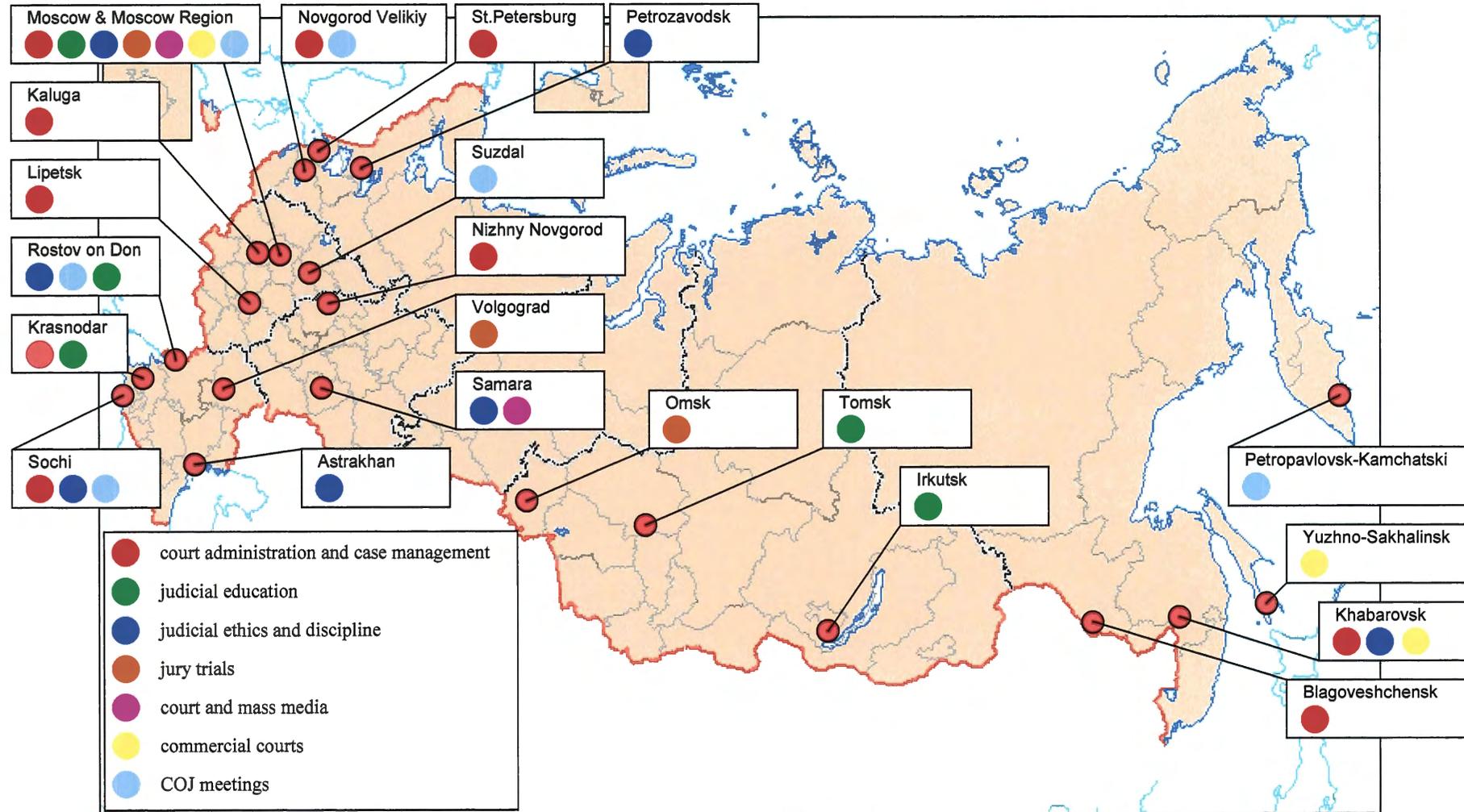
| Name | Position | Region |
|---------------------------|---|-------------------------------------|
| 1. Igor Divin | Member, Judicial Qualifying Collegium of Republic of Adygeya | Republic of Adygeya |
| 2. Ziad Sedredinov | Chair, Judicial Qualifying Collegium of Republic of Dagestan | Republic of Dagestan |
| 3. Magomet Daurbekov | Chair, Judicial Qualifying Collegium of Republic of Ingushetia | Republic of Ingushetia |
| 4. Boris Malbakhov | Chair, Judicial Qualifying Collegium of Kabardino-Balkarakaya Republic | Kabardino-Balkarakaya Republic |
| 5. Vladimir Oliushev | Chair, Judicial Qualifying Collegium of Republic of Kalmykia | Republic of Kalmykia |
| 6. Sergei Lasch | Chair, Judicial Qualifying Collegium of Karachaevo-Cherkesskaya Republic | Karachaevo-Cherkesskaya Republic |
| 7. Gennadiy Sevastianov | Chair, Judicial Qualifying Collegium of Republic of Karelia | Republic of Karelia |
| 8. Elena Ivanova | Deputy Chair, Judicial Qualifying Collegium of Komi Republic | Komi Republic |
| 9. Valeriy Kiyaykin | Chair, Judicial Qualifying Collegium of Republic of Mordovia | Republic of Mordovia |
| 10. Artur Tsakoyev | Chair, Judicial Qualifying Collegium of Republic of Northern Osetiya-Alania | Republic of Northern Osetiya-Alania |
| 11. Alexander Beshpalov, | Chair, Judicial Qualifying Collegium of Krasnodarskiy Krai | Krasnodarskiy Krai |
| 12. Vladimir Filatov, | Deputy Chair, Judicial Qualifying Collegium of Stavropolskiy Krai | Stavropolskiy Krai |
| 13. Andrei Aikhorsht | Chair, Judicial Qualifying Collegium of Arkhangelskaya oblast | Arkhangelskaya oblast |
| 14. Tatiana Snatkina | Chair, Judicial Qualifying Collegium of Astrakhanskaya oblast | Astrakhanskaya oblast |
| 15. Nikolai Bezugly | Chair, Judicial Qualifying Collegium of Belgorodskaya oblast | Belgorodskaya oblast |
| 16. Alexei Tumakov | Deputy Chair, Judicial Qualifying Collegium of Brianskaya oblast | Brianskaya oblast |
| 17. Marina Maximova | Chair, Judicial Qualifying Collegium of Vladimirskaya oblast | Vladimirskaya oblast |
| 18. Nina Maltseva | Chair, Judicial Qualifying Collegium of Volgogradskaya oblast | Volgogradskaya oblast |
| 19. Viktor Degtiarov | Chair, Judicial Qualifying Collegium of Vologodskaya oblast | Vologodskaya oblast |
| 20. Alexander Miroshnikov | Chair, Judicial Qualifying Collegium of Voronezhskaya oblast | Voronezhskaya oblast |
| 21. Ludmila Olifer | Chair, Judicial Qualifying Collegium of Kaliningradskaya oblast | Kaliningradskaya oblast |

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|---------------------------|--|----------------------------|
| 22. Sergei Kochetov | Chair, Judicial Qualifying Collegium of Kaluzhskaya oblast | Kaluzhskaya oblast |
| 23. Vera Moiseeva | Chair, Judicial Qualifying Collegium of Kirovskaya oblast | Kirovskaya oblast |
| 24. Yulia Shumilova | Member, Judicial Qualifying Collegium of Kostromskaya oblast | Kostromskaya oblast |
| 25. Lubov Polianskaya | Chair, Judicial Qualifying Collegium of Kurskaya oblast | Kurskaya oblast |
| 26. Gennadiy Perfiliev | Chair, Judicial Qualifying Collegium of Leningradskaya oblast | Leningradskaya oblast |
| 27. Olga Ukolova | Chair, Judicial Qualifying Collegium of Lipetskaya oblast | Lipetskaya oblast |
| 28. Nikolay Sazonov | Chair, Judicial Qualifying Collegium of Moscow | Moscow |
| 29. Ludmila Pugina | Chair, Judicial Qualifying Collegium of Moskovskaya oblast | Moskovskaya oblast |
| 30. Konstantin Vostriakov | Deputy Chair, Judicial Qualifying Collegium of Murmanskaya oblast | Murmanskaya oblast |
| 31. Antonina Scherbakova | Chair, Judicial Qualifying Collegium of Nizhegorodskaya oblast | Nizhegorodskaya oblast |
| 32. Yuriy Kolokoltsev | Deputy Chair, Judicial Qualifying Collegium of Novgorodskaya oblast | Novgorodskaya oblast |
| 33. Igor Pivtsaev | Chair, Judicial Qualifying Collegium of Orlovskaya oblast | Orlovskaya oblast |
| 34. Gennadiy Bannikov | Chair, Judicial Qualifying Collegium of Penzenskaya oblast | Penzenskaya oblast |
| 35. Vladimir Ovchinin | Chair, Judicial Qualifying Collegium of Pskovskaya oblast | Pskovskaya oblast |
| 36. Elena Zolotareva | Chair, Judicial Qualifying Collegium of Rostovskaya oblast | Rostovskaya oblast |
| 37. Ludmila Kondakova | Chair, Judicial Qualifying Collegium of Riazanskaya oblast | Riazanskaya oblast |
| 38. Irina Bogoslovskaya | Chair, Judicial Qualifying Collegium of Saint-Petersburg | Saint-Petersburg |
| 39. Fiodor Telegin | Chair, Judicial Qualifying Collegium of Saratovskaya oblast | Saratovskaya oblast |
| 40. Vladimir Korbachov | Chair, Judicial Qualifying Collegium of Smolenskaya oblast | Smolenskaya oblast |
| 41. Ludmila Spasenkova | Chair, Judicial Qualifying Collegium of Tambovskaya oblast | Tambovskaya oblast |
| 42. Vera Malich | Chair, Judicial Qualifying Collegium of Tverskaya oblast | Tverskaya oblast |
| 43. Sergei Zelenin | Chair, Judicial Qualifying Collegium of Tulsкая oblast | Tulskaya oblast |
| 44. Galina Bredinina | Chair, Judicial Qualifying Collegium of Yaroslavlskaya oblast | Yaroslavlskaya oblast |
| 45. Nina Slonova | Chair, Judicial Qualifying Collegium of Nenetskiy Autonomous Okrug | Nenetskiy Autonomous Okrug |
| 46. Vladimir Tarasov | Chair, Judicial Qualifying Collegium of Ivanovskaya oblast | Ivanovskaya oblast |
| 47. Veniamin Yakovlev | Member, Supreme Judicial Qualifying Collegium of the Russian Federation, Advisor to the President of the Russian Federation | Moscow |
| 48. Alexander Komarov | Member, Supreme Judicial Collegium of the Russian Federation, Chair of the Federal Commercial Court of the North-Western okrug | Saint-Petersburg |

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|-------------------------|--|--------|
| 49. Andrey Chepurnoy | Member, Supreme Judicial Collegium of the Russian Federation | Moscow |
| 50. Alexander Evstifeev | Deputy Chair, Supreme Judicial Qualifying Collegium of the Russian Federation, Chair of the Ninth Commercial Appellate Court | Moscow |
| 51. Artur Absaliamov | Member, Supreme Judicial Qualifying Collegium of the Russian Federation, Chair of the Tenth Commercial Appellate Court | Moscow |
| 52. Viacheslav Gorshkov | Deputy Chair, Moscow City Court | Moscow |
| 53. Valentin Ershov | Chair, Examination Commission of the Supreme Judicial Qualifying Collegium of the Russian Federation; Rector of the Russian Academy of Justice | Moscow |
| 54. Marina Miloserdova | Secretary, Supreme Judicial Qualifying Collegium of the Russian Federation | Moscow |
| 55. Gennadiy Kiseliyov | Deputy Head, Secretariat of the Chair of the Supreme Commercial Court of the Russian Federation | Moscow |
| 56. Timofey Kharitonov | Head, Office for Personnel and State Service at the Supreme Court of the Russian Federation | Moscow |

ANNEX K

MAP of JRP Activities



ANNEX L

Implementation Courts Staff Information

Table 1: Staff information: Pervomaisky District Court in Krasnodar

| | Profession (position) | Number of positions |
|--------------------------------|---|---------------------|
| Judges | Chairperson of the court | 1 |
| | Deputy chairperson | 2 |
| | Judge | 11 |
| | Total | 14 |
| Governmental service employees | Assistant to the chairperson of the court | 1 |
| | Judicial assistant | 14 |
| | Consultant | 5 |
| | Courtroom secretary | 14 |
| | Clerk | 6 |
| | Chief specialist (<i>head of the clerks' office</i>) | 1 |
| | Specialist of the 1st category (<i>IT specialist</i>) | 1 |
| | Specialist of the 2 nd category (<i>archivist</i>) | 1 |
| | Specialist (<i>mail specialist</i>) | 2 |
| | Total | 45 |
| Auxiliary staff | Maintenance person | 1 |
| | Courier | 1 |
| | Driver | 1 |
| | Cleaner | 3 |
| | Guard | 4 |
| | Janitor | 1 |
| | Worker (repair and maintenance work) | 1 |
| | Total | 12 |
| Total | 71 | |

Table 2: Staff information: Krasnoflotsky District Court in Khabarovsk

| | Profession (position) | Number of positions |
|--------------------------------|--|---------------------|
| Judges | Chairperson of the court | 1 |
| | Deputy chairperson | 1 |
| | Judge | 9 |
| | Total | 11 |
| Governmental service employees | Head of the clerks' office | 1 |
| | Assistant to the chairperson of the court | 1 |
| | Judicial assistant | 6 |
| | Consultant | 2 |
| | Courtroom secretary | 11 |
| | Clerk | 5 |
| | Leading specialist | 1 |
| | Specialist of the 1st category | 1 |
| | Specialist of the 2 nd category | 1 |
| | Total | 29 |
| Auxiliary staff | Driver | 1 |
| | Cleaner | 5 |
| | Guard | 3 |
| | Janitor | 1 |
| | Worker (repair and maintenance work) | 2 |
| Total | 12 | |
| Total | 52 | |

ANNEX M

Follow-up Trip to Implementation Courts, the Krasnoflotski District court in Khabarovsk and the Pervomaiski District court in Krasnodar

| List of Participants. Krasnodar, Khabarovsk, February 15-22, 2006 | | |
|---|--|-----------------|
| Name | Position | Region |
| 1. Lubov Michurina | Head of the Section for Organizational Support of Court Activities of the Judicial Department in Moscow | Moscow |
| 2. Tatiana Epova | Deputy Head of the Judicial Department division of Irkutskaya Oblast; | Irkutsk |
| 3. Alexei Melnichuk | Court administrator of the Central District Court in Tver; | Tver |
| 4. Elena Dmitrieva | Legal Specialist of the Chief Office for Organizational/Legal Support of Court Activities of the JD division of Tambovskaya oblast | Tambov |
| 5. Alexander Shibanov | COP of the JRP | Moscow |
| 6. Roman Rodionov | DCOP of the JRP | Moscow |
| 7. Natalia Leshchenko | Program Administrator, JRP | Moscow |
| 8. Richard Heltzel | U.S.Court Administrator | California, USA |
| 9. Norman Meyer | U.S.Court Administrator | New Mexico, USA |

ANNEX N

Follow-up trip to the Prioksky and the Zhukovsky district courts in order to train and prepare the court personnel for further implementation and testing of the Case Management Instructions developed by the JRP

| List of Participants. Nizhny Novgorod & Kaluga (Zhukov), Russia 9-16 April, 2006 | | |
|---|--|---------|
| Name | Position | Region |
| 1. Lubov Michurina | Head of the Section for Organizational Support of Court Activities of the Judicial Department in Moscow | Moscow |
| 2. Tatiana Epova | Deputy Head of the Judicial Department division of Irkutskaya Oblast; | Irkutsk |
| 3. Alexei Melnichuk | Court administrator of the Central District Court in Tver; | Tver |
| 4. Elena Dmitrieva | Legal Specialist of the Chief Office for Organizational/Legal Support of Court Activities of the JD division of Tambovskaya oblast | Tambov |
| 5. Alexander Shibanov | COP of the JRP | Moscow |
| 6. Roman Rodionov | DCOP of the JRP | Moscow |
| 7. Natalia Leshchenko | Program Administrator, JRP | Moscow |

ANNEX O

IAWJ and Russian Workshop

| List of Participants. Otradnoye, Moscow oblast. April 10-11, 2006 | | |
|--|--|---|
| Name | Position | Region |
| 1. Anna Abramova | Deputy Chair, Supreme Court of the Republic of Tyva | Republic of Tyva |
| 2. Nelli Bashkireva | Judge, Oblast court | Kaliningradskaya Oblast |
| 3. Tatiana Bykova | Chair, Sovietskiy District Court | Ulan-Ude, Republic of Buriatiya |
| 4. Galina Brik | Deputy Chair, Oblast Court | Lipetskaya Oblast |
| 5. Galina Vershinina | Judge, Oblast Court | Penzenskaya Oblast |
| 6. Marina Golubkova | Judge, Oblast Court | Kaluzhskaya Oblast |
| 7. Svetlana Damdinova | Judge, Okrug Court | Aginskiy Buriatskiy Autonomous Okrug |
| 8. Maria Zhemerichkina | Chair, Kalininskiy District Court | Cheboksary, Chuvashkaya Republic |
| 9. Lubov Zadonskaya | Judge, Oblast Court | Tula |
| 10. Ludmila Kayurova | Deputy Chair, Okrug Court | Koriakskiy Autonomous Okrug |
| 11. Ludmila Ivanova | Retired Judge, Deputy Chair, Oblast Court | Kirovskaya Oblast |
| 12. Valentina Lifanova | Chair, Chaikovskiy City Court | Permskaya Oblast |
| 13. Svetlana Marasanova | Chair, Court of Moscow Oblast | Moscow |
| 14. Lubov Novopashina | Acting Chair, Okrug Court | Taimyrskiy (Dolgano-Nenetskiy) Autonomous Okrug |
| 15. Ludmila Nelidkina | Chair, Raduzhniy City Court | Vladimirskaya Oblast |
| 16. Alfiya Ufimtseva | Judge, Oblast Court | Magadanskaya Oblast |
| 17. Galina Fedorenko | Deputy Chair, Oblast Court | Yaroslavskaaya Oblast |
| 18. Tatiana Shtanakova | Chair, Choiskiy District Court | Republic of Altay |
| 19. Tatiana Andreyeva | Justice, Supreme Commercial Court of the Russian Federation | Moscow |
| 20. Svetlana Akimova | Chair, Commercial Court of Yamalo-Nenetskiy Autonomous Okrug | Yamalo-Nenetskiy Autonomous Okrug |
| 21. Lubov Anosova | Acting Chair, Commercial Court of Brianskaya Oblast | Brianskaya Oblast |
| 22. Galina Barkalova | Judge, Commercial Court of Belgorodskaya oblast | Belgorodskaya oblast |
| 23. Elena Valiavina | First Deputy Chair, Supreme Commercial Court of the RF | Moscow |
| 24. Ludmila Grankina | Judge, Commercial Court of Novosibirskaya Oblast | Novosibirskaya Oblast |
| 25. Ludmila Danilchenko | Deputy Chair, Commercial Court of Krasnodarskiy Krai | Krasnodarskiy Krai |
| 26. Galina Degtereva | Deputy Chair, Commercial Court of Udmurtskaya Republic | Udmurtskaya Republic |
| 27. Natalia Dubina | Judge, Commercial Court of Moscow | Moscow |

| | Oblast | |
|----------------------------|--|------------------------------------|
| 28. Elena Zharina | Deputy Chair, Commercial Court of Stavropolskiy Krai | Stavropolskiy Krai |
| 29. Valentina Zabolotskaya | Deputy Chair, Commercial Court of Smolenskaya Oblast | Smolenskaya Oblast |
| 30. Lubov Kuznetsova | Deputy Chair, Commercial Court of Primorskiy Krai | Primorskiy Krai |
| 31. Svetlana Kustova | Judge, Commercial Court of Kabardino-Balkarskaya Republic | Kabardino-Balkarskaya Republic |
| 32. Ludmila Litvintseva | Chair, Commercial Court of Omskaya Oblast | Omskaya Oblast |
| 33. Zinaida Lusegenova | Deputy Chair, Commercial Court of Rostovskaya Oblast | Rostovskaya Oblast |
| 34. Ludmila Maikova | Chair, Federal Commercial Court of Moscow Okrug | Moscow |
| 35. Lubov Matinina | First Deputy Chair, Commercial Court of Irkutskaya Oblast | Irkutskaya Oblast |
| 36. Tatiana Stasiuk | Judge, Commercial Court of Chitinskaya Oblast | Chitinskaya Oblast |
| 37. Olga Soloviova | Deputy Chair, Commercial Court of Khanty-Mansiyskiy Autonomous Okrug | Khanty-Mansiyskiy Autonomous Okrug |
| 38. Svetlana Polenina | Honored Lawyer of the Russian Federation, Professor, Russian Academy of Science, Institute of State and Law, Sector of General Theory and Sociology of Law | Moscow |
| 39. Liah Utyasheva | Lawyer, Gender Program, ABA CEELI | Moscow |
| 40. Marina Chekunova | Head of Special Program of IT Support of Court System, ITAR-TASS | Moscow |
| 41. Lubov Michurina | Deputy Head, Office for Organizational and Legal Support of Court Activities, Judicial Department at the RF Supreme Court | Moscow |
| 42. Lidia Chaderina | Section of International Cooperation, RF Judicial Department | Moscow |
| 43. Natalia Kliimanova | Deputy Head, Law Section, RF Judicial Department | Moscow |
| 44. Patrick Murphy | Rule-of-Law Officer, USAID | Moscow |
| 45. Alla Muraviova | Rule-of-Law Consultant, USAID | Moscow |
| 46. Elizabeth Duban | Gender Program, USAID | Moscow |
| 47. Alexander Shibanov | COP of the JRP | Moscow |
| 48. Roman Rodionov | Deputy COP of the JRP | Moscow |
| 49. Leslie Alden | IAWJ Vice President, Judge, Fairfax Circuit Court, Virginia, USA | USA |
| 50. Joan Winship | Executive Director, International Association of Women Judges, USA | USA |
| 51. Betty Barteau | Retired Judge, Indiana Court of Appeals, Indiana, USA | USA |
| 52. Lev Khaldeyev | Professor, Russian Academy of Justice, Rule-of-Law Consultant | Moscow |
| 53. Tatiana Shalimova | Program Coordinator/Translator | Moscow |

ANNEX P

Workshop on Judicial Selection and Discipline for Chairs and Members of the Judicial Qualifying Collegia

| List of Participants. Astrakhan, Russia, May 29-31, 2006 | | |
|--|--|------------------------|
| Name | Position | Region |
| 1. Valentin Kuznetsov | Chairperson, Supreme Judicial Qualifying Collegium | Moscow |
| 2. Veniamin Yakovlev | Advisor to the President of the Russian Federation | Moscow |
| 3. Alexander Evstifeev | Deputy Chair, Supreme Judicial Qualifying Collegium, Chair of the 9 th Commercial Appellate Court | Moscow |
| 4. Artur Absalyamov | Chairperson, 10 th Commercial Appellate Court | Moscow |
| 5. Alexander Astapov | Judge of the Krasnoyarsky Krai Court | Krasnoyarsky Krai |
| 6. Sergey Grishin | 1 st Pro-rector, Law Academy, Nizhny Novgorod | Nizhny Novgorod |
| 7. Evgeny Martynov | Chair of the Judicial Panel on Civil Cases, Arkhangelsky Oblast court | Arkhangelsk |
| 8. Andrey Chepurnoy | Senior Lecturer, Law Department, All-Russian Correspondence Institute of Finance and Economics; Leader of the All-Russian organization of Afghanistan war veterans | Moscow |
| 9. Irina Bogoslovskaya | Chairperson, Judicial Qualifying Collegium of Saint- Petersburg | Saint-Petersburg |
| 10. Alexander Shibanov | COP of the JRP | Moscow |
| 11. Anatoly Perepechenov | Deputy Director General, Judicial Department at the Supreme Court of the RF | Moscow |
| 12. Olga Vasilenko | Chairperson, Astrakhanskaya Oblast Court | Astrakhan' |
| 13. Timofey Kharitonov | Head of the Personnel and State Service Office at the Supreme Court of the Russian Federation | Moscow |
| 14. Boris Dryaev | Head of the Section for Organizational Support of Court Activities of the Judicial Department in Moscow | Moscow |
| 15. Konstantin Popov | Head of the Judicial Department Division in Astrakhanskaya oblast | Astrakhan' |
| 16. Tatiana Snatkina | Chairperson, Judicial Qualifying Collegium of the Astrakhanskaya oblast | Astrakhan' |
| 17. Vera Lisovskaya | Chairperson of the Examination Commission at the Judicial Qualifying Collegium in Astrakhanskaya oblast, judge of the oblast court | Astrakhan' |
| 18. Alexander Ukolov | Chairperson of the Council of Judges in Astrakhanskaya oblast, judge of the oblast court | Astrakhan' |
| 19. Marina Miloserdova | Secretary of the Supreme Judicial Qualifying Collegium of the Russian Federation; Head of the Department for Organizational Support of the Court Activities of the SJQC of the RF | Moscow |
| 20. Anna Menshova | Deputy Head of Department for Organizational Support of the Court Activities of the SJQC of the RF | Moscow |
| 21. Anatoly Avtamonov | Consultant of the Department for Organizational Support of the Court Activities of the SJQC of the RF | Moscow |
| 22. Valery Mitusov | Deputy Chair, Judicial Qualifying Collegium of the Republic of Adygeya | Republic of Adygeya |
| 23. Tatiana Kononenko | Chair, Judicial Qualifying Collegium of Republic of Altai | Republic of Altai |
| 24. Oral Iskandarov | Deputy Chair, Judicial Qualifying Collegium of the | Republic of |

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| | Republic of Bashkortostan | Bashkortostan |
| 25. Elena Muravyova | Deputy Chair, Judicial Qualifying Collegium of the Republic of Buriatia | Republic of Buriatia |
| 26. Magomet Daurbekov | Chairperson, Judicial Qualifying Collegium of the Republic of Ingushetiya | Republic of Ingushetiya |
| 27. Sergey Babin | Chairperson, Judicial Qualifying Collegium of the Republic of Marii El | Republic of Marii El |
| 28. Iosif Kolesov | Chairperson, Judicial Qualifying Collegium of the Republic of Sakha (Yakutiya) | Republic of Sakha (Yakutiya) |
| 29. Rais Abdullin | Chairperson, Judicial Qualifying Collegium of the Republic of Tatarstan | Republic of Tatarstan |
| 30. Khelig Tulush | Chairperson, Judicial Qualifying Collegium of the Republic of Tyva | Republic of Tyva |
| 31. Alexey Ermolin | Chairperson, Judicial Qualifying Collegium of the Republic of Udmurtiya | Republic of Udmurtiya |
| 32. Tatiana Ivashina | Member, Judicial Qualifying Collegium of the Republic of Khakasia, Judge of Abakansky city court | Abakan, Republic of Khakasia |
| 33. Nikolay Vanyamov | Chairperson, Judicial Qualifying Collegium of the Republic of Chuvashia | Republic of Chuvashia |
| 34. Alexander Shchirenko | Chairperson, Judicial Qualifying Collegium of Altaysky Krai | Altaysky Krai |
| 35. Yuri Sosnin | Chairperson, Judicial Qualifying Collegium of Krasnoyarsky Krai | Krasnoyarsky Krai |
| 36. Igor Popov | Chairperson, Judicial Qualifying Collegium of Primorsky Krai | Primorsky Krai |
| 37. Vitaly Ivanov | Chairperson, Judicial Qualifying Collegium of Khabarovsky Krai | Khabarovsky Krai |
| 38. Sergey Fetisov | Chairperson, Judicial Qualifying Collegium of Amurskaya oblast | Amurskaya oblast |
| 39. Nina Maltseva | Chairperson, Judicial Qualifying Collegium of Vologodskaya oblast | Vologodskaya oblast |
| 40. Galina Elfimova | Chairperson, Judicial Qualifying Collegium of Irkutskaya oblast | Irkutskaya oblast |
| 41. Dmitry Voynitsky | Chairperson, Judicial Qualifying Collegium of Kamchatskaya oblast | Kamchatskaya oblast |
| 42. Sergey Kabankov | Chairperson, Judicial Qualifying Collegium of Kurganskaya oblast | Kurganskaya oblast |
| 43. Sergey Bobylev | Deputy Chairperson, Judicial Qualifying Collegium of Magadanskaya oblast | Magadanskaya oblast |
| 44. Irina Okulova | Chairperson, Judicial Qualifying Collegium of Nizhegorodskaya oblast | Nizhegorodskaya oblast |
| 45. Sergey Starodubov | Chairperson, Judicial Qualifying Collegium of Omskaya oblast | Omskaya oblast |
| 46. Viktor Sivaraksha | Deputy Chair, Judicial Qualifying Collegium of Orenburgskaya oblast | Orenburgskaya oblast |
| 47. Vitaly Fofanov | Chairperson, Judicial Qualifying Collegium of Permskaya oblast | Permskaya oblast |
| 48. Svetlana Shulikina | Deputy Chairperson, Judicial Qualifying Collegium of Samarskaya oblast | Samarskaya oblast |
| 49. Inessa Usoltseva | Chairperson, Judicial Qualifying Collegium of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 50. Georgy Shurygin | Chairperson, Judicial Qualifying Collegium of Sverdlovskaya oblast | Sverdlovskaya oblast |
| 51. Arkady Kin | Chairperson, Judicial Qualifying Collegium of Tomskaya oblast | Tomskaya oblast |
| 52. Tamara Ogryzkova | Chairperson, Judicial Qualifying Collegium of | Tumenskaya oblast |

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| | Tumenskaya oblast | |
| 53. Valery Yamshchikov | Chairperson, Judicial Qualifying Collegium of Ulianovskaya oblast | Ulianovskaya oblast |
| 54. Mikhail Zubolomov | Chairperson, Judicial Qualifying Collegium of Chelyabinskaya oblast | Chelyabinskaya oblast |
| 55. Igor Pospelov | Chairperson, Judicial Qualifying Collegium of Chitinskaya oblast | Chitinskaya oblast |
| 56. Valery Tsygulev | Chairprson, Judicial Qualifying Collegium of the Jewish Autonomous oblast | Evreiskaya oblast |
| 57. Bolot Minzhurov | Chairperson, Judicial Qualifying Collegium of Aginsky-Buriatsky Autonomous Okrug | Aginsky-Buriatsky Autonomous Okrug |
| 58. Vyacheslav Yarkov | Chairperson, Judicial Qualifying Collegium of Komi-Permiatsky Autonomous Okrug | Komi-Permiatsky Autonomous Okrug |
| 59. Oleg Sakovets | Chairperson, Judicial Qualifying Collegium of Koriaksky Autonomous Okrug | Koriaksky Autonomous Okrug |
| 60. Olga Ulanova | Chairperson, Judicial Qualifying Collegium of Taimyrsky (Dolgano-Nenetskiy) Autonomous Okrug | Dolgano-Nenetskiy Autonomous Okrug |
| 61. Tsiren Dondukov | Deputy Chair, Judicial Qualifying Collegium of Ust'-Ordynsky Autonomous Okrug | Ust'-Ordynsky Autonomous Okrug |
| 62. Alexander Kharitonov | Deputy Chair, Judicial Qualifying Collegium of Khanty-Mansiysky Autonomous Okrug | Khanty-Mansiysky Autonomous Okrug |
| 63. Oleg Ivanov | Deputy Chair, Judicial Qualifying Collegium of Chukotsky Autonomous Okrug | Chukotsky Autonomous Okrug |
| 64. Valentina Obernienko | Chair, Judicial Qualifying Collegium of Yamalo-Nenetskiy Autonomous Okrug | Yamalo-Nenetskiy Autonomous Okrug |

ANNEX Q

Workshop on Distance Learning for AOJ branches

| List of Participants. Rostov-on-Don. June 20-22, 2006 | | |
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| Name | Position | Region |
| 1. Irina Lopatina | Dean, Judicial Training Department, Far-Eastern Branch of RAJ | Khabarovsk |
| 2. Sergei Polushkin | IT Expert, Far-Eastern Branch of RAJ | Khabarovsk |
| 3. Vladimir Tsepelev | Lecturer, Western-Siberian Branch of RAJ | Tomsk |
| 4. Dmitriy Kolomeyets | Programmer, Western-Siberian Branch of RAJ | Tomsk |
| 5. Alexei Tepliakov | Lecturer, Distance Education Supervisor, Eastern-Siberian Branch of RAJ | Irkutsk |
| 6. Pavel Berezovski | Technical Expert, Eastern-Siberian Branch of RAJ | Irkutsk |
| 7. Ekaterina Omelchenko | Lecturer, Distance Education Supervisor, Ural Branch of RAJ | Cheliabinsk |
| 8. Ksenia Ezau | E-equipment Service Expert, Technical Expert, Ural Branch of RAJ | Cheliabinsk |
| 9. Sergei Krygin | Professor, Privolzhskiy Branch of RAJ | Nizhniy Novgorod |
| 10. Valeriy Samsonov | Professor, Privolzhskiy Branch of RAJ | Nizhniy Novgorod |
| 11. Alsu Garifullina | Distance Education Supervisor, Kazan' Branch of RAJ | Kazan' |
| 12. Timur Khadiev | Technical Expert, Kazan' Branch of RAJ | Kazan' |
| 13. Leonid Mistrov | Professor, Distance Education Supervisor, | Voronezh |
| 14. Sergei Mnatsakanian | Computer Technologies Expert, Central Branch of RAJ | Voronezh |
| 15. Alexander Kuts | Chief Expert of Judicial Training Department, Distance Education Supervisor, Northern-Caucasian Branch of RAJ | Krasnodar |
| 16. Vladimir Kosenkov | Programmer, Technical Expert, Northern-Caucasian Branch of RAJ | Krasnodar |
| 17. Sergei Boiko | Lecturer, System Administrator, Rostov Branch of RAJ | Rostov-on-Don |
| 18. Vladimir Shcherbakov | Senior Lecturer, Rostov Branch of RAJ | Rostov-on-Don |
| 19. Viktor Bondarev | Deputy Director for Judicial Training, North-Western Branch of RAJ, North-Western Branch of RAJ | Saint-Petersburg |
| 20. Vladimir Peisikov | Pro-rector, RAJ | Moscow |
| 21. Maxim Riabushkin | Computer Technologies Expert. RAJ | Moscow |
| 22. James Buchanan | Senior Education Specialist, FJC, USA | Washington, D.C., USA |
| 23. Joe Markley | Director of Automation, Middle District of North Carolina Bankruptcy Court | USA |
| 24. Melanie Peyser | FJC – United States Supreme Court Fellow | Washington, D.C., USA |
| 25. Tatiana Shalimova | Coordinator/Translator, RAJP | Moscow |
| 26. Natalia Leshchenko | Coordinator/Translator, RAJP | Moscow |
| 27. Roman Rodionov | Deputy Chief of Party, RAJP | Moscow |
| 28. Lev Khaldeyev | Legal Advisor for RAJP, Lecturer at RAJ | Moscow |

ANNEX R

Russian-American RFE Court Conference for Judges of Commercial Courts

List of Participants. Yuzhno-Sakhalinsk, Russia, June 21-23, 2006

| Name | Position | Region |
|----------------------------|--|--------------------------|
| 1. Alexey Shvedov | Judge, Commercial Court of Amurskaya oblast | Amurskaya oblast |
| 2. Vladimir Kitayev | Judge, Commercial Court of Amurskaya oblast | Amurskaya oblast |
| 3. Elena Stepanova | Judge, Commercial Court of Magadanskaya oblast | Magadanskaya oblast |
| 4. Nikolay Serov | Court Chair, Commercial Court of Khabarovski Krai | Khabarovski Krai |
| 5. Naum Adas | Judge, Commercial Court of Khabarovski Krai | Khabarovski Krai |
| 6. Serguei Chumakov | Court Chair, Commercial Court of Primorski Krai | Primorski Krai |
| 7. Natalia Peryazeva | Judge, Commercial Court of Primorski Krai | Primorski Krai |
| 8. Irina Kolesova | Acting Court Chair, Commercial Court of Kamchatskaya oblast | Kamchatskaya oblast |
| 9. Zhanna Strizh | Judge, Commercial Court of Kamchatskaya oblast | Kamchatskaya oblast |
| 10. Ludmila Bartram | Deputy Court Chair, Commercial Court of the Jewish autonomous oblast | Jewish autonomous oblast |
| 11. Tatiana Karpushina | Judge, Federal Commercial Court of the Far Eastern Okrug | Far Eastern Okrug |
| 12. Victor Vereshchak | Court Chair, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 13. Vladimir Nikulin | Administrator, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 14. Vasily Efremenko | Deputy Court Chair, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 15. Kamil Mukhametshin | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 16. Vladimir Dzhavahvili | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 17. Valentina Orifova | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 18. Irina Karpenyuk | Deputy Court Chair, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 19. Svetlana Kim | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 20. Anatoly Telkov | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 21. Ludmila Pokholkova | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 22. Konstantin Nesterovich | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 23. Svetlana Dubina | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 24. Valentina Shevchenko | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 25. Tatiana Pustovalova | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 26. Andrey Pavlenko | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 27. Marina Slepenskova | Judge, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 28. Olga Zhdanova | Judicial Assistant, Commercial Court of | Sakhalinskaya oblast |

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| | Sakhalinskaya oblast | |
| 29. Serguey Kisilev | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 30. Oleg U | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 31. Polina Chaikovskaya | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 32. Natalia Yu | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 33. Victoria Slatova | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 34. Yulia Dremova | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 35. Natalia Kapustina | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 36. Victoria Yanchugova | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 37. Bela Gafiatullina | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 38. Natalia Laiter | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 39. Elena Usoltseva | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 40. Yulia Karaman | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 41. Irina Fedorenko | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 42. Anna Vyazinkina | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 43. Tatiana Rodivilina | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 44. Tatiana Khavislamova | Judicial Assistant, Commercial Court of Sakhalinskaya oblast | Sakhalinskaya oblast |
| 45. Elena Wilson | RAROLC representative | USA |
| 46. Alexander Shibanov | COP, JRP | Moscow |
| 47. Eugenia Terekhova | Translator, RAROLC | Moscow |
| 48. Michael Williamson | Judge, United States Bankruptcy Court | USA |
| 49. Dativ Brewer | Judge, USA | USA |
| 50. Jack Boos | Lawyer, USA | USA |
| 51. Mark Comstock | Lawyer, USA | USA |