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JUDICIAL STRENGTHENING INITIATIVE FOR BULGARIA

FINAL REPORT

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Judicial Strengthening Initiative for Bulgaria
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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

ABA/CEELI	American Bar Association/Central Europe and Eurasian Law Initiative
AIP	Access to Information Programme Foundation
BCNL	Bulgarian Center for Not-for-Profit Law
BJA	Bulgarian Judges Association
BTC	Broadcasting Training Center
CATP	Court Administration Training Program
CIP	Court in Partnership
CJT	Continuing Judge Training
COP	Chief of Party
CPT	Continuing Prosecutor Training
CMS	Electronic Case Management System
DOJ	United States Department of Justice
EU	European Union
EWMI	East-West Management Institute, Inc.
IAJ	International Association of Judges
IDI	Institutional Development Index
IT	Information Technology
JDP	Judicial Development Project
JPI	Judicial Performance Index
JSA	Judicial System Act
JSI	Judicial Strengthening Initiative
MC	Model Court
M&E	Monitoring and Evaluation
MOJ	Ministry of Justice
MP	Member of Parliament
NACC	National Association of Court Clerks
NGO	Non-Governmental Organization
NIJ	National Institute of Justice
PDJS	Program for Development of the Judicial System
PR	Public Relations
PSA	Public Service Announcement
ROL	Rule of Law
SJC	Supreme Judicial Council
UISCC	Unified Information System for Combating Crime
UJB	Union of Judges of Bulgaria
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

INTRODUCTION

The United States Agency for International Development (USAID) awarded a contract to implement the Bulgaria Judicial Strengthening Initiative (JSI) to the East-West Management Institute, Inc. (EWMI) on September 29, 2004. The primary goal of the JSI was to strengthen the rule of law and the judiciary in Bulgaria through the implementation of four cross-cutting components:

- Task One: Improve court administration (including court automation);
- Task Two: Improve capacity of magistrates and court staff;
- Task Three: Draft and implement key laws and regulations to support effective ROL; and
- Task Four: Assist with the establishment of the Fund for Justice.

Task Four, under which EWMI was to explore mechanisms for supporting legacy institutions, was subsequently removed from the contract due to USAID budget constraints. The original contract amount was for $10,975,115, although the amount ultimately obligated, over the course of three years, was $9,754,150. The JSI built on the achievements of the Judicial Development Project (JDP), implemented by EWMI under a Cooperative Agreement with USAID from 1999 to 2004.

As described in detail below, EWMI is pleased to report that it successfully implemented the various tasks and subtasks set forth in the contract, and attained and sometimes exceeded many of the results that were anticipated under the project. The JSI resulted in the strengthening of key institutions and the creation of important USAID legacies that have made important contributions towards for enhancing the rule of law in Bulgaria. Additionally, EWMI and its JSI team believe that the successful implementation of the project contributed in many ways to Bulgaria's successful accession to the European Union (EU) on January 1, 2007. Much remains to be done, however, before it can be said that the Bulgarian legal and judicial system is as effective, independent, and accountable as it should be, and we note below some recommendations for next steps for both the Bulgarian government and other donors, such as the EU, the World Bank, or USAID grant funds which may continue to assist with judicial reform in Bulgaria.

KEY RESULTS

The implementation of Court Improvement Plans at JSI Model Courts resulted in stronger courts in Bulgaria and provides the basis for future reform work.

EWMI's innovative approach to court administration reform was structured around its Court Improvement Plan, a template for reform that it had developed under the JDP and which included 26 standards for improving individual court efficiency and transparency, addressing such matters as case assignment, backlog reduction, and improved external relations. Court Improvement Plans were implemented at 11 additional courts (labeled Model Courts or Courts in Partnership (MC/

CIPs)) under the JSI, all of which exceeded the goals that they had set for themselves under their individualized Court Improvement Plans, leading to reductions in case delays, competitive merit selection hiring for staff, and increased public trust in those courts. Demonstrating the sustainability of this approach, the Bulgarian Supreme Judicial Council (SJC) has adopted the Court Improvement Plan as a means of expanding the reform process, and has designated an additional four courts which will implement their own Court Improvement Plans. EWMI has trained and assisted the SJC in the monitoring and implementation of the Court Improvement Plan, and has also provided the SJC with a template for further reforms through a Second Court Improvement Plan. With EWMI support, the SJC also created a Department of Court Administration, which will be responsible for administering court system reform in Bulgaria and which will be overseeing the use of the Court Improvement Plans at additional courts throughout the country.

EWMI provided courts with over $500,000 of IT equipment and software, facilitating the use of both an electronic Case Management System (CMS) to improve efficiency and the expansion of verbatim court recording to improve transparency and trust.

By the conclusion of the JSI, the electronic CMS, developed under the JDP, was in use in two complete judicial districts in Bulgaria and a total of twenty-two courts. CMS was continually improved, was stable and uniform, included a conviction certificate module, and permitted access by the public to the electronic court files. Verbatim recording is an important USAID legacy reform: it revolutionized courtroom proceedings and was installed in over seventy courtrooms around the country.

EWMI helped transform the National Institute of Justice (NIJ) into one of the leading judicial training centers in Eastern Europe, with large numbers of judges, prosecutors, and staff receiving training on EU law, criminal procedure, and other vital topics.

The NIJ is a dramatically successful USAID legacy organization. After three years of JSI support, it now has strong management and administrative practices, a good budget and political support, strong initial magistrate training programs, growing continuing training for both judges and prosecutors, well-qualified trainers, sound off-site training through the mentor, correspondent, and local training programs, a strong court administration training department, and a good evaluation process. In sheer numbers, the results have been impressive: During the three year life of the JSI, the NIJ delivered 43,562 person days of training to 7,762 training participants, and the overall training accomplishments including JSI supported training amounted to 52,423 person days of training to 12,568 participants.

EWMI administered almost $1.7 million in grants to NGOs working on legal reform in Bulgaria, leading to important accomplishments in public education and access to justice, and improved public support for judicial reform.

In addition to competitive grants, awards were also made to strengthen the nascent National Association of Court Clerks (NACC), the Bulgarian Judges Association (BJA), as well as to the NIJ. Grants resulted in the creation of information centers, the development of informational websites, films and documentaries on legal reform broadcast on Bulgarian television, proposed new legislation,

court watch programs, and mock trials and other interactive events held at community high schools.

The JSI provided advice and guidance on numerous legislative initiatives, including on constitutional amendments, the Judicial Systems Act (JSA), and other laws and regulations relating to judicial performance and court management, resulting in a more independent and transparent judiciary.

JSI interventions in this area helped modify constitutional amendments that would have impeded judicial independence, and contributed to the new JSA that includes provisions for increased access to records of court decisions. A new Civil Procedure Code was enacted with attention to areas that will help reduce case delay, the SJC was newly reformulated, and the legislative process was marked by valuable open input from judicial system leaders.

The public outreach efforts of the JSI resulted in increased public recognition of the accomplishments and the need for judicial reform.

EWMI implemented a successful media plan with resulting good exposure for JSI and USAID activities and increased coverage (both in quantity and quality) of court reform and important judicial system stories. There was a greatly improved process and improved skills, and an improved flow of information from judicial system entities to the media. Public perceptions tested in national polls both improved over time and proved the efficacy of the USAID supported reforms.

NEXT STEPS

The results of the JSI provide a firm foundation for further reform efforts, whether undertaken by the Bulgarian government or in conjunction with other donors. Priority areas include:

- Reevaluating management practices for a new SJC that will for the first time consist of full-time members, assisting establishment and operation of the newly created SJC Inspectorate, assisting with a large scale implementation of the new magistrate evaluation process, and supporting organization and use of the new SJC Department of Court Administration.
- Assisting the SJC and courts with wider implementation of the Court Improvement Plan and with starting implementation of the next level plan for court reform—Court Improvement Plan 2. Efforts should also support expanded application of the weighted caseload model for evaluating court needs.
- Promoting greater connectivity and standardization of court IT systems, support for a wider rollout of verbatim recording systems, and monitoring and assistance for integration of the justice system with Bulgaria's unified crime information system (UISCC).
- Support for the MOJ in drafting and completing changes to the court administration regulations (Regulation 28), for developing refined implementing regulations for the new SJC Inspectorate, for monitoring the implementation of the new Civil Procedure Code to identify needs for further change, and for ensuring the continued involvement of outside stakeholders in the legislative process.

These recommendations, and others, are described in greater detail the full report that follows.

1.0 INTRODUCTION

As required under its contract with the United States Agency for International Development (USAID), the East-West Management Institute, Inc. (EWMI) submits its final report for the Bulgaria Judicial Strengthening Initiative (JSI). The report summarizes the activities and results of the JSI, and outlines potential next steps in the rule of law area for the Bulgarian government, other donors such as the World Bank, and for the US government, to the extent it remains active in legal reform in Bulgaria pending the close-out of all USAID activities scheduled for September 2008.

The JSI initially consisted of four tasks, the implementation of each of which was to contribute to strengthening the rule of law (ROL) in Bulgaria under USAID Strategic Objective (SO) 2.2, Enhanced Rule of Law and Intermediate Result (IR) 2.2.1, Strengthened Judicial System. These Tasks were:

- Task One: Improve court administration (including court automation);
- Task Two: Improve capacity of magistrates and court staff;
- Task Three: Draft and implement key laws and regulations to support effective ROL; and
- Task Four: Assist with the establishment of the Fund for Justice.

Task Four, under which EWMI was to explore how to develop mechanisms for supporting legacy institutions, was subsequently removed from the contract due to budget constraints (Modification No. 2, dated September 7, 2006). The same modification, however, added the training of prosecutors to Task 2. The original contract amount was for $10,975,115, although the amount ultimately obligated was $9,754,150 (Modification No. 3, dated September 19, 2007).

USAID awarded the JSI to EWMI on September 29, 2004 (Contract No. 183-C-00-04-00105-00). EWMI was able to effectuate a rapid start-up because it already had an office in Sofia, which had been established in 1999 to implement the predecessor project of the JSI, the Judicial Development Project (JDP), under a Cooperative Agreement with USAID. The EWMI staff in Bulgaria included Team Leaders for each of the above tasks, under the overall direction of the Chief of Party, Judge Kenneth Stuart. EWMI was assisted by three major subcontractors in the implementation of the JSI. Checchi and Co. Consulting, Inc. (Checchi) provided a long-term advisor to assist with public outreach and education under Task 3; the International Center for Not-for-Profit Law (ICNL) and its local counterpart the Bulgarian Center for Not-for-Profit Law (BCNL) were enlisted to assist with legislative advocacy and drafting (again under Task 3); and IREX and its local partner BTC – Pro Media also assisted on outreach and education matters (Task 3). At the conclusion of the JSI, some of EWMI's key local staff united to continue court reform as a new Bulgarian NGO: the Program for Development of the Judicial System (PDJS). This NGO and its core of visionary and capable Bulgarians represent an important USAID and EWMI legacy.

EWMI is pleased to report that the contract has been successfully implemented and that the very ambitious goals of the project have been met, contributing to Bulgaria's recent accession to the European Union (EU). The most important contributions were the improvement of court

performance through the implementation of court improvement plans under Task One, the maturation of the National Institute for Justice (NIJ) into a fully-fledged judicial training center under Task 2, and the increased public awareness of the need for an independent and accountable judiciary under Task 3. EWMI was able to implement each of the Tasks in a cross-cutting, mutually supporting manner. Close coordination and cooperation with other USAID projects (in particular the Commercial Law Reform Program) and EU initiatives contributed incalculably to our success. The following report, which is organized to track the above tasks and includes each specific sub-task and expected result (contractual references to the subtasks are listed in parentheses following the headings, e.g., (C.2.1.1(a)), summarizes the JSI's important contributions to the establishment of the ROL in Bulgaria. A complete list of key documents developed under the project is included in Appendix A.

2.0 TASK ONE: IMPROVE COURT ADMINISTRATION

2.1 MODEL COURTS AND COURTS IN PARTNERSHIP

This component was designed to build on and expand EWMI's successful approach under the JDP of using Court Improvement Plans as a means of introducing reform to specified Model Courts (MC) and Courts in Partnership (CIP).

Under the JDP, EWMI had determined that court improvement work would be more successful if it was more structured and if each court had substantially similar goals. To accomplish that result, EWMI developed an operational tool, named it a "Court Improvement Plan," and centered all local court reform work around meeting the goals contained within that Plan, which covered such matters as case assignment, backlog reduction, and improved external relations. Improvements were made to the Court Improvement Plan in the first few months of the JSI, and all new CIPs structured their work around the refined Court Improvement Plan.

EWMI also learned that working relations with CIPs were better if there was a more structured presentation of donor expectations. In the 4th quarter of 2005 JSI conducted an orientation program for all CIPs on USAID and JSI expectations for CIPs. That had beneficial impact, so in the first quarter of 2007 EWMI repeated the process and conducted a working meeting with the new SJC CIPs, four JSI Model Courts, and senior administrative staff from the SJC.

EWMI chose a national public competition as the methodology for selecting the new JSI CIPs, recognizing that the successful competitors would be more motivated to accomplish improvements and that the public knowledge of their selection would increase the pressure on them to work for success. All courts in Bulgaria were invited to participate as CIPs. The application process notified the courts that they would need to accomplish the goals set out in the Court Improvement Plan, asked them to specify their reform priorities under that Plan, and offered them a chance to identify reform goals outside of the Court Improvement Plan. This organized their focus around the principles in the Court Improvement Plan and also gave them a degree of self-determination to select additional goals that were extremely important for their own local needs. Approximately 75 court representatives attended the public kickoff for the competition and 49 courts submitted applications to become CIPs. The opportunity for self-selection of some of the Court Improvement Plan standards was an important motivator for individual court work.

Using a national competition to join the CIP program exposed all Bulgarian courts to the ideas of individual court reform, and motivated many to focus on local improvement using the Court Improvement Plan. By preparing the application, even the unsuccessful entrants in the competition had started the process of self-assessment and organized self-improvement. EWMI learned anecdotally throughout the program that many of the unsuccessful applicant courts had, on their own, worked on and implemented some of the Court Improvement Plan goals.

With the addition of new JSI CIPs, the resources available under the JSI budget were insufficient to continue to work with all courts. EWMI also recognized at that time that after nearly five years of program participation, most of the JDP MCs had reached many of their goals and were showing lower levels of enthusiasm for continued efforts for operational changes, but still required attention and support from JSI staff. To meet those budgetary and operational challenges, EWMI gave each of the original MCs the option to continue work with USAID and the JSI, or to graduate from the program. EWMI detailed the ramifications of each option and notified each court about the different levels of continued involvement and support. The methodology was successful: ten of the original eleven courts chose to graduate. This methodology empowered the local counterparts and moved courts out of the program with respect on both sides. The one court that remained in the program was extremely motivated to continue the reform process.

Because the original MCs had earned respect from their colleagues and national prominence because of their work with USAID and EWMI, bestowing upon them the status of a "Model Court" was public recognition of their achievements. JSI also used this methodology with the CIPs by offering each CIP public recognition as a "Model Court" when it achieved a significant level of court reform accomplishments. This public recognition became an important motivator for continuing work. To increase the level of motivation, EWMI honored the first five CIPs that became Model Courts in two separate ceremonies in front of their colleagues at chairpersons meetings. This produced a spirit of competition and peer pressure that was invaluable in the latter stages of JSI work with the courts. The public recognition methodology was then changed and JSI performed a local ceremony for all of the other fifteen courts that achieved MC status. Ceremonies with local media and community officials also became significant motivators for continued work on court reform, and played an important role in improving public confidence in the court. USAID Mission Director Michael Fritz and USAID Democracy and Local Governance Chief Gene Gibson each participated in some of these local ceremonies, and JSI COP Ken Stuart participated in all of them.

2.1.1 Model Courts and Courts in Partnership: Activities

a) Prepare MOUs, with provisions ensuring sustainability and replicability, and conditionalities; organize MOU signing events.

This subtask was accomplished. JSI prepared a draft MOU for USAID to sign with each CIP (the format of which was approved by USAID) with provisions ensuring sustainability and replicability and with appropriate conditionalities. Each MOU required the court to perform the agreed-upon provisions of the Court Improvement Plan. All ten CIPs that started work under the JDP signed MOUs in September or October 2005. (The signing ceremony at the Veliko Turnovo District Court was held on 27 September 2005, and the MOU was signed by USAID Deputy Assistant Administrator Thomas Mefford who was visiting Bulgaria.) USAID entered into MOUs in October 2005 with eleven new CIP courts, which were marked by public signing events organized by the JSI (for a complete lit of courts see map below).

After commencing work on the Court Improvement Plan, some courts wanted to add additional standards for court work. Amended MOUs were signed in February 2006 and January 2007 with these four courts—Smolyan Regional Court, Dobrich District Court, Varna District Court, and Varna Regional Court.

Map 1: Participating Courts

b) Assist MCs/CIPs to prepare and implement local action plans to improve their court administration with a focus on reducing case delay and fostering transparency.

This subtask was accomplished. As mentioned above, each CIP agreed in the MOU to implement the standards of the Court Improvement Plan. Most of the standards contained in the Court Improvement Plan were aimed at improving court administration and operations, and many were aimed at fostering transparency. One of the mandatory standards of the Plan required the court to develop and implement a plan to reduce case delay, with a goal of increasing case dispositions by ten percent a year. All CIPs developed a case delay reduction plan and many achieved the ten percent increase in their disposition rate; some that did not meet the ten percent goal developed the delay reduction plan late in their work with JSI and did not have sufficient time to comparatively measure their results. Standards that fostered transparency included developing a public information center, publicly posting the fees the court could charge, implementing random case assignment, requiring clerks to wear name tags, implementing model hiring practices, making case information more available to the public, meeting periodically with the local bar to jointly find solutions to problems, and developing and implementing a plan to increase public trust and confidence in the court.

c) Develop an operational template so courts can conduct self-evaluations of their operation.

This subtask was accomplished. The Court Improvement Plan specified areas of court operations that addressed judicial management, court administration, training, public access and outreach, and information technology, and included guidelines to meet levels of operational success. By using the Plan as a template and measuring a court's level of compliance with the guidelines in the Plan, a court would be conducting a self-evaluation of key areas of court operation. Standard eleven of the Plan specifically required attention to maximizing efficiency of administrative procedures. In the 3rd quarter of 2006, EWMI used reengineering expert Kate Harrison to conduct a seminar for CIPs on assessing workflow processes and using Court Improvement Plan Standard 11 to assist that process. Courts received a template to assist with identifying duplication of efforts. The final version of the Court Improvement Plan distributed to all courts in September 2007 included good practices from courts that had successfully implemented Plan standards. These good practices provided another measure for a court to self-assess its level of implementing good operational standards.

d) Monitor compliance with MOUs, action plans, and operational templates; indicate a timeline for having these instruments in place for all MCs/CIPs.

This subtask was accomplished. To assist a court in implementing the Court Improvement Plan and to monitor the court's progress with each of the standards in the Plan, EWMI JSI staff traveled to each CIP at least 3 times per year, and the MOU the court signed required written reports to the JSI every quarter. JSI staff followed up with courts about the successes and problems identified in their reports and in the site visits. Every site visit by JSI staff and the review of the follow-up information provided in the quarterly report produced an evaluation of the progress a court was making in implementing the Court Improvement Plan and a score of the court's progress toward complete implementation. The JSI required courts to set timelines for completion of each of the Court Improvement Plan standards, those timelines were included in the MOU, and any plans developed in the process of implementing the Court Improvement Plan (such as the case delay reduction plan, and the public trust and confidence plan referred to above) also contained implementation timelines at JSI insistence.

This repeated monitoring and assistance produced results. At the end of the JSI, 20 of the 22 USAID JSI CIPs had achieved Model Court status, and all eleven of the new CIPs brought in during the JSI were part of that successful group of 20. (The four SJC CIP courts are not included in this statistical summary.) To be recognized as a Model Court, a CIP had to achieve at least a 75% overall performance rate under the Court Improvement Plan and had to achieve a positive score in each of the seven mandatory Court Improvement Plan standards. The last scoring (3rd quarter 2007) of the 22 MC/CIPs showed ten courts implementing the Court Improvement Plan at a rate of 90% or higher, and ten courts between 80 and 88%. The three highest performing courts were Sevlievo Regional Court (at 98%) and Kurdjali and Varna District Courts (both at 96%). Even the two courts that did not achieve Model Court status demonstrated significant court improvement: Kyustendil District Court scored at 73% and Sofia Regional Court-Criminal Division at 65%.

e) Improve court statistics reporting by introducing uniform standards.

This subtask was accomplished. All Bulgarian courts are required to report case statistics to the Minister of Justice. JSI worked with CIPs to improve accuracy of reporting. Uniform standards for

producing statistical reports were introduced in the CMS software, and the 17 courts using the CMS to produce reports in early 2007 were producing more accurate statistical reports in far less time. In the 2d quarter of 2006 the CMS was modified to permit generation of reports on the use of random case assignment. All CIPs reported to JSI their Court Improvement Plan progress and caseload statistics on standard reporting forms.

In early 2005 EWMI convened a working group to study caseload reporting. That group looked at reporting requirements imposed by different entities (such as the MOJ, the SJC, and the National Audit Office), and by the 4th quarter of 2005 the group determined that the statistical reports required by the MOJ were of more value than those by the SJC and that revisions to the MOJ required reports were not necessary.

The group turned its attention to developing a standard weighted caseload model for determining resource needs and basing those needs on court statistics. (The working group included court chairpersons and administrators, SJC representatives, and MOJ statisticians.) The model would determine the number of judges needed by a court to handle the caseload of new filings, and from that number, the number of staff needed could also be objectively calculated. Over the course of more than a year, the group worked through various stages of that weighted caseload development process: determining a work methodology, defining case events and terminology, designing a data collection process and forms, testing that process in sample courts, finalizing the process and distributing forms and collecting data from 160 judges, evaluating that data into caseload formulas, testing the data for needed adjustments, agreeing on recommendations for wider implementation of the model, and writing a final report. In the "Next Steps" section, below, EWMI recommends continued support for work to carry out that recommendation for wider scale implementation.

f) Develop court capacity to formulate a budget, prioritize needs, and control expenditures.

This subtask was accomplished. EWMI brought Kate Harrison, a court reengineering and budgeting expert to Bulgaria. She met with court chairpersons and SJC staff in the 3rd quarter of 2006 and conducted trainings for courts on reengineering and on program based budgeting. The reengineering process required courts to analyze operations and prioritize needs and changes. As a result of the training, two courts (Blagoevgrad and Kurdjali) improved the format of their budget submissions to the SJC and linked budget needs to program activities.

g) Expand the MC/CIP initiative to ensure replicability and sustainability of judicial reform.

This subtask was accomplished and exceeded. As described above, after a national competition, EWMI and USAID selected 11 new CIPs. By the end of the JSI, 20 of those 22 courts had achieved Model Court status. In 2006 EWMI submitted the Court Improvement Plan to the SJC for approval of distribution of the Plan to all of the courts in the country (at that time there were 154 separate courts in Bulgaria). The SJC approved the Plan for distribution and JSI distributed the Plan to all courts.

In the first quarter of 2007 the Court Administration Committee of the SJC approved the selection of four new CIPs to serve as partner courts with the SJC—Lovech District Court, Sandanski Regional Court, Vratsa Regional Court, and Yambol Administrative Court. The Committee agreed to assign two SJC staff attorneys to be trained by JSI and to work directly with the new CIPs. EWMI

then began to implement the Court Improvement Plan with these new CIPs and to train the SJC attorneys at the same time. Those SJC attorneys accompanied JSI staff members on site visits to the courts, and by September 2007 were conducting the site visit meetings and carrying the bulk of the improvement discussions. The SJC recognized the need to support court improvement work as more than a part-time process and in the last quarter of JSI work, the SJC created a new Department of Court Administration to implement the court improvement plan and support national use of the Court Improvement Plan.

In addition to working with CIPs, after JSI had obtained SJC approval of distribution of the Court Improvement Plan, EWMI conducted five regional trainings for other courts on implementation of the Court Improvement Plan. Sixty-seven courts attended these trainings in the last half of 2006.

The Court Improvement Plan was designed and functioned as a first level program for evaluation and court improvement. That Plan was distributed to all courts, and as discussed, many courts were using it. EWMI recognized that there were reasons for a second level or more advanced program for court improvement. Since 20 of the CIPs had significantly implemented the Plan and many of those were still willing to continue the process of court reform, those courts would benefit from a structured guide to assist that ongoing process. In addition, the SJC was undertaking to support court reform for all courts and would benefit from an outline and structure for the next steps in the process. This second level plan would be a vital step in the process of sustainability and continued reforms.

Accordingly, EWMI convened a working group of court chairpersons to draft a second level plan for court improvement, suitable for courts that had implemented much of the existing Court Improvement Plan. That second plan, identified as Court Improvement Plan 2, was finalized in September 2007 and distributed to some of the MCs and submitted to the Court Administration Committee of the SJC for consideration of nationwide distribution during the ongoing process of SJC supported court reform. This second Plan contained standards organized in the same fundamental areas as the first Plan: Judicial Management, Court Administration, Public Access and Outreach, Training, and Information Technology. The individual standards, among others, contain requirements for court strategic planning, delay reduction plans with time standards, alternative dispute resolution, court staff personnel development, appropriate administrative responsibilities for court administrators and other key administrative staff, special attention to the needs of handicapped individuals and children, public information about the process of magistrate discipline, local training plans and coordination with the National Institute of Justice, and planning for future IT needs.

h) Introduce and implement merit selection and promotion processes and procedures for court staff, in particular Court Administrators.

This subtask was accomplished. Under the JDP, EWMI developed a process of objective and merit based hiring known as "Model Hiring" and in the first quarter of 2006 JSI trained all MCs and CIPs on this process. In addition, EWMI coordinated with the British Council to ensure that the court administrator training presented to courts through the British Council project also included Model Hiring. The process focused on job descriptions, standard application forms and processes, formalized interviewing, and reference checking. The original manual developed by EWMI JDP was updated during the JSI to include cross-references to appropriate Bulgarian legislation such

as the Judicial System Act, the Labor Code, and the Anti-Discrimination Act. Standard 8 of the Court Improvement Plan required the court to use the Model Hiring process in hiring staff and to document its use. All CIPs implemented this standard and utilized Model Hiring practices for hiring non-judicial staff and where authorized, a court administrator.

i) Prepare a judicial transparency and accountability plan within the first six months and begin implementation.

This subtask was accomplished. The essence of this plan was the application of the Court Improvement Plan standards and principles and the JSI media plan. Together the courts worked toward increased transparency against the timelines set up by the site visit and reporting process and by the courts' own delay reduction plans and plans to increase public trust and confidence.

2.1.2 Model Courts and Courts in Partnership: Expected Results

a) Specified annual increases in the Mission's Judicial Performance Index (JPI).

These results were attained to the extent to which the Mission implemented the JPI. The Bulgaria USAID Mission implemented the JPI in 2005, showing an increase over previous results. For 2006 and 2007 the Mission chose not to undertake the JPI.

In 2006 EWMI commissioned a national study on the attitudes of the public and of court users toward courts. Conducted by Alpha Research, the nationwide polling was the largest of its kind ever done in Bulgaria. The results showed statistically significant differences in the attitudes of court users and of members of the public toward courts in their community when surveyed in cities where the USAID JSI had been working with courts and in cities where there had not been JSI involvement.

EWMI repeated that study in 2007, and again the results showed the attitudes of court users and the public to be statistically significantly better in cities with JSI assisted courts than in cities where USAID had not been supporting court improvement. See Task 3, subtask 2, below, for more results.

b) An additional 10 courts become MCs/CIPs.

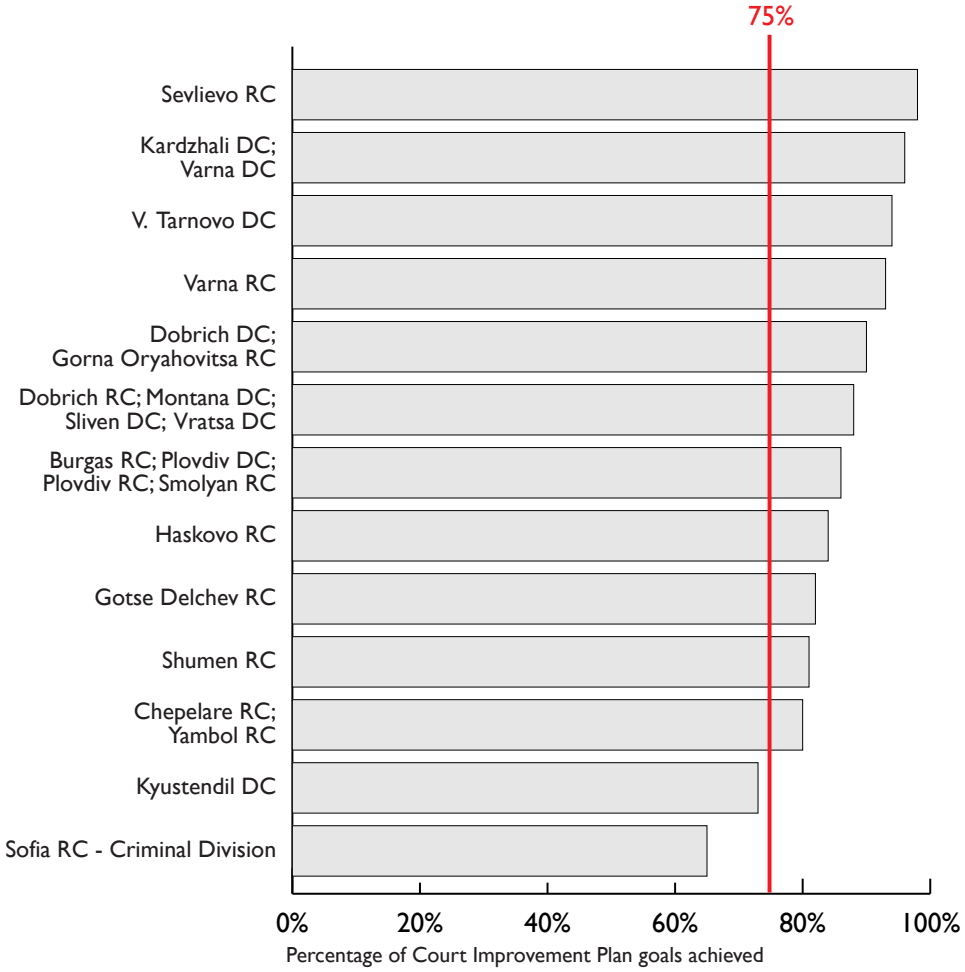
These results were exceeded. As mentioned above, 11 courts became new CIPs during JSI, and all 11 achieved Model Court status. In the last three quarters of JSI, EWMI also worked with 4 additional CIPs that were selected by the SJC.

c) The MCs/CIPs meet the objectives in their action plans, especially regarding the reduction of case delay.

These results were exceeded. The MC/CIP courts produced a score of 104% of the USAID approved Monitoring and Evaluation target by the 2d quarter of 2007. Also as mentioned above, 20 out of the 22 courts EWMI supported with court reform efforts became Model Courts by achieving at least 75% of the Court Improvement Plan goals, with three courts achieving 96% or better.

Performance standards and time requirements were built into both the Court Improvement Plan timelines, and into the event measurement methodology for determining a weighted caseload.

Chart 1: MC/CIP Court Improvement Plan Scores, July 2007



d) Transparency in the MCs/CIPs is increased by publishing court decisions, conducting proceedings and other public business openly, enhancing capacities of press officers, and introducing random case assignment.

These results were attained. Random case assignment was introduced in all CIPs. By the end of JSI, all CIPs were using either the SJC produced random case assignment software program or the CMS case assignment program.

All CIPs designated a person to act as a court spokesperson or press officer. In larger CIPs this was a press attaché person filling a new position authorized by the SJC. In smaller courts, the spokesperson (usually a judge) was specially appointed by the court chairperson and performed media relations duties in addition to regular duties. All CIP court press attachés received two levels of media skills training and all CIP appointed spokespersons received at least level one media skills training.

All CIPs comply with the Bulgarian laws requiring open court proceedings. However, in areas where those laws permit or require closure of the courtroom to the public, judges in CIPs were not consistent—some opting to keep the courtroom open in cases where closure was possible but not absolutely required, and others opting to close the courtroom if there was any reason permitting the closure. Recognizing the need for a standard approach, CIP chairpersons concurred on inclusion of

a standard in Court Improvement Plan 2 that would require both an open court as the norm and a specific written and available policy setting out the circumstances under which a court would be closed.

EWMI placed a substantial emphasis on increasing transparency by making information about court business more open to the public. The principal vehicles for accomplishing this were information centers and public outreach (both through grants and through media). In the Court Improvement Plan, JSI set out guidelines for minimum information center requirements and for enhanced information centers. The nature, size, location, and services offered vary depending on the space and personnel available.

JSI helped courts develop Information Centers through technical assistance, additional signage, direct funding for renovation and construction, and through grant funding. In some courts it is a stand-alone single service area (e.g., Burgas, Plovdiv, Dobrich), and in others it is a designated point within other service areas, such as a registry or intake office (e.g., Blagoevgrad, Gotse Delchev). The first information center was established in the Chepelare Regional Court by a grant issued under the JDP. All other information centers were established or assisted during the JSI. EWMI assisted with the development of 19 Information Centers that serve 26 courts.

The results from these information centers were so favorable that the Supreme Judicial Council accepted the Information Center concept and approved it for all courts. See Grants below, for information about outreach.

In a breakthrough success largely brought about by EWMI efforts to increase public access to court records, the Bulgarian parliament included in the Judicial System Act in August 2007 the

Table 1: Information Centers Assisted by JSI

Method of Assistance	Information Centers
Direct JSI funding for all or part of the information center and Technical Assistance	Blagoevgrad DC; Blagoevgrad RC; Burgas RC; Burgas DC; Burgas AppC. Dobrich DC; Dobrich RC; Gorna Oryahovitsa RC; Gotse Delchev RC; Kardzhali DC; Montana DC; Plovdiv AppC; Plovdiv DC; Plovdiv RC; Smolyan DC; Smolyan RC; Varna RC; Veliko Tarnovo DC; Vratsa RC;
Developed through JSI Grant Funding	Gabrovo DC; Razlog RC; Sevlievo RC; Shumen DC; Sliven DC; Vratsa DC;
Increased information solely through signs provided by JSI	Lovech DC; Shumen RC;

requirement that courts must publish court decisions on a court website. Many CIPs had already been doing that, but with differing degrees of completeness. This statutory requirement is a significant step toward greater transparency, but will require some fine tuning as courts grapple with the requirements to protect personal data and confidential information as they comply with the new requirement to publish decisions.

e) MCs/CIPs have in place adequate financial controls and can account for use of public resources; budget requests are based on court statistics.

These results were attained. Reviews conducted by visiting expert Kate Harrison of court spending controls and financial management practices found them to be adequate and no significant program efforts occurred in this area. As previously mentioned, in the 3rd quarter of 2006 CIPs received training on program based budgeting; that training included information on justifying budget requests with more accurate statistical and operational impact information.

As mentioned above, a JSI working group met over the course of nearly two years to develop a methodology to determine a weighted caseload method of determining judge and staff needs. The final report of this group, presented to the SJC Court Administration Committee, recommended application of the methodology to a wider selection of courts beyond the handful used for the pilot study. Using the calculated case weight and the volume of new filings for a court, the number of judges needed for any court can be objectively calculated. Resource requests can then be linked directly to caseload statistics.

f) Improved human resource management with 85% of court staff hired after 2005 in MCs/CIPs based on a competitive and fair process, and 80% of District Courts have trained Court Administrators in place by 2006.

These results were attained. As mentioned above, all CIPs introduced the Model Hiring process for court staff positions, some of those starting in 2004, and others after their selection as CIPs in late 2005, and all received Model Hiring training in early 2006. All CIPs that had an authorized court administrator position had filled the position by early 2007, and over 80% had completed the hiring by the end of 2006. On information and belief, all District Courts in the country had hired their authorized court administrator by the end of the first quarter of 2007. EWMI had offered training for Court Administrators through the JDP, and continued that process with further training modules delivered by JSI. JSI also worked with the National Institute of Justice (NIJ) to incorporate these Court Administrator Training Program modules into the NIJ training curriculum and all were accepted and integrated into the NIJ curriculum.

2.1.3 Model Courts and Courts in Partnership: Proposed Next Steps

Further specific areas of court reform work for entities such as USAID, the World Bank, the Program for Development of the Judicial System NGO (PDJS), the Supreme Judicial Council, USDOJ, and others include:

1. Work with the new SJC and the staff Department of Court Administration on implementing the Court Improvement Plan in additional courts. The SJC will need to develop an overall strategy for this work and assistance may be needed to generate and refine the strategy. The implementation

strategy will need to address short and long term goals and time frames, acquisition of the needed staff and budget resources, how to utilize the expertise possessed by the USAID MCs and CIPs and the PDJS, the role of the entire Council, methodologies of work with courts, the selection process for new courts, the rollout priorities, process, and timeline, the outreach and media aspects of this work, and the graduation and recognition process.

2. Work with the new Supreme Judicial Council and the staff Department of Court Administration on implementing the new Court Improvement Plan 2. A scoring method will need to be developed, as well as an implementation strategy for the use of Plan 2, similar to the one discussed above. Work on individual standards of Court Improvement Plan 2 can be part of a court's work on the overall Plan 2 or can be separated into more focused projects on individual standards. By working on implementation of the standards in Court Improvement Plan 2, the SJC and courts will be addressing important issues that follow-up on work discussed above. Examples of these issues (and reference to the standard in Plan 2 that focuses on the issue) are:

a. Further work on targeting problems that create case delay (Standard 2);
b. Expansion of the use of alternative dispute resolution (Standard 3);
c. Improved integration of justice system entities (Standards 4 and 5);
d. Development of career development standards for court staff (Standard 6);
e. More definition for the work of court administrators, better delegation of authority, and possible national standards for court administrator work (Standard 7);
f. Attention to justice system problems for the handicapped and children (Standards 8 and 9);
g. Improved access to court records and decisions (Standard 10);
h. Improved citizen knowledge about the magistrate discipline process and subsequently better reporting of violations of law or ethical codes (Standard 11);
i. Coordinating local training with NIJ standards and resources (Standards 14 and 15);
j. Training and qualifications of jurors (Standard 17).

3. Support and assist periodic meetings of all Bulgarian court administrators. Meeting agendas could focus on areas of assigned duties to assist the SJC with standardizing management practices, particular management problems and solutions, issues in implementing new legislation, training needs, career development, best practices, and other topics of common interest.

4. Work with the SJC for implementation of the weighted caseload model. This will require acceptance and approval by the SJC of the process, re-assembly of the working group or creation of a new working group, implementation of the data gathering methodology on a wider scale and across district, administrative, and regional courts, and finally processing the data to produce the weighted caseload levels and apply them to all courts. Once completed for the trial courts, the process should be repeated for appellate courts.

5. Media training. Continue media skills trainings for court chairpersons, spokespersons, prosecutors, and prosecutor office spokespersons.

2.2 INFORMATION TECHNOLOGY

Under the JDP and in partnership with the SJC, EWMI had developed and installed in courts an electronic case management system (CMS). EWMI had also purchased and installed a significant

amount of computer and IT equipment in the MC/CIP courts under the JDP. Under this subtask, the JSI was to expand the use of CMS and purchase additional equipment for the MC/CIP courts. Although our goals were largely achieved, three factors hindered our progress:

First, two other competing case management programs were developed in Bulgaria—one by Siemens under an EU/Phare project. Efforts to coordinate with the EU in this area were largely rebuffed, including efforts by the U.S. Ambassador and by USAID. The lesson learned here is that the recipient country must play a stronger hand in coordinating donor efforts and ensure that IT initiatives are complementary and not competing. No matter how well-intentioned, an outside donor is not in a position to coordinate government policy relating to multiple corporate and vested interests in existing software systems. Competition between a donor-driven project and a large profit-making entity often occurs under different rules and practices for the competing parties.

A second factor was a lack of clarity between the MOJ and the SJC regarding which entity was to be responsible for IT management in the courts. The IT management conflict increased just before the beginning of the JSI when Bulgaria legislatively created the Registry Agency within the MOJ as the entity responsible for IT development and services for judicial bodies. The initial SJC response to that increased control from the executive branch was to assert control over the choice of softwares. The IT Committee of the SJC remained responsible for approving softwares for use within the courts; the anticipated software standards from the MOJ never materialized and compliance with these standards has not been possible. The SJC has been largely passive in managing court software issues. In 2006 the SJC Committee approved continued use of the CMS within the courts and instructed the MOJ to maintain the software, but the JSI never has had a clear partner in the IT area in Bulgaria.

A third impediment was USAID regulations themselves. We believe that the "buy-America" requirement increased the bureaucratic hurdles, decreased competitiveness, and ultimately meant that less IT equipment could be provided to Bulgaria and at a much slower pace than if such regulations were not in place. Delays were caused in having to request (twice) ADS 548 IRM approval, and in seeking source and origin waivers. These delays meant that final documentation of the disposition to the courts did not occur until the final close out period, and afterwards.

As described below, however, the equipment was ultimately purchased and delivered to courts throughout Bulgaria. In order to assist with the procurement, EWMI conducted a competitive bidding process (limited to small and disadvantaged businesses, in order to comply with our small business support plan), and selected the American Manufacturers Export Group, Inc. (AMEG) to act as our procurement agent. AMEG assisted in conducting the bidding for the equipment, again limited to small and disadvantaged businesses, which resulted in the selection of the International Procurement Agency, Inc. (IPA) to procure and deliver the equipment to the courts in Bulgaria. AMEG also supervised the implementation of the subcontract to IPA. Both AMEG and IPA performed to the satisfaction of EWMI.

In the early stages of the JDP, courts and government entities (such as MOJ and SJC) viewed USAID support as a way of acquiring IT hardware. EWMI invested a great deal of effort into changing that perception so that new IT hardware and software was viewed as a component of improving court or justice system operations. Most of that was accomplished through use of the Court Improvement

Plan (discussed above under subtask 1), by imposing conditionalities on the courts, and by expanding the scope of IT efforts.

EWMI tailored IT assistance to meet different justice system needs and overall offered many different kinds of IT assistance: a) case management software (CMS); b) assisting with electronic generation of routine data access tasks, such as conviction certificates, and caseload reports; c) using the case management information to identify areas of case delay (such as individual judges who were slow to complete decisions, or difficulties with issuance or service of summonses) so court management could focus on eliminating those delays; improving public access and transparency through d) websites, e) information centers, and f) electronic access to case information; g) creating verbatim records of court proceedings to enhance accuracy of proceedings, accuracy of decisions, and public confidence in the court process; h) assisting daily operations and transparency through electronic case schedule display boards and public address systems; i) improving local court training capabilities through multi-media projectors or copiers, or scanners; j) creation of electronic forums for exchange of information; k) assisting courtroom efficiency and transparency by equipping four courthouses with mobile carts and equipment that permitted electronic display of evidence presented in the courtroom; and l) assisting with the creation of databases and processing of the data; and m) creating out-of-the-courthouse electronic access to court services (Varna in 2007).

Methodologies to accomplish these goals included 1) working groups of experts (CMS Users Group, and the 2005 CMS Development Committee), 2) direct funding and supervision of software development and modifications (subcontracting with Latona Development Company for CMS, contracting with a web forum developer for the Forum of Administrative Managers), 3) EWMI designing, testing, and rolling out new IT solutions (verbatim recording, evidence carts), 4) EWMI developing a website template and assisting courts with installation and maintenance, 5) using grant funding (for information centers, creating remote access to court services, development of technical specifications for displaying court decisions on websites, and development of public information about court reform), and 6) targeted assistance to meet ad hoc needs (enhancing local training capabilities, purchasing database management software, case schedule display boards or public address systems).

2.2.1 Information Technology: Activities

a) Assist the institutional development and capacity of the SJC IT Department, and possibly assist the MOJ and NIJ.

This subtask was accomplished in part. Prior to the start of JSI, SJC IT professionals had received System Administrator training, Windows training, and Lotus training from the USAID JDP. During JSI those professionals were included in periodic CIP and CMS system administrator meetings. Due to the low level and uncertain future of SJC IT involvement, further capacity building for SJC IT was not warranted. An SJC IT staff member was part of the 2006-2007 JSI working group that developed the information center concept, and will be able to handle requests to the SJC for IT assistance to an information center. JSI kept the SJC IT staff members informed of CMS developments, and also coordinated with the MOJ and NIJ on IT issues. As noted above, the overall institutional capacity of JSI's Bulgarian counterparts limited full achievement of this subtask. JSI's IT experts worked closely with the NIJ to find solutions to IT problems, to assist NIJ IT staff skills, to

help with data processing and record keeping, and to develop and maintain the NIJ website.

b) Provide hardware, software and technology solutions to MCs/CIPs and coordinate delivery with the EU court automation activity.

This subtask was accomplished. IT hardware was installed in MCs and CIPs in Spring 2007, and the CMS is now in use by 22 courts (15 using it for all types of cases), in 7 districts, and with 2 districts where CMS is in all courts. Non-CIP Regional courts in the Blagoevgrad district received hardware, CMS software, and CMS training to make that the second all CMS district. JSI provided verbatim recording equipment and training to 31 courts so that approximately 50% of the courtrooms in each of those courts were equipped with verbatim equipment, and the responses were overwhelmingly positive. (In the closing months of the JDP and the first year of the JSI, EWMI had equipped 6 other courtrooms with verbatim equipment.) The JSI also provided four large courts with evidence carts (Plovdiv, Sofia, Varna, and Veliko Turnovo), equipment that will assist and enhance the public and transparent presentation of evidence by parties.

As noted above, the JSI sought to coordinate with the EU Phare/Siemens project, but with limited success. The Siemens system has been installed in many courts, but has not become operational except in limited usage.

c) Develop a "recipe" for sustaining court automation.

This subtask was accomplished in substantial part. Automation is inherently not sustainable due to the constant need for hardware and software support, upgrades, and licenses and the concomitant budgetary drain. That said, however, EWMI developed transition information for the Bulgarian government to identify ongoing IT needs and how to meet them within the courts using CMS, and that information was provided to the MOJ. EWMI had worked with Latona Development to render the CMS as reliable as possible and it requires only a low level of maintenance. Given the uncertain prospects for a unified approach to IT issues within the Bulgarian government, it is not likely that IT needs will be addressed in a comprehensive manner and sustainability will remain subject to the attention paid to a particular issue.

One automation solution for sustaining court reform progress was the development of the Forum of Administrative Managers. When work began in this workplan area in late 2006, EWMI envisaged this as principally a face-to-face forum through periodic meetings or conferences. After intensive work with court chairpersons (including a June 2007 meeting to which all court chairpersons in Bulgaria were invited), the first goal became an electronic forum. EWMI assisted with development of this forum so that it was available for chairperson communications at the end of JSI.

d) Establish a national IT Help Desk and CMS Users Group.

This subtask was accomplished in part. See 1(a) above for the reasons why a national help desk within a Bulgarian government entity was not created. EWMI met frequently with CMS court system administrators and this CMS Users Group exchanged information and shared solutions. Those system administrators continue to confer as needed, and have offered their informational services to the new CMS courts in 2007. Those same system administrators have made themselves available to other courts to assist with problems and provide IT help, thus providing a national help

network. In 2005 EWMI created an on-line CMS discussion forum that functioned as an informal help desk for identifying bugs and holding discussions about problem solving.

e) Provide assistance for a central conviction registry, verbatim recording of court proceedings, and a virtual private network.

This subtask was accomplished, and in some ways exceeded. JSI's software for electronic conviction certificates was developed and is now operational in regional CMS courts in which it is installed. In late 2005 CMS modifications were completed so that this conviction certificate module was able to communicate data with the most widely used Chakurov conviction certificate system. In 2006, when the Registry Agency developed a national conviction certificate index system, the CMS was further modified to create a functional conviction certificate interface with that national system.

Verbatim recording equipment was tested and upgraded from the original pilot version and was installed and is in use in 31 courts. This has been a highly respected and desired reform, and in many ways is a USAID legacy reform for Bulgaria. The reform improves accuracy, transparency, accountability, behavior, and public confidence.

Those courts using the CMS are functioning with a virtual private network, can exchange electronic files, are linked by a users group, and can provide help desk functions to each other.

f) Enhance computer/software interconnectivity and compatibility so as to comply with national software technical standards.

This subtask was accomplished in part: software interconnectivity was enhanced. National software technical standards were not completed and not available and completion of this subtask was not possible. Via MOJ regulation, the national Registry Agency (which is part of the MOJ) was tasked with developing these standards. The standards were anticipated for late 2006. The standards remained in an "under development" status for the remaining term of the JSI and were never available.

Nonetheless, EWMI went as far as possible to make the CMS compatible with the Uniform Information System for Combating Crime (UISCC) and other case management systems. EWMI commissioned Latona Development to modify the CMS software to make it able to communicate with and as compatible as possible with the UISCC. Although it was difficult to obtain software specifications, software programming modifications were completed in late 2006 up to the point of testing the changes with the actual UISCC software. EWMI and Latona tried repeatedly to get technical specifications from the MOJ that would permit access to the UISCC and testing of the modifications, but the MOJ never released those specifications and the testing did not occur. As mentioned above, the conviction certificate module was enhanced to permit full interconnectivity. EWMI worked with APIS, a popular legal information software, to integrate their research system with CMS so that APIS was an available tool to all CMS courts.

g) Provide training and TA to courts for further dissemination of CMS.

This subtask was accomplished. All courts which received CMS equipment were trained on its use, including the most recent three courts in the Blagoevgrad district in May and June 2007. These

training programs are included in the statistics reported on under Task 2. Training of new CMS courts was conducted by system administrators and trainers from existing CMS courts. Capable and willing trainers exist for further dissemination of the CMS if requested by other courts.

h) Prepare a memorandum examining the feasibility of introducing the UISCC in the RCJI.

This subtask was effectively removed by the contract amendment that eliminated JSI work with the Regional Criminal Justice Initiative. Accomplishing the subtask was also not possible since the UISCC was not completed for use in courts and all entities of the justice system. Initial testing of the system occurred with offices in the Investigation Service, but not in courts or prosecutors offices. In 2006 the MOJ had determined that regulations and the JSA did not provide the proper authority for use of UISCC across different agencies. The MOJ also raised the lack of a complete communications infrastructure as a factor in the limited deployment. Under the JDP, EWMI had created prosecutor access to the CMS in the Blagoevgrad courts, so the initial conceptual steps for use of uniform software had occurred. Lack of completion of the UISCC prevented an examination of the software functionalities to determine feasibility.

2.2.2 Information Technology: Expected Results

a) Introduce the CMS in at least six court districts so that cases can be transferred between the courts in the district.

This result was attained. As noted above, the CMS is in seven districts. In two districts, CMS is in all courts (the Smolyan District and the Blagoevgrad District). In the September 2006 amendment to the contract, the number of districts expected was reduced from six to two.

b) Public has computerized access to case information for the MCs/CIPs.

This result was attained via CMS, websites, and information centers. In late 2005 and early 2006 the CMS was modified to permit internet access to case files. Although the public then could access the files, courts wanted further restrictions to prevent access to information deemed "personal data." EWMI had Latona create further optional access blocks, so that the public could have access to case files to the extent the court determined was permissible under law. In late 2005, the website template used by EWMI to create court websites was expanded to include an inquiry module for case information. Many court information centers created under the JSI included a computer terminal for lawyers and members of the public. The level of information available to the public at these information center terminals varied, but all courts provided case schedule information and some provided access to case files and decisions.

c) Electronic conviction certificate registry software is developed, installed, and functioning.

This result was attained. As noted above, JSI's software for electronic conviction certificates was developed and is now operational in all CMS regional courts. A national certificate index was created by the GOB and the CMS functionally interfaces with that national system.

d) Proceedings in the MCs/CIPs are recorded verbatim and transcribed.

This result was attained. After ascertaining the utility of the verbatim equipment that we had deployed on a pilot basis, EWMI installed the system in six courtrooms. The system continued to operate successfully and to generate great demand from other courts. In 2006 EWMI experimented with upgrades and improvements to the system and modified the systems for the hardware and software to be acquired in 2007. EWMI reached agreement with USAID-Bulgaria in Spring 2006 to pursue a goal of equipping 50% of MC/CIP courtrooms with verbatim equipment through the IT procurement, and the September 2006 contract amendment provided for a rollout to approximately 75 courtrooms. Verbatim recording equipment has now been installed, judges and staff have been trained, and verbatim systems are in use in 31 MC/CIP courts and the 75 courtroom target was achieved.

e) Roll out of UISCC in the RCJI, if feasible.

This expected result was effectively removed by the elimination of RCJI work in the September 2006 contract amendment. As mentioned above, the UISCC was not completed for use in courts and could not be rolled out.

f) Prepare a needs assessment and updated court automation plan.

This result was achieved. EWMI consulted with all CIPs about automation needs and planned to meet those to the extent possible with the 2007 equipment purchase. Many of the needs could not be met due to limited funds (such as for multi-media projectors, upgraded telephone systems, higher speed copiers, etc.). The MOJ continued to access EU Phare funds for new hardware for courts, and in late 2006 - 2007 the SJC also accessed funds for court IT hardware. Prior to placing the equipment purchase order, EWMI coordinated with the SJC and the MOJ to avoid duplication of hardware, and planned the new automation systems to complement the acquisitions available from SJC and MOJ. At the end of JSI, a transition plan was provided to the MOJ to identify ongoing automation needs.

2.2.3 Information Technology: Proposed Next Steps

1. The new Minister of Justice, Miglena Tacheva, who took office in 2007 with less than two months remaining in the JSI project, plans to collect information about court IT systems and then to attempt to standardize those systems. That information collection was just starting as of the end of the JSI. National standards will permit either interconnectivity or compatibility or rollout of single systems. Even within the prosecutors offices there have been multiple case management softwares. It will be valuable for Bulgaria for USAID, USDOJ, and the World Bank to continue to monitor and assist this process.

2. The USAID supported CMS system remains the most advanced case management system available within Bulgaria, and courts using that system will continue to need support for software modifications that keep up with changes in procedural laws such as the 2007 amendments to the Civil Procedure Code.

3. The new Administrative Court system plans to rollout a Lotus based case management system that is very similar to and compatible with the CMS. The Administrative Courts need donor support for

Lotus licenses or minor software programming. (Supreme Court Chairperson Penchev had requested such assistance from USAID, but JSI was not able to meet the request due to limited funds.)

4. The newly constituted SJC (selected September 2007) consisting of full-time members will need assistance in finding the most effective way to support court and prosecutor automation. This assistance could effectively come from PDJS, USAID, or the World Bank.

5. IT hardware acquisition has proven to be an easy way for Bulgaria to spend EU funds, but coordination and planning have often been missing. (As examples, in 2005 some courts received from the MOJ servers they did not need; in 2006 some courts received servers but were locked out of using the available systems.) One major area of hardware and software needs that has not been assisted by EU funding has been courtroom verbatim recording equipment. Further rollout of this technological solution will be a significant step toward better system-wide transparency, and donor funds would be welcome in this area. This has been a USAID strong point. The new Civil Procedure Code requires preparation of a verbatim record if the technology is available, so any new systems provided to courts are virtually certain to be used for this purpose.

6. Bulgaria continues to plan for a unified crime data system (known as the UISCC), but development of that system has been plagued by delays, insufficient funding, and cost overruns. It will not be advisable for any US donor to provide funding for this project, but if the MOJ continues to pursue UISCC development it will be appropriate for US supported activities (such as forensic laboratory improvements, police training, and financial information networks) to monitor UISCC development and assist integration of their activities into the UISCC. It will also be helpful to assist integration into UISCC of prison and probation data collection and sharing (projects historically supported by the British Council or British Embassy).

2.3. THE SUPREME JUDICIAL COUNCIL (C.2.1.3)

The Bulgaria Supreme Judicial Council (SJC) is a constitutionally created body charged principally with magistrate governance. Its role as a second level budget spender also gives the Council actual, although not legislative control, over the courts. There are 26 members of the Council: the Minister of Justice is an ex officio member and chairs the Council meetings; the chief justices of the two Supreme Courts (Cassation and Administrative) and the chief prosecutor are members by right; eleven members are chosen from the constituent bodies of judges, prosecutors, and investigators; and eleven members are chosen by parliament. Council members serve a five year term (or mandate), and for all of the JSI, EWMI dealt with Council members who took office in December 2003. These Council members were part-time, and all had other full-time jobs working as judges, prosecutors, investigators, lawyers, or law professors. With changes to the Judicial System Act (JSA) adopted by parliament in August 2007, future Council members will serve their five year terms with membership on the Council as a full-time job, and will return to their previous jobs upon completion of their mandates. Those changes to the JSA ended the terms of the 2003 Council members, and new members of a new Council started work in October 2007.

Until 2003, most Council decisions were made by the entire Council with little background involvement by any of the Council members in the issues being decided. With EWMI assistance and urging, in late 2003 the SJC created more Council committees and mandated that those committees meet weekly. That immediately created more active involvement of Council members in SJC issues

and changed the role of the Council from an initial discussion and decision making role to one of reviewing and acting on committee decisions and reports.

As the JSI was starting, so was an EU Phare project implemented by the Kingdom of Spain for the improvement of SJC capacity. EWMI met repeatedly with the Spanish Phare project personnel to ensure collaborative work and avoid conflicts and duplication. In late 2005, the JSI, Spanish Phare, and SJC European Integration Committee reached an informal agreement for cooperative work to enhance SJC capacity, with specific emphasis on collaboration on efforts to improve magistrate evaluations and to improve the budget process.

2.3.1. The Supreme Judicial Council: Activities

a) Conduct a needs assessment for the SJC to operate as a national court administration office.

This subtask was accomplished. In early 2005 JSI presented the EWMI Institutional Development Index (IDI) to the General Secretary and top SJC administrative staff. The SJC staff then scored the IDI and developed a draft action plan. At a retreat in the 3rd quarter of 2005, SJC staff identified the steps they needed to improve under the IDI and added additional standards to the IDI. As a result of this IDI focus, one of the earliest identified needs for national court administration capacity was expansion of the SJC audit office in order to permit more national standards of financial management. By the 4th quarter of 2005, the SJC had adopted more stringent rules for audits. Another need identified was the financial support to permit hiring court administrators.

In 2006 EWMI with assistance from the USAID Participant Training Program sent a working group of Council members, a Member of Parliament (MP), and a journalist on a study tour to Ireland to look at different aspects of national court administration. Selection of Ireland as the location and approval of various parts of the trip agenda were based on the JSI evaluation of areas of SJC management and operations that needed strengthening or changing in order to enhance national court administration. At the conclusion of the study tour, the working group prepared an action plan to improve the capacity of the SJC to provide national court administration. Central concepts in this plan were to draft and obtain SJC support for JSA changes that would increase the SJC role with court administrators (shifting to the SJC responsibility for coordinating the hiring of court administrators and for implementing methods of court administration management), to improve Human Resource (HR) management of SJC staff to increase their abilities to work as a national office, and to improve audit capacity to meet their more stringent standards and to cover both operational and financial issues.

In the 3rd quarter of 2006 the SJC completed with JSI assistance a training needs assessment to identify the skills needed by staff for better performance of SJC and national administration duties. Results of that needs assessment included the HR management needs also identified by the Ireland study tour group.

b) Clarify SJC board and staff responsibilities and duties.

This subtask was accomplished. In October 2006 senior SJC staff participated in HR training and drafted job position standards to clarify staff duties. Staff responsibilities for attorneys to assist the newly formed Department of Court Administration with implementation of the Court

Improvement Plans were identified by JSI, and JSI drafted position descriptions for proper performance of this court reform role. Clarification within SJC of those attorney duties was underway as JSI closed. During the JSI the SJC expanded its Committee structure, and each committee clarified the role of Council members in dealing with the issues within the purview of that committee. The SJC also revised its internal rules in 2006 to add some functional clarity to performance of duties. As the Council adjusts to having full-time Council members, this process of job clarification and committee work responsibility will need to be repeated and the job descriptions will need to be updated.

c) Enhance SJC capacity for budgetary and impact planning.

This subtask was accomplished. A public budget forum hosted by JSI in November 2005 was the first direct public meeting between members of the SJC and MPs from the Budget and Legal Services Committees. Within a month after that forum, the SJC had approved court administrator positions, and the SJC national court budget received an 18 million leva supplement. In the 3rd quarter of 2006, SJC finance and administrative staff participated in a seminar conducted by EWMI expert Kate Harrison on program budgeting and on formulation of budget requests. The Bulgarian Ministry of Finance has required executive branch agencies to submit program based budgets, and that requirement is intended to spread to judicial branch budgets. JSI coordinated with and participated in presenting at the Spanish Phare budgeting seminar for the SJC in February 2007.

d) Enhance SJC audit capacity.

This subtask was accomplished. As mentioned above, the SJC in late 2005 adopted more stringent audit standards. One of the action plan goals resulting from the SJC Ireland study tour was an expansion of the SJC audit department, and in the 3rd quarter of 2006 the SJC approved addition of six new auditor positions. Hiring of those new auditors began in the 4th quarter of 2006. In January 2007 three auditors received EWMI arranged training on methods of fighting fraud and embezzlement. In July 2007 four auditors completed EWMI arranged training on complying with international audit standards.

e) Introduce and implement merit selection, disciplinary procedures and processes for judges.

This subtask was accomplished. Work for merit selection had two major components: competitions for new positions, and evaluations of performance before promotions. Rules for competitions were drafted based on proposals from the NIJ, and although those rules were initially not always followed, by the time of selecting judges for the new administrative courts in the Fall of 2006, the rules were scrupulously followed and over 200 administrative court judges were chosen through competition.

JSI assisted with assessment of the system for evaluation (or attestation) of judges to ensure that promotions and tenure decisions are based on merit. The Nominations and Evaluation Committee and the Legal Policy Committee of the SJC drafted new rules for attestation of all magistrates. In the first quarter of 2006, EWMI evaluated those proposed rules and offered written comments. Later in the quarter, JSI joined with the Spanish Phare project in speaking at a public forum on the new attestation rules. In general, the rules proposed by the SJC created an improved system for magistrate attestation. Due to the public comments and the alternatives proposed by the Spanish Phare project, the SJC committee took several more months to revise the proposed rules, and then the SJC adopted

these new attestation rules in June 2006. In a strongly supportive move late in the third quarter of 2007, the NIJ adopted new internal rules requiring that all junior magistrates receive a numerical score from their initial training, and that these scores would be sent to the Supreme Judicial Council to be used for future evaluations. Those same new rules included a provision that a magistrate who fails the junior magistrate training final exam two times will be dismissed form the magistrate's position. Both of these new rules enhance the value of NIJ training and support the magistrate evaluation process.

Also in 2006, the SJC adopted new rules for a magistrate discipline process. Although an improvement over the previous system without rules, there were areas where EWMI believed the process could be improved. EWMI completed an analysis of potential improvements to the process and presented this to the SJC Anti-Corruption Commission in the 2d quarter of 2007. The Committee asked for assistance with a standardized complaint form and the JSI provided a draft form to the Committee. Formal approval of that form will have to be accomplished by the new SJC. JSI also provided recommendations for changes to the forms for asset disclosure, and these recommendations are also passed to the new Council.

f) Ensure that the MCs/CIPs share experiences and expertise with the SJC.

This subtask was accomplished. The JSI COP briefed the SJC on several occasions about the CIP program; on two of those occasions Council members viewed a brief film about successful CIPs that had progressed to Model Court status, and heard from the court chairpersons about their work in the CIP program. SJC members at the 2005 Judicial Conference heard about successful management innovations in MC/CIP courts. On one occasion the SJC traveled to a CIP city (Veliko Turnovo), conducted the Council meeting there, heard about the functioning of the CIP program there, and visited the Model Court in that city. On a separate occasion SJC members were invited to attend and participate in a meeting of chairpersons of MCs/CIPs in Dobrich, and on the next day eight Council members attended a public ceremony honoring four courts that were transitioning from CIP to Model Court status. The committee chair and members of the SJC Court Administration Committee were invited frequently to public events involving CIPs and their successes. In early 2007 four chairpersons of USAID JSI supported courts met with members of the SJC Court Administration Committee, and chairpersons and court administrators from the new SJC CIPs to share experiences about working with USAID and the JSI.

g) Assist SJC in furnishing and equipping a new facility.

This subtask was "contemplated" in the September 2006 contract amendment but was not accomplished. A new facility for the SJC had been identified (the building next door to the NIJ) and JSI had preliminary discussions with SJC administration about assistance. From the beginning, it was clear that JSI was not going to assist with building renovations and that the SJC had access to adequate IT hardware resources, so the discussions focused on furnishings or design of particular parts of the building such as a media center. Money that had been identified for the new SJC building was removed from the government budget, so SJC efforts to plan for the new building stopped and JSI efforts to assist also stopped. For that same reason, a MOU with conditionalities between USAID and SJC for this assistance was never completed.

2.3.2 The Supreme Judicial Council: Expected Results

a) The SJC has sufficient administrative and budgeting capacity to operate as a national court administration office.

This result was attained to a significant degree. During the JSI the SJC took many steps that both enhanced its administrative capacity and exercised national administration. Staff capacity was improved in October 2006 through a JSI conducted Human Resources training conference and drafting of SJC staff position standards. In December 2006, SJC senior staff participated in JSI conducted HR management training. SJC attorneys were trained by JSI in implementing the Court Improvement Plan with new courts. Continued training of staff under the training needs assessment and NIJ assumed court administrator training program will continue to improve capacity.

Approval of the Court Improvement Plan for all courts, deciding to carry on the CIP program after closure of the JSI, and creation of the Court Administration unit to carry out this program, were all steps constituting adoption of national standards and application of those standards to courts throughout Bulgaria (including those standards in the Court Improvement Plan specifically relating to court and judicial administration). Similarly, the SJC approved the information center concept which included standardized forms and brochures for use in all courts in Bulgaria. The SJC drafted legislation for the JSA to increase its role with court administrators and management standards, and due to SJC persistence, those draft provisions were included in the final JSA passed in 2007.

JSI also delivered trainings to the Supreme Judicial Council: two programs in late 2006 (Human Resource Management, and Team Building), and two programs in early 2007 (Problem Solving and Decision Making, and Conflict Resolution). In February 2007 EWMI helped the SJC draft a strategic plan that included Council capacity development. With modifications, that plan was finally approved by the Council in July 2007.

b) The SJC has a fully operational audit unit.

This result was substantially attained. As mentioned above, the SJC enacted new audit standards, expanded their audit department by adding six new positions, and increased the qualifications of the auditors during two separate auditor training programs on fraud and embezzlement and on international audit standards. In the last two weeks of the JSI, a JSI event with the Plovdiv District Court had to be cancelled because the court was preparing to undergo a court audit that was to start the same day as the media event.

Legislation in late 2006 forced a restructuring of the department because of changes in audit procedures. JSI assisted with training in the now-required international audit practices, but this late revising of procedures prevented completion of an audit manual.

c) An improved budget submission process is in place.

This result was attained in part. The schedule for budget requests tracks the deadlines for submissions to the Ministry of Finance and the Council of Ministers. The SJC budget showed a significant increase in each year of the JSI. Several JSI CIPs submitted to the SJC budget requests for 2008 in a revised format. JSI was advised by SJC staff that in the budget preparation for 2008, SJC staff were using techniques learned at the budgeting seminar presented by EWMI. That 2008 budget had not

been approved by the end of the JSI, so JSI cannot comment on the efficacy of these techniques. Although the SJC was trained by JSI on program budgeting, the Ministry of Finance had not yet imposed a program budget requirement on the judicial branch and the SJC was not submitting budgets in that format.

Table 2: Overall Judicial Systems Budget

Year	Amount Requested (BGN)	Amount Approved (BGN)	% Approved / Requested	Amount Received (BGN)*	% Received / Requested
2005	328,564,600	230,105,300	70%	248,656,000	76%
2006	471,900,000	273,500,000	58%	299,000,000	63%
2007	359,046,618	313,020,000	87%	N/A	N/A

* The amount received is a year-end total that includes supplemental appropriation during the year. As such, the figure for 2007 are not available.

The SJC received regular increases in the budget appropriations from the government.

Table 3: Government appropriation for the SJC

Year	Budget Amount (BGN)
2005	2,853,800
2006	8,010,000
2007	3,275,000

The figures for 2006 are anomalies based on the shifting responsibilities for capital budgets. In 2005 and 2007, the MOJ had the fiscal responsibility for courthouse maintenance and new construction. In 2006 that responsibility rested in the SJC.

d) The accountability of judges is enhanced through improved appointment and disciplinary functions and processes at the SJC.

This result was attained. As mentioned above, new judges since the 4th quarter of 2006 have all been appointed through competitions. The new disciplinary rules and attestation rules enacted in 2006 expanded the grounds for discipline by including violations of the code of ethics, and compliance with those codes is a factor to be considered in the attestation process. This improves accountability. At the end of JSI, the SJC Anti-Corruption Committee was still considering further JSI suggested improvements to the discipline system.

e) The SJC begins nationwide implementation of best practices developed at the MCs/CIPs.

This result has been attained and exceeded. As previously mentioned, the SJC approved the Court Improvement Plan and its distribution to all courts in Bulgaria. When EWMI conducted regional trainings on implementation of the Court Improvement Plan by courts that were not in the CIP program, the chair of the SJC Court Administration Committee and other staff members participated in training. The last version of the Court Improvement Plan distributed to Bulgarian courts in 2007 included the core standards, revised guidelines for achieving the standards, and the best practices developed by Bulgarian CIPs in working with and implementing the Plan. The SJC authorized two SJC staff attorneys to participate in and to be trained by JSI staff in Court

Improvement Plan implementation and to work with four courts chosen as CIPs by the SJC Court Administration Committee. In July 2007 the SJC authorized creation of a Court Administration Department within the SJC staff for the sole purpose of working with courts to implement the Court Improvement Plan and the best practices developed at the MCs/CIPs. The SJC also approved the information center concept paper along with the standardized forms. All of that material had come from the practices used by the MCs/CIPs at their information centers.

2.3.3 The Supreme Judicial Council: Proposed Next Steps

1. The background information provided at the beginning of this section provides the historical context for further work. The SJC has brand new Council members who, for the first time, are expected to work full-time as Council members. This provides opportunity for USAID and PDJS to brief the new Council about the successful programs implemented and started under the previous Council, to offer support to carry forward the important projects (such as further work with CIPs, implementation of Court Improvement Plan 2, or final and widespread application of the weighted caseload methodology), and to be an ongoing source of partnership for new projects.

2. The tendency of the SJC to spend too much time on administrative matters and not as much on policy was checked somewhat by the creation and use of active committees. However, it is likely that tendency will find new life as Council members seek ways to fill their newly full-time jobs. World Bank or USAID assistance with job position requirements and work flow planning will have value.

3. As mentioned above, in 2006 the SJC created a new system of magistrate evaluation. Although the system is now in place and structured by rules, implementation has lagged because of the amount of work involved with periodic evaluations of over 3,000 magistrates. Outside assistance to help organize and implement the processes and train the people involved will have value for the Council.

4. Amendments to the Constitution passed in 2007 created a new Inspectorate as part of the SJC. The members of the Inspectorate had not been selected by the end of the JSI and the body had not begun to function. The potential for the Inspectorate is vast, but the enabling constitutional provisions leave a lot of room for development and new steps to improve the conduct of magistrates and the judicial system. Outside donor assistance with comparative analyses of the functions of other countries' inspectorate bodies and with public forums and workshops to fashion the most effective role for the new Inspectorate can be of great assistance.

5. In recent years there has been considerable conflict over responsibilities for purchasing and for judicial system property. Confusion over MOJ vs. SJC responsibilities in mid-2007 lead to some entities feeling that purchasing was frozen. Parliament included amendments in the 2007 Judicial System Act, but it will be important to monitor the impact of those amendments on property issues. This area may require continued attention and outside assistance.

6. The SJC occupies its current (and inadequate) office space as a temporary tenant at sufferance. Completion of plans for a new facility is important. Although the bulk of the financing needed for this new building must come from the GOB budget, assistance with design could be helpful, especially to ensure a Council meeting room large enough to permit attendance by visitors and press, and for a facility to provide appropriate media access to and coverage of SJC meetings and events.

7. SJC management and staff welcomed the training they received from JSI and through the Local

Training Program. The SJC staff continues to need further skills improvement. Although JSI attempted to have SJC trainers attend TOT, it did not happen, so the SJC does not have any trained trainers within the staff. Outside assistance to continue efforts to upgrade SJC staff qualifications and to have qualified trainers will be helpful.

8. JSI worked with the SJC in 2006 for publication of a 2005 annual report about judicial system caseloads. The result was a good first step for transparency and national comparability and standards. For a 2006 annual report, JSI worked with the SJC to improve the format to have more value for report readers. Unfortunately, due to higher SJC workload and to internal SJC disagreements about whether the report would be limited to courts or would include all system entities, the SJC was not able to complete all of the data analysis and writing, and the 2006 report was not published. A national annual report from the SJC is a valuable tool to demonstrate workload and enhance accountability. It would be worthwhile for a donor to assist the SJC with this process so that it becomes an institutional priority.

2.4 REGIONAL CRIMINAL JUSTICE INITIATIVE

This subtask was removed from the contract by Modification No. 2, in September 2006. Prior to that amendment, JSI had met with RCJI to discuss cooperation in several future areas, including cooperation to reduce criminal case timelines, especially in the pretrial stage. By the fourth quarter of 2005, RCJI was redirecting its assistance solely to law enforcement activities, and by agreement with USAID-Bulgaria, EWMI stopped work with RCJI as of that time.

3.0 TASK TWO: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF

This is one of the areas of greatest achievement for EWMI and the JSI. When EWMI first came to Bulgaria in 1999, judicial training was largely an ad hoc affair, with most training being provided by NGOs supported by donor funding. USAID and EWMI support in those early days focused on the Magistrates Training Center (MTC), an NGO which was the predecessor to the National Institute of Justice (NIJ). The NIJ was created by statute in 2002 with a mandate to provide both initial and continuing in-service training to all magistrates (judges, prosecutors and investigators) in Bulgaria. The actual establishment in 2003 of the NIJ was a result of several years of arduous work by the EWMI JDP, USAID, and members of the Bulgarian judicial system. By December 2003, the SJC and MOJ had appointed their respective representatives to the NIJ Board, the SJC had approved NIJ Regulations, the MOJ had designated a building for the NIJ in central Sofia, and the Government of Bulgaria had allocated 2004 funds for the NIJ's first operating budget. The progress of NIJ and the pace of EWMI work with the NIJ increased significantly after the hiring of the first director of the NIJ, Dr. Pencho Penev, in November 2004. EWMI, through the JDP and with a small amount of follow-up work by the JSI, managed the renovation of the NIJ building with USAID funding. Under the JSI, EWMI continued to support the NIJ.

As an indication of the value to the NIJ of the American assistance and of the respect NIJ has for the assistance received from USAID, EWMI JDP and JSI, and the US Government, in 2007 the NIJ awarded its "Sign of Honor" medal to US Ambassador John Beyrle, USAID Mission Director Michael Fritz, USAID Democracy and Local Government Chief Gene Gibson, JSI COP Ken Stuart, and JSI Deputy COP Virginia Leavitt.

Methods of EWMI's assistance included:

Close mentoring of senior NIJ staff. EWMI's Training Task Manager, Virginia Leavitt, the deputy Task Manager, Eliana Anguelova, and JSI staff spent substantial time at the NIJ and worked side-by-side with the director, deputy directors, and NIJ personnel in order to build their capacity in all areas of operation: curriculum design, training skills, and management. Throughout the JSI program, greater responsibility was handed off to NIJ staff, while at the same time the NIJ increased the number of programs that it delivered to its target audiences.

Grant funding. Our credibility and ability to advise the NIJ were strengthened by the program requirements, conditionalities, and financial support in the directed grants that we made to the NIJ ($350,000 over the three year course of the project).

Close tracking of progress of the NIJ as an institution. EWMI developed an Institutional Development Index (IDI) specific to the NIJ, which measured issues such as level of government funding, numbers

of training programs developed, and level of management maturity. We reviewed the IDI with NIJ staff as it was developed, leading to its full adoption and use.

Close coordination with other donors, in particular from the EU. During the time of the JSI, the EU also had significant projects in support of the NIJ (implemented by the governments of France and Spain) and in course development (Austria and United Kingdom), and in terms of course substance it was vital that the students of the NIJ learn European Union law. While we focused on many process-related issues, such as curriculum design, teaching methodology, training of trainers, and impact measurement, our European colleagues focused on content and new approaches such as distance learning. It proved to be an excellent approach, and one which our Bulgarian and other European colleagues greatly appreciated.

Program development. EWMI, through the JDP and the JSI, developed and presented many training courses for judges, court administrators, and court staff. Using a consistent and rigorous process of involving NIJ staff and trainers in these courses, EWMI transitioned these courses to the NIJ. After the transition, the NIJ had the curriculum, the teaching materials and trainer guides, and qualified trainers with experience teaching the course. In addition, the JSI consulted with and advised NIJ trainers and staff on the design of new courses and materials. Finally, EWMI hired a curriculum developer and seconded her to work directly with the NIJ on developing new courses, especially for prosecutors.

Our efforts resulted in a government supported and strong training center for Bulgaria that should be regarded as one of USAID's key legacies, and which will continue to strengthen the capacity of Bulgaria's magistrates and staff for many years to come. Although the NIJ was still receiving a small amount of donor funding, by the end of the JSI, the level of government budget support for the institution was high enough (85% GOB funding) that the NIJ was sustainable and capable of delivering its core trainings without any outside funding.

The overall capacity of the NIJ is demonstrated by the following charts, which summarize the training activities of the NIJ, the JSI (with many of these courses transitioned to the NIJ), and both NIJ and JSI combined. These also show the huge scope of USAID and EWMI efforts through the JSI to improve the qualifications of the people working within the justice system in Bulgaria. EWMI has used a measure of "Person days" as a useful statistic to show both the length of a program and the number of participants, e.g., ten people attending a three day program constitute thirty person days of training.

Table 4: NIJ Training Statistics

Year	Number of Courses	Participants			Person Days		
		Magistrates	Clerks & Other	Total Participants	Magistrate Person Days	Clerks & Other	Total Person Days
2005	90	1,958	325	2,283	14,089	756	14,845
2006	133	2,697	605	3,302	16,226	1,552	17,778
2007†	87	1,717	460	2,177	9,717	1,222	10,939
Totals	310	6,372	1,390	7,762	40,032	3,530	43,562

† The figures for 2007 represent only the first nine months of 2007.

Table 5: JSI Training Statistics

Year	Number of Courses	Participants			Person Days		
		Magistrates	Clerks & Other	Total Participants	Magistrate Person Days	Clerks & Other	Total Person Days
2005	66	1,041	851	1,892	1,621	1,542	3,163
2006	110	1,036	1,405	2,441	1,974	2,548	4,522
2007†	23	235	256	491	557	620	1,177
Totals	199	2,312	2,512	4,824	4,152	4,710	8,862

† The figures for 2007 represent only the first nine months of 2007.

Table 6: Summary of all Trainings

Year	Number of Courses	Participants			Person Days		
		Magistrates	Clerks & Other	Total Participants	Magistrate Person Days	Clerks & Other	Total Person Days
2005	156	2,999	1,176	4,175	15,710	2,298	18,008
2006	243	3,733	2,010	5,743	18,199	4,100	22,299
2007†	110	1,934	716	2,650	10,274	1,842	12,116
Totals	509	8,666	3,902	12,568	44,183	8,240	52,423

† The figures for 2007 represent only the first nine months of 2007.

3.1.1 Improve Capacity of Magistrate and Court Staff: Activities

a) Train NIJ Board members in good governance and management practices, strategic planning, and budgeting.

This subtask was accomplished in substantial part. Formal support for the NIJ Board and management work was provided through co-sponsoring (with World Learning) an international consultant to conduct a retreat for the NIJ Board. The consultant facilitated a number of individual interviews with Board members aiming at conducting an internal Board operational assessment, identifying priorities for action, and building further relationships and communication between the Board and the NIJ management team. JSI sent the NIJ Board and high level management the consultant report with recommendations for strengthening the work of the NIJ Board. At the last minute the Board retreat was cancelled because of attendance problems. The Board members reviewed the consultant report and clarified the Board's role as a review body. On the more informal side, the JSI met regularly with the most influential Board members to closely monitor and, if necessary, support the relationships between the members and the NIJ management.

JSI delivered various trainings to the NIJ management and staff, including leadership and management skills, strategic planning, budgeting, project management, instructional design, financial sustainability, and others, and conducted two retreats for NIJ staff (April 2005 and 3rd quarter of 2006). In addition, JSI on-site consultants worked on a daily basis with the management and staff on institution building. NIJ management and staff have been sent to US trainings and been exposed to US and European know-how and best practices. The JSI assisted the Institute in drafting staff development policies and put a special focus on NIJ staff professional development. In January 2007 the NIJ approved a staff development plan. JSI constantly encouraged the training

coordinators to participate more actively in development of training programs rather than only performing logistical and operational tasks.

The JSI required the NIJ to develop and submit to the SJC a three-year strategic plan. In 2006 the NIJ Board approved in concept and principle the NIJ Strategic Plan. In 2007, the NIJ further elaborated the plan and worked on implementation. By the 2nd quarter of 2007 the NIJ reported accomplishment of 60% of the short-term objectives.

b) Organize a MTC/NIJ alumni association.

This subtask was accomplished. Initially conceived as a formal group, after much discussion with the NIJ, progress was achieved for an informal association. In 2006 JSI drafted and implemented a NIJ Alumni Group development plan consisting of media skills training and continuing retreats for NIJ graduates, yearbook, and student directory, and then developed an informal Alumni Group. The media skills training was delivered in May 2007, and the participating alumni were highly enthusiastic about the training. These efforts build a broad base of individuals who advocate and support publicly the NIJ. The support strengthens the standing and positioning of the NIJ both locally and regionally.

c) Develop a mentor/apprenticeship program.

This subtask was accomplished. In an effort to ensure sustainable and thorough initial judge training at NIJ and on-the-job, JSI assisted NIJ in developing a mentor judge program. Early in 2005 JSI developed new guidelines for a mentor judge program, the NIJ established a Mentor Judge Program Committee, and by the 3rd quarter of 2005 JSI had completed a Mentor Judge handbook for the NIJ. In 2006 JSI developed a mentor judge training manual that further served as the basis for the mentor judge program development. The NIJ included the program in the operational rules and appointed and trained (with JSI assistance) judge and prosecutor mentors in all twenty-nine district courts and prosecution offices in Bulgaria. JSI coordinated with the Spanish Phare project on development of the mentor prosecutor program. Mentor prosecutors were trained by the NIJ in December 2006; that program did not have a manual. The magistrate mentors are paid by the NIJ; this encourages active mentoring and assists sustainability of the mentor judge program.

d) Offer on-site training in the courts.

This subtask was accomplished and exceeded. Implementation of the Local Court Training Plans (LCTP) is a significant success story for EWMI and USAID. Initially designed to assist the courts in identifying and delivering relevant training to judges and court staff through the Court Improvement Plan, by mid-2006 there was growing support for the program and acknowledgement that the LCTP provides the courts with a mechanism to meet their individual court training needs and to maximize productivity by holding the training locally. Each court applied for the program, planned the courses, identified the local partners, developed a budget, provided or found the trainer, arranged the schedule and facilities, paid for training materials and participant transportation, delivered the courses, and evaluated the programs. The JSI screened and approved, assisted, partially funded, and monitored the program. JSI funding was generally for facilities, meals, training equipment, and trainer fees. The LCTP program exceeded the expectations of the JSI in the number of programs delivered, the enthusiasm with which it was received, and its importance as a training delivery

mechanism. This regional training program was launched by the JSI in 21 courts in 2005. As a targeted response to the criticisms of the European Commission in the Spring 2006 Monitoring Report (on the progress for EU accession), JSI targeted organized crime topics (such as financial crimes, money laundering, human trafficking) for new LCTP programs and fifteen courts delivered specialized programs in September and October 2006.

The regional trainings under this program complemented the central based training delivered in Sofia and met the specific region training needs that the NIJ was unable to meet with Sofia based programs. In December 2006 The NIJ Board approved transition of the program to the NIJ. JSI conducted an orientation program for the NIJ in January 2007 and the NIJ began operation of the Local Training program. In the first round of NIJ administration of this program, the NIJ approved applications from twenty-two courts, and 68 programs were presented to 1,445 magistrates and court staff. Funding for these trainings was provided by the NIJ, but came from the USAID JSI grant to the NIJ. With the management of the LCTP by the NIJ in 2007 and future years, the institution will have a complete and comprehensive training delivery mechanism: centralized through the NIJ in Sofia and decentralized through the LCTP. Funding of this program through the NIJ budget for 2008 is not secure.

In parallel to this program and with JSI assistance, the NIJ established and implemented a Correspondent Magistrate program. The Correspondent Magistrates serve as regional liaisons between the courts/ prosecution offices in the judicial district and the NIJ. In March 2006 JSI started efforts to have the Correspondent Magistrates also involved with and responsible for planning the Local Training programs, and the Board approved this merger in December 2007. The Correspondent Magistrates receive small remuneration from the NIJ.

In an expansion of the program from court training, JSI also offered local trainings to the Supreme Judicial Council. The SJC management and staff accepted and participated in two programs in late 2006 (Human Resource Management and Team Building), and two programs in early 2007 (Problem Solving and Decision Making, and Conflict Management).

e) Institutionalize TOT and develop a rotational faculty system.

This subtask was accomplished. JSI supported the NIJ to establish a Training of Trainers (TOT) program in which Master Trainers (sitting judges, prosecutors and court staff) train their colleagues in adult learning methodology. EWMI has consistently organized and supported TOT programs, including programs in early 2007 for new trainers on the Civil Procedure Code courses, and in July 2007 for trainers in the Court Administrator Training Programs. In the 2nd quarter of 2005, a JSI expert trained NIJ staff on Instructional Design for a TOT program. In the 4th quarter of 2006, the NIJ adopted JSI suggested policies for professional capacity development of trainers and these regulations evidence the institutionalization of TOT. With JSI support, the NIJ gathered the most active trainers at Trainers Retreats to discuss their professional development (June 2005 and November 2006). JSI had also suggested policies for review and evaluation of trainers, but these policies were not accepted since the NIJ at this time lacks the resources to conduct periodic evaluations of the more than 350 trainers that they use.

A rotational faculty system is in place. Statutes and NIJ regulations create the positions of "Permanent trainers" on the NIJ staff. These trainers focus exclusively on NIJ training for several

years and then return to their original judicial system jobs as judges, prosecutors, investigators, or other capacity. They are then replaced by new permanent trainers.

f) Develop curriculum and training modules.

This subtask was accomplished. JSI assisted NIJ to develop a specific and standardized approach to designing and developing new programs. The system ensures quality programming, consistency of information delivered, and materials that can be used by several trainers. All NIJ Program Coordinators were trained in the methodology and are working directly with experts to develop the content while adhering to the prescribed methodology. The content experts generally become trainers and often develop additional programs using the methodology.

As a result of JSI assistance, the NIJ has the knowledge and skills to design and develop a training needs assessment and to build a curriculum from the assessment. Currently the Initial Magistrates, Continuing Judges, and Court Administration curricula exist and are updated yearly. As noted below, the Prosecutors curriculum has also been developed. The information from the curriculum is factored into planning activities and budgeting. JSI assisted the NIJ in developing curriculum and training modules for various laws (such as the criminal procedure code trainer manual for prosecutors), and curriculum for continuing judge training.

Curriculum development was a constant part of EWMI assistance to the NIJ. In the 2nd quarter of 2005 JSI expert Tom Langhorne presented training to NIJ on Instructional Design. At that same time, JSI developed for the NIJ a training plan template. During the first three quarters of 2006 EWMI helped to design, administer, distribute, and compile results from a needs assessment for continuing judge training. In the 4th quarter of 2006 JSI hired a curriculum developer, Kalina Lazarova, and seconded her to work at and solely for the NIJ. She trained the NIJ program coordinators shortly after she was hired, and then worked principally on curriculum development for prosecutor training. Both JSI and USAID pressed the NIJ director to hire her as a full-time NIJ employee, and in September 2007, that occurred. Her presence will give NIJ expertise for future curriculum work.

JSI also contributed to the curricula by developing courses that are now part of the NIJ curriculum: some were developed by EWMI and later transferred to NIJ, others were developed by EWMI with the NIJ and sometimes other entities (such as the National Association of Court Clerks, the USAID Commercial Law Reform Project, the USAID Financial Sector Integrity Project, or the US Treasury Department) as a development partner. Examples of courses are: courses for clerks (Eight courses, including Customer Service, Criminal Case Intake, Grammar for Court Secretaries, and Summons Process); for court administrators (see below); for judges (Commercial Law, Bankruptcy and Insolvency, Financial Institutions, Criminal Procedure Code (Developed by Austrian Phare project with coordination from JSI), Intellectual Property Rights (IPR), Accountancy for Judges (also called Analyzing Financial Documents), Property Law, and Partition); and courses for prosecutors—some of which also included judge students (Financial Crimes, Cyber Crimes, and IPR).

JSI also assisted NIJ with computer training. JSI offered computer skills trainings and included the NIJ (trainings such as Website Management and Support, and various CMS courses). In the 2nd quarter of 2006 JSI proposed to the NIJ computer skills training for the NIJ, and in the first quarter of 2007 JSI trained NIJ staff on the use of a training template on introducing new computer skills.

g) Assist the NIJ in developing a "Department for Court Administration."

This subtask was accomplished. During the JDP, EWMI developed thorough court administration curricula and developed more than 100 court clerk trainers. In early 2005 the NIJ hired a Court Administration expert to become the head of the Department and then relied on EWMI to make sure she was an expert in Bulgarian court administration issues. JSI set her up in an internship program in the Sofia courts, and had her attend eight court administration training programs that were sponsored by JSI. At the same time, NIJ also created a working group to address the transfer of court clerk training into the NIJ.

At the beginning, NIJ delivered only the existing court clerk programs transferred from the JSI, but later developed new ones, including the 2-week orientation program for newly appointed court clerks, company cases training, and others. JSI designed and delivered trainings for court administrators, chairpersons, and other court management staff, and included the NIJ in the courses: Court Administrator Orientation and Model Hiring (early 2006), Reengineering (July 2006), court Budget and Finance (July 2006), Leadership and Strategic Planning (September 2006), and Human Resource Management and Training (December 2006, presented by EWMI expert Mindy Masias).

In the 1st quarter of 2007, JSI transferred three of the EWMI developed Court Administrator Training Program courses to the Court Administration Training Department. JSI also invited the NIJ to send Court Administration Training program trainers to the TOT program in July 2007. JSI assisted the Court Administration Training Department to draft a strategy that was later included in the NIJ overall strategic plan. In 2007, the NIJ formally recognized the importance of this training (and thereby also the importance of court administrative staff in the judicial system) and promoted the Department of Court Administration to a Directorate equal to the Continuing Magistrates Training and Initial Magistrates Training Directorates.

h) Design and implement a long term impact evaluation system.

This subtask was accomplished. JSI assisted NIJ in designing and implementing a well functioning and on-going Monitoring and Evaluation (M&E) process, able to produce reliable, timely and consistent information for decision-making, budgeting and public awareness purposes. This assistance included: providing training to the NIJ on Monitoring and Evaluation and Impact Evaluation; establishing the M&E team and selecting a coordinator; assisting with developing a M&E plan; determining information needs; purchasing and training NIJ on the SPSS software package that would permit processing of statistical data collected from course evaluations; selecting evaluation designs that would best suit the specifics of the various activities; creating the respective data collection instruments and methods; and in 2007, assisting with an M&E checklist and M&E strategy. In 2006 JSI completed design and testing of a long term impact evaluation process with the NIJ. Implementation of the evaluation system began in the 3rd quarter of 2006, and it was applied to new courses. The evaluation system was presented to all trainers at the November 2006 trainers retreat. It has been applied four to six months after a training course. Results have shown excellent skills retention and the NIJ has mandated the continued use of this evaluation tool.

i) Provide support for National Conferences of Judges.

This subtask was accomplished. Building on the successful results of the 2004 USAID JDP organized

and supported judicial conference, in 2005 and 2006 the JSI organized two national conferences – the first for judges, and the second for all magistrates. 700 judges attended the 2005 conference, and 1,506 magistrates attended the 2006 conference. The conferences had plenary and working sessions focused on pressing topics in the judiciary, and provided a medium for all magistrates to publicly address achievements of the judiciary and outstanding problems that still need to be resolved. In an effort to build sustainability into the conference the JSI worked diligently with the SJC to take a leadership role in the organization and delivery of the 2006 Conference. Funding support for the 2006 Magistrates Conference was also provided by the US DOJ. Also as an aid for sustainability, JSI required each attending judge or magistrate to pay a 30 leva registration fee. In addition, in 2007 JSI staff prepared a manual with detailed information on how to organize a large scale national conference for magistrates in Bulgaria; the manual was sent to all prospective future conference organizers.

j) Prosecutor Training

This subtask was accomplished. This activity was added under Modification No. 2 in September 2006, but EWMI began planning discussions for implementation early in 2006 based on discussions with USAID.

JSI, together with the DOJ, finalized, distributed, and completed a prosecutor needs assessment and later supported the NIJ in drafting a continuing prosecutor curriculum based on the assessment results. The NIJ assisted by processing and tabulating the assessment results. In late 2006, JSI offered repeatedly to the NIJ to hire a prosecutor training coordinator to perform work for the NIJ, but the NIJ refused the offer. Prosecutor training development was also coordinated with the Austrian Phare project and a British Council project.

In early 2007 JSI and the NIJ completed forty-one training modules (a few others were added later) for the Initial Prosecutor Training curriculum. Those modules (and the accompanying manuals) can also be used for individual continuing prosecutor education courses. In addition, the JSI assisted NIJ in developing and piloting 3 new prosecutor training programs in 2007: Financial Crimes, Cyber Crimes, and Intellectual Property Rights. The topics came from the results of the needs assessment and from JSI coordination with other US entities such as DOJ and ABA/CEELI. JSI coordinated developing prosecutor training with USAID, DOJ, NIJ, the Police Academy, and others. The JSI sponsored prosecutor training in adult learning methodology and initial training for mentor prosecutors. JSI assisted US DOJ with planning of a program on European Union Institutions—originally planned for delivery in September 2007 but postponed by DOJ. The constant coordination between the JSI and DOJ ensured the best possible use of donor resources. This training development lead to 410 person days of prosecutor training through the NIJ in the first 6 months of 2007. (Those are continuing education days and are in addition to the 2,645 person days of initial prosecutor training.)

3.1.2 Improve Capacity of Magistrate and Court Staff: Expected Results

a) The NIJ receives adequate budget support.

This result was attained. Currently about 85% of the NIJ budget is allocated by the Bulgarian Government. Donors continue to make up the deficit. All mandatory training programs (Initial

Magistrates) are supported financially by the Government. As more programs are identified as "mandatory," more Government funding will be provided.

By using program evaluations, audit results, and impact analysis the NIJ develops a budget justification that warrants increasing funding by the Government.

The NIJ received regular increases in budget appropriations from the government.

Table 7: Government appropriation for the NIJ

Year	Budget Amount (BGN)
2004	1,169,000
2005	1,298,700
2006†	2,334,000
2007	2,188,000
2008††	2,642,000

† The figure for 2006 is higher than for 2007 due to changes in responsibility for the maintenance of fixed assets (buildings). In 2006 the NIJ had that responsibility and in 2007 it did not.

†† The budget figure for 2008 is not final, but is the figure contained in the draft budget in Parliament as of early November 2007.

b) The NIJ is established and operational with a good board and competent staff.

This result was attained. NIJ management and staff are highly competent and constantly increase their qualifications. NIJ has established good relationships with other similar institutions throughout Europe and the US and regularly exchanges experience on judicial training and obtains information on US and European know-how and best practices. In addition, the NIJ management and staff repeatedly attend trainings and conferences on various judicial training and institution building subjects in Bulgaria and abroad. NIJ training has been sought out by other countries in the region, marking the growing reputation of the NIJ as the preeminent judicial training institution in Eastern Europe. The 2007 additions to the Board of the Chief Prosecutor and Chief Justice of the Supreme Administrative Court will enhance the prestige and clout of the Board. The adoption of NIJ staff development practices will continue to improve the quality of NIJ staff. In the last month of the JSI, NIJ Director Penev was reappointed by the Board to serve a second three-year term. This will be a great boost to the sustainability of the reforms.

c) Based on long term impact evaluation, judges and court staff demonstrate improved performance.

This result was attained. As noted above, the long-term impact evaluations that have been conducted thus far demonstrate a high degree of retention knowledge and skills, averaging at 89.8%. Of those evaluated, 96% said they had applied new information to their current job, and 57% said that the training had resulted in improved services to the public. The long term evaluations were first applied in JSI-sponsored courses within the NIJ, such as Company Cases and Court Secretary Training.

3.1.3 Improve Capacity of Magistrate and Court Staff: Proposed Next Steps

1. The NIJ will soon have two new Board members. The new Minister of Justice attended her first Board meeting in September 2007 and showed that she intends to be more active on the Board than

previous ministers. The second new member will also be the new Board Chairperson, and this person will start in November or December 2007 when the new Cassation Court chairperson is selected. USG liaison with the Board will continue to be important. If the approach of the Board is going to change, there will potentially be value in again organizing a Board retreat.

2. The Mentor Judge program is well-developed and functioning, although attention is still needed to ensure the appropriate level of mentor activity from all mentors. The prosecutor mentor program needs assistance in developing a Mentor Prosecutor Manual, similar to that developed by JSI and used by the Mentor Judge Program.

3. The Local Training Program has been extremely successful. Although it has been taken over by the NIJ, GOB funding at the appropriate level for 2008 is not assured, and donor assistance for that and future years would be valuable. This area of assistance permits a donor to focus training results in areas the donor feels are important.

4. In addition, the NIJ could use assistance in expanding the Local Training Program. In 2007 22 courts participated with NIJ supported trainings. No local prosecutor trainings were funded, and there are 161 other courts in Bulgaria eligible for the program. It will be especially important to expand the program to assist both prosecutors and the new administrative courts.

5. JSI had proposed a program of trainer evaluation for the NIJ but it was not implemented due to limited resources. The NIJ uses over 350 trainers, and evaluations are limited to those conducted at the end of each course, and for some courses by the long-term impact evaluations. Neither of those is sufficient to guarantee the most appropriate trainer retention and development practices by the NIJ. This will be a large scale but relatively focused program and would be well-suited for outside assistance.

4.0 TASK THREE: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE ROL

4.1 THE GRANTS PROGRAM

EWMI administered a significant grants program in support of the JSI goals, distributing almost $1.7 million. These grants were of two types: First, a competitive grants program through which the JSI provided $1,255,263 through 72 grants to 59 NGOs around the country who worked in different areas of court reform: increasing public support for the judiciary, drafting legal reform legislation, establishing public information centers, and working to educate minorities about access to the judicial system, among other activities as set out in detail below. Second, as required under the contract, EWMI made targeted grants for key legal professional associations and other counterpart stakeholder organizations: those grants were to the National Institute of Justice (approximately $350,000, discussed above under Task 2), the Bulgarian Judges Association (approximately $61,000), and the National Association of Court Clerks ($20,000). Both targeted grants are discussed under subtask 1, (B)(1)(c), below.

The contract did not specify subtasks or results for the competitive grant program, but included several process or methodology requirements, and they were all met. Key elements included:

1) Administration of the grants program was guided by a Grants Manual that received USAID approval. The Grants Manual contained all of the procedures for grant solicitation, selection, agreements, administration, monitoring, and reporting.

2) The CTO had input into selection of the topics in each Request for Applications (RFA) and the topics and criteria were approved by the CTO. The CTO participated in the detailed review and selection process for each of the grant cycles. After JSI had communicated and agreed with the potential recipients about budget or activity modifications to the proposals, EWMI submitted a list of recommended grants to USAID and each grant received CTO approval.

3) The grant program was open only to NGOs. The competition was also open to a chitalishta, a form of public NGOs that serve as a community center, library, and cultural center.

4) No grant exceeded $25,000, and no grants were issued to US organizations.

EWMI implemented three cycles of grants, one each in 2005, 2006, and 2007. Three RFAs were drafted and published in print and electronic media. The subject areas for grant proposals included in each RFA were crafted to meet judicial system, JSI, and USAID needs. In order to increase the publicity and to reach out to as many people as possible, following publication of the RFAs JSI organized Media Breakfasts and presentations of the Requests for Application to NGOs and potential grant users. Nearly all grants awarded were successfully implemented (one grantee, the Right to Defense NGO, failed to perform and to date JSI has been unable to recover approximately $1,700 in funds due back to it) and success stories are noted below.

For each grant cycle, the JSI organized a Grants Award Ceremony to award grant certificates and honor the new grantee organizations and to mark the official start of the grant programs. The Grant Award Ceremonies were followed by training programs in project management and financial accountability requirements for new grantees. The Project Management part of the training focused on specific reporting requirements, deadlines depending on project length, and Monitoring and Evaluation Data collection. The Financial Management part of the training emphasized financial reporting requirements, disbursements schedules, and VAT requirements. The final part of the training outlined requirements for print and media products branding.

Also for each grant cycle, the JSI organized Advocacy Training programs. With JSI support, the Bulgarian Center for Not-for-Profit Law (BCNL) organized an Advocacy Training workshop for all grantees. The trainer, Balas Szator, from the Hungarian Foundation for Civil Society Development, is experienced in both teaching advocacy and running advocacy campaigns with his organization. The fact that the trainer came from a post-communist country meant that he knew well the context and development processes of NGOs from a similar perspective. In the training the participants were taught how to run an advocacy campaign and how to use the tools of advocacy to work for the protection of rights of vulnerable groups.

JSI also organized grantee exhibitions as a way of displaying grantee successes, stimulating other grantees, informing the public in both local and national communities about the grant program and its accomplishments, and creating better relationships among people and community entities interested in judicial reform.

Throughout the Competitive Grants Program EWMI prepared and distributed a monthly Calendar of Events of grantees in order to inform JSI staff and partners, USAID, and grantees about the ongoing activities and events in the grant projects.

The discussion below in sections 1-4 focuses on the competitive grants program. Achievements under that program can be summarized under four major grant subject areas:

Improving the functioning of courts

- 7 Information Centers built and functioning
- Court rooms equipped with verbatim recording equipment and audio systems
- Magistrates and other court employees trained in various skills
- Computer programs developed: internet system for court administrative services, remote office for administrative services delivery
- Press attachés introduced in some courts and eventually hired as court employees
- Signage in courthouses improved
- Court websites developed

Assistance with improved legislation

- Professional assistance to the Bulgarian Parliament with the Judicial System Act
- New draft of the Normative Acts Law
- Researched the application of various laws, among which are the Legal Aid Act, the Private Execution Law,
- Court Watch (cases based on the Domestic Violence Act, the Anti-Discrimination Act, the Criminal Procedure Code, the Civil Procedure Code, etc.)

Media projects

- Films produced and broadcast on national or local TV stations
- Educational films developed and offered to different schools to assist their efforts in educating young people about the court
- Radio programs produced and broadcast on national and local radio stations
- Print materials in newspapers across the country

Public Outreach

- High school students' awareness of the court system and functioning raised through interactive trainings and collaborations with judges and court staff.
- Mock trials
- Minority groups trained in legal knowledge and skills

4.1.1 The Grants Program: 2005 Grant Cycle

The 2005 cycle funded the projects of 30 organizations (selected out of 81 applicants) from throughout the country. Among the non-governmental organizations was a chitalishte from a rural area. Grant amounts varied between $7,000 and $25,000. The total amount of money disbursed to the 2005 grantees was $510,040.03. The 2005 Grants Award Ceremony was held on October 19, 2005. Individual project duration varied between four and nine months. In some cases, grantees requested (and received) a no-cost extension of their grant in order to finalize activities. The JSI visited grantees at their locations and had frequent communication with individual grantees to support them in situations where they needed help. Representatives of the JSI, including the COP, participated in grantees' events locally.

The subject areas covered by the grants were:

- Establishing Court Information Centers (in Vratsa DC, Sliven DC, Razlog RC, Zlatograd RC, Shumen DC);
- Training (magistrates and court clerks; journalists; trainers; press attachés; business representatives; students; jurors; court experts; members of minority groups, etc.);
- Training curricula development (i.e., curriculum for teaching legal skills to students; curriculum for a human rights training for magistrates (adopted by the NIJ); curriculum for judicial ethics training for magistrates);
- Organizing mock trials for students;
- Developing systems (i.e., system for on-line ordered administrative court services; system for performance appraisal of court clerks);
- Media: production and broadcast on local and national media of films and radio programs about the judicial system;

Table 8: JSI 2005 grantees

Bulgarian Industrial Chamber, Sofia
Bulgarian Lawyers for Human Rights, Sofia
Center for Economic Development, Sofia
Center for Independent Living, Sofia
Center for Media Development, Sofia
Center for Social Practices, Sofia
Childhood without Tears, Sofia
Cross-border Cooperation and Development Association, Zlatograd
Dike Association, Sofia
Gender Education, Research and Technologies Foundation, Sofia
Institute for Development of the Public Environment, Sofia
Institute for International and Sustainable Development, Smolyan
Inteleco Association, Targovishte
International Initiatives for Cooperation, Razlog
Journalists Against Corruption, Sofia
Know-How for Development Association, Sofia
Legal Interaction Alliance, Sofia
Media with Human Faces, Plovdiv
National Union of In-house Lawyers, Sofia
NGOs Center Razgrad, Youth Forum 2001, Women Support Center –Strajetz
Open Society Club – Gabrovo
Open Society Club – Sliven
Radio New Europe, Sofia
Regional Fund IGA, Pazardjik
Right to Defense Foundation, Sofia
Shumen Commercial and Industrial Chamber
Transparency Without Borders, Sofia
Union of Judges, Sofia
Vassil Levski Chitalishte, Vassil Levski
Vratsa Chamber of Commerce and Industry

- Research and analysis (i.e., of the SJC Anti-Corruption Strategy implementation; of the US and European experience in administration of justice in commercial cases; and of business potential for impact on legislative changes);
- Court Watch, including cases involving disabled people.

A JSI-organized Development Workshop took place on February 13 – 14, 2006, in the town of Pravets, and 17 of the grantee organizations participated. The agenda focused primarily on communication and sharing between participants of goals, activities, accomplishments and challenges in the course of implementation of their projects. Participants also discussed the heritage the projects would leave to the local communities, sustainability of project outcomes, and the lessons learned during the implementation process. Participants' feedback was very positive; some said that this was the first time a grantor organized a similar event for its grantees. The contacts, relationships, and potential partnerships that were established served to strengthen the NGO community.

4.1.2 The Grants Program: 2006 Grant Cycle

The 2006 cycle funded 27 grants—26 NGOs and one chitalishte—selected out of 83 applications. The total amount funded was $497,722.93. The Grants Award Ceremony was held on July 26, 2006. Project lengths varied between four and ten months. Several of the grantees, at the end of their project duration, requested and received no-cost extensions to finalize the unfinished activities. One of the grantees received only half of the initially contracted amount because they finalized their work within half of the budget and did not request the remaining amount.

Projects covered the following areas:

- Monitoring the implementation of laws (including Court Watch)
- Training of magistrates
- Legislative drafting
- Media
- Mock trials.

From June 12-14, 2006, the JSI and BCNL conducted a Fundraising Training for current JSI grantees and the NIJ. Grantees had highlighted the need for such training during the Grantee Development Workshop held in February 2006. The trainer from the Hungarian Foundation for Civil Society Development presented the experience of his country in organizing fundraising campaigns, and gave tips on how to successfully identify funds that NGOs can use for their activities. Fifteen of the current JSI grantees attended the training.

Table 9: JSI 2006 grantees

Alternative 55, Stara Zagora
Animus Association, Sofia
Bulgarian Helsinki Committee, Sofia
Bulgarian Lawyers for Human Rights, Sofia
Center for Economic and Legal Analyses, Sofia
Center for Economic Development, Sofia
Chamber of Commerce and Industry, Stara Zagora
Childhood Without Tears, Sofia
Chitalishte Svetlina, village of Trud
Civil Education and Civil Society, Kostinbrod
European Law Institute, Sofia
European Spaces 21, Russe
Future Association, Sofia
IGA Fund, Pazardjik
Journalists Against Corruption Club, Sofia
Justice Association, Vratsa
Legal Initiative for Training and Development (PIOR), Varna
Legislative Drafting Institute, Sofia
Media With Human Face, Plovdiv
National Debate Association, Plovdiv
NGO Center, Razgrad
NOMOS, Veliko Turnovo
Open Society Club – Sliven
Open Society Club – Smolyan
Open Society Club – Varna
Shumen Chamber of Commerce and Industry
Union of Jurists in Bulgaria, Sofia

4.1.3 The Grants Program: 2007 Grant Cycle

The 2007 cycle funded the activities of 15 organizations (selected out of 85 applications). The total amount of grant funds disbursed was $247,500. (The number and total value of grants were reduced to meet JSI funding reductions.) The Grants Award Ceremony was held on January 19, 2007. Project lengths varied between four and six months. A few of the grantees requested and received no-cost extensions for their projects in order to finalize project activities and reporting. Funding changes occurred due to grantee amendments of project activities or failure to implement all of the activities in the grant agreements: one grantee received only half of the amount initially contracted; two grantees received a 10% cut of their initial budgets; and one grantee received only part of the final installment.

The following areas were covered by the grantees in their projects:

- Legal Reform
- Legislative drafting
- Media
- Training of magistrates
- Court Watch
- Projects for students.

Table 10: JSI 2007 grantees

Bulgarian Institute for Legal Initiatives, Sofia
Citizens for Legal Culture, Sofia
Ecomission 21st Century, Lovech
E-region Varna, Varna
Future for All, Sofia
Governance Monitoring Association, Sofia
Bulgarian IDLO Alumni Association, Sofia
Journalists Against Corruption Club, Sofia
Nadya Center, Sofia
NGO Center in Razgrad
Open Society Club – Gabrovo
Legal Initiative for Training and Development, Varna
Political Science Center, Sofia
ProMedia Foundation, Sofia
Youth Forum, Sofia

The JSI presented a second Development Workshop for 2006 and 2007 grantees on March 22 – 23, 2007 in Plovdiv. Representatives of 24 grantees participated in the event. The purposes of the meeting were to share experiences and lessons learned in implementation of projects

(especially sharing between previous JSI grantees and new grantees), and to provide participants with information on EU structural funds and operational programs, and on available sources of funding for projects. BCNL presented a review of the legislative framework concerning NGOs (which participants said was a very useful tool for their organizations).

On multiple occasions participants shared that USAID JSI as a donor provided a very positive work environment by avoiding endless bureaucracy, disbursing funds on a timely basis, and arranging for frequent communications between JSI staff and grantees. In the first day of the development workshop participants were asked to describe the challenges or problems they faced in their project work, and one group member said, "The truth is that we had no problems at all while working on our project. USAID is a dream donor."

4.1.4 The Grants Program: Highlights and Success Stories

A) Public Exhibitions

First National Courts and Communities Together Public Exhibition
To celebrate the successes and achievements of grants work throughout the prior year, on September 28, 2006 the JSI held a national exhibition at the Sofia Military Club that featured twenty-six organizations and fourteen Model Courts and Courts in Partnership. This first National Exhibition was titled "Courts and Communities Together" to emphasize the linkage between the courts and local communities, and how they serve each other. USAID Mission Director Michael Fritz, and US Embassy DCM Alex Karagiannis opened the event. Among the products displayed were: films on JSI Model Courts accomplishments; films produced by grantees and broadcast on either national or regional media; research studies in many different areas; handbooks for jurors, court experts, teachers and other audiences; demonstrations of CMS and websites of courts; and a forum theater performance by Theater Tsvete that provided different perspectives on justice within the context of a criminal case. A verbatim recording demonstration was included during the theater performance. Guests could take away materials from each stand, and a special brochure describing details about each of the participants was also designed and produced.

Second National Courts and Communities Together Public Exhibition
The Second National Courts and Communities Together Public Exhibition took place on June 21, 2007 in the Mussala Hall of the Hilton Hotel in Sofia. All 59 grantees of the three year JSI Competitive Grants Program and all JSI Model Courts and Courts-in-Partnership were invited to attend and exhibit their products. Forty-two participants (29 NGOs and 13 courts) displayed the products of their project work and briefly described their projects to the audience. Some 200 guests were present at the event, among them media representatives from print and electronic media.

Regional Public Exhibitions
The JSI also organized three regional public exhibitions to highlight and publicize the accomplishments of grantees.

b) Success Stories

Legal Initiative for Training and Development, Varna
The Regional Inspectorate of the Ministry of Education accepted the project team idea to celebrate

Map 2: Community Partners of Judicial Strengthening Initiative - Grants Program 2005-2007

16 April—the Day of the Bulgarian Constitution—in all schools in Varna for conducting open lessons on legal education. For this purpose, the educational film prepared under the project was presented and the students were given lectures by teachers trained during the seminars. At the recommendation of the Regional Inspectorate, representatives of the project partnering organizations and institutions, and of Varna Municipality, and Regional Administration of Varna were invited to the open lesson held at Alexander Pushkin High School of Foreign Languages. In view of the project popularization at a national level, a member of the Parliament from Varna was invited and attended the open day and took an active part in the discussion with the students.

Bulgarian Helsinki Committee

The project researched laws for drug crimes, and published a book, Drugs, Crimes and Penalties. In the course of project implementation, Penal Code amendments were adopted concerning sanctions for drug-related crimes, and possession of small amounts of drug substances is no longer penalized with imprisonment. The project team researched and answered complaints from inmates, relatives of inmates and other individuals with charges against them concerning drug related cases.

Mock Trials
National Debate Association, Plovdiv: Several other grantees organized mock trials for students of one school. This Plovdiv grant organized a Mock Trial City Tournament. The tournament took place 4-5 May 2007 in Vocational School of Transport "Gotse Delchev." The first day had three rounds of competition and produced the semi-finalists. The semi-finals and finals were the next day, and the team of Vocational School of Mechanics was chosen the winner. Now that they have experience, the grantee anticipates the Second Mock Trial City Tournament 2008. The grantee also produced a mock trial manual as a training tool.

The Svetlina Chitalishte, Trud, organized a performance of a mock trial for students in 16 different villages within the Maritsa Municipality. Actors were children from the high-school in Trud village. In Plovdiv, Stara Zagora, Veliko Tarnovo, Shumen and Kostinbrod different organizations implementing projects under the second JSI grant cycle also organized mock trial performances and trainings for teachers on how to organize mock trials for students.

Sharing expertise on public access
Cross-border Cooperation and Development, Zlatograd, had planned to organize training for the judges and staff of the Zlatograd Regional Court on how to improve public access to court. The grantee ultimately used the Gabrovo DC press attaché who shared her and the court's experience and good practices for improved access of the public to the court. The training focused on practical tips for communicating with the media, establishing an Information Center, and building trust in the court.

Pazardjik District Court has a press attaché
The grantee, IGA Fund Pazardjik, worked in partnership with the District Court on the selection procedure of a court press attaché. The person was selected and trained in court procedures and overall functioning, her office in the courthouse was furnished, and she started to function in January 2006. The press attaché released more than 600 press releases and the Chairperson of the Pazardjik District Court recognized her as an important asset to the court. He applied for and received SJC approvals and hired her as a permanent staff member of the court after the grant concluded.

Judges trained in Judicial Ethics
The Center for Social Practices, Sofia, delivered three trainings on judicial ethics to judges from Varna DC, Shumen DC, Veliko Turnovo RC, and Sevlievo RC. The first module was held in January in Sofia and addressed the public behavior and communication of magistrates. The second module, Team Work and Management, was held in Sevlievo in February, and the third module, How to Fight Corruption Practices, was organized in Varna in March. Among the speakers in the last module was Ms. Eleonora Nikolova, MP. All judges participating found the series of trainings on judicial ethics very important for their everyday work and were willing to receive more trainings on the topic.

Jurors have a revised Jurors' Guidebook
The Dike Association, Sofia, worked on the revision of the Jurors Guidebook (originally published under a 2004 JDP grant). The revised edition was printed in mid-March and distribution was made among courts throughout the country. As a result, jurors in several court districts will receive training to improve their knowledge and skills and increase the efficiency of their work.

Broadcast Information for the Public:
Club Journalists against Corruption, Sofia, produced and broadcast three 30-minute documentaries on Bulgarian National Television. The first film was devoted to the work of the Sofia Regional Court, the biggest first instance court in the country. The second documentary reviewed the newly adopted system for private enforcement of judgments in Bulgaria, and the third presented the founding and work of the National Institute of Justice. The estimated audience for each documentary broadcast was about 1,700,000 people.

The Media with Human Face, Plovdiv, produced and broadcast on the Plovdiv Public Television three programs on a legal or judicial issue of interest to the community. Each program started with a mock trial filmed in the courtroom, followed by a discussion in the studio, and a report on the professional responsibilities of the judges, the jurors, and the court clerks. Issues covered included Football Hooliganism and Domestic Violence.

Open Society Club, Smolyan, also produced and broadcast on Smolyan local television four mock trials and live court hearings.

4.2 ADVOCATE FOR LAWS, RULES, AND POLICY REFORMS

Legislative and regulatory initiatives and activities are difficult areas to tackle in any development project. In Bulgaria, there has been no consistent approach or guiding principles in changing existing legislation and often the process has been driven by factors external to the need for such changes, primarily, the drive for EU accession.

The JSI structured its activities around the goal of impacting the passage of laws by focusing public and professional input and providing technical assistance to develop quality legislation. One of the more important and needed areas of work has been to provide the venue and opportunity for the Bulgarian judiciary to actively participate in creating the laws and legislation that affect its work. The JSI promoted such participation through its partner and legacy organizations and through public forums. At the same time, the JSI worked to directly develop and provide expertise in drafting important pieces of legislation affecting JSI work.

ICNL/BCNL, a subcontractor to EWMI on the JSI contract, was a key partner in this subtask.

4.2.1 Advocate for laws, rules, and policy reforms: Activities

a) Identify key stakeholders in all branches of government who can serve as advocates for judicial reform.

This subtask was accomplished. One of the JSI's very first activities was to identify key partners and stakeholders at all levels (government, business, academia, NGOs) with whom the JSI would work to promote judicial reform. The JSI was uniquely positioned because of its predecessor – JDP – to approach and quickly build a core group of organizations and individual key players to advocate for the needs of the Bulgarian judiciary. EWMI delivered the list of identified key stakeholders to USAID on time (within 45 days of contract execution).

b) Provide TA and awards for drafting, advocating and implementing laws, regulations and policies pertaining to judicial reform.

This subtask was accomplished, through the following activities:

Constitutional Amendments Technical Assistance: The Bulgarian Constitution was amended twice during the JSI. The JSI supported efforts to develop actual proposals and texts for the Constitutional amendments. JSI, through BCNL, supported the Legislative Drafting Institute (LDI) in preparing a comparative analysis of all existing drafts for constitutional amendments. The LDI began work in the last quarter of 2005 and continued on a very tight time frame to complete the analysis and the report and to provide it to Parliament early in 2006. Some of the proposed language and texts were incorporated into the final version of the Constitutional amendments, such as in the area relating to MOJ participation in the organization of magistrate qualifications. The work of LDI commissioned by JSI was evaluated as extremely professional and highly appreciated by MPs.

JSI also sponsored two public forums to address the constitutional changes. See subsection (e), below, for more details.

The JSI and many of its stakeholders also expressed reservations that certain amendments would create further problems with respect to the legal framework of the judicial system, in particular granting to the Minister of Justice in the executive branch of government powers that should rest in the judicial branch, such as over judicial education and over case management, and over the requirements for filing reports with parliament. The EU expressed similar reservations towards these amendments (that the amendments could be interpreted as infringing upon the independence of the judiciary). The JSI had expressed and given public airing to exactly that criticism before the amendments were passed. Although certain language was improved (such as removing from the MOJ any authority to control case management and judicial education), a number of amendments rightfully were still viewed as problematic by the EU monitoring experts.

The first amendments (that occurred during JSI) were passed early in 2006. They were publicly criticized by the EC and others for the same problems aired during the public forums. So in September 2006 another round of constitutional amendments were lodged in Parliament. This time Parliament was more open and the ad hoc amendments committee met with and heard the positions of judicial system leaders before passage of the amendments a few months later. These amendments followed the spirit of the criticisms of the first set (as mentioned above) and further modified the MOJ powers. They also created a new SJC Inspectorate body to monitor the judicial system.

JSI also encouraged and supported the work of the Bulgarian Judges Association in organizing a public forum in late 2006 for discussion of the proposed amendments. BJA featured highly ranked magistrates as speakers who publicly identified their concerns about some of the proposals and there were many representatives from EU countries in the audience.

Judicial System Act (JSA) Amendments Technical Assistance: Following the adoption of the Constitutional amendments, Parliament took up amendments to the JSA to ensure compliance with the Constitution. The amendments were prepared and voted in a rush (in March of 2006) following the Constitutional amendments. Shortly after, the Supreme Court of Cassation filed a case with the Constitutional Court seeking the Court's opinion on the anti-constitutionality of some of the JSA amendments.

Also in the second quarter of 2006, the MOJ formed a Working Group and began work on developing a completely new JSA. The working group finished its draft in July 2006 but did not submit it to Parliament. This turned out to be a very long process—the new JSA was finally passed in the Summer of 2007. The JSI established contact with the MOJ and assisted them in drafting the new law. On the request of the MOJ, EWMI collected texts of respective JSA-equivalent laws from other countries.

In addition, the SJC members who participated in the PTP World Learning trip to Ireland on national court administration, and the SJC as a whole focused on JSA changes. As mentioned under Task 1, above, the Ireland PTP group agreed to focus on JSA changes needed for a more national system of court administration. With an additional member from the SJC Legal Policy Committee, that PTP group drafted proposed changes to the JSA which were approved by the SJC as a whole. These proposals constituted a step forward in asserting the need for and establishing a national court administration department. When the draft JSA from the MOJ in the Spring of 2007 did not include these changes, the Council reasserted its support for the proposals, and the Ireland PTP Council members followed up with Parliament. This persistence and public advocacy paid off and the changes toward more centralized control over court management approved by SJC were inserted in the final JSA draft.

Under a subcontract with EWMI, the LDI experts gathered and analyzed the regular and monitoring reports of the European Commission on Bulgaria's progress towards EU accession and the recommendations and the reports of the European Commission for Democracy through Law (the Venice Commission) in light of the pending Constitutional amendments and the draft JSA. LDI prepared an analysis of the constitutional and legal framework of the structure of the judiciary in selected EU member states. LDI also conducted a survey among representatives of the legal community to identify the main problems of the judicial system, the respective causes, and their visions for changes in the draft Judicial System Act.

JSI representatives participated in weekly meetings of Parliament's Legal Affairs Committee as the new JSA was discussed and amended. JSI efforts also brought magistrates to these meetings and assisted at a meeting between members of Parliament and magistrates in Plovdiv.

Civil Procedure Code (CPC) Position/White Paper: The JSI participated in the drafting stages of the new Civil Procedure Code, an initiative led by the Austrian Phare project. This law was also a very long process. JSI staff had met with working groups during 2005, the draft CPC was filed with Parliament in the second quarter of 2006, and it was finally passed in the Summer of 2007. Two drafts were in circulation – a Bulgarian and an Austrian version. The JSI received the two versions and participated in a Conference in the first quarter of 2006 publicly reviewing the drafts providing the drafters with comments and revisions in the sections which concern JSI work. JSI staff members participated in many of the working group meetings on sections of the Code that were of interest to JSI and USAID (such as case delay reduction, and the summons process). JSI also supported the Bulgarian Judges Association in its efforts to train judges in areas of the proposed new code and to obtain comments from judges on the Code. This input was considered in the drafting process since the member of the BJA Board conducting the training sessions was part of the MOJ working group.

Comparative Analysis of EU Court Administration Practices: BCNL, JSI's sub-contractor, developed a comparative analysis of EU court administration practices. The report reviews the experience of

other EU member states and identifies the extent to which the management of court administration is centralized. The report was prepared in light of JSI on-going efforts to create a central management head for court administration. The report was presented to the Secretary General and the Head of the Court Administration Committee of the SJC in an effort to use the report as a lobbying tool in favor of creating stronger powers over the administrations of courts. As mentioned above under Task 1, in July 2007 the SJC established a Department of Court Administration at the SJC.

Of specific relevance to this subtask, numerous grants addressed legislative drafting and monitoring the implementation of laws, including:

Monitoring of Laws

- Justice, Vratsa: Monitoring, analysis and evaluation of criminal, civil and administrative cases involving provision of legal aid services;
- NGO Center, Razgrad: Court watch monitored more than 500 cases in six court districts and created a manual on how to organize and conduct a court watch program;
- Bulgarian Helsinki Committee, Sofia: Monitoring of court cases and proposing draft amendments on laws related to drug usage;
- Open Society Club, Sliven: Court watch;
- Bulgarian Lawyers for Human Rights, Sofia: Execution of judgments.

Legislative Drafting

- Legislative Drafting Institute, Sofia: New JSA (see above);
- Center for Economic and Legal Analyses, Sofia, worked on the preparation of a concept for a new law on normative acts, and on the drafting of a comparative legal analysis of Bulgarian and EU regulations for legislative drafting and practices of legislative impact assessment. The existing law is old and outdated and needs an entirely new shape. The analysis and draft were presented publicly, but Parliament had not taken any action on this by the end of the JSI.
- Center for Economic Development, Sofia finalized a concept paper for introducing arbitrage in administrative justice, based on the administrative legislation in force, and a draft proposal for amendments and supplements to the Administrative Procedure Code.

c) Provide TA and awards to targeted counterpart NGOs to increase their effectiveness.

This subtask was accomplished. As described in the section on grants, above, EWMI implemented an extensive grants program that included training and guidance to NGOs on grant writing, monitoring implementation, and institutional development. Targeted grants to counterpart NGOs were issued to the Bulgarian Judges Association and the National Association of Court Clerks.

Targeted Grant to Bulgarian Judges Association (BJA)

(The literal translation of the Bulgarian name is the "Union of the Judges in Bulgaria." In its registration papers, the Union listed its English name as the Bulgarian Judges Association. EWMI will here refer to the organization as the Bulgarian Judges Association (BJA), and will note that previous JSI reports contained many references to the Union of Judges in Bulgaria (UJB).)

The contractual language for targeted grants provides that such grants are: 1) for key legal professional associations and other counterpart stakeholder organizations; 2) to help the organization

enhance the professionalism and integrity of their members; 3) to help the organization represent the interests of the membership; 4) to help the organization advocate for and serve as advocates for and safeguard judicial reform; 5) to build administrative capacity; and that 6) JSI will need to provide Technical Assistance to the organization for institutional strengthening. The activities listed below were accomplished or assisted by grant funds.

1) Key legal professional association:
This is the professional association for judges in Bulgaria; until late 2006 it was the only professional association for judges. The Association is supported by member dues and by donor funds and USAID has been the predominant donor. The BJA was first supported by USAID grants through the ABA CEELI project in Bulgaria until the last year of the JDP, at which time support transferred to grants through EWMI.

USAID through EWMI supported the BJA with two targeted grants during the three years of the JSI. The contract specified that initial targeted grants should be around $25,000 and could increase up to $50,000 as the capacity of the counterpart NGO increased. The first grant was for $25,000, but the BJA was not able to spend all of that, so the amount disbursed was $22,701.40. The second grant reflected the increase in membership and regional sections and was for $38,070; the BJA spent that amount. Each of those grants was administered through a grant agreement that detailed goals, activities, timeframes, and budgets. The format of the agreement was the same as used for the competitive grants and was taken from the USAID approved Grants Manual. The BJA met most of the project goals. Principal among those goals were increased membership, more member activities, and increased accessibility through its website.

2) Enhance the professionalism and integrity of members:
BJA membership progressively increased during the last 3 years and BJA currently has approximately 800 members. The Association has formed regional sections and those sections have conducted activities (such as mock trials for schools) or trainings for the local members. Growth of the Association has occurred largely through formation of new regional sections. As required by the grant agreement, the BJA Board has met regularly with the regional sections. The BJA was admitted as a member of and became active with the International Association of Judges.

BJA conducts trainings for its membership on a regular basis, usually using prominent judges as trainers. Trainings have been regional and were held on topics such as the Civil Procedure Code, the Administrative Procedure Code, Criminal Procedures, and the European Arrest Warrant.

BJA applied for and received grants from JDP and JSI for mock trials to students across the country as a way of educating students about the judicial system and increasing outreach of judges into the community.

3) Represent the interests of the membership:
The Association has actively defended the membership professional rights and regularly issued statements with opinions on cases of public interest and on legislative amendments. Members of the BJA participated actively in the organization and presentation of the 2005 National Judicial Conference, and distributed a needs assessment to judges to ensure that Conference topics would meet BJA member needs.

BJA reached an agreement with the professional associations of Psychiatrists and Psychologists concerning participation of these professionals in court proceedings. The Association conducted trainings for court experts on criminal law and on psychology. BJA formed a consortium with several regional NGOs to develop social service strategies.

BJA has expanded its international involvement through joint work on an educational project with Croatia, work on a child protection project in Romania, a project with the Netherlands Helsinki Committee, and is planning work with the Union of Judges of Macedonia.

4) Advocate for and serve as advocates for and safeguard judicial reform:
BJA leaders were active in the drafting groups for the new Civil Procedure Code (passed in the Summer of 2007) and the Association has taken a leadership role in offering training on that new Code. The BJA organized and hosted a public forum on constitutional amendments, and then worked with Parliament on these changes. BJA members also participated in the Consultative Council of Parliament on the new Judicial System Act (JSA).

The BJA was active in addressing public opinions in several high profile court cases, most notably in a Varna case involving an international defendant convicted of assault stemming from football hooliganism.

5) Build administrative capacity:
BJA representatives attended trainings targeted at professional organizations. The BJA Board consists of respected judges from all levels of courts. After attending a World Learning/ JSI training on professional organizations institution building, the Board appointed committees to optimize the use of each member. Through the grant funds, BJA supported an adequate staff: executive director, press attaché, technical secretary, and an accountant.

Grant funds supported retreats for the Board members and for the leaders of regional sections. One of these retreats was devoted to strategic planning, and in 2006 the BJA produced a strategic plan to guide its next three years, and later developed a media relations plan.

The Association has adequate bylaws that are regularly updated. Those bylaws were amended in 2006 to expand member involvement and to increase the size of the Board of Directors to seven. The BJA also has used the EWMI Institutional Development Index (IDI) with priorities for work and accomplishments for each year. With the JSI assistance, the BJA revised, supports and regularly updates a website with calendar of events, accomplished activities, legislation related statements, Board decisions, and other relevant information.

BJA is constantly applying for projects before US and EU donors. The Association implemented a couple of short term grants, and is currently working on an EU funded grant of 8,200 € on social integration of minorities and institutionalized children.

Although the BJA achieved a great deal, the departure of the JSI as a funder and adviser creates a precarious future. The BJA has no financial sustainability plan and no sustainable fund resources to continue working at the same pace as with the USAID JSI support. The membership fees are insufficient to keep the current staff and support an office. In late 2006 another judge professional organization was established that could compete for membership with BJA.

6) Technical Assistance to the organization for institutional strengthening:
JSI organized the retreats for BJA, and offered trainings for the BJA Board and key Association staff and regional section leaders. Those trainings included subjects such as strategic planning, institution building, and financial sustainability. JSI attended Board meetings and consulted with the Board in advance of and during these meetings. The JSI COP attended each annual meeting and spoke to the Association members about matters of organizational capacity and direction. JSI staff assisted the website revisions and trained BJA staff on website maintenance and updating.

Targeted Grant to National Association of Court Clerks (NACC)

Tracking the same contractual language for targeted grants cited above, the following activities were accomplished or assisted by grant funds.

1) Key legal professional association:
The National Association of Court Clerks is another strong USAID legacy organization. Prior to USAID support, there was no organization dedicated to improving professionalism of court staff. In 1999 a few court clerks came together to discuss forming a national association, and with the support of the JDP they began the NACC. In 2000 their first request for fellow members was met by the resounding "Yes" of 556 new enrollments. With the continued support of the JSI, NACC active membership has been steady at 2000 court clerks organized under more than 100 regional branches. JSI supported the NACC with two targeted grants that lasted the three years of the JSI. Each grant was for $10,000 and the NACC spent the entire grant. JSI also donated office furniture and equipment to NACC at the conclusion of the project.

2) Enhance the professionalism and integrity of their members:
NACC has the capacity to develop and deliver trainings for court administration and has organized trainings for the membership on a regular basis. Trainings have covered topics such as media skills, the summons process, court secretary skills, customer service, intake for company cases, and the court clerk evaluation process. Many of the EWMI developed trainings for court staff were developed with partners from the NACC, and the NACC became the institution to provide many of those trainings. With the JSI assistance, the NACC built long lasting good working relationships with the NIJ and especially with the Court Administration Training Department. The purpose of this link was to have the NACC assist with development of clerk training, and to expand the delivery of training to ease the demands on the NIJ. NIJ and NACC cooperate on a number of training activities. NACC has exceeded its training delivery goals.

NACC developed the first ever manual for Bulgarian Court Secretaries, and JSI distributed the manual to all courts. It was extremely well received and met a need for Court Secretary professionalism.

NACC conducted a workshop on attestation to assist formulation of the process of proper evaluations of court staff. This lead to developing a course to train clerks in the new processes.

3) Represent the interests of the membership:
The Association created and distributed to members a questionnaire on improving NACC services to members; 500 responses were received and evaluated.

NACC has been active in the design of training programs to be sure that the content of the programs

met court staff needs. Course design has included topics such as conviction certificates, company case intake, and clerk attestation.

4) Advocate for and serve as advocates for and safeguard judicial reform:
The Association has had a strong voice in the content of the professional trainings for court staff (as mentioned above). The Association assisted with organization and presentation of the 2005 Judicial Conference and the 2006 National Magistrates Conference. NACC members have served as trainers for other NGOs.

5) Build administrative capacity:
The NACC is a well established stable institution with adequate bylaws and a set of rules, regulations, and plans including a three-year strategic plan, social policies for the membership, financial sustainability plan, media relationships plan, financial rules, Board working committees rules, and regional branches rules. The internal operating rules were revised in 2005. The Association also developed a NACC Operations Manual containing all Association policies and procedures to guide the Board and to orient new Board members. The NACC Board meets on a regular basis. The NACC developed an IDI and each year updated it with the accomplishments and priorities for the next year. The NACC is stable. The membership fees are adequate to support the NACC office and program coordinator.

6) Technical Assistance to the organization for institutional strengthening:
With the JSI assistance, the NACC created, supports, and regularly updates a website with calendar of events and accomplished activities. JSI staff has assisted with nearly all of the above listed activities—creating and delivering training courses, organization and conduct of retreats, Board meetings and annual meetings, formulating policies, creating strategic and financial plans. NACC members have attended trainings on strategic planning, monitoring and evaluation, and TOT.

d) Organize working groups of stakeholders and legal experts.

This subtask was accomplished through the following activities:

Open Access to Court Records Working Group: JSI, through BCNL, supported the Access to Information Programme Foundation (AIP) in developing draft amendments to relevant legislation for improved access to court records. AIP is a well respected NGO in this area in Bulgaria and has participated in developing all the laws and legislation related to information, personal data and protection of information. The AIP formed a Working Group and started work on the basis of the concept paper developed previously by the JDP and JSI. The different steps of the work included:

- Analysis of the existing legislation and identifying the problem areas;
- Discussion and presentation of the summary of the analysis to judicial reporters and journalists for comment;
- Draft amendments to the Rules of Procedure of Court Administration (also known as Regulation 28);
- Present and organize discussion of the proposed amendments to stakeholders, including judicial reporters, MOJ, SJC, NGOs and others;
- Facilitate the official introduction of draft amendments to the MOJ and SJC.

In addition to JSI's direct involvement, the work in this area was augmented by two JSI competitive grants. With active work by one of the leading judicial reform journalists in Bulgaria, the Youth Forum Association developed a "Law Handbook for Journalists and Citizens: The Three Information Acts and More on the Subject of Access to Information." The Future for All Association, in partnership with the Supreme Administrative Court, trained all Chairpersons of the 28 newly established administrative courts on the subject of "Improved Access to Court Records: Supreme Administrative Court Best Practice Multiplication." These Supreme Administrative Court best practices show what courts can do to improve the access to court records even within the existing legal framework.

This work and the high public profile that JSI pushed for it paid off. The new JSA requires all courts to publish court decisions on the court website.

NIJ JSA technical assistance: The NIJ's Director was charged by the MOJ Working Group with drafting a new JSA Chapter on the NIJ. JSI assistance had started in late 2005 with focused working group meetings with the NIJ to look at specific amendments. The JSI participated in defining the legal framework of the NIJ and outlining the concept and structure of the entire new JSA Chapter, and in including the mentor and correspondent judge concepts. The draft released by the MOJ in late 2006 included these changes, as did the final draft voted in 2007. With this Chapter now in the new JSA, the NIJ has essentially completed the process of establishing its full legal framework and has attained the legal stability that the NIJ has been working towards since its creation.

Analysis and Working Group on Regulation 28: The revised version of the Rules of Procedure of Court Administration (also known as Regulation 28) was adopted in October 2004. The JSI undertook to determine if there is a need for any changes and improvements. The JSI invited the CIPs to share their ideas and opinions on the Regulation. As a second step, the JSI established a working group involving the chairpersons of the biggest CIP courts and their court administrators, which met in May 2007. The main objectives of the group were to develop a concept as to why and which parts of the Regulation should be revised and to formulate the specific texts that would then be proposed to the attention of the MOJ. The working group was focused and completed its work in two meetings and a draft report of changes needed to Regulation 28 was the result. This report was provided to the MOJ and to one of the members of the new SJC. By the end of the JSI no formal action had been taken, although the new Minister of Justice had indicated a willingness to revise Regulation 28.

e) Organize roundtables, conferences and workshops to foster agreement on key issues.

This subtask was accomplished through the following activities, in addition to those described above.

NGO Insiders Forum: In May 2005 the JSI organized an insiders NGOs Forum with speakers from six professional NGOs from different parts of the judicial system: the Union of Jurists in Bulgaria; the Union of Judges in Bulgaria (BJA); the National Association of Bulgarian Prosecutors; the Association of Prosecutors in Bulgaria; the Chamber of Investigators; and the National Association of Court Clerks (NACC).

The process of judicial reform has been the focus of both internal and external discussions and a centerpiece in the pre-accession process. For the first time these professional organizations had the opportunity to present their views and speak of their needs and priorities for judicial reform. The

event allowed these organizations to stress the need for reforms in areas additional to those identified by external parties. In the view expressed by many of the participants, the event was the most substantive forum in discussing judicial reform in Bulgaria. The six organizations presented their views, and then participated with the audience in a discussion.

Legislative Priorities for Judicial Reform, June 2005: A key component in identifying legislative priorities for judicial reform was the view of the political parties and their agendas. The process that started with the May Insiders forum was completed with the political parties forum "Legislative Priorities for Judicial Reform." This event was organized together with ICNL/BCNL and occurred shortly before the national parliamentary elections on June 26.

At the event Mr. Grigorov, the Chairman of the Supreme Court of Cassation, announced to the public for the first time the case initiated by the SCC to the Constitutional Court in Bulgaria with five questions concerning the structure of the judicial system.

Constitutional Forums: EWMI organized a set of Constitutional Forums aimed at opening the floor for a wide debate of the proposed Constitutional amendments. The first forum in January 2006 provided a venue to representatives of all but one of the political parties represented in Parliament to present their views and explain the rationale of their support or refusal to support the proposed amendments. The forum was widely attended by members of the press, high ranking magistrates, NGO partners, and international institutions. A second forum in February 2006 focused on the judicial system response to the proposed amendments. The forum was opened by the Chief Justice of the Supreme Court of Cassation and a representative of the EU Delegation to Bulgaria.

As described above, JSI also encouraged and supported the work of the Bulgarian Judges Association in organizing a public forum in late 2006 for discussion of the next set of proposed amendments.

New JSA: One of the most significant events was the JSA Forum organized together with the LDI in March 2007. The draft JSA was officially announced two days prior to the event, and at the forum Minister of Justice Petkanov presented the draft of the law publicly for the first time, summarizing its strong and weak points. After the official presentations of the Minister, the Supreme Courts, and LDI, representatives of all judicial system professional organizations made statements, and Deputy Ministers of Justice and MPs alike were substantively involved in the discussions.

The two keynotes of the Forum were the opportunity to give the floor to magistrates to voice their opinions, and the opportunity to have a real discussion on the law before it was introduced to Parliament. The event succeeded in gathering at one place the key figures of both the executive and the judiciary, ordinary magistrates, MPs most active in the area of judicial matters, representatives of the EU Delegation, and EU experts in the field of judicial reform. The Forum was widely covered by national and local media. More than 37 radio, print and TV broadcasts were devoted to the topic.

Access to Information: The recommendations for regulatory change to expand public access to court records were presented by JSI and AIP to the media in early January 2007. Two weeks later JSI and AIP hosted a roundtable for judicial system leaders to discuss the recommendations. At the forum, all speakers favored more access; the disagreements were about the best way to accomplish it.

Also in the first quarter of 2007, chairpersons of all of the newly established Administrative Courts were trained by a JSI grantee on the subject of Improved Access to Court Records following the

Supreme Administrative Court practices.

f) Bring stakeholders together for regular meetings.

This subtask was accomplished. As described above, during the life of the project EWMI hosted an array of different events and activities at which stakeholders came together and were able to exchange views and ideas.

g) Assist working groups to prepare briefing, discussion, and position papers.

This subtask was accomplished.

Open Access to Court Records: The JSI working group on Open Access to Information completed the draft of a policy document entitled, Open Public Access to Court Information. The overall theme of the report stressed the need for a more open and accessible court system where information is provided to the public with a balance between wider access to information and the protection of personal information and data.

NIJ Legislative Drafting Working Group: As described above, EWMI provided materials and information and assisted the NIJ working group to revise the legislative framework governing the NIJ and to draft an entire new chapter for the new JSA.

Civil Procedure Code: Under the JDP EWMI had developed a report on reducing case delay in courts. This report was provided to the MOJ and the Austrian Phare project during the JDP, and the report was used by the Austrian project during the working group meetings that occurred during the JSI. Members of JSI staff attended relevant working group meetings to monitor progress and assist the discussions.

JSA: Parliament undertook formulation of the new JSA in stages, holding separate meetings of the Legal Affairs Committee to discuss different sections of the JSA. JSI obtained official permission to participate in these meetings and attended and provided information. Often, JSI and its subcontractor BCNL were the only outside representatives at these working Committee meetings. In the first quarter of 2007 JSI completed an analysis of problematic areas in the JSA draft, and provided that list to the Legal Affairs Committee of Parliament. At Committee meetings, MPs frequently referred to that list and ultimately addressed all of the areas contained in the list.

4.2.2 Advocate for laws, rules, and policy reforms: Expected Results

a) Effective targeted NGOs will provide demand driven services to their members, have a strategy, realistic budget, and administrative structure in place.

This result was attained. As discussed in subtask section 1(c), above, both the BJA and NACC have larger memberships, better administrative structure and organization, more activities for members and strategic plans for the next few years. In addition, the JSI leaves behind a stronger, better informed, and more capable NGO community that will be able to continue to work towards an improved judicial system.

b) Working groups prepare concept papers, studies, and position papers with specific recommendations and proposed legislation.

Through the various activities described above, this result was attained. Achievements of particular note in the areas where concept papers were prepared were:

- Actual language was taken from the LDI report and included in constitutional amendments. In meetings of the ad hoc committee of Parliament, the MOJ frequently praised the report and used it as a reference;
- A new JSA was passed, including all of the desired changes affecting the NIJ, and with changes to all of the problem areas identified by JSI;
- The JSA includes a requirement for open publication of court decisions; and
- A new Civil Procedure Code was passed containing changes in the areas identified by the EWMI JDP report and by JSI staff in working group meetings.

c) The working groups track and advocate for laws, regulations and policy reforms.

Through the various activities described above, this result was attained. In particular, EWMI and its partners tracked and staked out positions relating to the Constitutional amendments, the new JSA, and the changes to Regulation 28, leading to a judicial system framework that rendered the judiciary more independent and effective than before.

d) The SJC effectively represents and advocates for the needs of the judiciary.

This result was attained in significant part. SJC advocacy is visible in the activities described above under Task 1. The SJC has been able to obtain an increased budget; SJC legislative drafting was included in the final version of the JSA; SJC members have been public supporters of the CIPs; the SJC adopted the Court Improvement Plan for all courts in the country, and has created a separate department to meet the needs of courts working on court reform.

During the second round of constitutional amendments, three members of the SJC addressed the ad hoc committee of Parliament about the proposals. Members of the SJC were frequently positioned by the JSI as speakers at public forums on legislative issues. Sometimes these speakers publicly asserted a position on behalf of the SJC members, such as at the roundtable on access to court information. JSI had proposed conducting luncheon meetings of judicial system leaders (called Judicial Reform Club) and those were to feature SJC members among others talking about the needs of the judiciary. Due to further budget cutbacks by USAID, JSI cancelled the proposed Judicial Reform Club meetings.

The JSI worked with SJC staff to develop an outreach and media strategy. SJC PR Committee members agreed with the idea for the SJC to assert public positions more frequently. In the third quarter of 2007 JSI arranged a press conference for that to happen and briefed SJC members in preparation. Unfortunately, for internal political reasons, the SJC members cancelled the conference the day before, but expressed a willingness to do it in the future and to submit a proposal for the SJC to be more active in communicating legislative position statements.

The new JSA provides that the SJC will select a chairperson, and this person will be able to speak for the Council and the judiciary in a new way (and in a way that the MOJ as the ex officio chairperson could not do).

e) Improved communication and cooperation among stakeholders at local court and national levels in judicial analysis and decision making.

This result was attained. Representatives of all levels of the judicial system participated in EWMI organized events, leading to improved communication and cooperation among these key stakeholders. Examples of this, described in other sections, include the judges and magistrates conferences, the first-ever meeting of all chairpersons of courts of appeals, the closer cooperation in many communities between courts and the community leaders and NGOs, the involvement of magistrates in the parliamentary proceedings related to the JSA, a meeting of CIP chairpersons and eight members of the SJC to discuss ways to enhance communications between courts and decision makers, creation of the Forum of Administrative Managers that will enhance the ability of regional court concerns to be heard, and the many public forums and conferences bringing leaders of different parts of the government together to discuss problems and solutions.

f) Executive and parliamentary actions pertaining to the judiciary reflect stakeholder input.

This result was attained. As described above, in each of the legislative initiatives in which the JSI participated, stakeholder input was sought and incorporated into the legislative process. Key examples follow:

Proposed amendments to the constitution were changed in direct response to the concerns aired at a public forum with stakeholders from the judicial branch.

Legislative Drafting Training and Regulatory Impact Assessment Workshop: The JSI delivered a legislative drafting training and a Regulatory Impact Assessment (RIA) Workshop for MPs and NGOs working in that area. This event was planned in response to concerns expressed by magistrates and implementing institutions in general that legislation in Bulgaria is created without consideration for or evaluation of the impact or realistic implementation of the legislation. This was only one of the instruments to try and reach out to MPs and assist in drafting better quality legislation.

Civil Procedure Code (CPC) changes: JSI had been most concerned about changes to the CPC that will help to reduce delay in cases. This was provided to parliament through the report and input discussed above, and this input was considered. The new CPC contains JSI supported sections changing the summons process (permitting summons by publication, leaving a summons notice, and regulating service by email), supporting verbatim recording (requiring it if technical equipment is available, using it for changes to the protocol, and setting time limits), and reducing the opportunities for presenting new evidence at higher instances.

New JSA and Magistrates' Participation: As mentioned above, JSI participated in the meetings of the Parliamentary Legal Affairs committee on the new JSA law on a regular basis. MPs often referred to USAID as being the only organization that organized public discussions of the new law bringing about the involvement of the judicial branch. The JSI submitted a list of issues and commendably Parliament considered all proposals from courts and the JSI. JSI was then involved in the preparation of the actual texts presented to Parliament for voting.

Per an informal agreement with Parliament, the JSI facilitated the participation of judges in the meetings of the Legal Affairs Committee between first and second reading. Magistrates participated in every meeting of the Working Group in Parliament and at the meetings of the Legal Affairs

committee. Magistrates made proposals for specific texts and participated in the discussions on a regular basis. Often the MPs addressed them with questions and listened to the arguments in favor of proposals that were often contrary to what had been originally proposed. MPs met with magistrates in Plovdiv to discuss JSA changes.

g) Assist law enactment on specific laws and policies such as JSA, budget act, procedural codes, access to court records, clear lines of authority between MOJ and SJC.

Through the various activities described above, this result was attained. During the lifetime of the project, the JSI participated or assisted in the adoption of key pieces of legislation such as an entirely new Judicial System Act (officially enacted as of publication on 7 August 2007), the new Civil Procedure Code (officially enacted as of publication on 20 July 2007, to be effective on 1 March 2008), two sets of amendments to the Constitution, legislation pertaining to improved access to court records, and legislation further promoting national court administration.

Success story: Late in June 2007 the EU issued its most recent report on the progress of Bulgaria on its road to full EU integration. The report included a sentence which specifically spoke about the need to improve the availability of information coming from the courts. The JSI believes this came directly from the January forum organized by the JSI on improved access to court information. Three members of the EU Delegation to Bulgaria attended that forum and approached the JSI with specific questions on the subject. Following the report, the Legal Affairs Committee of Parliament adopted on second reading provisions in the JSA requiring all courts in the country to publish their decisions on their respective Internet pages. This will achieve the availability of court decisions for the public, and actually goes farther than what JSI had proposed in the Regulation 28. Since the JSA is a statute, this particular change will carry more legal "clout" than the regulation change proposed by AIP.

4.2.2 Advocate for laws, rules, and policy reforms: Proposed next steps

1. It became apparent to JSI representatives working on legislative tasks and with parliament, that the Bulgarian Parliament can use assistance from outside donors. Active involvement will be helpful to ensure that Parliament continues the practice of including input from magistrates and judicial system leaders in the process of enacting laws that affect the judicial system. Continuing that practice will open up parliament for consultations with other affected entities on other types of legislation.

2. Further particular legislation. Many new laws were passed during the JSI, and outside monitoring will have value. This task is well-suited for grants to NGOs. Areas include:

a. Implementation of the constitutional requirement for an Inspectorate within the SJC;
b. Functioning of the SJC with full-time members;
c. Creation of regulatory impact analysis on a regular basis;
d. Clarifying responsibilities between MOJ and SJC concerning acquisition and management of property for the judicial system;
e. Refining the definitions of what should be published on the internet when a court is complying with the requirement to publish "Court decisions";
f. Further work to update Regulation 28, the regulation governing court operations;
g. Further work to make actual court files more available to the public; and
h. Updating the Administrative Procedure Code to match the realities in place with the new Administrative Courts.

4.3 INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY

The JSI focused its public awareness work on assisting courts and judicial bodies with improving public access and outreach, assisting the media with covering the work of the courts, and on communicating the activities of the JSI project with key stakeholders and the broader Bulgarian public. We also promoted work undertaken under other components of the JSI, such as holding press conferences and distributing press releases when Courts in Partnership became Model Courts, or publicizing training programs at the NIJ or other events such as the judges and magistrates conferences.

The methodologies used included conducting training programs for court information officers, working with court presidents to improve their on-camera interviewing skills, and training media on how to cover the courts. Public support for the judiciary was augmented through the creation of public information centers and through grants provided to NGOs working on promoting judicial reform (discussed above). Checchi provided our long term advisor in this area, Mark West, who joined the EWMI Team on August 23, 2005. Our sub-contractor IREX and its local affiliate BTC were also key contributors to this component of our work.

4.3.1 Increase Public Awareness and Support for the Judiciary: Activities

a) Identify targeted audience for public awareness campaign.

This subtask was accomplished through four activities. First, a media plan was developed based on intensive one-on-one interviews with journalists, court press attachés, and JSI staff, as well as based on an initial Media Key Stakeholders Meeting with over 30 press, lawyers, and NGO leaders from across the country. Second, the media plan was regularly updated through quarterly key stakeholders meetings, press conferences, and the findings of national opinion polling undertaken by Alpha Research. (A revised plan was submitted to USAID in fourth quarter 2006.) Third, the media plan was framed by communication models which are based in social science and proven to work across cultures. Finally, and perhaps most importantly, the media plan was implemented through ongoing, proactive, and aggressive JSI project outreach using an array of communication channels, settings, and partners from various forms of media across the country.

The final media campaign plan was developed around three pillars: national media, a diverse regional media with grants program participants, and targeted media work in the twenty cities where the JSI worked with court partners. The media plan identified target audiences, such as news readers and broadcast consumers interested in rule of law issues, web-based news consumers, high school age youth, and residents in JSI-assisted regions. The research leading to the development of the media plan, and the findings of the 2006 Alpha Research survey, both concluded that youth are a key audience to build future confidence in the judiciary. To reach this audience the JSI supported student mock trials and a forum theatre organization both of which used participatory techniques to more deeply engage youth in understanding the work of the courts. Mock trial partnerships between NGOs, courts and high schools reached students in dozens of schools, community centers, and courts across the country.

b) Identify preferred media and assist media to launch judicial reform program or Public Service Announcements (PSAs).

This subtask was accomplished. Principal means were constant meetings with media representatives and inviting media to attend regular and numerous special programs and events related to JSI activities (described below). The JSI media plan identified the preferred media outlets, their key law reporters, and the timing to most effectively use these identified resources.

The JSI regularly raised journalist awareness of court reform activities through press releases, arranged exclusive interviews, and coordination with partners at national institutions and local courts to support coverage of events. See below for details about media training, media events, and journalist ride-alongs.

c) Determine how best to use the internet.

This subtask was accomplished. First, the JSI developed and regularly updated its own website with information about the project, used the website to make useful documents available publicly, and posted press releases and news stories about JSI events and the work of the courts. The JSI website received a high number of visitors, averaging 260 fresh hits and 980 return hits weekly in the last year of the project. Second, the JSI provided regular support to court websites, including on design and maintenance and the housing of the necessary servers, with a particular focus on encouraging the posting of court calendars. Through persistence over the course of the project, and regular monitoring of websites, at the close of the JSI 31 of the 32 Model Courts and Courts in Partnership continued to regularly post court calendars on their websites, and the last was implementing changes. The JSI also targeted users of Internet-based new outlets by ensuring that outreach and monitoring of press coverage picked up the main wire services and web-based news directories.

The JSI regularly updated its website with stories and photos, and created a special section on "News Coverage of the Judiciary" with English and Bulgarian versions of major web-based stories on the work of the courts. Every week the JSI monitored the new "Law" section of media partner *Sega* and regularly translated and posted relevant articles, expanding the practice of posting articles from the *Juridical Encyclopedia*. The JSI supplied translations to partner institutions UJB and NIJ for their websites when topics were pertinent to their work.

The JSI issued event releases to the *Juridical Encyclopedia*—a well known and respected internet site for legal news and legal related stories. The JSI also regularly contacted web-based news outlets with press releases and event invitations as part of its core media outreach work.

d) Publish and distribute brochures, pamphlets, fact-sheets, or posters understandable to "the man in the street."

This subtask was accomplished. The JSI supported the development of brochures and fact sheets to bolster accurate press coverage, support events, and to reach the general public in ways supplementing media coverage. The JSI supported the development and distribution of brochures through the grants program, and through the Information Center Working Group. Brochures available for the public focused on understanding the judicial system, crime victim rights, litigant rights, juror procedures, and specific subject areas such as conviction certificates, summons for a witness, etc. Grantee brochures focused on citizen rights, court information, and the area of the grantee's grant project.

In an effort to standardize information center communications the JSI hosted a working group on court information centers, brochures, and other public information materials used by the courts. Both the working group and the SJC collected samples of brochures used by courts around the country, and recommended use of brochures and forms as standards for all courts. The Working Group developed a concept to be implemented by the SJC. As mentioned above, the SJC approved the information center concept and all of the recommended standard forms and brochures.

In collaboration with subcontractor IREX, the JSI worked with ProMedia to develop films on each of the new MCs for use at the transition ceremonies, and as a promotional tool for future court outreach. Films were produced for all CIPs. Please refer to Task 1 for more information.

e) Publicize success stories which relate to the "man in the street."

This subtask was accomplished. The JSI publicized numerous success stories that would resonate with the "man in the street." In particular, our media outreach efforts resulted in regular print and broadcast media coverage of the activities of courts, judicial institutions, NGOs, and professional organizations and of JSI events. The JSI directly organized or assisted media coverage of over seventy events across the country over the course of the project, with JSI grantee NGOs and other partners conducting many more themselves. The events directed by the JSI often included carefully pre-planned exclusive interviews, and the JSI closely monitored the resulting news coverage of eighteen designated events. These sample events regularly generated between ten and twenty confirmed news stories each (such as the US Ambassador visit to the NIJ—13 stories; the March 2007 JSA forum—37 radio, TV, or print stories; Varna and Dobrich Model Court transition ceremony—24 stories; and the Model Court ceremony and USAID Mission Director visit in Haskovo—19 stories). A conservative estimate of the total news coverage of JSI-directed events (from 2005 to 2007) is over 700 stories. Additional media coverage of grantee events across the country supplemented this number. In addition to the broadcast and print work, the "community media" efforts of the JSI resulted in dozens of student mock trials and forum theatre on the work of the courts nationwide, increasing the participatory education of Bulgarian youth – a key target audience.

Through the Grants Program the JSI supported several NGOs producing documentaries about the work of the courts. These documentaries supplemented regular news coverage about JSI activities, and were aired both on regional and national television channels. Grantee Club "Journalists Against Corruption," for example, successfully produced seven documentary films about different local and national judicial institutions, and each was broadcast on Bulgarian National Television to audiences regularly reaching between 500,000 and one million viewers, and with higher estimates for some the films. The first film broadcast over Plovdiv Public Television was about a corruption (bribery) case and prompted so many responses from the public that the original program broadcast time was extended to accommodate the viewer interest. The JSI also produced short films about the Model Courts, working with subcontractor ProMedia to make films for each of the twenty Model Court graduations. These films are also useful for local broadcast in the Model Court communities. Under a 2007 grant ProMedia also produced a documentary film series of broadcasts about actual Bulgarian court cases. The program was called, "Court Reporter" and as JSI was closing it was generating very good audience response. Together, these documentary projects served to reach television audiences across the country, and to develop the skills of the courts to open up to television journalists and increase courthouse transparency.

Towards the end of the project the JSI produced an Anthology of Judiciary News Articles following a lengthy selection process. This represented examples of the best coverage of judicial system stories during the JSI and was distributed to courts, media, and journalism schools.

f) Organize events to highlight targeted issues and announce important initiatives.

This subtask was accomplished, and exceeded. The JSI hosted and assisted events around the country to highlight the achievements of courts, judicial bodies, and professional organizations. The project also provided support to visits by USAID representatives to judicial institutions. These events generated widespread media coverage, allowed USAID representatives to be more aware of and engaged with project work, and acted as training grounds in event planning and media relations for judges, court clerks, press attachés, NGO members, and JSI staff. The events also provided a constant source of energy for the project, focusing the attention of staff members, and pushing the level of achievement higher. Finally, the events provided reward incentives for court partners who were able to attract positive attention to their work, both through the launch of substantive court activities and the later ceremonies honoring their milestones. Examples of such events follow.

One-Stop-Shop Openings
The JSI assisted the Blagoevgrad District and Regional Courts in opening the first "one-stop-shop" registry. The principle behind the registry is an effort to meet as many needs of the public from one location within the courthouse. This was the first registry of its kind in Bulgaria, and was followed by other openings, notably in Veliko Tarnovo and Gotse Delchev. JSI support included development, design, installation of signage, production of literature, and media promotion. The promotion event coverage included regional television (six crews) and print outlets.

Grant Launch Events and Information and Application Procedure Meeting
As described above, each grant cycle was announced with an official Grants Launch event announcing the cycle to both potential applicants and media. Often the media who attended covered the story of a new grant cycle and then later applied for a grant through a NGO.

Media Breakfasts
Media Breakfasts were organized throughout the project highlighting targeted issues and announcing important initiatives. A few examples:

- In April 2005 a media breakfast was the venue for announcing the launch of the new JSI CIP program.
- In January 2007 the JSI organized a media breakfast for journalists to present the findings of the survey developed by the LDI on the new JSA draft and other materials prepared in order to assist the drafters. Media interest was enormous. It resulted in numerous publications and set the stage for a broad-based public discussion of the law.
- A Media Breakfast was arranged on April 27, 2007, to promote the new SJC CIP program (described above). The General Secretary of the SJC participated, resulting in the story being widely reported in many media outlets.
- Following the conclusion of the AIP work on more open access to court records, JSI held a media breakfast that featured AIP representatives and a discussion on the topic of more openness. When JSI representatives met with the Deputy Minister of Justice about a week later, she was

very willing to discuss changes to increase public access and she noted that the topic had a lot of media attention.

Events featuring USAID or USG officials or JSI as the presenter:
The JSI planned and organized many high-level events hosting USAID visitors. The following is only a partial list.

One of those included the visiting USAID Deputy Assistant Administrator (DAA) for Europe and Eurasia and the new Mission Director for Bulgaria. Those visits included a tour of the Blagoevgrad District Court and the National Institute of Justice (NIJ) and a visit by the DAA and Mission Director to the Veliko Turnovo District Court for the signing of a CIP Memorandum of Understanding (MOU) and demonstration of some areas of their Court Improvement Plan. There were many other events, such as:

- Dobrich Regional and District Courts: the new CIPs hosted the USAID Mission Director in a courthouse tour, and signing of MOUs with each Chairperson.
- Court Chairpersons Meeting: Model Courts were honored, and CIP Chairs signed MOUs; addresses by Embassy Charge d' Affairs, USAID Mission Director, and JSI Director.
- Grants Program Awards Ceremony: 30 new grantees recognized, addresses by USAID Mission Director and JSI Director. The USAID Democracy and Local Governance Officer spoke at subsequent events of this type.
  National Judicial Conference Press Breakfast: Sofia-based media and court press attachés addressed by JSI Director and Deputy Director on the upcoming conference.
  Gabrovo District Court and Press Attaché Seminar: USAID Mission Director visit to the Model Court and a national seminar for court press attachés.
- Gotse Delchev Regional Court: USAID Mission Director visit to the CIP for the formal opening of its new registry.
  US Ambassador Address to Sofia Regional Court Judges: USAID Mission Director, and USAID and Embassy representatives' attendance at address and discussion at the Sofia Palace of Justice.
- Shoumen District and Regional and Kurdjali District Courts: Deputy Chief of Mission visit to the Model Court and CIP.
- Ambassador Reception of Plovdiv Courts: Public opening of new court information center; Ambassador hosting of Model Court and CIP judges, and area ROL and NGO partners.
- Plovdiv Courts: USAID Mission Director visit to the Model Court and two CIPs, and meeting with media NGO partners.
- Montana DC: USAID Democracy and Local Governance Chief visit to the CIP.
- Embassy Site Visits by Ms. Greene, the Ambassador's wife: Contributed events to schedule of site visits for Spring and Summer.
- Ambassador Reception for SJC Members: JSI assisted with planning and coordination of this event.
- Russe District Court: USAID/Mission Director visit with court Chairperson and SJC Member Stancheva.
- DCM Visit to Sliven District Court: Deputy Chief of Mission visit to the Sliven District Court to see the CIP. The JSI prepared briefing materials on the progress of the court on organized crime cases.
- Dobrich and Varna Model Courts Ceremony: USAID Mission Director and Members of the SJC visited the transition ceremony of the four new MCs in Varna, following the MC/CIP

Chairpersons Meeting in Dobrich.

- Burgas Model Court Ceremony: USAID Mission Director visited the transition ceremony for the new MC, and led a roundtable along with the USAID ROL Advisor and JSI CTO and local USAID ROL partners based in Burgas.
- Smolyan Model Court Ceremony: USAID Democracy and Local Governance Chief visited the new MC for its transition ceremony.

Access to Information Foundation Press Briefing and Forum: Two public events coordinated with JSI grantee, ROL partners, and journalists to present access to information findings to the press, and to deliberate on the findings with key ROL stakeholders.

NIJ Kick-Off Ceremony for the Third Class of New Magistrates: The JSI worked with the NIJ to promote this event which marked the first class of prosecutors to use the Prosecutor Initial Training Manual developed by the JSI. The event was attended by the NIJ Director, Supreme Court of Cassation Chair, and Chief Prosecutor.

Model Court Transition Ceremonies: All CIPs transitioning to MC status received a public and media invited ceremony. Fifteen of those were local ceremonies in the community the court serves. The events were attended by the JSI Director and staff attorneys, and as noted above, some by the USAID Mission Director and some by the Democracy Officer. Each court received an engraved Model Court plaque, and those are visible in public places in courthouses across the country as a continuing reminder of USAID support.

g) Train judges, SJC officials and others on media skills.

This subtask was accomplished. An essential part of the JSI media skills work was a series of intensive 2 ½ day trainings with judges, prosecutors, court administrators, and journalists on media skills and judiciary-media relations. These trainings were conducted with the assistance of IREX subcontractor BTC/ProMedia, and took place regularly for over two years at locations across Bulgaria. The primary goal—which was achieved—was to offer media skills trainings to all Appellate Court and District Court Chairpersons. In 2007, EWMI also began media skills trainings with prosecutors, and developed advanced trainings that brought together journalists and judges to improve relations and increase understanding of each others' professions. In the end, over 100 magistrates and over 50 journalists were trained in media skills and judiciary-media relations. The skills developed by the court chairpersons bolstered the other JSI work with the Model Courts and Courts in Partnership, the NIJ, the SJC, and court press attachés. Judges have evaluated the courses extremely highly and the JSI consistently received comments as to how it was helping them in their work.

Chairperson basic media skills trainings included discussions of media strategies, practical tips on how to deal with the media, the US perspective on media relations, crisis interviews, press releases, and much more. All participants had the opportunity to participate either in a live TV program devoted to judicial reform, to give a practice interview in a real TV studio in front of the camera, or to give an actual on-camera interview during the training. Reviewing the actual TV appearances was one of the highlights of the program. These trainings were July 2005 (Sandanski, 17 chairperson or deputy chairperson judges), November 2005 (Sandanski, 11 judges), and March 2006 (Varna, 21 judges). In October 2006 the JSI and sub-contractor IREX/BTC extended its media training seminar for Chairpersons of Regional partner courts and for judges delegated to perform the functions of PRs

for the courts. Members of the SJC Public Relations Committee were also invited to attend these trainings, and one did.

Module 2 media skills training for Court Chairpersons and journalists we represented by JSI and IREX in April 2006, July 2006, and May 2007. The second module was aimed to build on and increase the skills from Module 1 and to establish a better and more inter-active relationship between the court and the media. To help achieve that goal JSI combined this magistrates training with the first training for journalists. Media representatives and journalists were from the respective locations of the participating magistrates. The first two days the magistrates and journalists trainings were separate and on the third/last day the two groups came together in a dialogue session. Such a joint session had been one of the recommendations from previous magistrates trainings, and it became one of the highlights of Module 2. It allows for direct dialogue and discussion and builds the direct relationship between the judges and the journalists from the same city/town.

The JSI organized its first *Public Trust and Confidence court work* through an ongoing Sofia Regional Court training in the form of a Working Group of judges, clerks and the court press attaché. The yearlong series of meetings with judges, clerks, and the court press attaché coordinated new and ongoing outreach efforts and work under the Court Improvement Plan. The JSI delivered two regional Public Trust and Confidence strategic planning trainings for MC/CIPs, one in Varna and one in Plovdiv in 2007. Nineteen MC/CIPs sent a total of thirty representatives to the trainings, which helped participants draft written Public Trust and Confidence plans to enhance the work conducted under their Court Improvement Plans.

NIJ graduate junior prosecutors and junior judges recevied one JSI media training in collaboration with IREX. Staff and management from the NIJ also attended and were trained, thereby strengthening the sustainability of the JSI media skills training program following its transfer into the NIJ Initial Training and Continuing Training curricula. The training was a significant success with near-perfect evaluations. This program was the core for the advocacy skills of the informal NIJ alumni group referred to above in Task 2.

Prosecutors. Based on the widely acknowledged recognition and success of its media training for judges, the JSI expanded to offer this training to prosecutors. Together with the Chief Prosecution Office, two such trainings were presented in the last quarter of the project and they were highly evaluated by the participants – all of them the official speakers of their respective Prosecution Offices.

h) Provide legislative outreach training for the SJC.

This subtask was accomplished in part. In connection with the budget forum in November 2005, JSI worked with SJC members and staff on presentations to parliament committees. SJC members were involved with JSI in advocacy for changes to the JSA. SJC members had access to media skills training, and one attended. That same SJC member later organized a working meeting in Plovdiv between judges and MPs to discuss issues in the draft JSA. The SJC spokesperson received significant outreach training.

i) Train SJC and court press officers in media relations.

This subtask was accomplished. EWMI collaborated regularly with press attachés working for courts and judicial institutions, and held seven trainings for a core of 21 press attachés and judicial

spokespersons. The trainings covered public access and outreach issues, two trainings in EU Law, and two trainings in media relations and practices in other European countries. These trainings also included four guest speakers from other EU countries who described best practices in their home country courts. The seminars produced a final version of the unified "Reporters Rules" developed by the Bulgarian courts. In partnership with the USAID Participant Training Program, the JSI also supported training in Washington D.C. to assist Bulgarian press attachés in learning American best practices. Participants in that study visit met with top Washington D.C. press officers and law reporters.

The JSI provided technical assistance to the press attachés of the SJC and the NIJ through regular meetings and contacts. The assistance involved media planning for events such as the National Magistrates Conference and the American Ambassador's visit to the NIJ, and continued technical assistance on areas such as planning for the SJC press center and development of the new NIJ Alumni Group. Each improved professionally over the two years of partnership. The young NIJ press attaché began the partnership by declaring that "No one knows about the NIJ," and ended the partnership juggling plenty of media coverage, and delivering excellent PowerPoint presentations to her more experienced press attaché colleagues at JSI trainings. The SJC press attaché was a key partner, assisting the JSI in advancing policy through the Council and providing insider access to law journalists. The SJC press attaché also benefited professionally. Her stature with the Council increased as she was allowed into Council meetings and thus was better able to perform her job and help the Council.

Press attachés for BJA and NACC were also trained in media skills, and the Associations were trained in December 2005 on how to implement a media plan.

j) Organize trips to the regions for media representatives to visit MCs/CIPs.

This subtask was accomplished. Developed through the Grants Program, EWMI supported a series of "ride-along" activities for national-level journalists, allowing them to see JSI court reform activities that would otherwise be missed. These events generated reliable media coverage, and helped Sofia journalists better understand the broad scope of JSI activities and better visualize the best practices occurring at courts across the country. The JSI organized three journalist ride-alongs: in February 2006 to Devin, Smolyan, and Zlatograd; June 2006 to Veliko Turnovo DC, Gabrovo DC, and Sevlievo RC; and May 2007 to Vratsa and Montana District Courts.

In Devin over 80 members of the local community, the mayor of Devin, the deputy chair of Smolyan District Court, the chairs of the Smolyan Regional and Devin Regional Courts, and Mr. Mihail Boyadjiev from USAID discussed the challenges the local community is facing and how the court is serving the individual citizens and their rights. The chair of the Devin Regional Court organized a tour of the courthouse. In Smolyan the journalists were part of a signing ceremony for an amended MOU to expand the Court Improvement Plan targets for the Smolyan Regional Court. Journalists received a tour of the court including a demonstration of the Case Management System functioning in the Intake Office. In Zlatograd the journalists attended the start of the Open Days of the Zlatograd Regional Court, organized under a grant awarded to the local Cross-border Cooperation and Development organization. They also observed a mock trial and the opening of an information desk at the courthouse also funded through the grant.

In June, 2006 fourteen national and international journalists from print and electronic media departed on a USAID JSI organized trip to see the actual accomplishments and improvements of MC/CIP courts in Veliko Turnovo, Gabrovo, and Sevlievo RC. Journalists came from the Bulgarian National Radio and Bulgarian National Television, the National Darik Radio, the Balkan Bulgarian Television, the Capital Newspaper, the Sega Newspaper, the Deutsche Welle Radio and the Anadol Agency. Veliko Turnovo DC emphasized on the one-stop shop registry in the lobby of the courthouse which significantly improved customer service and increased transparency. Gabrovo DC demonstrated the functioning of the electronic information system displaying information on case hearings on several monitors throughout the courthouse, as well as the functioning of the Information Center providing assistance to court customers. In Sevlievo RC, journalists had a practical exercise on random case assignment and the usage of verbatim recording equipment.

In May, 2007 journalists from various print and electronic media traveled to Vratsa and Montana to get acquainted with the accomplishments of the JSI and the CIPs in these two locations. Journalists had meetings with court chairpersons and deputy chairpersons, courthouse tours, observed presentations by JSI grantees working with the courts, heard from the courts how the work of their courts has significantly improved as a result of the implementation of the Court Improvement Plans, observed the verbatim recording equipment installed in both Vratsa and Montana DC and heard about the positive effect it has on the participants in a trial, and saw the Information Centers established in the two District Courts.

Each of the ride-alongs produced extensive media coverage in print and electronic media about the accomplishments of the courts under the USAID funded CIP program, and lead to media appearances for court chairpersons.

k) Coordinate with other USAID partners on media issues.

This subtask was accomplished. A significant portion of JSI work time and effort was directed at support of USAID communications. These communications included the regular drafting of speeches and briefing materials for USAID and the Embassy, regular submission of articles for the USAID biweekly newsletter, submissions for the USAID website, and assistance in the development of USAID rule of law program materials, in addition to arranging for USAID participation in key events, as described above. We also coordinated closely with CLRP on media issues, including, for example, the CLRP Year-end Press Appreciation event in December 2005.

l) Generate story ideas for journalists and keep journalists informed on judicial reform developments.

This subtask was accomplished. Throughout the regular contact with journalists, the JSI emphasized specific examples and the issues most affecting ordinary citizens – such as improved courthouse public offices, and improved procedures for the most common needs such as obtaining a conviction certificate. JSI staff was in regular contact with journalists, and regularly provided information and ideas for stories relating to judicial reform, contributing to the high volume of new stories that were published during the course of the JSI, as noted above. Through the grants program several films were supported which focused on ordinary cases, to increase the public's understanding of the "story" of the courts.

In addition, the JSI also developed ongoing activities to maintain engagement with the press. Two examples are journalist competitions in partnership with the SJC and the publishing of an anthology of news articles about the work of the courts. These tools helped the JSI recognize the achievements of media partners, and engaged the JSI staff to closely evaluate the articles produced by law reporters. Other special events, such as the ride-alongs described above, also generated story ideas for journalists.

m) Track print and broadcast stories about the judiciary and review for accuracy.

This subtask was accomplished. Sub-contractor IREX completed a media monitoring analysis outlining the main trends and tools for covering judicial related topics. The analysis was most useful in identifying the weaknesses of the media in covering stories about the judiciary. The document was used in developing training modules for journalists and in developing the Manuals for Journalists. In addition, JSI Communications and Outreach Specialist Mark West also monitored press reports and passed relevant information on to USAID for its use.

JSI assisted the SJC with a competition for the best media stories about the judicial system. The review of the articles and electronic features that were part of the competition helped to monitor coverage, and to identify strengths and best media practices.

Sub-contractor IREX developed a Manual for journalists in Criminal Law based on the new Criminal Procedure Code and a Manual on the new Civil Procedure Code. The manuals introduced the major principles of criminal and civil procedure laws. Most journalists in Bulgaria have no legal background and the manuals present the law in a simple and clear language so that journalists can understand and present information more accurately and precisely. The manuals were launched publicly through a CD release. Feedback from journalists has been substantial and favorable. The manuals will ultimately help improve the quality of media coverage on legal issues in Bulgaria.

n) Hold focus groups to test effectiveness of initiatives.

This subtask was accomplished. The quarterly key stakeholders meetings focused on specific parts of the outreach campaigns and generated key feedback which assisted the more advanced development of the media plan, and the tactical focus of outreach strategies. Examples of themes emerging from these meetings which then became focuses for outreach: the new generation of judges graduating from the NIJ, the importance of participatory outreach with youth resulting in student mock trials, and the avoidance of the use of the word "reform" due to negative past political connotations.

4.3.2 Increase Public Awareness and Support for the Judiciary: Expected Results

a) Survey results show an increase in public understanding of what the courts do, how they do it, and awareness of judicial reforms.

This result was attained. The JSI completed two national surveys of the awareness of ordinary court users and members of the general public about the work of the courts. After initial desk research of existing survey data, and interviewing four national polling firms, the JSI opted to work with Alpha Research to conduct a more specific study focusing on concrete court activities. Together with the JSI measurement and evaluation specialist, and the Alpha Research team, the JSI communication advisor

crafted a lengthy survey of particularized questions for in depth, face-to-face interviews. The survey was conducted in Spring 2006 and again in Spring 2007 with over 3000 respondents each year, and compared court regions that had received JSI assistance with those that had not.

The 2006 survey found that members of the general public in JSI-assisted regions showed a level of awareness of court activities 19% higher than those in unassisted regions. In general, court users of USAID supported courts had a better understanding of various factors contributing to a case, were less likely to blame the court for an adverse outcome, and believed the court was more transparent. These results were confirmed by the 2007 survey. See below for more survey results.

b) Measure public trust and confidence in the judiciary.

This result was attained, again through the national polling with Alpha Research. Analysis of the 2006 poll results with court users showed a substantial difference between JSI MC and CIP regions and the poll's control regions, with court users in assisted regions expressing significantly more satisfaction than the control sample on many topics. Differences ranged as high as 10-20%, which carries a high statistical significance. While the general public opinion questions did not indicate differences between assisted and un-assisted regions, the public awareness questions did find substantially more public awareness of the work of the courts in JSI assisted regions. The Alpha Research survey concluded that substantive activities lead to opinion change among court users, and that these changes in attitude build slowly outward from the user's point of contact with the court reform activities. The 2006 study and its recommendations were presented to USAID and the Embassy DCM.

The findings of both the 2006 and 2007 studies demonstrated very substantial increases in the opinions of ordinary court users about key areas of JSI work. Court users in regions with JSI assistance rated their courts 10-15% higher in each of three key areas: efficiency of trial proceedings, delivery of administrative services, and access to information. The 2007 survey also showed significant differences between assisted and unassisted medium-sized towns in the areas of judicial independence, with court users in JSI regions scoring their courts more than 10% higher on independence from economic, political, and organized crime pressures. In big cities assisted by the JSI, the court users reported dramatic changes after one year of work: extreme negativity dropped by 16%, expectations of fairness increased by 16%, and "very good" assessments of nine specific court activities increased by an average of 10-15% in one year. Alpha Research concluded that the positive assessments of court users could begin to "break through" the negative assessments if the court reform activities continued.

4.3.3 Increase Public Awareness and Support for the Judiciary: Proposed Next Step

1. Media skills trainings had a large impact on increasing outreach by the courts and widespread coverage by the media. The NIJ has accepted the transfer of the media training programs but may be unable to meet the demand. Media trainings for prosecutors were highly successful, but many key prosecutors and spokespersons remain untrained. ProMedia was a vital partner in this training and a grant for expansion of training to more courts and more prosecution offices would be valuable.

5.0 CONCLUSION

The EWMI implemented Judicial Strengthening Initiative for Bulgaria was an extremely successful project: it met contract goals, assisted Bulgaria with EU accession, and left many sustainable USAID legacies. Individual court reform work was standardized through a Court Improvement Plan, and that plan was accepted as the core for future court improvement work through the Supreme Judicial Council. Verbatim court recordings were a breakthrough for transparency, accuracy, and accountability, and are now required by law if the technology is available. The National Institute of Justice was strengthened into one of the preeminent judicial training institutions in the region. Training via Local Training Plans was a major success, and provides the NIJ with an important regional training vehicle. Publication of court decisions is now required on court websites. New statutes were passed that strengthened the NIJ, created a new Judicial System Act, and attacked some of the causes of case delay. Courts and judicial entities became greatly more active and more competent with community and media outreach. Finally, national polling confirmed that the results of this work show up in increased public confidence in the Bulgarian courts.

APPENDIX A: LIST OF KEY DOCUMENTS

2005

Quarter 1

a) First Quarter Report, submitted 29 April 2005

Quarter 2

a) Second Quarter Report, submitted 29 July 2005
b) Compiled Documents List

2005 COMPILED DOCUMENTS LIST **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Initiative** **Second Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP**				
1.1 Current MCs/CIPs				
A. Court Improvement Plan (revised)	FINAL – EN, BG	QR2 att.		
B. Graduation Strategy	DRAFT - EN	6/30/05		
C. Model Courts Accomplishments	DRAFT - EN	6/30/05		
D. MOU Kurdjali DC	DRAFT – EN	QR2 att.		
MOU Montana DC	DRAFT – EN	QR2 att.		
MOU Sevlievo RC	DRAFT – EN	QR2 att.		
MOU Shumen RC	DRAFT – EN	QR2 att.		
MOU Sofia RC Criminal	DRAFT – EN	QR2 att.		
MOU Veliko Tarnovo DC	DRAFT – EN	QR2 att.		
MOU Vratza DC	DRAFT – EN	QR2 att.		
E. CIVIL PROCEDURE CODE SUB GROUP 2: JURISDICTION AND CONSTITUTIONS OF COURTS AND GENERIC TOOLS IN CIVIL PROCEEDINGS	FINAL – EN	QR2 att.		
CIVIL PROCEDURE CODE SUB GROUP 4: APPEAL PROCEDURE	FINAL – EN	QR2 att.		
CIVIL PROCEDURE CODE SUB GROUP 6: ACCELERATION OF PROCEEDINGS	FINAL – EN	QR2 att.		
CIVIL PROCEDURE CODE SUB GROUP 7: ACCESS TO JUSTICE	FINAL – EN	QR2 att.		
1.2 New CIPs				
A. CIP Expansion Program Agenda	FINAL - EN	6/24/05		
B. CIP Expansion Request for Proposal	FINAL -EN/BG	6/24/05		
C. Court Assessment Questionnaire	FINAL -EN/BG	6/24/05		
D. New CIP Selection Process	FINAL -EN/BG	6/24/05		
E. MOU	DRAFT -EN	6/24/05		
1.3 Verbatim Recording				

A. Verbatim Justification B. OPEN RECORDS WORKING GROUP	FINAL – EN FINAL – EN	QR2 att. QR2 att.		
1.4 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.5 Conduct an Operations Needs Assessment A. SJC IDI Baseline	DRAFT - EN	QR2 att.		
1.6 Improved Collection and Use of Statistics A. SUPREME JUDICIAL COUNCIL STATISTICAL COMMITTEE Founding Meeting June 29, 2005 Meeting in Simitly	FINAL – EN FINAL - EN	QR2 att. QR2 att.		
1.7 Improved Budgeting Process				
1.8 Improved Public Relations				
C. AUTOMATION				
1.9 Improved and Expanded Case Management Software A. CMS DEVELOPMENT COMMITTEE	FINAL - EN	QR2 att.		
D. CRIMINAL LAW INITIATIVES				
1.10 Uniform Information System for Combating Crime (UISCC)				
1.11 Regional Criminal Justice Initiative (RCJI)				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NIJ INSTITUTIONAL DEVELOPMENT**				
2.1 NIJ Management: Strengthened Board and Staff A. Institutional Development Index B. Trip report from Ms. Adam-Matson C. Trip report from Mr. Kelly D. Consultants' report from Mr. Dimitrov E. Agenda, NIJ Staff Retreat 7-9 April 2005 F. Evaluation Results, NIJ Staff Retreat 7-9 April 2005 G. Training Materials, NIJ Staff Retreat 7-9 April 2005 H. NIJ Accounting Document Flow Rules I. NIJ Accounting Policy Reports Rules G. NIJ Document Flow Rules K. NIJ Financial Rules L. NIJ Human Resource Rules M. NIJ Initial Training Rules N. NIJ Money Laundry Preventing Rules O. NIJ Director Appointment Procedure P. NIJ Trainers Rules Q. NIJ Work on Projects Rules R. NIJ Regulation S. WORKING GROUP ON THE DEVELOPMENT OF A DRAFT NIJ STRATEGYFOR COURT ADMINISTRATION TRAINING WORKING GROUP - FNAMANAGING BOARD	FINAL – EN, BG FINAL – EN FINAL – EN, BG FINAL – EN FINAL – EN, BG FINAL – EN, FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – EN, BG FINAL – EN FINAL – EN	QR2 att. June 2005 June 2005 06/27/05 06/27/05 06/27/05 06/27/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 QR2 att. QR2 att.		
2.2 Training of Trainers (TOT) A. Agenda Instructional Design Training (TOT) May 27-28, 05 B. Training Materials, Instructional Design May 27-28, 05 C. Eval. Results, Instructional Design (TOT) May 27-28,05 D. Agenda, TOT for Commercial Law Trainers June 1, 05 E. Train. Materials, TOT for Commercial Law Trainers 6/01/05 F. Trip Report from Mr. Langhorne	FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN	06/15/05 06/27/05 06/27/05		06/06/05 06/24/05 06/24/05 06/24/05
2.3 Legislative and Public Outreach				

B. NIJ CURRICULUM DEVELOPMENT				
2.4 Strengthened Program Council A. WORKING GROUP – 7ARIA: FINAL REPORT	FINAL – EN	QR2 att.		
2.6 Court Clerk Training A. NIJ Strategy for Court Administration Training B. Agenda, Grammar Training 31 March-01 April, 2005 C. Train. Materials, Grammar Training 31 March-01 April,05 D. Eval. Results, Grammar Training 31 March-01 April,05 E. Agenda, Stress & Time Management Training 7-8 April, 05 F. Train. Materials, Stress & Time Management 7-8 April,05 G. Eval. Results, Stress & Time Management 7-8 April,05 H. Agenda, Criminal Training 14-15 April, 2005 I. Training Materials, Criminal Training 14-15 April, 2005 J. Evaluation Results, Criminal Training 14-15 April, 2005 K. Agenda, Customer Service Training 21-22 April, 2005 L. Training Materials, Customer Service 21-22 April, 2005 M. Evaluation Results, Customer Service 21-22 April, 2005 N. Agenda, Strategic Planning Training 27-29 April, 2005 O. Training Materials, Strategic Planning 27-29 April,2005 P. Evaluation Results, Strategic Planning 27-29 April,2005 Q. Agenda, Instructional Design Training (TOT) 6-8 June, 05 R. Train. Materials, Instructional Design (TOT) 6-8 June, 05 S. Eval. Results, Instructional Design (TOT) 6-8 June, 05 T. Agenda, Trainers' Retreat 5-6 June, 2005 U. Training Materials, Trainers' Retreat 5-6 June, 2005 V. Evaluation Results, Trainers' Retreat 5-6 June, 2005 W. Agenda, Training Coordinators Orientation, 10 June, 2005 X. Materials, Training Coordinators Orientation, 10 June, 05 Y. Court Training Plan Template WORKING GROUP ON PROGRAM DEVELOPMENT: WORK WITH COMPANY CASES WORKING GROUP ON PROGRAM DEVELOPMENT: WORK IN THE CONVICTION OFFICE WORKING GROUP ON PROGRAM DEVELOPMENT: REGULATION OF THE WORK OF THE COURT ADMINISTRATION WORKING GROUP ON PROGRAM DEVELOPMENT: COURT SECRETARIES	DRAFT – EN, BG FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN FINAL – EN, BG FINAL – BG FINAL – EN FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN FINAL – EN FINAL – EN FINAL – EN FINAL – EN	06/24/05 06/24/05		
2.7 Strengthened Impact Evaluation				
2.8 Mentor Judge Program A. Mentor Judge Guidelines B. WORKING GROUP ON THE DEVELOPMENT OF NIJ MENTOR JUDGE PROGRAM	DRAFT – EN, BG FINAL - EN	QR2 att. QR2 att.		
2.9 National Association of Court Clerks (NACC) A. Institution Development Index B. NACC Grant Annex A-F C. NACC Grant Letter	DRAFT – EN, BG FINAL – EN, BG FINAL – EN, BG	QR2 att. QR2 att. QR2 att.		

D. WORKING GROUP MANAGING BOARD OF THE NATIONAL ASSOCIATION OF COURT CLERKS	FINAL - EN	QR2 att.		
2.10 National Judicial Conference				
2.11 IT Training				
2.12 Media Training				
2.13 U.S. and European Study Tours				
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. GRANTS PROGRAM**				
3.1 Targeted Grants A. NACC Targeted grant documents	FINAL – EN, BG			
3.2 Competitive Grants A. SMALL GRANTS LAUNCH MEETING – AGENDA AND LIST OF PARTICIPANTS B. REQUEST FOR APPLICATIONS FOR COMPETITIVE SMALL GRANTS C. LIST OF SUBMITTED TO JSI PROJECT PROPOSALS	FINAL - EN, BG FINAL - EN, BG FINAL – EN, BG	QR2 att. QR2 att. QR2 att		
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Regulatory Initiatives A. WORKING GROUP ON LEGISLATIVE CHANGES OF THE JSA B. JUDICIAL REFORM FROM INSIDE FORUM – F INA L AND LIST OF PARTICIPANTS C. JUDICIAL REFORM FROM INSIDE FORUM – F I N A L R OF THE DISCUSSION D. LEGISLATIVE PRIORITIES OF JUDICIAL REFORM – AGENDA AND LIST OF PARTICIPANTS E. ANALYSIS OF THE LEGISLATIVE PRIORITIES OF JUDICIAL REFORM	FINAL - EN FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN, BG	QR2 att. QR2 att. QR2 att. QR2 att. QR2 att.		
3.4 Improved Legislative Process A. LEGISLATIVE PROGRESS INDEX	FINAL - EN	QR2 att.		
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
3.5 Improved Public Perception of the Judiciary A. REPORT MARIA MATEVA ON SEVLIEVO VISIT	FINAL - EN			
3.6 Improved Judiciary-Media Relations A. MEDIA TRIANING FOR COURT CHAIRPERSONS, SANDANSKI - AGENDA	DRAFT-EN	QR2 att		
3.7 Monitoring Impact				
TASK IV: THE FUND FOR JUSTICE				
4.0 Documents Submitted				
OTHER DOCUMENTS				
List of members of committees/working groups				

Quarter 3
a) Third Quarter Report, submitted 31 October 2005
b) Compiled Documents List

2005 COMPILED DOCUMENTS LIST **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Initiative** **Third Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP**				
1.1 Current MCs/CIPs				
3-A. MOU Chepelare RC	FINAL – EN, BG	Aug. 2005		
3-B. MOU Gotze Delchev RC	FINAL – EN, BG	Aug. 2005		
3-C.				
MOU Kurdjali DC	FINAL – EN, BG	Aug. 2005		
MOU Montana DC	FINAL – EN, BG	Aug. 2005		
MOU Sevlievo RC	FINAL – EN, BG	Aug. 2005		
MOU Shumen RC	FINAL – EN, BG	Aug. 2005		
MOU Sofia RC Criminal	FINAL – EN, BG	Aug. 2005		
MOU Veliko Tarnovo DC	FINAL – EN, BG	Aug. 2005		
MOU Vratza DC	FINAL – EN, BG	Aug. 2005		
2-A. Court Improvement Plan (revised)	FINAL – EN, BG	QR2 att.		
2-B. Graduation Strategy	DRAFT - EN	6/30/05		
2-C. Model Courts Accomplishments	DRAFT - EN	6/30/05		
2-D.				
MOU Kurdjali DC	DRAFT – EN	QR2 att.		
MOU Montana DC	DRAFT – EN	QR2 att.		
MOU Sevlievo RC	DRAFT – EN	QR2 att.		
MOU Shumen RC	DRAFT – EN	QR2 att.		
MOU Sofia RC Criminal	DRAFT – EN	QR2 att.		
MOU Veliko Tarnovo DC	DRAFT – EN	QR2 att.		
MOU Vratza DC	DRAFT – EN	QR2 att.		
2-E.				
CIVIL PROCEDURE CODE SUB GROUP 2: JURISDICTION AND CONSTITUTIONS OF COURTS AND GENERIC TOOLS IN CIVIL PROCEEDINGS	FINAL – EN	QR2 att.		
CIVIL PROCEDURE CODE SUB GROUP 4: APPEAL PROCEDURE	FINAL – EN	QR2 att.		
CIVIL PROCEDURE CODE SUB GROUP 6: ACCELERATION OF PROCEEDINGS	FINAL – EN	QR2 att.		
CIVIL PROCEDURE CODE SUB GROUP 7: ACCESS TO JUSTICE	FINAL – EN	QR2 att.		
1.2 New CIPs				
3-A. USAID Approved MOU	FINAL - EN	08/30/05		
3-B. USAID Approved Graduation Strategy	FINAL - EN	July 2005		
3-C. MC Accomplishments Chart	FINAL - EN	July 2005		
3-D. Memorandum with Recommended New CIPs	DRAFT – EN	Sept. 2005		
2-A. CIP Expansion Program Agenda	FINAL - EN	6/24/05		
2-B. CIP Expansion Request for Proposal	FINAL -EN/BG	6/24/05		
2-C. Court Assessment Questionnaire	FINAL -EN/BG	6/24/05		

2-D. New CIP Selection Process 2-E. MOU	FINAL -EN/BG DRAFT -EN	6/24/05 6/24/05		
1.3 Verbatim Recording 3-A. OPEN RECORDS WORKING GROUP 3-B. Draft Policy for Open Public Assess to Court Information 2-A. Verbatim Justification 2-B. OPEN RECORDS WORKING GROUP	 FINAL - EN W. DRAFT – EN FINAL – EN FINAL – EN	 QR3 att. QR3 att. QR2 att. QR2 att.		
1.4 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.5 Conduct an Operations Needs Assessment 3-A. SJC Administrative Retreat July 8 – 10, 2005 2-A. SJC IDI Baseline	 FINAL - BG DRAFT - EN	 07/25/05 QR2 att.		FINAL - BG
1.6 Improved Collection and Use of Statistics 2-A. SUPREME JUDICIAL COUNCIL STATISTICAL COMMITTEE Founding Meeting June 29, 2005 Meeting in Simitly	 FINAL – EN FINAL - EN	 QR2 att. QR2 att.		
1.7 Improved Budgeting Process				
1.8 Improved Public Relations				
C. AUTOMATION				
1.9 Improved and Expanded Case Management Software 2-A. CMS DEVELOPMENT COMMITTEE	FINAL - EN	QR2 att.		
D. CRIMINAL LAW INITIATIVES				
1.10 Uniform Information System for Combating Crime (UISCC)				
1.11 Regional Criminal Justice Initiative (RCJI)				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NIJ INSTITUTIONAL DEVELOPMENT**				
2.1 NIJ Management: Strengthened Board and Staff 3-A. NIJ Accounting Policy Reports 3-B. NIJ Accounting Document Flow 3-C. NIJ Document Flow 3-D. NIJ Financial Rules 3-E. NIJ Human Resource Rules 3-F. NIJ Initial Training Rules 3-G. NIJ Money Laundry Rules 3-H. NIJ Director Appointment Procedure 3-I. NIJ Regulation 3-J. NIJ Trainers Rules 3-K. NIJ Work on Projects Rules 3-L. NIJ Media Strategy 2-A. Institutional Development Index 2-B. Trip report from Ms. Adam-Matson	 FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG FINAL – EN FINAL – BG FINAL – EN FINAL – BG FINAL - EN FINAL – BG FINAL - EN FINAL – BG FINAL - EN FINAL – BG, EN FINAL – BG FINAL - EN FINAL – BG FINAL – EN FINAL – BG, EN FINAL – EN, BG FINAL – EN	 07/19/05 07/19/05 07/19/05 07/19/05 08/26/05 07/19/05 08/26/05 07/19/05 QR3 att. 07/19/05 QR3 att. 07/19/05 QR3 att. 07/19/05 07/19/05 QR3 att. 07/19/05 QR3 att. QR3 att. QR2 att. June 2005		

2-C. Trip report from Mr. Kelly 2-D. Consultants' report from Mr. Dimitrov 2-E. Agenda, NIJ Staff Retreat 7-9 April 2005 2-F. Evaluation Results, NIJ Staff Retreat 7-9 April 2005 2-G. Training Materials, NIJ Staff Retreat 7-9 April 2005 2-H. NIJ Accounting Document Flow Rules 2-I. NIJ Accounting Policy Reports Rules 2-G. NIJ Document Flow Rules 2-K. NIJ Financial Rules 2-L. NIJ Human Resource Rules 2-M. NIJ Initial Training Rules 2-N. NIJ Money Laundry Preventing Rules 2-O. NIJ Director Appointment Procedure 2-P. NIJ Trainers Rules 2-Q. NIJ Work on Projects Rules 2-R. NIJ Regulation 2-S. WORKING GROUP ON THE DEVELOPMENT OF A DRAFT NIJ STRATEGY FOR COURT ADMINISTRATION TRAINING WORKING GROUP - IARIMANAGING BOARD	FINAL – EN, BG FINAL – EN FINAL – EN, BG FINAL – EN, FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – EN, BG FINAL – EN FINAL – EN	June 2005 06/27/05 06/27/05 06/27/05 06/27/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 QR2 att. QR2 att.		
2.2 Training of Trainers (TOT) 3-A. TOT Intermediate Level, Participants Packet Sept. 29-30,05 3-B. TOT Intermediate Level, Agenda, Sept. 29-30,05 3-C. TOT Intermediate Level Course Evaluations 2-A. Agenda Instructional Design Training (TOT) May 27-28, 05 2-B. Training Materials, Instructional Design May 27-28, 05 2-C. Eval. Results, Instructional Design (TOT) May 27-28,05 2-D. Agenda, TOT for Commercial Law Trainers June 1, 05 2-E. Train. Materials, TOT for Commercial Law Trainers 6/01/05 2-F. Trip Report from Mr. Langhorne	FINAL – BG FINAL – BG FINAL – BG, EN FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN	10/17/05 10/17/05 QR3 att. 06/15/05 06/27/05 06/27/05		06/06/05 06/24/05 06/24/05 06/24/05
2.3 Legislative and Public Outreach				
B. NIJ CURRICULUM DEVELOPMENT				
2.4 Strengthened Program Council 2-A. WORKING GROUP – IARIA: F INAL OUNCIL	FINAL – EN	QR2 att.		
2.5. NIJ Curriculum Development 3-A.WORKING GROUP ON PROGRAM DEVELOPMENT: CREATING BANCRUPTCY AND INSOLVENCY TRAINING	FINAL - EN	QR3 att.		
Court Clerk Training 3-A. WORKING GROUP ON PROGRAM DEVELOPMENT: WORKING WITH COMPANY CASES 3-B. WORKING GROUP ON PROGRAM DEVELOPMENT: WORK WITH THE CONVICTION	FINAL - EN FINAL - EN	QR3 att. QR3 att.		

OFFICE	FINAL - EN	QR3 att.		
3-C. WORKING GROUP ON PROGRAM DEVELOPMENT: COURT SECRETARIES	DRAFT – EN, BG			06/24/05
2-QR	FINAL – EN, BG			06/24/05
Z. NIJ Strategy for Court Administration Training	FINAL – BG			06/24/05
AA. Agenda, Grammar Training 31 March-01 April, 2005	FINAL – EN, BG FINAL – EN, BG			06/24/05 06/24/05
BB. Train. Materials, Grammar Training 31 March-01 April,05	FINAL – BG FINAL – EN, BG			06/24/05 06/24/05
CC. Eval. Results, Grammar Training 31 March-01 April,05	FINAL – EN, BG FINAL – BG			06/24/05 06/24/05
DD. Agenda, Stress & Time Management Training 7-8 April, 05	FINAL – EN, BG FINAL – EN, BG			06/24/05 06/24/05
EE. Train. Materials, Stress & Time Management 7-8 April,05	FINAL – BG FINAL – EN, BG			06/24/05 06/24/05
FF. Eval. Results, Stress & Time Management 7-8 April,05	FINAL – EN, BG FINAL – EN, BG			06/24/05 06/24/05
GG. Agenda, Criminal Training 14-15 April, 2005	FINAL – EN, BG			06/24/05
HH. Training Materials, Criminal Training 14-15 April, 2005	FINAL – EN, BG FINAL – EN, BG			06/24/05 06/24/05
II. Evaluation Results, Criminal Training 14-15 April, 2005	FINAL – EN FINAL – EN, BG			06/24/05 06/24/05
JJ. Agenda, Customer Service Training 21-22 April, 2005	FINAL – BG FINAL – EN	QR2 att. QR2 att.		06/24/05 06/24/05
KK. Training Materials, Customer Service 21-22 April, 2005	FINAL – EN, BG FINAL – BG	 QR2 att.		06/24/05 06/24/05
LL. Evaluation Results, Customer Service 21-22 April, 2005	FINAL – EN, BG FINAL – EN			
MM. Agenda, Strategic Planning Training 27-29 April, 2005				
NN. Training Materials, Strategic Planning 27-29 April,2005	FINAL – EN	QR2 att.		
OO. Evaluation Results, Strategic Planning 27-29 April,2005	FINAL – EN	QR2 att.		
PP. Agenda, Instructional Design Training (TOT) 6-8 June, 05				
QQ. Train. Materials, Instructional Design (TOT) 6-8 June, 05	FINAL – EN	QR2 att.		
RR. Eval. Results, Instructional Design (TOT) 6-8 June, 05				
SS. Agenda, Trainers' Retreat 5-6 June, 2005				
TT. Training Materials, Trainers' Retreat 5-6 June, 2005				
UU. Evaluation Results, Trainers' Retreat 5-6 June, 2005				
VV. Agenda, Training Coordinators Orientation, 10 June, 2005				
WW. Materials, Training Coordinators Orientation, 10 June, 05				
XX. Court Training Plan Template				
WORKING GROUP ON PROGRAM DEVELOPMENT: WORK WITH COMPANY CASES				
WORKING GROUP ON PROGRAM DEVELOPMENT: WORK IN THE CONVICTION OFFICE				

WORKING GROUP ON PROGRAM DEVELOPMENT: REGULATION OF THE WORK OF THE COURT ADMINISTRATION WORKING GROUP ON PROGRAM DEVELOPMENT: COURT SECRETARIES				
2.7 Strengthened Impact Evaluation				
2.8 Mentor Judge Program 3-A. Mentor Judge Handbook 2-A. Mentor Judge Guidelines 2-B. WORKING GROUP ON THE DEVELOPMENT OF NIJ MENTOR JUDGE PROGRAM	 FINAL – EN, BG DRAFT – EN, BG FINAL - EN	 QR3 att. QR2 att. QR2 att.		
2.9 National Association of Court Clerks (NACC) 3-A. NACC IDI 3-B. NACC Institutional Development Plan 3-C. NACC IDI Workshop Agenda, July 23-24, 2005 2-A. Institution Development Index 2-B. WORKING GROUP MANAGING BOARD OF THE NATIONAL ASSOCIATION OF COURT CLERKS	 FINAL – BG FINAL – BG, EN FINAL – BG, EN DRAFT – EN, BG FINAL - EN	 QR3 att. QR3 att. QR3 att. QR2 att. QR2 att.		
2.10 National Judicial Conference				
2.11 IT Training				
2.12 Media Training				
2.13 U.S. and European Study Tours				
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. GRANTS PROGRAM**				
3.1 Targeted Grants 2-A. NACC Grant Annex A-F NACC Grant Letter 2-B. NIJ Grant Annex A-F NIJ Grant Letter NIJ Grant Summary 2-C. UJB Grant Letter UJB Grant Summary UJB Organizational Development Index – Initial Assessment	 FINAL – EN FINAL – EN DRAFT – EN DRAFT – EN DRAFT – EN FINAL – EN DRAFT – EN	 QR2 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att.		
Competitive Grants 3-A. Stage 2A Screening 3-B. Stage 2B Screening 3-C. Submitted Project Proposals 2-A. SMALL GRANTS LAUNCH MEETING – AGENDA AND LIST OF PARTICIPANTS 2-B. REQUEST FOR APPLICATIONS FOR COMPETITIVE SMALL GRANTS 2-C. LIST OF SUBMITTED TO JSI PROJECT PROPOSALS	 FINAL - EN FINAL - EN FINAL - EN FINAL - EN, BG FINAL - EN, BG FINAL – EN, BG	 QR3 att. QR3 att. QR3 att. QR2 att. QR2 att. QR2 att		
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Regulatory Initiatives				

2-A. WORKING GROUP ON LEGISLATIVE CHANGES OF THE JSA 2-B. JUDICIAL REFORM FROM INSIDE FORUM – AGENDA AND LIST OF PARTICIPANTS 2-C. JUDICIAL REFORM FROM INSIDE FORUM – SUMMARY OF THE DISCUSSION 2-D. LEGISLATIVE PRIORITIES OF JUDICIAL REFORM – FINAL REPORT BULGARIA: PARTICIPANTS 2-E. ANALYSIS OF THE LEGISLATIVE PRIORITIES OF JUDICIAL REFORM	FINAL - EN FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN, BG	QR2 att. QR2 att. QR2 att. QR2 att. QR2 att.		
Improved Legislative Process 3-A. LEGISLATIVE PROGRESS INDEX 2-A. LEGISLATIVE PROGRESS INDEX	 FINAL - EN FINAL - EN	 QR3 att. QR2 att.		
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
Improved Public Perception of the Judiciary 3-A. Public Outreach Strategic Plan 2-A. REPORT MARIA MATEVA ON SEVLIEVO VISIT	DRAFT – EN FINAL - EN	QR3 att. QR2 att.		
Improved Judiciary-Media Relations 3-A. Media Training for Court Chairpersons, July 7-9, 2005-10-17 Agenda, Participants List, Course Evaluations 2-A. MEDIA TRIANING FOR COURT CHAIRPERSONS, SANDANSKI - AGENDA	 FINAL – BG, EN DRAFT-EN	 07/25/05 QR2 att		
3.7 Monitoring Impact				
TASK IV: THE FUND FOR JUSTICE				
4.0 Documents Submitted				
OTHER DOCUMENTS				
List of members of committees/working groups				

Quarter 4

a) Fourth Quarter Report, submitted 31 January 2006 (along with 2005 Annual Report)
b) Compiled Documents List

Task and Sub-Task Relevant Document Provided Judicial Strengthening Initiative Fourth Quarter Report	Document Status & Version (BG/EN)	Date Submitted & Type of Media		
		Electronic Copy	Hard Copy	CD
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP**				
1.1 Current MCs/CIPs				
4-A.				
MOU Kiustendil DC				
MOU Smolyan RC				
MOU Burgas RC	FINAL – EN, BG	Nov. 2005	All 4-A with	All 4-A with
MOU Dobrich DC	FINAL – EN, BG	Nov. 2005	4QR	4QR
MOU Dobrich RC	FINAL – EN, BG	Nov. 2005	submission	submission
MOU Gorna Oryahovitza RC	FINAL – EN, BG	Nov. 2005		
MOU Haskovo RC	FINAL – EN, BG	Nov. 2005	All 3-A with	All 3-A with
MOU Plovdiv DC	FINAL – EN, BG	Nov. 2005	3QR	3QR
MOU Plovdiv RC	FINAL – EN, BG	Nov. 2005	submission	submission
MOU Sliven DC	FINAL – EN, BG	Nov. 2005		
MOU Varna DC	FINAL – EN, BG	Nov. 2005	All 2 with 2	All 2 with
MOU Varna RC	FINAL – EN, BG	Nov. 2005	QR	2 QR
MOU Yambol RC	FINAL – EN, BG	Nov. 2005	submission	submission
3-A.	FINAL – EN, BG	Nov. 2005		
MOU Chepelare RC	FINAL – EN, BG	Nov. 2005		
MOU Gotze Delchev RC				
MOU Kurdjali DC				
MOU Montana DC	FINAL – EN, BG	Aug. 2005		
MOU Sevlievo RC	FINAL – EN, BG	Aug. 2005		
MOU Shumen RC	FINAL – EN, BG	Aug. 2005		
MOU Sofia RC Criminal	FINAL – EN, BG	Aug. 2005		
MOU Veliko Tarnovo DC	FINAL – EN, BG	Aug. 2005		
MOU Vratza DC	FINAL – EN, BG	Aug. 2005		
	FINAL – EN, BG	Aug. 2005		
2-A. Court Improvement Plan (revised)	FINAL – EN, BG	Aug. 2005		
2-B. Graduation Strategy	FINAL – EN, BG	Aug. 2005		
2-C. Model Courts Accomplishments				
2-D.	FINAL – EN, BG	QR2 att.		
MOU Kurdjali DC				
MOU Montana DC	DRAFT - EN	6/30/05		
MOU Sevlievo RC	DRAFT - EN	6/30/05		
MOU Shumen RC				
MOU Sofia RC Criminal				
MOU Veliko Tarnovo DC	DRAFT – EN	QR2 att.		
MOU Vratza DC	DRAFT – EN	QR2 att.		
2-E.	DRAFT – EN	QR2 att.		
CIVIL PROCEDURE CODE SUB GROUP	DRAFT – EN	QR2 att.		
2: JURISDICTION AND	DRAFT – EN	QR2 att.		
CONSTITUTIONS OF COURTS AND	DRAFT – EN	QR2 att.		
GENERIC TOOLS IN CIVIL	DRAFT – EN	QR2 att.		
PROCEEDINGS				
CIVIL PROCEDURE CODE SUB GROUP	FINAL – EN	QR2 att.		

4: APPEAL PROCEDURE CIVIL PROCEDURE CODE SUB GROUP 6: ACCELERATION OF PROCEEDINGS CIVIL PROCEDURE CODE SUB GROUP 7: ACCESS TO JUSTICE	 FINAL – EN FINAL – EN FINAL – EN	 QR2 att. QR2 att. QR2 att.		
1.2 New CIPs 3-A. USAID Approved MOU 3-B. USAID Approved Graduation Strategy 3-C. MC Accomplishments Chart 3-D. Memorandum with Recommended New CIPs 2-A. CIP Expansion Program Agenda 2-B. CIP Expansion Request for Proposal 2-C. Court Assessment Questionnaire 2-D. New CIP Selection Process 2-E. MOU	 FINAL - EN FINAL - EN FINAL - EN DRAFT – EN FINAL - EN FINAL -EN/BG FINAL -EN/BG FINAL -EN/BG DRAFT -EN	 08/30/05 July 2005 July 2005 Sept. 2005 6/24/05 6/24/05 6/24/05 6/24/05 6/24/05		
1.3 Verbatim Recording 3-A. OPEN RECORDS WORKING GROUP 3-B. Draft Policy for Open Public Assess to Court Information 2-A. Verbatim Justification 2-B. OPEN RECORDS WORKING GROUP	 FINAL - EN W. DRAFT – EN FINAL – EN FINAL – EN	 QR3 att. QR3 att. QR2 att. QR2 att.		
1.4 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.5 Conduct an Operations Needs Assessment 4-A. SJC IDI 2005 Annual Progress 3-A. SJC Administrative Retreat July 8 – 10, 2005 2-A. SJC IDI Baseline	 FINAL - EN FINAL - BG DRAFT - EN	 QR4 att. 07/25/05 QR2 att.		FINAL - BG
1.6 Improved Collection and Use of Statistics 4-A. SUPREME JUDICIAL COUNCIL STATISTICAL COMMITTEE 2-A. SUPREME JUDICIAL COUNCIL STATISTICAL COMMITTEE Founding Meeting June 29, 2005 Meeting in Simitly	 FINAL - EN FINAL – EN FINAL - EN	 QR4 att. QR2 att. QR2 att.		
1.7 Improved Budgeting Process				
1.8 Improved Public Relations				
C. AUTOMATION				
1.9 Improved and Expanded Case Management Software				

4-A. CMS DEVELOPMENT COMMITTEE 2-A. CMS DEVELOPMENT COMMITTEE	 FINAL – EN FINAL - EN	 QR4 att. QR2 att.		
D. CRIMINAL LAW INITIATIVES				
1.10 Uniform Information System for Combating Crime (UISCC)				
1.11 Regional Criminal Justice Initiative (RCJI)				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NIJ INSTITUTIONAL DEVELOPMENT**				
2.1 NIJ Management: Strengthened Board and Staff 4-A. Institutional Development Index NIJ Database Projects NIJ Internal Rules NIJ Staff Development Rules NIJ Staff Development Questionnaire NIJ Staff Training Evaluation NIJ Training and Trainers Rules, final document NIJ Training Needs Assessment CT 2005 3-A. NIJ Accounting Policy Reports NIJ Accounting Document Flow NIJ Document Flow NIJ Financial Rules NIJ Human Resource Rules NIJ Initial Training Rules NIJ Money Laundry Rules NIJ Director Appointment Procedure NIJ Regulation NIJ Trainers Rules NIJ Work on Projects Rules NIJ Media Strategy 2-A. Institutional Development Index Trip report from Ms. Adam-Matson Trip report from Mr. Kelly Consultants' report from Mr. Dimitrov Agenda, NIJ Staff Retreat 7-9 April 2005 Evaluation Results, NIJ Staff Retreat 7-9 April 2005 Training Materials, NIJ Staff Retreat 7-9 April 2005 NIJ Accounting Document Flow Rules NIJ Accounting Policy Reports Rules NIJ Document Flow Rules NIJ Financial Rules NIJ Human Resource Rules NIJ Initial Training Rules NIJ Money Laundry Preventing Rules NIJ Director Appointment Procedure	 FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG FINAL – EN FINAL – BG FINAL – EN FINAL – BG FINAL - EN FINAL – BG FINAL - EN FINAL – BG FINAL - EN FINAL – BG, EN FINAL – BG FINAL - EN FINAL – BG FINAL – EN FINAL – BG, EN FINAL – EN, BG FINAL – EN	 QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. QR4 att. 07/19/05 07/19/05 07/19/05 07/19/05 08/26/05 07/19/05 08/26/05 07/19/05 QR3 att. 07/19/05 QR3 att. 07/19/05 07/19/05 07/19/05 QR3 att. 07/19/05 QR3 att. QR3 att. QR2 att. June 2005 June 2005		

NIJ Trainers Rules NIJ Work on Projects Rules NIJ Regulation 2-B. WORKING GROUP ON THE DEVELOPMENT OF A DRAFT NIJ STRATEGY FOR COURT ADMINISTRATION TRAINING WORKING GROUP - FINAL MANAGING BOARD	FINAL – EN, BG FINAL – EN FINAL – EN, BG FINAL – EN, FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG	06/27/05 06/27/05 06/27/05 06/27/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05 07/19/05		
2.2 Training of Trainers (TOT) 4-A TOT Basic Level Course Materials, Agenda, List of Participants, Evaluation results, Oct. 12-14, 05 3-A. TOT Intermediate Level, Participants Packet Sept. 29-30,05 TOT Intermediate Level, Agenda, Sept. 29-30,05 TOT Intermediate Level Course Evaluations 2-A. Agenda Instructional Design Training (TOT) May 27-28, 05 Training Materials, Instructional Design May 27-28, 05 Eval. Results, Instructional Design (TOT) May 27-28,05 Agenda, TOT for Commercial Law Trainers June 1, 05 Train. Materials, TOT for Commercial Law Trainers 6/01/05 Trip Report from Mr. Langhorne	FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – BG FINAL – EN, BG FINAL – EN FINAL – EN FINAL – BG FINAL – BG	QR4 att. 07/19/05 07/19/05 07/19/05 07/19/05 QR2 att. QR2 att. 10/17/05 10/17/05 QR3 att. 06/15/05		06/06/05 06/24/05 06/24/05 06/24/05
2.3 Legislative and Public Outreach				
B. NIJ CURRICULUM DEVELOPMENT				
2.4 Strengthened Program Council 2-A. WORKING GROUP – FINAL PROGRAM COUNCIL	FINAL – EN	QR2 att.		
2.5. NIJ Curriculum Development 4-A.WORKING GROUP ON PROGRAM DEVELOPMENT: CREATING BANCRUPTCY AND INSOLVENCY TRAINING 3-A.WORKING GROUP ON PROGRAM	FINAL – EN	QR4 att.		

DEVELOPMENT: CREATING BANCRUPTCY AND INSOLVENCY TRAINING	FINAL - EN	QR3 att.		
2.6 Court Clerk Training 4-A Team Building Course Agenda, List of Participants, Evaluation results, Oct.6-7, 05	FINAL – EN, BG	QR4 att.		
4-B Local Training Plans Implementation Program	FINAL – EN, BG	QR4 att.		
HR Management Course Agenda, List of Participants, Evaluation results, Oct. 6-7, 05				
Team Building Course Agenda, List of Participants, Evaluation results, Oct. 6-7, 05	FINAL – EN, BG	QR4 att.		
HR Management Course Agenda, List of Participants, Evaluation results, Oct. 16-17, 05	FINAL – EN, BG	QR4 att.		
Professional Ethics and Conduct for Judges Course Agenda, List of Participants, Eval. results, Oct. 24, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Oct. 26-28, 05	FINAL – EN, BG	QR4 att.		
Summons Manual Training Course Agenda, List of Participants, Evaluation results, Oct. 27, 05	FINAL – EN, BG	QR4 att.		
Court Clerk Ethics Course Agenda, List of Participants, Evaluation results, Oct. 28, 05	FINAL – EN, BG	QR4 att.		
Grammar & Court Minutes Taking Course Agenda, List of Participants, Evaluation results, Oct. 28, 29, Nov. 1, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Nov. 3, 05	FINAL – EN, BG	QR4 att.		
Case Delay Reduction Training Course Agenda, List of Participants, Evaluation results, Nov. 4, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Nov. 4, 05	FINAL – EN, BG	QR4 att.		
CMS Training Course Agenda, List of Participants, Evaluation results, Nov. 7, 05	FINAL – EN, BG	QR4 att.		
Classified Information Law Training Course Agenda, List of Participants, Evaluation results, Nov. 8-9, 05	FINAL – EN, BG	QR4 att.		
Grammar & Court Minutes Taking Course Agenda, List of Participants, Eval. results, Nov. 4, 8, 12, 05	FINAL – EN, BG	QR4 att.		
Combating Corruption in the Judicial System Training Course Agenda, List of Participants, Eval. results, Nov. 11, 05	FINAL – EN, BG	QR4 att.		
Planning and Work Process of Court Clerks Course Agenda, List of Participants, Eval. results, Nov. 18, 05	FINAL – EN, BG	QR4 att.		
CMS Training for Enforcement Office Course Agenda, List of Participants, Eval. results, Oct. 20-21, 05	FINAL – EN, BG	QR4 att.		

Civil Code and Procedure Training Course Agenda, List of Participants, Eval. results, Nov. 24-25, 05				
Criminal Law Training Course Agenda, List of Participants, Eval. results, Nov. 30 – Dec. 1, 05	FINAL – EN, BG	QR4 att.		
Administrative Law and Procedure Training Course Agenda, List of Participants, Eval. results, Nov. 30 – Dec. 1, 05	FINAL – EN, BG	QR4 att.		
Stress and Time Management Training Course Agenda, List of Participants, Eval. results, Dec. 14, 05	FINAL – EN, BG	QR4 att.		
New Procedures for Administrative Procedures Persuant to the Draft APC Training Course Agenda, List of Participants, Eval. results, Dec. 5, 05	FINAL – EN, BG	QR4 att.		
Preparing Custom CMS reports Training Course Agenda, List of Participants, Eval. results, Dec. 5-6, 05	FINAL – EN, BG	QR4 att.		06/24/05
New Procedures for Administrative Procedures Persuant to the Draft APC Training Course Agenda, List of Participants, Eval. results, Dec. 6, 05	FINAL – EN, BG	QR4 att.		06/24/05 06/24/05
CMS Application in Company Intake Training Course Agenda, List of Participants, Eval. results, Dec., 05	FINAL – EN, BG	QR4 att.		06/24/05
Administrative Culture and Ethics Training Course Agenda, List of Participants, Eval. results, Dec. 15, 05				06/24/05 06/24/05 06/24/05 06/24/05
Court Expert Opinion in Criminal Procedure Course Agenda, List of Participants, Eval. results, Dec. 16, 05	FINAL – EN, BG	QR4 att.		06/24/05 06/24/05 06/24/05 06/24/05
Public Procurement Training Course Agenda, List of Participants, Eval. results, Dec. 16, 05	FINAL – EN, BG	QR4 att.		06/24/05 06/24/05 06/24/05
Administrative Culture and Ethics Training Course Agenda, List of Participants, Eval. results, Dec. 16, 05				06/24/05 06/24/05 06/24/05
Public Procurement Training Course Agenda, List of Participants, Eval. results, Dec. 19, 05	FINAL – EN, BG	QR4 att.		06/24/05 06/24/05 06/24/05
Customer Service Training Course Agenda, List of Participants, Eval. results, Dec. 19-20, 05	FINAL – EN, BG	QR4 att.		06/24/05 06/24/05 06/24/05
Customer Service Training Course Agenda, List of Participants, Eval. results, Dec. 21-22, 05	FINAL – EN, BG	QR4 att.		06/24/05
3-A. WORKING GROUP ON PROGRAM DEVELOPMENT: WORKING WITH COMPANY CASES	FINAL – EN, BG	QR4 att.		
3-B. WORKING GROUP ON PROGRAM DEVELOPMENT: WORK WITH THE CONVICTION OFFICE	FINAL – EN, BG	QR4 att.		
3-C. WORKING GROUP ON PROGRAM				

DEVELOPMENT: COURT SECRETARIES 2-QR				
YY. NIJ Strategy for Court Administration Training	FINAL – EN, BG	QR4 att.		
ZZ. Agenda, Grammar Training 31 March-01 April, 2005				
AAA. Train. Materials, Grammar Training 31 March-01 April,05	FINAL – EN, BG	QR4 att.		
BBB. Eval. Results, Grammar Training 31 March-01 April,05	FINAL – EN, BG	QR4 att.		
CCC. Agenda, Stress & Time Management Training 7-8 April, 05				
DDD. Train. Materials, Stress & Time Management 7-8 April,05	FINAL - EN	QR3 att.		
EEE. Eval. Results, Stress & Time Management 7-8 April,05				
FFF. Agenda, Criminal Training 14-15 April, 2005	FINAL - EN	QR3 att.		
GGG. Training Materials, Criminal Training 14-15 April, 2005				
HHH. Evaluation Results, Criminal Training 14-15 April, 2005	FINAL - EN	QR3 att.		
III. Agenda, Customer Service Training 21-22 April, 2005				
JJJ. Training Materials, Customer Service 21-22 April, 2005	DRAFT – EN, BG	QR2 att.		
KKK. Evaluation Results, Customer Service 21-22 April, 2005				
LLL. Agenda, Strategic Planning Training 27-29 April, 2005	FINAL – EN, BG	QR2 att.		
MMM. Training Materials, Strategic Planning 27-29 April,2005	FINAL – BG			
NNN. Evaluation Results, Strategic Planning 27-29 April,2005	FINAL – EN, BG	QR2 att.		
OOO. Agenda, Instructional Design Training (TOT) 6-8 June, 05	FINAL – EN, BG			
PPP. Train. Materials, Instructional Design (TOT) 6-8 June, 05	FINAL – BG			
QQQ. Eval. Results, Instructional Design (TOT) 6-8 June, 05	FINAL – EN, BG			
RRR. Agenda, Trainers' Retreat 5-6 June, 2005	FINAL – EN, BG			
SSS. Training Materials, Trainers' Retreat 5-6 June, 2005	FINAL – BG			
TTT. Evaluation Results, Trainers' Retreat 5-6 June, 2005	FINAL – EN, BG			
UUU. Agenda, Training Coordinators Orientation, 10 June, 2005	FINAL – EN, BG			
VVV. Materials, Training Coordinators Orientation, 10 June, 05	FINAL – BG			
WWW. Court Training Plan Template				
WORKING GROUP ON PROGRAM DEVELOPMENT: WORK WITH COMPANY CASES	FINAL – EN, BG			
	FINAL – EN, BG	QR2 att.		
WORKING GROUP ON PROGRAM	FINAL – EN, BG			

DEVELOPMENT: WORK IN THE CONVICTION OFFICE WORKING GROUP ON PROGRAM DEVELOPMENT: REGULATION OF THE WORK OF THE COURT ADMINISTRATION WORKING GROUP ON PROGRAM DEVELOPMENT: COURT SECRETARIES	FINAL – EN, BG FINAL – EN, BG FINAL – EN, BG FINAL – EN FINAL – EN, BG FINAL – BG FINAL – EN FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN FINAL – EN FINAL – EN	QR2 att. QR2 att. QR2 att.		
2.7 Strengthened Impact Evaluation				
2.8 Mentor Judge Program 3-A. Mentor Judge Handbook 2-A. Mentor Judge Guidelines 2-B. WORKING GROUP ON THE DEVELOPMENT OF NIJ MENTOR JUDGE PROGRAM	FINAL – EN, BG DRAFT – EN, BG FINAL - EN	QR3 att. QR2 att. QR2 att.		
2.9 National Association of Court Clerks (NACC) 4-A. NACC Financial Rules Questionnaire on NACC Activities WORKING GROUP MANAGING BOARD OF THE NATIONAL ASSOCIATION OF COURT CLERKS NACC Team Building Course Agenda, List of Participants, Evaluation results, Nov. 14, 05 NACC Customer Service Course Agenda,	FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN	QR4 att. QR4 att. QR4 att. QR4 att.		

List of Participants, Evaluation results, Nov. 15, 05 NACC Team Building Course Agenda, List of Participants, Evaluation results, Nov. 26, 05 NACC Team Building Course Agenda, List of Participants, Evaluation results, Nov. 27, 05 3-A. NACC IDI 3-B. NACC Institutional Development Plan 3-C. NACC IDI Workshop Agenda, July 23-24, 2005 2-A. Institution Development Index 2-B. WORKING GROUP MANAGING BOARD OF THE NATIONAL ASSOCIATION OF COURT CLERKS	FINAL – BG, EN FINAL – BG, EN FINAL – BG, EN FINAL – BG FINAL – BG, EN FINAL – BG, EN DRAFT – EN, BG FINAL - EN	QR4 att. QR4 att. QR4 att. QR3 att. QR3 att. QR3 att. QR2 att. QR2 att.		
2.10 National Judicial Conference 4-A List of participants and evaluation, conference materials	FINAL – BG, EN	QR4 att.		
2.11 IT Training				
2.11 Media Training 4-A. MEDIA TRIANING FOR COURT CHAIRPERSONS, SANDANSKI – agenda, list of participants, evaluations KSM Letter, Agenda, List of Participants, Outcomes	FINAL – BG, EN FINAL – BG, EN	QR4 att. QR4 att.		
2.13 U.S. and European Study Tours				
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. GRANTS PROGRAM**				
3.1 Targeted Grants 4-A UJB Institutional Strengthening Retreat, Oct. 6-8, 2005 2-A. NACC Grant Annex A-F NACC Grant Letter 2-B. NIJ Grant Annex A-F NIJ Grant Letter NIJ Grant Summary 2-C. UJB Grant Letter UJB Grant Summary UJB Organizational Development Index – Initial Assessment	FINAL – BG FINAL – EN FINAL – EN DRAFT – EN DRAFT – EN DRAFT – EN FINAL – EN DRAFT – EN	QR4 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att.		
3.3 Competitive Grants 4-A A. Small Grants Program – Grantees Activity List	FINAL - EN	QR4 att		

3-A. Stage 2A Screening 3-B. Stage 2B Screening 3-C. Submitted Project Proposals 2-A. SMALL GRANTS LAUNCH MEETING – AGENDA AND LIST OF PARTICIPANTS 2-B. REQUEST FOR APPLICATIONS FOR COMPETITIVE SMALL GRANTS 2-C. LIST OF SUBMITTED TO JSI PROJECT PROPOSALS	FINAL - EN FINAL - EN FINAL - EN FINAL - EN, BG FINAL - EN, BG FINAL – EN, BG	QR3 att. QR3 att. QR3 att. QR2 att. QR2 att. QR2 att		
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Regulatory Initiatives 4-A WORKING GROUP ON LEGISLATIVE CHANGES OF THE JSA WORKING GROUP ON BANKRUPTCY AND INSOLVENCY 2-A. WORKING GROUP ON LEGISLATIVE CHANGES OF THE JSA 2-B. JUDICIAL REFORM FROM INSIDE FORUM – F INA L AND LIST OF PARTICIPANTS 2-C. JUDICIAL REFORM FROM INSIDE FORUM – F I N A L Y OF THE DISCUSSION 2-D. LEGISLATIVE PRIORITIES OF JUDICIAL REFORM – F INA L AND LIST OF PARTICIPANTS 2-E. ANALYSIS OF THE LEGISLATIVE PRIORITIES OF JUDICIAL REFORM	FINAL - EN FINAL - EN FINAL - EN FINAL – EN, BG FINAL – BG FINAL – EN, BG FINAL – EN, BG	QR4 att. QR4 att. QR2 att. QR2 att. QR2 att. QR2 att. QR2 att.		
3.6 Improved Legislative Process 4-A. LEGISLATIVE PROGRESS INDEX Annual Result 3-A. LEGISLATIVE PROGRESS INDEX 2-A. LEGISLATIVE PROGRESS INDEX	FINAL – EN FINAL – EN FINAL - EN	QR4 att. QR3 att. QR2 att.		
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
3.7 Improved Public Perception of the Judiciary 3-A. Public Outreach Strategic Plan 2-A. REPORT MARIA MATEVA ON SEVLIEVO VISIT	DRAFT – EN FINAL - EN	QR3 att. QR2 att.		
3.7 Improved Judiciary-Media Relations 3-A. Media Training for Court Chairpersons, July 7-9, 2005-10-17 Agenda, Participants List, Course Evaluations 2-A. MEDIA TRIANING FOR COURT	FINAL – BG, EN	07/25/05		

CHAIRPERSONS, SANDANSKI - AGENDA	DRAFT-EN	QR2 att		
3.7 Monitoring Impact				
TASK IV: THE FUND FOR JUSTICE				
4.0 Documents Submitted				
OTHER DOCUMENTS				
List of members of committees/working groups				

2006

Quarter 1
a) 2005 Annual Report, submitted 31 January 2006
b) First Quarter Report, submitted 29 April 2006
c) Compiled Documents List

2006 COMPILED DOCUMENT LISTED **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Project** **First Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP**				
1.1 Current MCs/CIPs				
1.2 New CIPs				
1.3 Verbatim Recording				
1.4 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.5 Conduct an Operations Needs Assessment Q1. SJC IDI 2006 annual Tragets	Final - EN	QR1	QR1	QR1
1.6 Improved Collection and Use of Statistics Q1. Working Group on Statistics	Final - EN	QR1	QR1	QR1
1.7 Improved Budgeting Process				
1.8 Improved Public Relations				
C. AUTOMATION				
1.9 Improved and Expanded Case Management Software (CMS)				
D. CRIMINAL LAW INITIATIVES				
1.10 Uniform Information System for Combating Crime (UISCC)				
1.11 Regional Criminal Justice Initiative (RCJI)				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NIJ INSTITUTIONAL DEVELOPMENT**				
2.1 NIJ Management: Strengthened Board and Staff Q1. NIJ IDI 2006 Annual Targets	Final - EN	QR1	QR1	QR1
2.2 Training of Trainers (TOT) Q1. TOT Level II, March 29 - 31, 2006	Final – EN, BG	QR1	QR1	QR1
2.3 Legislative and Public Outreach				
B. NIJ CURRICULUM DEVELOPMENT				
2.4 Strengthened Program Council				

2.5 Continuing Legal Education (CLE) for Magistrates				
2.6 Court Clerk Training Q1. Team Building for Dobrich DC&RC, Feb. 15-16, 2006 Q1. Team Building for Dobrich DC&RC, Feb. 16 - 17, 2006 Q1. Team Building for Plovdiv DC&RC, March 8 - 9, 2006 Q1. Team Building for Plovdiv DC&RC, March 9 - 10, 2006 Q1. Work of Court Secretaries, March 1 - 2, 2006 Q1. Work with Company Cases, March 10, 2006 Q1. Customer Service, March 16-17, 2006	Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG	QR1 QR1 QR1 QR1 QR1 QR1 QR1	QR1 QR1 QR1 QR1 QR1 QR1 QR1	QR1 QR1 QR1 QR1 QR1 QR1 QR1
2.7 Strengthened Impact Evaluation				
2.8 Mentor Judge Program				
2.9 National Association of Court Clerks (NACC) Q1. NACC Strategy 2006 – 2008 Q1. NACC Social Policy Q1. NACC Survey	Final EN, BG Final EN, BG Final EN, BG	QR1 QR1 QR1	QR1 QR1 QR1	QR1 QR1 QR1
2.10 National Judicial Conference				
2.11 IT Training Q1. Maintaining MS Windows Server 2003 Environment, March 22 - 24, 2006	Final EN, BG	QR1	QR1	QR1
2.12 Media Training Q1. Court - Press Relations Working Seminar, Feb. 9-11, 2006 Q1. Work with the Media, March 9 - 11, 2006	Final EN, BG Final EN, BG	QR1 QR1	QR1 QR1	QR1 QR1
2.13 U.S. and European Study Tours				
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. GRANTS PROGRAM**				
3.1 Targeted Grants Q1. UJB Strategic Planning Retreat, Jan. 26 - 28, 2006	Final EN, BG	QR1	QR1	QR1
3.2 Competitive Grants Q1. Task 3: Grantees Development Workshop, March 13-14, 06	Final EN, BG	QR1	QR1	QR1
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Regulatory Initiatives				
3.4 Improved Legislative Process Q1. Legislative Progress Index	Final EN	QR1	QR1	QR1
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
3.5 Improved Public Perception of the Judiciary Q1. Sofia Regional Court Working Group on Public Trust and Confidence	Final EN	QR1	QR1	QR1
3.6 Improved Judiciary-Media Relations Q1. Media Partners Meeting, March 14, 2006 Q1. Main Rules for Working with the Media of Court Press	Final EN, BG Final EN	QR1 QR1	QR1 QR1	QR1 QR1

Offices Q1. Judiciary Media Interview Slots with Leading Publications	Final EN	QR1	QR1	QR1
3.7 Monitoring Impact				
TASK IV: THE FUND FOR JUSTICE				
4.0 Documents Submitted				

Quarter 2
a) Second Quarter Report, submitted 26 July 2006
b) Compiled Documents List

2006 COMPILED DOCUMENT LISTED **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Project** **Second Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP**				
1.1 Current MCs/CIPs Q2 CIP Score Card Database CIP Case Disposition Statistics Database Court House Layout Conference Materials	 Final – EN Final – EN Final - BG	 QR2 QR2	 QR2 QR2 QR2	 QR2 QR2
1.2 New CIPs Q2 CIP Score Card Database CIP Case Disposition Statistics Database Court House Layout Conference Materials	 Final – EN Final – EN Final - BG	 QR2 QR2	 QR2 QR2 QR2	 QR2 QR2
1.3 Verbatim Recording				
1.4 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.5 Conduct an Operations Needs Assessment Q1. SJC IDI 2006 annual Tragets	 Final - EN	 QR1	 QR1	 QR1
1.6 Improved Collection and Use of Statistics Q1. Working Group on Statistics	 Final - EN	 QR1	 QR1	 QR1
1.7 Improved Budgeting Process				
1.8 Improved Public Relations				
C. AUTOMATION				
1.9 Improved and Expanded Case Management Software (CMS)				
D. CRIMINAL LAW INITIATIVES				
1.10 Uniform Information System for Combating Crime (UISCC)				
1.11 Regional Criminal Justice Initiative (RCJI)				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NIJ INSTITUTIONAL DEVELOPMENT**				
2.1 NIJ Management: Strengthened Board and Staff Q1. NIJ IDI 2006 Annual Targets QR2 NIJ Strategy 2006 - 2009 NIJ Template Survey on Products and Service	 Final – EN Final – EN Final – EN	 QR1 QR2 QR2	 QR1 QR2 QR2	 QR1 QR2 QR2
2.2 Training of Trainers (TOT) Q1. TOT Level II, March 29 - 31, 2006	 Final – EN, BG	 QR1	 QR1	 QR1

2.3 Legislative and Public Outreach				
B. NIJ CURRICULUM DEVELOPMENT				
Strengthened Program Council				
2.5 Continuing Legal Education (CLE) for Magistrates				
2.6 Court Clerk Training				
Q1. Team Building for Dobrich DC&RC, Feb. 15-16, 2006	Final – EN, BG	QR1	QR1	QR1
Q1. Team Building for Dobrich DC&RC, Feb. 16 - 17, 2006	Final – EN, BG	QR1	QR1	QR1
Q1. Team Building for Plovdiv DC&RC, March 8 - 9, 2006	Final – EN, BG	QR1	QR1	QR1
Q1. Team Building for Plovdiv DC&RC, March 9 - 10, 2006	Final – EN, BG	QR1	QR1	QR1
Q1. Work of Court Secretaries, March 1 - 2, 2006	Final – EN, BG	QR1	QR1	QR1
Q1. Work with Company Cases, March 10, 2006	Final – EN, BG	QR1	QR1	QR1
Q1. Customer Service, March 16-17, 2006	Final – EN, BG	QR1	QR1	QR1
QR2				
Team Building, April 13 - 14, 2006	Final – EN, BG	QR2	QR2	QR2
Stress & Time Management, April 27 - 28, 2006	Final – EN, BG	QR2	QR2	QR2
Team Building, May 10 - 11, 2006	Final – EN, BG	QR2	QR2	QR2
Team Building, May 11 - 12, 2006	Final – EN, BG	QR2	QR2	QR2
Customer Service, May 25 - 26, 2006	Final – EN, BG	QR2	QR2	QR2
Court Secretaries Training, June 15 - 16, 2006	Final – EN, BG	QR2	QR2	QR2
Stress & Time Management, June 29 - 30, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, The Summonsing Process, April 3, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Training of Court Secretaries, April 7, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Dealing With Difficult Customers - Part I, April 13,	Final – EN, BG	QR2	QR2	QR2
2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Customer Service & Court Admin Orientation, April	Final – EN, BG	QR2	QR2	QR2
17, 2006				
ILCTP, Microsoft Excel, April 25, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Topical Issues With Regard to Partition, April 25 - 26,				
2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, April 27, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, May 2, 2006				
ILCTP, Microsoft Excel, May 4, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Appeal of Decisions Issued by the Municipal Council,	Final – EN, BG	QR2	QR2	QR2
May 12, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, May 12, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Professional Ethics, May 19, 2006				
ILCTP, Stress & Time Management, May 20, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Child Protection Act, 29 - 30 May, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, June 1 - 2, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, New Penal Procedure Code, June 6 -7, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Basic Computer Skills, June 7 - 8, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Basic Computer Skills, June 8 - 9, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Conflicts at Work, June 16, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Appeal Procedures, June 16, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Access to Justice, June 17 - 18, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, EU Law and Mediation, June 24 - 25, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Summons Process, June 29, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Aspect of Court Clerks Work, June 29 - 30, 2006	Final – EN, BG	QR2	QR2	QR2
2.7 Strengthened Impact Evaluation				
QR2. LT Training Impact Evaluation template	Final – EN	QR2	QR2	QR2
2.8 Mentor Judge Program				

QR2. List of NIJ Mentor and Correspondent Judges	Final – EN	QR2	QR2	QR2
National Association of Court Clerks (NACC) Q1. NACC Strategy 2006 – 2008 Q1. NACC Social Policy Q1. NACC Survey QR2 Institution Development Index Stress & Time Management, April 26, 2006 Team Building, May 4, 2006 Stress & Time Management, May 26, 2006 Team Building, May 29 - 30, 2006 Customer Service, June 1- 2, 2006	 Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG	 QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR2 QR2	 QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR2 QR2	 QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR2 QR2
2.10 National Judicial Conference				
2.11 IT Training Q1. Maintaining MS Windows Server 2003 Environment, March 22 - 24, 2006 QR2 WebSite Template Management, May 29 - 31, 2006 WebSite Template Management, May 31 - June 2, 2006	 Final EN, BG Final – EN, BG Final – EN, BG	 QR1 QR2 QR2	 QR1 QR2 QR2	 QR1 QR2 QR2
Media Training Q1. Court - Press Relations Working Seminar, Feb. 9-11, 2006 Q1. Work with the Media, March 9 - 11, 2006 QR2 Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006 Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006	 Final EN, BG Final EN, BG Final EN, BG Final EN, BG	 QR1 QR1 QR2 QR2	 QR1 QR1 QR2 QR2	 QR1 QR1 QR2 QR2
2.13 U.S. and European Study Tours				
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. GRANTS PROGRAM**				
3.1 Targeted Grants Q1. UJB Strategic Planning Retreat, Jan. 26 - 28, 2006 QR2 UJB Quarterly Report	 Final EN, BG Final EN	 QR1 QR2	 QR1 QR2	 QR1 QR2
3.2 Competitive Grants Q1. Task 3: Grantees Development Workshop, March 13-14, 06	 Final EN, BG	 QR1	 QR1	 QR1
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Regulatory Initiatives				
3.4 Improved Legislative Process Q1. Legislative Progress Index Q2. Legislative Progress Index	 Final EN Final EN	 QR1 QR2	 QR1 QR2	 QR1 QR2
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
Improved Public Perception of the Judiciary Q1. Sofia Regional Court Working Group on Public Trust and Confidence Q2. Sofia Regional Court Working Group on Public Trust and Confidence	 Final EN Final EN	 QR1 QR2	 QR1 QR2	 QR1 QR2

3.6 Improved Judiciary-Media Relations				
Q1. Media Partners Meeting, March 14, 2006	Final EN, BG	QR1	QR1	QR1
Q1. Main Rules for Working with the Media of Court Press Offices	Final EN	QR1	QR1	QR1
Q1. Judiciary Media Interview Slots with Leading Publications	Final EN	QR1	QR1	QR1
Q2				
Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006	Final EN, BG	QR2	QR2	QR2
Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006	Final EN, BG	QR2	QR2	QR2
Forum Theatre Media Coverage and Conference Presentations, QR2 2006	Final EN, BG	QR2	QR2	QR2
Media Breakfast. June 6, 2006	Final EN, BG	QR2	QR2	QR2
3.7 Monitoring Impact				
QR2 Survey on the Impact of Judicial Reform	Final EN, BG	QR2	QR2	QR2
TASK IV: THE FUND FOR JUSTICE				
4.0 Documents Submitted				

Quarter 3
a) Third Quarter Report, submitted 30 October 2006
b) Compiled Documents List

2006 COMPILED DOCUMENT LISTED **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Project** **Third Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP**				
1.1 Current MCs/CIPs				
Q2				
CIP Score Card Database	Final – EN	QR2	QR2	QR2
CIP Case Disposition Statistics Database	Final – EN	QR2	QR2	QR2
Court House Layout Conference Materials	Final – BG		QR2	
Q3				
CIP Score Card Database	Final – EN	QR3	QR3	QR3
CIP Case Disposition Statistics Database	Final – EN	QR3	QR3	QR3
Budgeting and Finance Training, July 11 - 12, 2006	Final – EN, BG	QR3	QR3	QR3
Reengineering Training , July 13, 2006	Final – EN, BG	QR3	QR3	QR3
Leadership & Strategic Planning Training, Sept. 13 - 15, 2006	Final – EN, BG	QR3	QR3	QR3
1.2 New CIPs				
Q2				
CIP Score Card Database	Final – EN	QR2	QR2	QR2
CIP Case Disposition Statistics Database	Final – EN	QR2	QR2	QR2
Court House Layout Conference Materials	Final – BG		QR2	
Q3				
CIP Score Card Database	Final – EN	QR3	QR3	QR3
CIP Case Disposition Statistics Database	Final – EN	QR3	QR3	QR3
Budgeting and Finance Training, July 11 - 12, 2006	Final – EN, BG	QR3	QR3	QR3
Reengineering Training , July 13, 2006	Final – EN, BG	QR3	QR3	QR3
Leadership & Strategic Planning Training, Sept. 13 - 15, 2006	Final – EN, BG	QR3	QR3	QR3
1.3 Verbatim Recording				
1.4 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.5 Conduct an Operations Needs Assessment				
Q1. SJC IDI 2006 annual Tragets	Final – EN	QR1	QR1	QR1
Q3 SJC IDI 2006 Semi – Annual Progress	Final – EN	QR3	QR3	QR3
1.6 Improved Collection and Use of Statistics				
Q1. Working Group on Statistics	Final – EN	QR1	QR1	QR1
Q3 Working Group Information Center	Final - EN	QR3	QR3	QR3
1.7 Improved Budgeting Process				
1.8 Improved Public Relations				
C. AUTOMATION				
1.9 Improved and Expanded Case Management Software(CMS)				
D. CRIMINAL LAW INITIATIVES				
1.10 Uniform Information System for Combating Crime (UISCC)				
1.11 Regional Criminal Justice Initiative (RCJI)				

TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF				
A. NIJ INSTITUTIONAL DEVELOPMENT				
2.1 NIJ Management: Strengthened Board and Staff				
Q1. NIJ IDI 2006 Annual Targets	Final – EN	QR1	QR1	QR1
Q2				
NIJ Strategy 2006 - 2009	Final – EN	QR2	QR2	QR2
NIJ Template Survey on Products and Service	Final – EN	QR2	QR2	QR2
Q3				
NIJ IDI 2006 Semi-Annual Progress	Final – EN	QR3	QR3	QR3
2.2 Training of Trainers (TOT)				
Q1. TOT Level II, March 29 - 31, 2006	Final – EN, BG	QR1	QR1	QR1
Q3 TOT Basic Level, July 5 -7, 2006	Final – EN, BG	QR3	QR3	QR3
2.3 Legislative and Public Outreach				
B. NIJ CURRICULUM DEVELOPMENT				
Strengthened Program Council				
Continuing Legal Education (CLE) for Magistrates				
Q3	Final – EN, BG	QR3	QR3	QR3
Judges Training Needs Assessment Report	Final – EN, BG	QR3	QR3	QR3
Judges Training Needs Assessment Questionnaire				
2.6 Court Clerk Training				
Q1.				
Team Building for Dobrich DC&RC, Feb. 15-16, 2006	Final – EN, BG	QR1	QR1	QR1
Team Building for Dobrich DC&RC, Feb. 16 - 17, 2006	Final – EN, BG	QR1	QR1	QR1
Team Building for Plovdiv DC&RC, March 8 - 9, 2006	Final – EN, BG	QR1	QR1	QR1
Team Building for Plovdiv DC&RC, March 9 - 10, 2006	Final – EN, BG	QR1	QR1	QR1
Work of Court Secretaries, March 1 - 2, 2006	Final – EN, BG	QR1	QR1	QR1
Work with Company Cases, March 10, 2006	Final – EN, BG	QR1	QR1	QR1
Customer Service, March 16-17, 2006	Final – EN, BG	QR1	QR1	QR1
Q2				
Team Building, April 13 - 14, 2006	Final – EN, BG	QR2	QR2	QR2
Stress & Time Management, April 27 - 28, 2006	Final – EN, BG	QR2	QR2	QR2
Team Building, May 10 - 11, 2006	Final – EN, BG	QR2	QR2	QR2
Team Building, May 11 - 12, 2006	Final – EN, BG	QR2	QR2	QR2
Customer Service, May 25 - 26, 2006	Final – EN, BG	QR2	QR2	QR2
Court Secretaries Training, June 15 - 16, 2006	Final – EN, BG	QR2	QR2	QR2
Stress & Time Management, June 29 - 30, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, The Summonsing Process, April 3, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Training of Court Secretaries, April 7, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Dealing With Difficult Customers - Part I, April 13, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Customer Service & Court Admin Orientation, April 17,	Final – EN, BG	QR2	QR2	QR2
06	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, April 25, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Topical Issues With Regard to Partition, April 25 - 26,	Final – EN, BG	QR2	QR2	QR2
2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, April 27, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, May 2, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Microsoft Excel, May 4, 2006				
ILCTP, Appeal of Decisions Issued by the Municipal Council, May	Final – EN, BG	QR2	QR2	QR2
12, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, May 12, 2006	Final – EN, BG	QR2	QR2	QR2

ILCTP, Professional Ethics, May 19, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, May 20, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Child Protection Act, 29 - 30 May, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Stress & Time Management, June 1 - 2, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, New Penal Procedure Code, June 6 -7, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Basic Computer Skills, June 7 - 8, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Basic Computer Skills, June 8 - 9, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Conflicts at Work, June 16, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Appeal Procedures, June 16, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Access to Justice, June 17 - 18, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, EU Law and Mediation, June 24 - 25, 2006	Final – EN, BG	QR2	QR2	QR2
ILCTP, Summons Process, June 29, 2006				
ILCTP, Aspect of Court Clerks Work, June 29 - 30, 2006				
Q3	Final – EN, BG	QR3	QR3	QR3
ILCTP, Practical Issues With The Implementation of The Criminal	Final – EN, BG	QR3	QR3	QR3
Code, July 1 - 2, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Stress & Time Management, July 6, 2006				
ILCTP, Procedural Complications, July 7 8, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Tax & Insurance Procedure Code Implementation Issues,	Final – EN, BG	QR3	QR3	QR3
July 12, 2006				
ILCTP, Issues Related to the Implementation of CrPC, July 13 - 14,	Final – EN, BG	QR3	QR3	QR3
2006				
ILCTP, Stress & Time Management, July 14, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Practical Issues with Regard to the Implementation of the	Final – EN, BG	QR3	QR3	QR3
Ammendmens to the CrPC, July 14, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Partitions, July 14, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Money Laundering, Sept. 20, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Money Laundering, Sept.21, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Money Laundering, Sept. 21, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Human Trafficking, Sept. 21, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Classified Information Act, Sept. 25 - 26, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Advanced Computer Skills, Sept. 25 - 26, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Human Trafficking, Sept. 27, 2006	Final – EN, BG	QR3	QR3	QR3
ILCTP, Human Trafficking, Sept. 29, 2006	Final – EN, BG	QR3	QR3	QR3
Local Court Training Plans Information				
Team Building, Sept. 28 - 29, 2006				
2.7 Strengthened Impact Evaluation				
Q2. LT Training Impact Evaluation template				
Q3	Final – EN	QR2	QR2	QR2
LT Training Impact Evaluation, Company Cases Program, Sept. 06				
LT Training Impact Evaluation, Conviction Certificates Program,	Final – EN, BG	QR3	QR3	QR3
Sept. 06				
LT Training Impact Evaluation, Court Secretaries Program, Sept.	Final – EN, BG	QR3	QR3	QR3
06	Final – EN, BG	QR3	QR3	QR3
LT Training Impact Evaluation, Initial Training Program, Sept. 06	Final – EN, BG	QR3	QR3	QR3
2.8 Mentor Judge Program				
QR2. List of NIJ Mentor and Correspondent Judges	Final – EN	QR2	QR2	QR2
National Association of Court Clerks (NACC)				
Q1.	Final EN, BG	QR1	QR1	QR1
NACC Strategy 2006 – 2008	Final EN, BG	QR1	QR1	QR1
NACC Social Policy	Final EN, BG	QR1	QR1	QR1
NACC Survey				
Q2	Final EN, BG	QR2	QR2	QR2
Institution Development Index	Final EN, BG	QR2	QR2	QR2
	Final EN, BG	QR2	QR2	QR2

Stress & Time Management, April 26, 2006 Team Building, May 4, 2006 Stress & Time Management, May 26, 2006 Team Building, May 29 - 30, 2006 Customer Service, June 1- 2, 2006 Q3 NACC Media Plan for 2006 NACC Media Strategy for 2006 NACC Operations Manual	Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final BG Final BG	QR2 QR2 QR2 QR3 QR3 QR3	QR2 QR2 QR2 QR3 QR3 QR3	QR2 QR2 QR2 QR3 QR3 QR3
2.10 National Judicial Conference				
2.11 IT Training Q1. Maintaining MS Windows Server 2003 Environment, March 22 - 24, 2006 QR2 WebSite Template Management, May 29 - 31, 2006 WebSite Template Management, May 31 - June 2, 2006	 Final EN, BG Final – EN, BG Final – EN, BG	 QR1 QR2 QR2	 QR1 QR2 QR2	 QR1 QR2 QR2
Media Training Q1. Court - Press Relations Working Seminar, Feb. 9-11, 2006 Work with the Media, March 9 - 11, 2006 Q2 Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006 Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006 Q3 Media Training for Court Chairpersons, PRs and Journalists, July 5 - 7, 2006	 Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG	 QR1 QR1 QR2 QR2 QR3	 QR1 QR1 QR2 QR2 QR3	 QR1 QR1 QR2 QR2 QR3
2.13 U.S. and European Study Tours Agenda WL Financial Sustainability	Final EN	QR3	QR3	QR3
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. GRANTS PROGRAM**				
3.1 Targeted Grants Q1. UJB Strategic Planning Retreat, Jan. 26 - 28, 2006 Q2 UJB Quarterly Report Q3 UJB Strategic Plan UJB Quarterly Report	 Final EN, BG Final EN Final EN Final EN	 QR1 QR2 QR3 QR3	 QR1 QR2 QR3 QR3	 QR1 QR2 QR3 QR3
3.2 Competitive Grants Q1. Task 3: Grantees Development Workshop, March 13-14, 06 Q3 Grantees Participants List	 Final EN, BG Final EN, BG	 QR1 QR3	 QR1 QR3	 QR1 QR3
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Regulatory Initiatives				
3.4 Improved Legislative Process Q1. Legislative Progress Index Q2. Legislative Progress Index Q3. Legislative Progress Index	 Final EN Final EN Final EN	 QR1 QR2 QR3	 QR1 QR2 QR3	 QR1 QR2 QR3
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
Improved Public Perception of the Judiciary	Final EN	QR1	QR1	QR1

Q1. Sofia Regional Court Working Group on Public Trust and Confidence Q2. Sofia Regional Court Working Group on Public Trust and Confidence Q3. Sofia Regional Court Working Group on Public Trust and Confidence	Final EN Final EN	QR2 QR3	QR2 QR3	QR2 QR3
3.6 Improved Judiciary-Media Relations Q1. Media Partners Meeting, March 14, 2006 Main Rules for Working with the Media of Court Press Offices Judiciary Media Interview Slots with Leading Publications Q2 Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006 Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006 Forum Theatre Media Coverage and Conference Presentations, QR2 2006 Media Breakfast. June 6, 2006 Q3 Advanced Courts Training, July 5 – 7, 2006 Advanced Media Training, July 5 – 7, 2006	Final EN, BG Final EN Final EN Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG Final EN, BG	QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR3 QR3	QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR3 QR3	QR1 QR1 QR1 QR2 QR2 QR2 QR2 QR3 QR3
3.7 Monitoring Impact Q2 Survey on the Impact of Judicial Reform Q3 Survey on the Impact of Judicial Reform – Press Breakfast & Media Spots	Final EN, BG Final EN, BG	QR2 QR3	QR2 QR3	QR2 QR3
TASK IV: THE FUND FOR JUSTICE				
4.0 Documents Submitted				

Quarter 4
a) Fourth Quarter Report, submitted 30 January 2007
b) Compiled Documents List

2006 COMPILED DOCUMENT LISTED **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Project** **Fourth Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP**				
1.1 Current MCs/CIPs				
Q2				
CIP Score Card Database	Final – EN	QR2	QR2	QR2
CIP Case Disposition Statistics Database	Final – EN	QR2	QR2	QR2
Court House Layout Conference Materials	Final – BG		QR2	
Q3				
CIP Score Card Database	Final – EN	QR3	QR3	QR3
CIP Case Disposition Statistics Database	Final – EN	QR3	QR3	QR3
Budgeting and Finance Training, July 11 - 12, 2006	Final – EN, BG	QR3	QR3	QR3
Reengineering Training , July 13, 2006	Final – EN, BG	QR3	QR3	QR3
Leadership & Strategic Planning Training, Sept. 13 - 15, 2006	Final – EN, BG	QR3	QR3	QR3
Q4				
CIP Score Card Annual Database	Final – EN	QR4	QR4	QR4
CIP Case Disposition Annual Statistics Database	Final – EN	QR4	QR4	QR4
HR Management Training, Dec. 11 – 12, 2006	Final – EN, BG	QR4	QR4	QR4
1.2 New CIPs				
Q2				
CIP Score Card Database	Final – EN	QR2	QR2	QR2
CIP Case Disposition Statistics Database	Final – EN	QR2	QR2	QR2
Court House Layout Conference Materials	Final – BG		QR2	
Q3				
CIP Score Card Database	Final – EN	QR3	QR3	QR3
CIP Case Disposition Statistics Database	Final – EN	QR3	QR3	QR3
Budgeting and Finance Training, July 11 - 12, 2006	Final – EN, BG	QR3	QR3	QR3
Reengineering Training , July 13, 2006	Final – EN, BG	QR3	QR3	QR3
Leadership & Strategic Planning Training, Sept. 13 - 15, 2006	Final – EN, BG	QR3	QR3	QR3
Q4				
CIP Score Card Annual Database	Final – EN	QR4	QR4	QR4
CIP Case Disposition Annual Statistics Database	Final – EN	QR4	QR4	QR4
HR Management Training, Dec. 11 – 12, 2006	Final – EN, BG	QR4	QR4	QR4
1.3 Verbatim Recording				
1.4 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.5 Conduct an Operations Needs Assessment				
Q1. SJC IDI 2006 Annual Tragets	Final – EN	QR1	QR1	QR1
Q3 SJC IDI 2006 Semi – Annual Progress	Final – EN	QR3	QR3	QR3
Q4				
SJC IDI 2006 Annual Progress	Final – EN	QR4	QR4	QR4
ILCTP, Team Building Training for SJC, Nov. 3, 2006	Final – EN	QR4	QR4	QR4
ILCTP, Human Resource Management Training for SJC, Oct 20, 2006	Final – EN, BG	QR4	QR4	QR4
1.6 Improved Collection and Use of Statistics				

Q1. Working Group on Statistics Q3 Working Group Information Center Q4 Working Group Information Center	Final – EN Final – EN Final - EN	QR1 QR3 QR4	QR1 QR3 QR4	QR1 QR3 QR4
1.7 Improved Budgeting Process				
1.8 Improved Public Relations				
C. AUTOMATION				
1.9 Improved and Expanded Case Management Software(CMS)				
D. CRIMINAL LAW INITIATIVES				
1.10 Uniform Information System for Combating Crime (UISCC)				
1.11 Regional Criminal Justice Initiative (RCJI)				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NIJ INSTITUTIONAL DEVELOPMENT**				
2.1 NIJ Management: Strengthened Board and Staff Q1. NIJ IDI 2006 Annual Targets **Q2** NIJ Strategy 2006 - 2009 NIJ Template Survey on Products and Service **Q3** NIJ IDI 2006 Semi-Annual Progress **Q4** NIJ Survey on Products and Service, Final Report NIJ IDI 2006 Annual Progress	 Final – EN Final – EN Final – EN Final – EN Final – EN Final – EN	 QR1 QR2 QR2 QR3 QR4 QR4	 QR1 QR2 QR2 QR3 QR4 QR4	 QR1 QR2 QR2 QR3 QR4 QR4
2.2 Training of Trainers (TOT) Q1. TOT Level II, March 29 - 31, 2006 Q3 TOT Basic Level, July 5 -7, 2006 **Q4** TOT, Advanced Level, Dec. 6 - 8, 2006 TOT, Methodology of Prosecutor Initial Training, Nov. 29 - 30, 2006	 Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG	 QR1 QR3 QR4 QR4	 QR1 QR3 QR4 QR4	 QR1 QR3 QR4 QR4
2.3 Legislative and Public Outreach Q3. Alumni Association	 Final – EN	 QR3	 QR3	 QR3
B. NIJ CURRICULUM DEVELOPMENT				
2.4 Strengthened Program Council				
2.5 Continuing Legal Education (CLE) for Magistrates **Q3** Judges Training Needs Assessment Report Judges Training Needs Assessment Questionnaire **Q4** Insolvency Training, Nov. 30 - Dec.1, 2006	 Final – EN, BG Final – EN, BG Final – EN, BG	 QR3 QR3 QR4	 QR3 QR3 QR4	 QR3 QR3 QR4
2.6 Court Clerk Training **Q1**. Team Building for Dobrich DC&RC, Feb. 15-16, 2006 Team Building for Dobrich DC&RC, Feb. 16 - 17, 2006 Team Building for Plovdiv DC&RC, March 8 - 9, 2006 Team Building for Plovdiv DC&RC, March 9 - 10, 2006 Work of Court Secretaries, March 1 - 2, 2006 Work with Company Cases, March 10, 2006 Customer Service, March 16-17, 2006 **Q2**	 Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG Final – EN, BG	 QR1 QR1 QR1 QR1 QR1 QR1 QR1	 QR1 QR1 QR1 QR1 QR1 QR1 QR1	 QR1 QR1 QR1 QR1 QR1 QR1 QR1

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

Team Building, Sept. 28 - 29, 2006	Final – EN, BG	QR3	QR3	QR3
Q4	Final – EN, BG	QR3	QR3	QR3
ILCTP, Property Law & Partitions, Oct. 4 - 5, 2006				
ILCTP, Work of the Court Secretaries, Oct. 5 - 6, 2006	Final – EN	QR4	QR4	QR4
ILCTP, Crimes Against Intellectual Property Rights, Oct. 4, 2006	Final – EN, BG	QR4	QR4	QR4
ILCTP, Money Laundering, Oct. 9, 2006	Final – EN, BG	QR4	QR4	QR4
ILCTP, Criminal Cases of Private Nature & Issuing General Punishment, Oct. 12, 2006	Final – EN	QR4	QR4	QR4
ILCTP, Issue Related to the Application of the New CrPC, Oct. 16 - 17, 2006	Final – EN, BG	QR4	QR4	QR4
ILCTP, Human Trafficking, Oct. 20, 2006	Final – EN, BG	QR4	QR4	QR4
ILCTP, Code of Ethics, Oct. 24, 2006				
ILCTP, Microsoft Office Training, Oct. 25 - 26, 2006	Final – EN	QR4	QR4	QR4
ILCTP, The New Penal Procedural Code Training, Oct, 13, 2006	Final – EN	QR4	QR4	QR4
ILCTP Training on Microsoft Office and other Word-Processing	Final – EN, BG	QR4	QR4	QR4
Software, 4-5 Oct, 2006	Final – EN	QR4	QR4	QR4
	Final – EN, BG	QR4	QR4	QR4
2.7 Strengthened Impact Evaluation				
Q2. LT Training Impact Evaluation template	Final – EN	QR2	QR2	QR2
Q3				
LT Training Impact Evaluation, Company Cases Program, Sept. 06	Final – EN, BG	QR3	QR3	QR3
LT Training Impact Evaluation, Conviction Certificates Program, Sept. 06	Final – EN, BG	QR3	QR3	QR3
LT Training Impact Evaluation, Court Secretaries Program, Sept. 06	Final – EN, BG	QR3	QR3	QR3
LT Training Impact Evaluation, Initial Training Program, Sept. 06	Final – EN, BG	QR3	QR3	QR3
2.8 Mentor Judge Program				
Q2. List of NIJ Mentor and Correspondent Judges	Final – EN	QR2	QR2	QR2
Q3 Rules for Mentor and Correspondent Judges and NIJ Coordinating Judges in Courts	Final – EN	QR3	QR3	QR3
Q4 Mentor Judge Evaluation Questionnaire results	Final – EN	QR4	QR4	QR4
2.9 National Association of Court Clerks (NACC)				
Q1.				
NACC Strategy 2006 – 2008	Final EN, BG	QR1	QR1	QR1
NACC Social Policy	Final EN, BG	QR1	QR1	QR1
NACC Survey	Final EN, BG	QR1	QR1	QR1
Q2				
Institution Development Index	Final EN, BG	QR2	QR2	QR2
Stress & Time Management, April 26, 2006	Final EN, BG	QR2	QR2	QR2
Team Building, May 4, 2006	Final EN, BG	QR2	QR2	QR2
Stress & Time Management, May 26, 2006	Final EN, BG	QR2	QR2	QR2
Team Building, May 29 - 30, 2006	Final EN, BG	QR2	QR2	QR2
Customer Service, June 1- 2, 2006	Final EN, BG	QR2	QR2	QR2
Q3				
NACC Media Plan for 2006	Final EN, BG	QR3	QR3	QR3
NACC Media Strategy for 2006	Final BG	QR3	QR3	QR3
NACC Operations Manual	Final BG	QR3	QR3	QR3
Q4				
Media Training for NACC, Oct. 21, 2006	Final EN, BG	QR4	QR4	QR4
NACC, Team Building, Dec. 15, 2006	Final EN, BG	QR4	QR4	QR4
NACC, Team Building, Dec. 20, 2006	Final EN, BG	QR4	QR4	QR4
NACC Financial Sustainability Plan	Final EN, BG	QR4	QR4	QR4
2.10 National Judicial Conference				
Q4				

Agenda	Final EN, BG	QR4	QR4	QR4
List of participants	Final BG	QR4	QR4	QR4
List of guests	Final BG	QR4	QR4	QR4
Budget and costs	Final EN	QR4	QR4	QR4
Participant materials	Final BG	QR4	QR4	QR4
Session minutes	Final BG	QR4	QR4	QR4
NMC 2006 Post Conference Feedback Results	Final EN, BG	QR4	QR4	QR4
2.11 IT Training				
Q1.				
Maintaining MS Windows Server 2003 Environment, March 22 - 24, 2006	Final EN, BG	QR1	QR1	QR1
Q2				
WebSite Template Management, May 29 - 31, 2006	Final – EN, BG	QR2	QR2	QR2
WebSite Template Management, May 31 - June 2, 2006	Final – EN, BG	QR2	QR2	QR2
Q4				
ILCTP, New CMS 1.4 Version Training, Oct.2 - 4, 2006	Final – EN, BG	QR4	QR4	QR4
Full-Court CMS User Training, Nov. 29 - Dec. 1, 2006	Final – EN, BG	QR4	QR4	QR4
Full-Court CMS User Training, Nov. 29 - Dec. 1, 2006	Final – EN, BG	QR4	QR4	QR4
2.12 Media Training				
Q1.				
Court - Press Relations Working Seminar, Feb. 9-11, 2006	Final EN, BG	QR1	QR1	QR1
Work with the Media, March 9 - 11, 2006	Final EN, BG	QR1	QR1	QR1
Q2				
Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006	Final EN, BG	QR2	QR2	QR2
Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006	Final EN, BG	QR2	QR2	QR2
Q3				
Media Training for Court Chairpersons, PRs and Journalists, July 5 - 7, 2006	Final EN, BG	QR3	QR3	QR3
Q4				
Media Training for Court Chairpersons, Oct. 4 - 6, 2006	Final EN, BG	QR4	QR4	QR4
2.13 U.S. and European Study Tours				
Agenda WL Financial Sustainability	Final EN	QR3	QR3	QR3
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW				
A. GRANTS PROGRAM				
3.1 Targeted Grants				
Q1. UJB Strategic Planning Retreat, Jan. 26 - 28, 2006	Final EN, BG	QR1	QR1	QR1
Q2 UJB Quarterly Report	Final EN	QR2	QR2	QR2
Q3				
UJB Strategic Plan	Final EN	QR3	QR3	QR3
UJB Quarterly Report	Final EN	QR3	QR3	QR3
3.2 Competitive Grants				
Q1. Task 3: Grantees Development Workshop, March 13-14, 06	Final EN, BG	QR1	QR1	QR1
Q3 Grantees Participants List	Final EN, BG	QR3	QR3	QR3
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Regulatory Initiatives				
3.4 Improved Legislative Process				
Q1. Legislative Progress Index	Final EN	QR1	QR1	QR1
Q2. Legislative Progress Index	Final EN	QR2	QR2	QR2
Q3. Legislative Progress Index	Final EN	QR3	QR3	QR3
Q4. Legislative Progress Index	Final EN	QR4	QR4	QR4
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
3.5 Improved Public Perception of the Judiciary				

Q1. Sofia Regional Court Working Group on Public Trust and Confidence	Final EN	QR1	QR1	QR1
Q2. Sofia Regional Court Working Group on Public Trust and Confidence	Final EN	QR2	QR2	QR2
Q3. Sofia Regional Court Working Group on Public Trust and Confidence	Final EN	QR3	QR3	QR3
Q4. Sofia Regional Court Working Group on Public Trust and Confidence	Final EN	QR4	QR4	QR4
3.6 Improved Judiciary-Media Relations				
Q1.				
Media Partners Meeting, March 14, 2006	Final EN, BG	QR1	QR1	QR1
Main Rules for Working with the Media of Court Press Offices	Final EN	QR1	QR1	QR1
Judiciary Media Interview Slots with Leading Publications	Final EN	QR1	QR1	QR1
Q2				
Media Training for Court Chairpersons, PRs & Journalists, April 26-28, 2006	Final EN, BG	QR2	QR2	QR2
Training for PRs from the Judicial System, EU Law Introduction, May 12, 2006	Final EN, BG	QR2	QR2	QR2
Forum Theatre Media Coverage and Conference Presentations, QR2 2006	Final EN, BG	QR2	QR2	QR2
Media Breakfast. June 6, 2006	Final EN, BG	QR2	QR2	QR2
Q3				
Advanced Courts Training, July 5 – 7, 2006	Final EN, BG	QR3	QR3	QR3
Advanced Media Training, July 5 – 7, 2006	Final EN, BG	QR3	QR3	QR3
3.7 Monitoring Impact				
Q2 Survey on the Impact of Judicial Reform	Final EN, BG	QR2	QR2	QR2
Q3 Survey on the Impact of Judicial Reform – Press Breakfast & Media Spots	Final EN, BG	QR3	QR3	QR3
TASK IV: THE FUND FOR JUSTICE				
4.0 Documents Submitted				

2007

Quarter 1
a) First Quarter Report, submitted 27 April 2007
b) Compiled Documents List

2007 COMPILED DOCUMENTS LIST **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Project** **First Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP PROGRAM**				
1.1 Support to Courts in Partnership and Other Courts				
Q1	FINAL EN	QR1	QR1	QR1
Advisory Committee for Court Chairs	FINAL EN	QR1	QR1	QR1
Building an Information Center Concept Paper	FINAL EN	QR1	QR1	QR1
Court Improvement Plan Strategy and Planning	FINAL EN	QR1	QR1	QR1
Documents	FINAL EN	QR1	QR1	QR1
Court Improvement Plan and Guidelines	FINAL EN	QR1	QR1	QR1
Dobrich Chairpersons Meeting Agenda	FINAL EN	QR1	QR1	QR1
Varna MCs Transition Ceremony Agenda	FINAL EN	QR1	QR1	QR1
List of Court Site Visits Conducted	FINAL EN	QR1	QR1	QR1
Progress on the Court Improvement Plan Implementation				
Case Disposition Statistics – 2006 Baseline				
1.2 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.3 Improved Capacity of the SJC Q1 SJC IDI 2007 Annual Target	FINAL EN	QR1	QR1	QR1
1.4 Improved Collection and Use of Statistics Q1 Working Group on Statistics	FINAL EN	QR1	QR1	QR1
C. AUTOMATION				
1.5 Electronic Case Management Software (CMS)				
1.6 Development of a Transition Plan for Automation Activities				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NATIONAL INSTITUTE OF JUSTICE**				
2.1 Institutional Development Q1 NIJ IDI 2007 Annual Target	FINAL EN	QR1	QR1	QR1
2.2 Delivery of Training at a Local and Regional Level				
Q1	FINAL EN, BG	QR1	QR1	QR1
Guidelines for NIJ Local Training Observer	FINAL EN	QR1	QR1	QR1
Calendar of Trainings				
2.3 Alumni Group				
2.4 Legislative and Public Outreach Q1 Judiciary Media Training Agenda	FINAL EN	QR1	QR1	QR1
2.5 Monitoring and Evaluation Q1				

M&E Checklist and Guidelines	FINAL EN, BG	QR1	QR1	QR1
B. CURRICULUM DEVELOPMENT				
2.6 Continuing Judges Training (CJT) Curriculum Q1 NIJ Training Templates	FINAL BG	QR1	QR1	QR1
2.7 Continuing Prosecutors Training (CPT) Capacity Building				
2.8 Continuing Prosecutors Training (CPT) Curriculum				
2.9 Court Administration/Court Clerk Training Q1 Human Resource Management Training Package of Materials Leadership and Strategic Planning Package of Materials Reengineering Training Package of Materials	FINAL BG FINAL BG FINAL BG	QR1 QR1 QR1	QR1 QR1 QR1	QR1 QR1 QR1
C. ADDITIONAL ACTIVITIES				
2.10 National Association of Court Clerks (NACC) Q1 Court Secretary Manual	FINAL BG	QR1	QR1	QR1
2.11 Supreme Judicial Council Staff Training Program				
2.12 Closeout Events Related to Task 2 Q1 Manual on How to Organize a Magistrates Conference & Letter of Gratitude from SJC	FINAL BG	QR1	QR1	QR1
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. THE GRANTS PROGRAM**				
3.1 Targeted Grants				
3.2 Competitive Grants				
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Other Initiatives Advocating Judicial and Policy Reform Q1 Legislative Progress Index	FINAL EN	QR1	QR1	QR1
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
3.4 Improved Public Perception of the Judiciary Q1 Access to Information legislative Amendments Media Coverage Bourgas and Sliven Model Courts Media Coverage Varna and Dobrich Model Courts Media Coverage Judicial System Act Forum Media Coverage	FINAL EN FINAL EN FINAL EN FINAL EN	QR1 QR1 QR1 QR1	QR1 QR1 QR1 QR1	QR1 QR1 QR1 QR1
3.5 Improved Judiciary-Media Relations Q1 Media Stakeholders Meeting	FINAL EN	QR1	QR1	QR1

Quarter 2
a) Second Quarter Report, submitted 27 July 07
b) Compiled Documents List

2007 COMPILED DOCUMENTS LIST **Task and Sub-Task Relevant Document Provided** **Judicial Strengthening Project** **Second Quarter Report**	**Document Status & Version (BG/EN)**	**Date Submitted & Type of Media**		
		Electronic Copy	**Hard Copy**	**CD**
TASK I: IMPROVE COURT ADMINISTRATION **A. MODEL COURTS AND COURTS IN PARTNERSHIP PROGRAM**				
1.1 Support to Courts in Partnership and Other Courts Q2 CIP Scoring 2007 IT Delivery Schedule	 FINAL EN FINAL EN	 QR2 QR2	 QR2 QR2	 QR2 QR2
1.2 Coordination with the Supreme Judicial Council				
B. SUPREME JUDICIAL COUNCIL INSTITUTIONAL DEVELOPMENT				
1.3 Improved Capacity of the SJC Q2 SJC Institutional Development Index Evaluation of the SJC's Judicial Disciplinary Procedures SJC Outreach	 FINAL EN FINAL EN FINAL EN	 QR2 QR2 QR2	 QR2 QR2 QR2	 QR2 QR2 QR2
1.4 Improved Collection and Use of Statistics Q2 Final Report of the Statistic Working Group Final Report of the Statistic Working Group	 FINAL BG FINAL EN	 QR2 QR2	 QR2 QR2	 QR2 QR2
C. AUTOMATION				
1.5 Electronic Case Management Software (CMS)				
1.6 Development of a Transition Plan for Automation Activities				
TASK II: IMPROVE CAPACITY OF MAGISTRATES AND COURT STAFF **A. NATIONAL INSTITUTE OF JUSTICE**				
2.1 Institutional Development Q2 NIJ IDI 2007 Annual Target Good Practices for NIJ (Lessons Learned)	 FINAL EN FINAL EN	 QR2 QR2	 QR2 QR2	 QR2 QR2
2.2 Delivery of Training at a Local and Regional Level Q2				
2.3 Alumni Group Q2 NIJ Graduates Media Training Evaluation Form NIJ Graduates Media Training Agenda NIJ Media Training Participants	 FINAL EN FINAL EN FINAL EN	 QR2 QR2 QR2	 QR2 QR2 QR2	 QR2 QR2 QR2
2.4 Legislative and Public Outreach				
2.5 Monitoring and Evaluation				
B. CURRICULUM DEVELOPMENT				
2.6 Continuing Judges Training (CJT) Curriculum				

2.7 Continuing Prosecutors Training (CPT) Capacity Building Q2 Program Development for Prosecutors Training Agenda Program Development for Prosecutors Training List of Participants	 FINAL EN FINAL EN	 QR2 QR2	 QR2 QR2	 QR2 QR2
2.8 Continuing Prosecutors Training (CPT) Curriculum				
2.9 Court Administration/Court Clerk Training				
C. ADDITIONAL ACTIVITIES				
2.10 National Association of Court Clerks (NACC)				
2.11 Supreme Judicial Council Staff Training Program Q2 Conflict Management Training Agenda Conflict Management Training List of Participants Problem Solving and Decision Making Training Agenda Problem Solving and Decision Making List of Participants	 FINAL EN FINAL EN FINAL EN FINAL EN	 QR2 QR2 QR2 QR2	 QR2 QR2 QR2 QR2	 QR2 QR2 QR2 QR2
2.12 Closeout Events Related to Task 2 Q2 NIJ Closeout Event List of Participants National Institute of Justice Close-out Media Coverage NIJ Closeout Press Kits Package of Materials (Six Documents)	 FINAL EN FINAL EN FINAL EN	 QR2 QR2 QR2	 QR2 QR2 QR2	 QR2 QR2 QR2
TASK III: ASSIST WITH DRAFTING AND IMPLEMENTING KEY LAWS AND REGULATIONS TO SUPPORT EFFECTIVE RULE OF LAW **A. THE GRANTS PROGRAM**				
3.1 Targeted Grants				
3.2 Competitive Grants				
B. ADVOCATE FOR LAWS, RULES, AND POLICY REFORM				
3.3 Legislative and Other Initiatives Advocating Judicial and Policy Reform Q2 Analysis of Court Administration Legislative Progress Index	 FINAL BG FINAL EN	 QR 2 QR 2	 QR 2 QR 2	 QR 2 QR 2
C. INCREASE PUBLIC AWARENESS AND SUPPORT FOR THE JUDICIARY				
3.4 Improved Public Perception of the Judiciary				
3.5 Improved Judiciary-Media Relations Q2 Court PR Workshop 2007 Agenda PR International Practices Workshop PR Roundtable Agenda PR Workshop Follow-up	 FINAL EN FINAL EN FINAL EN FINAL EN	 QR2 QR2 QR2 QR2	 QR2 QR2 QR2 QR2	 QR2 QR2 QR2 QR2

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