

STRATEGIC PLAN OF THE BULGARIAN JUDGES ASSOCIATION FOR THE PERIOD 2011-2013

1. INTRODUCTION

The Bulgarian Judges Association (BJA) was established in Sofia on 28 March 1997 by thirty founding members, including judges of the Supreme Appellate Court, district courts and courts of first instance. In May 1997, BJA was registered as a **not-for profit professional organisation of magistrates with an aim of uniting and representing all Bulgarian judges.**

Membership of BJA is *voluntary*. In 2010, the total number of members reached 1000 judges from all hierarchical levels of the judiciary, which represents more than 40 percent of the total number of judges in Bulgaria.

Membership is *individual*. The organisation has sections in Sofia, Vidin, Gabrovo, Bourgas, Stara Zagora, Montana, Smolyan, Lovech and Vratsa.

In 2005, BJA became a member of the International Judges Association thereby obtaining a status of an organisation officially representing the professional community in line with the recognised international standards of representability.

Over the course of the 13 years of its existence BJA has evolved into a major factor for building a respected, independent, competent and publicly engaged judiciary.

Its main activities are conducted in the following main areas:

- I. *Improving the professional qualifications of judges and developing professional and occupational ethical standards of the profession;*
- II. *Monitoring and expressing the opinions of judges on matters of professional or public significance, including newly enacted or proposed legislation;*
- III. *Expert engagement in the legislative process and drafting opinions on cases brought before the Constitutional Court;*
- IV. *Exchange of qualifications and development of cooperation with similar non-governmental organisations aiming at improving the legislative environment of civil society, particularly minors and children at risk by promoting law and order and legal education;*
- V. *Developing the links between the judiciary and the profession of the judge and society.*

In its capacity as a sectoral organisation, BJA acts as an intermediary between society, the judiciary and the political powers whilst acting in line with the principles of a non-governmental professional organisation and an association of professionals in whom public powers are vested.

LEGACY

The Bulgarian Judges Association (BJA) was established with the aim of developing and strengthening the legal and law administration traditions of Bulgarian society and uniting the professional community of judges on the basis of these traditions. Although BJA is the first professional organisation of judges established after the fall of the totalitarian regime in 1989, **it is the successor to the Association of Bulgarian Judges established in 1919, which remained active until it was dissolved in 1945.**

Over the years BJA has established its positions of a highly respected voluntary professional association, which represents the common interests of the professional community of judges, defends its interests and participates in the process of addressing specific challenges the community is faced up with. In the past, the organisation was granted relatively broad powers to initiate procedures, including disciplinary proceedings against judges, act as a mediator between judges and other public servants, provide expert support to the legislative power, keep records and publish a magazine intended for the professional community.

These traditions were severed in 1945 for the entire duration of the communist regime in Bulgaria and were re-established at the time of reconstituting the organisation in 1997.

II. MISSION, LONG-TERM GOALS AND STRATEGIC PRIORITIES

1. The **mission** of the Bulgarian Judges Association is to unite judges into a community and promote their independence, dignity, professional development and public authority as well as uphold and promote justice in society.

2. BJA strives to fulfill its mission by the achievement of the following **goals**:

- reinforcing the independence and dignity of the judiciary seen as a shared responsibility of the entire judicial community;
- establishing BJA as the pre-eminent representative organisation of the professional community, which formulates and defends the interests of the community of judges, where these are of overriding public significance, and is therefore recognised by society and judges themselves as an active participant in and driver for the reform of the judiciary.
- Building a financially viable and sustainable organization.

3. These goals are underlined by the **strategic vision** for the development of BJA in the period 2011-2013.

3.1 Reinforcing the independence and the dignity of judges as a shared responsibility of the entire judiciary.

The independence of the magistrate, the professional dignity and the respect of the public for judges depend primarily on the professionalism of judges understood solely as professional qualifications and adherence to high ethical standards.

The responsibility for the professional development of judges is a conscious individual and group striving towards professional improvement.

The Bulgarian Judges Association is fully supportive of this striving and to this end, it facilitates (1) the development of the professional qualifications of judges; (2) the improvement and reinforcement of the ethical standards of the profession; (3) developing partnerships with similar organisations, which supports and contributes to developing an all-round awareness and expanding the education and training of judges. These represent three independent strategic areas but their results should be coordinated and visible across board.

The professional qualification programmes to be developed by BJA will be fully aligned to demand and a range of training programmes and initiatives will be maintained in the area of improving the professional qualification of judges - a requirement which the National Institute of Law and the training initiatives of other organisations and institutions do not currently meet. The professional development and qualification programmes will be underlined by a clear distinction drawn between imparting information (theoretical knowledge) and the acquisition of practical skills (applied knowledge), which will serve as a platform designed to facilitate the work of judges.

Matters bearing to professional ethics may be freely discussed and developed into ethical conduct standards. To this end, a distinction has to be made between disciplinary matters so that responsibility can be discussed without creating undue tension and defensive attitudes within the professional community. Imposing disciplinary measures on judges for unethical conduct on a par with those imposed for professional misconduct encourages the irresponsible staffing policy of the Supreme Judicial Council (SJC) by transferring the consequences onto inappropriately appointed or promoted magistrates. An element of this debate bears to the transparent management of the judiciary, including the issues relating to the responsibilities, functions and the role of senior court administrators. The Bulgarian Judges Association remains fully committed to launching a wide-reaching debate on these

issues with a view to fostering a change of legislation with direct implications for the structure of the judiciary.

BJA will continue to develop its cooperation with local and international institutions and organisations, which share its values. Cooperation will continue to be developed in the areas of improving qualifications and the mutual exchange of professional knowledge and experience.

The Bulgarian Judges Association **understands the reinforcement of the independence and dignity of judges as a shares responsibility of the professional community and first and foremost as improving the professional competence of judges and reinforcing ethical conduct models.**

3.2 Establishing and reinforcing the positions of the Bulgarian Judges Association as an organisation, which formulates and defends the professional interests of the community of judges and is recognised by society and judges as an active player and driver of the reform of the judiciary.

In order to achieve this goal BJA makes a provisional distinction between deploying an internal and an external communication strategy. The former is aimed at raising the trust of the members in the organisation and the latter at raising the public trust in BJA as a principal, representative organisation of Bulgarian judges.

Internal communication measures are aimed solely at BJA members and are designed to generate a proactive approach to formulating and expressing positions. They are furthermore directly aimed at improving the communication between members and members and the managing bodies of BJA and serve as the foundation for good building practices by fostering mutual trust underlined by the policy of the Board of information dissemination and holding consultations with members on a broad range of topics and strengthening their initiative to support its work and activities.

External communication measures are aimed primarily at the media and society as the end recipient of generated messages and to the members of BJA as the source of messages.

The implementation of the communication policy of BJA is underlined by the belief that public lack of trust in the court as an institution predetermines a lack of trust in BJA and is detrimental to the prestige of the organisation and the visibility and credibility of its positions.

The period after mid-2009 marks a sharp increase of the criticism levied at the Bulgarian court by representatives of the government against the backdrop of decreasing critical appraisal of the grounds for such criticism, compounded by an unprecedented personal attack against Bulgarian judges. This is conducive to the stabilization of myths and prejudices, which undermine the trust in the judiciary in the long-term.

At the same time, the communication reticence of the judiciary places it in a passive and defensive position dominated by the agenda of the executive power and forces it to react to its initiatives further weakened by the habit of responding by habitually resorting to complex terminology whilst avoiding passing comment on court rulings. On occasion this is interpreted as conceit and a refusal on the part of the court to communicate with society on matters of great significance and an attempt to cover up indefensible positions and actions, which indirectly reinforces the insinuations of incompetence and dependence of the judiciary.

The deterioration in communication with society may not be overcome by employing a strategy of lecturing society on the technical aspects of court proceedings and making declarative statements about the system.

This requires a convincing and accessible communication about the results of the work carried out by the court and the certainty and positive changes these make to the life of ordinary citizens whilst avoiding engaging in polemics with the executive power and the media. In connection to this, the

media presentation of professional events, for example workshops and conferences, needs to change and a stronger emphasis should be placed on their benefits for society.

The Bulgarian Judges Association is fully committed to these changes. As a non-governmental organisation BJA has greater freedom to formulate and defend public messages and appraisals as compared to its individual members in their occupational capacity as judges. The actual and proactive generation of messages by BJA through its members is a key responsibility and this is considered the most appropriate approach to lend a human face to court rulings as a tool capable of formulating the appraisals and assessments, which judges are not allowed to make in public. Such communication should be construed as an open-end process in which the court does not have the last say but which it may guide and organise in line with its agenda.

The Bulgarian Judges Association considers the media to be a well-meaning partner as their professionalism dictates that situations should be reported truthfully, which furthers the interests of the organisation. The media are the principal tool, which can bring the organisation closer to a wide audience and help form a positive public image and opinion of the judiciary.

3.3 Building a financially stable organisation

This objective means ensuring a permanent income, which covers the basic overheads and operational costs of the organisation, to be budgeted on an annual basis.

The minimum operational costs that will support any type of organisational activity include administrative overheads for a permanent office, fixed minimum salaries for a permanent core administrative team and internal communication (including maintenance of the database and the webpage of BJA).

In order to achieve this goal the Bulgarian Judges Association will commence collecting a financing membership fee as opposed to a token one. The share of the necessary minimum costs to be covered from membership fees will be gradually increased whilst maintaining the level of expenditure (relative share of own funding as compared to external income, including project income) as follows: in 2011 – by 25%; in 2012 – by 50%; in 2013 – by 75%. Any available funding under projects developed by the administrative team will be disbursed on improving the professional qualification of the members (research projects) and additional institutional strengthening and building partnerships on the basis of current achievements to be funded as necessary (by institutional grants).

4. In order to achieve these goals the Bulgarian Judges Association has outlined several strategic priorities for the period 2011-2013. To this end, a range of strategic policies will be deployed.

Goal	Contents of the goal	Strategic priority
1. Reinforcing the independence and dignity of the judge as a shared responsibility of the community of judges	Improving the professional competence of judges and promoting ethical conduct models.	1. Strengthening the capacity of BJA to address the needs of the professional community in the area of improving professional qualifications and ethical conduct standards, which remain unaddressed by alternative educational initiatives (programmes of the National Institute of Law etc.)
		2. Building strategic partnerships in the area of professional qualifications
		3. Improving the collegiate environment at local level by facilitating the work of local ethical committees and an exchange of good practices and work models
		4. Strengthening the position of BJA as one of the leading factors in the development and promotion of ethical conduct models.
2. Strengthening the position of BJA	Increasing the confidence of members in BJA;	1. Building the public image of BJA as a force for renewal and development within the framework of a sustainable and constructive

Goal	Contents of the goal	Strategic priority
as an organisation, which formulates and defends publicly significant interests of the professional community and is, therefore, recognised by society as an active participant in the reform of the judiciary	Strengthening public trust in the BJA; Promoting and strengthening the position of BJA as the main representative organisation of Bulgarian judges	concept for a responsible and competent judiciary. Generating events recognised by the media and society as tokens of a meaningful change of the status quo, which has significant implications for the majority of society. Generating and promoting these as well as messages declaring a strong resolve to bring about a change and an increase in the number of publicly recognizable figures of authority amongst the members of BJA as the voice of the community on specific occupational issues and expanding their recognition amongst the supporters of the organisation outside its ranks.
		2. Opening up of BJA to the public. Increasing the organisation's capacity to engage in direct communication with different groups in society where this furthers and supports the achievement of the goals of the organisation.
		3. Increasing the commitment of BJA members to the information activities carried out by the organisation by a more active participation in the identification and major topics on the agenda and forming opinions and policies on that basis.
3. Establishing an organizationally and financially stable organisation	Maintaining the administrative and management capacity of the BJA; Transition from a token to a financing membership fee; Establishing a mechanism for effective fundraising.	1. Increasing the income from membership fees by an increase of the minimum membership fee and introducing differentiated rates linked to judges' salaries, as well as increasing the collection rate.
		2. Building an efficient fundraising mechanism based on the principles of professionalism, motivation and a clear delegation of tasks and responsibilities between the different responsible bodies and structures
		3. Development of the management capacity of the Board and administration of the BJA.

The implementation of activities is entrusted in the Committees to the Board under Board's management discretion, as follows:

- 1. Strategic goal:** Reinforcing the independence and dignity of the judge as a shared responsibility of the entire professional community – the Legal and Ethical Committee (LEC) acting as the leading committee. LEC is supported mainly by the Executive Director. A member of the Board and LEC (other than the chairperson) is responsible for the liaison between LEC and the Board.
- 2. Strategic goal:** Reinforcing the positions of BJA as an organisation, which formulates and defends publicly significant interests of the professional community of judges and is, therefore, recognised as an active player in the reform of the judiciary – the Communication Committee (CC) acting as the leading committee. CC's activities are supported mainly by the Administrative Secretary. A member of the CC (other than the chairperson) is responsible for the liaison between CC and the Board.
- 3. Strategic goal – building a financially stable organisation –** the Financial and organisation Development Committees (FC and ODC) acting as the leading committees. FC is supported mainly by the Accountant jointly with the Executive Director and of ODC by the Administrative Secretary jointly with the Executive Director. Members of FC and ODC respectively (other than the chairpersons of the committees) are responsible for the liaison with the Board.

The main method of implementation of activities comprises setting up permanent and ad hoc working groups to which specific mandates for the implementation of activities are delegated. ODC functions as leading committee in all organisational matters and activities.

The institutional mechanism will be set up in 2011.

GOAL 1: Reinforcing the independence and dignity of the judge as a shared responsibility of the entire professional community**Leading Committee: LEC**

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
1.1. Increasing the capacity of BJA to meet the needs of the professional community in the area of improving the professional qualifications of judges and ethical standards, which remain unaddressed by alternative educational initiatives (programmes of the National Institute of Justice etc.).	A study of the demand for professional qualification programmes for judges across the different branches of law by the Executive Director upon a mandate delegated by the Legal and Ethical Committee. Reporting the results to LEC by 20 November 2010.	1.1.1 Developing a mechanism for identification, monitoring and evaluation of the needs of judges in terms of professional qualification programmes conducted on a semi-annual or ad hoc basis. By the end of 2011 BJA has built an institutional and expert potential to identify, monitor and assess training needs.	Permanent group of at least three members of LEC within the Preliminary activities to be carried out. The mechanism is to be implemented by the ED.
		1.1.2 Designing annual specialist professional training programmes for judges. The programmes are developed in line with the results of conducted surveys. They should be based on a comprehensive analysis of current court practice and may be consulted with leading specialists in various areas outside the judiciary. It is strongly recommended that training programmes contain comparative legal references. By the end of 2011, at least three pilot programmes should be conducted and a level of satisfaction of at least 80 percent achieved. By the end of 2012, permanent professional qualification programmes should be designed taking into account the training needs of judges at large and by the end of 2013 – specialist programmes addressing the training needs of specialist groups of judges. By the end of 2013, BJA is able to respond to at least 80 percent of the training requests of judges. Such programmes should be financed by special purpose small grants as a matter of priority and, where there is no possibility to do so, by target fund raising amongst BJA members who benefit from the programs.	Ad hoc working group of at least three LEC members within the Preliminary activities to be carried out. On the basis of the results achieved by the working group a permanent working group is set up by November 2011 on the development of draft projects for professional qualification and specialization training programmes. Activity is coordinated and organised by the ED who drafts documents, organises events, ensures external experts and project funds.
		1.1.3 Creating a mechanism for identification, collection and summarizing of controversial court practice and its analysis for the purposes of the designed qualification programmes. The mechanism should commence functioning by the end of 2011 at the latest on the basis of the web based communication professional information exchange network used by BJA members.	
1.2 Developing strategic partnerships in the area of professional qualifications.	Obtaining analytical information from existing BJA partners in the area of non-legal humanitarian and expert and providing	1.2.1 Supporting the National Institute of Justice by providing trainers and lecturers as well as expert support in the development of programmes and organising joint training events.	Working group of LEC President and two CC members.
1.2.2 Developing the cooperation with the Ministry of Justice and the Supreme Judicial Council in the framework of discussing draft laws and other statutory instruments related to the judiciary and courts.			

GOAL 1: Reinforcing the independence and dignity of the judge as a shared responsibility of the entire professional community**Leading Committee: LEC**

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
	appropriate access through the BJA webpage. The task is delegated to the ED.	1.2.3 Stabilization and expansion of the existing professional cooperation networks between BJA and other national and international organisations by signing bilateral agreements for partnership in the area of education.	ED proposes to a working group composed of LEC President and two CC members partnership structure with individualized organisations and conducts the communication with them. The working group proposes to Board draft agreements negotiated with the partners by the ED executing mandate delegated to ED by Board. Agreements are ratified by President.
1.3. Improving the collegiate environment by facilitating local ethical committees and an exchange of good practices and work models.	Ad hoc working group of LEC members collects, summarizes and analyzes the SJC disciplinary practice of and presents the results to 2010 AGM.	1.3.1 Developing a methodology for training needs assessment of local professional communities in the area of improving mediation skills in the domain of handling ethical issues. 1.3.2 Developing annual programmes on conducting general and specialization programmes for the development of professional ethics, taking into account the needs of local professional communities.	Permanent working group of LEC members, a FC member and a CC member. It coordinates this activity with working groups under Activities 1.1 and 1.2.
1.4. Establishing BJA as one of the key drivers for the development and introduction of ethical conduct models.		1.4.1 Cooperation with local ethical committees and providing consultations to the committees on ethical issues. Evaluation of the possibilities for enforcement of mediation for resolving ethical cases and discussion on recommendatory standards.	A permanent working group composed of LEC members maintains contact with local ethical committees and supports them in the interpretation of ethical rules, the organisation of professional ethics workshops and developing ethical conduct standards on an ongoing basis. The working group submits recommendations to LEC on the type of cooperation with each local ethical committee and organises discussions on ethical issues with the participation of representatives of the local committees. The activity is implemented on a permanent basis. The working groups drafts and submits to LEC recommendations on a draft policy on cooperation with local ethical committees on the basis of the results of its work. A CC member participates in the working group.

GOAL 2. Strengthening the position of BJA as an organisation, which formulates and defends publicly significant interests of the professional community and is, therefore, recognised by society as an active participant in the reform of the judiciary
Leading Committee: CC

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
<p>2. 1. Building the public image of BJA as a strong driver for renewal and development within the framework of a sustainable and constructive concept for a responsible and competent judiciary; Generating of events which are recognised by media and society as carriers of concrete significant change in social status quo; Creation and promoting of these and propositions which declare change and increase of the number of publicly recognisable leaders of the BJA (among its members) who state a position on a certain professional issue and publicly recognisable adherents outside the membership</p>	<p>Developing and submitting a proposal to SJC on the participation of representatives of BJA in discussions relating to the workload of courts and determining the staff roll as well as other issues with direct implications for the professional community within the competence of the SJC.</p>	<p>2.1.1 Clear definition of the social groups, professional communities, organisations and institutions, which BJA wishes to cooperate with in the external communication domain and of the type of cooperation sought. Introducing a practice of direct communication between representatives of BJA and SJC on matters of overriding significance for society and the professional community, inter alia, important appointments, controversial court rulings or moral and ethical cases of broad repercussions in society. Abandoning the practice of unilateral remote communication with the body responsible for the staffing policy and decisions within the judiciary (predominantly by correspondence).</p> <p>2.1.2 Formulating up to five main priority theses aiming to influence the negative public opinion on key aspects of the public image of the judge.</p> <p>2.1.3 Centralization of the representative functions of BJA by formally vesting them in the President and promoting their image as the key publicly identifiable figure associated with BJA. Where society actively seeks the position of BJA and has, therefore, demonstrated a willingness to hear such position, any enquiries should in the first place be addressed to the chairperson who is responsible for formulating and expressing the position of the organisation. The chairperson may further delegate or share that responsibility with another member by delegating a clear mandate for the expression of opinions on behalf of BJA whilst reinforcing the message that any expressed position is shared by the head of the organisation.</p> <p>2.1.4 Decentralization of media messages and direct engagement of the chairperson, the members of the Board and the Extended Board, as well as prominent judges, in the expression of opinions before the public (judges acting as spokespersons) in activities relating to the implementation of the media policy of BJA nationwide which aims to make BJA's voice heard and therefore pluralism of the sources of messages contributes to raising the sensitivity of the target audience. Introducing the practice of preliminary coordination of messages with the members by making use of the database and, where this is not possible due to the need to act urgently, of a practice of the Board to inform members of any decisions/messages by means of justified opinions.</p>	<p>A working group composed of CC members and a LEC member manages the communication with the Supreme Judicial Council, and submits proposals on cooperation with other important groups, communities, organisations and institutions. The activity is to be coordinated with Activity 1.2.3./Goal 1.</p> <p>An ad hoc working group composed of members of CC and external media experts and consultants, which drafts proposals on priority theses and submits them to the Board, develops a mechanism for the integration of priority theses into all media messages generated by BJA and takes the necessary measures to institutionalize the practice of the media seeking contact with the President wherever the opinion of BJA on an important issue is necessary.</p> <p>Working group of CC members and external experts develops media messages and training programs for judges-spokespersons. Programs are submitted to the ED who makes relevant propositions for their funding to GFC and LEC according to the implementation mechanisms under Goal 1 and 3. President of CC via ED organises regular joint sessions of the Extended Board, CC and judges-spokespersons for discussing and developing the media policy of the BJA on different issues after considering members' opinion. Their opinion is to be established by analyses of the responses of the</p>

GOAL 2. Strengthening the position of BJA as an organisation, which formulates and defends publicly significant interests of the professional community and is, therefore, recognised by society as an active participant in the reform of the judiciary
Leading Committee: CC

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
		<p>2.1.5 Conducting at least two joint practical annual training events for spokes judges and local media journalists. These events should allow spokes judges to acquire skills, which allow them to speak understandably, convincingly and interestingly about the positions of BJA by taking into account the specific features of the audience and the media environment, the style and practices of participating media and the requirements for independence and objectivity of the profession of the judge. Participating journalists should benefit from a clear explanation of the basic principles of the administration of law, the structure of courts and their functions as well as key legal terms, which the members of the legal profession routinely use in their daily work. By the end of 2013, at least twenty trained spokes judges should be trained, excluding the members of the Board and the Extended Board, who should cover the territory of the entire country. In addition, at least six training events for journalists should be conducted.</p>	<p>members to BJA's statements, their opinions expressed in the forum or before the BJA's bodies and on-line surveys. The analyses is vetted in the discretion of the ED who regularly reports to CC. AS ensures data distribution via membership database.</p> <p>Organised by the CC and conducted by external media consultants who are experts in the field.</p>
<p>2.2. Opening of BJA to the public</p>		<p>2.2.1. Developing a mechanism for the use of the electronic forums to gauge the opinion of members on topics relating to the reform of the judiciary, the implementation of legislation, the announcement of positions and submitting proposals on discussed topics.</p> <p>2.2.2. Introducing a practice of advance planning and announcement of media events organised within the framework of project and other initiatives. The practice of reporting conferences, meetings and discussions should not only include announcements relating to the events but also feature published materials relevant to the substance of the discussions. For this purpose a practice of preliminary consultation of draft proposals by their authors or by the communication committee with media experts during the period of submitting project application forms and proposals and creating a single calendar of planned media events on a quarterly basis should also be introduced.</p>	<p>Multiplication of the best practice, developed in the process of establishment and maintenance of the Facebook profile of the BJA</p> <p>President of the CC who acts jointly with the external media experts.</p>

GOAL 2. Strengthening the position of BJA as an organisation, which formulates and defends publicly significant interests of the professional community and is, therefore, recognised by society as an active participant in the reform of the judiciary
Leading Committee: CC

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
		<p>2.2.3. Participation of members of BJA in discussions on topical issues of general interest on a local or regional basis in line with the principle and requirements for impartiality of the members of the professional community of judges.</p> <p>2.2.4. On the basis of the accumulated extended experience in working with students of different age groups, creating and developing a sustainable practice of working with young people.</p> <p>2.2.5. Introducing a practice of regional sections to monitor publications and programmes in local media of relevance to the judiciary and BJA and informing the Board and CC with a view to allowing decisions to be made as to whether an official response on the part of the Board is necessary.</p>	<p>All CC members.</p> <p>A CC member who participates in LEC working groups.</p> <p>CC member reviews and analyses the data received and prepares proposals for reaction to the Board.</p>
<p>2.3. Raising the commitment to and participation of members in the information and awareness raising policies of BJA</p>	<p>A. Building an electronic database of members managed via the webpage. Delegated to ED.</p>	<p>2.3.1. Establishing interest groups within BJA whilst providing a platform for online communication and exchange of information on professional matters by using a closed real-time forum facility. The groups will form an element of the database and will be accessed online via the webpage.</p>	<p>The data from the interest groups are summarized by the CC according to a template prepared by the ED and approved by ODC and is submitted to LEC via ED to be used in the process of developing the qualification programs</p>
		<p>2.3.2. Increasing the interest of members in the web-based forum on the BJA webpage.</p>	<p>Both public and closed forum are administered by the ES under ED's supervision. ED analyses customers' interest and reports to CC.</p>
	<p>B. Reforming the webpage via improvement of the document organisation and accessibility, introducing new menus and enactment of an English version. Delegated to ED and AS.</p>	<p>2.3.3. Establishing a practice of members of the Board holding regular meetings with members by visits to the regional sections.</p>	<p>Activity is coordinated and organised by the ED who establishes a calendar of the meetings, proposes their agenda for Board's approval and summarises the results of the discussions</p>
		<p>2.3.4. Creating a mechanism, which allows information to be provided to the Board, the Extended Board, Committees, and regional sections about the work of members on an ongoing basis.</p>	<p>Mechanism is to be created by the CC and ODC jointly. It is to be implemented by ED.</p>

GOAL 3: Establishing an organizationally and financially stable organisation**Leading Committee: FC**

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
<p>3.1. Increasing the income from membership fees by raising the minimum membership fee and the membership fee collection rate</p>	<p>A. Review and analysis of the most efficient practices, forms and means of membership collection at local level in order to promote these and streamline the disbursement of funds. Studying good practices and the possibility to use the achievements of information technology to streamline the collection of membership fees. Delegated to presidents of sections and AS.</p> <p>B. Introducing clear rules on the disbursement of collected membership fees.</p> <p>C. Updating the membership database to ensure an adequate and realistic assessment of</p>	<p>3.1.1 Increase of the minimum membership fee from 3 to 5 BGL/month from 2011 (increase of 67 %, if collection rates are maintained) and introduction of a differentiated membership fee connected to the salary of the member, effective from 2012.</p>	<p>Board's decision. Decision is drafted by ED and FC President on the bases of analytical report of the ED based on the reports of the local sections' presidents developed under the Preliminary activities.</p>

GOAL 3: Establishing an organizationally and financially stable organisation**Leading Committee: FC**

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
	<p>budget income during the current and following year. Updating the database on a regular basis. Delegated to ED.</p>	<p>3.1.2 Increase of the collection membership fee rate from 25 % to 70 % (at least 700 members paying membership fee)</p> <p>3.1.2-A. Attracting new members and optimisation of the collection of the membership fee via differentiating the benefits of the membership fee. Introducing a rule where judges who are not members of BJA or are members have not paid their membership fee cover the expenses related to their participation in events organised by BJA.</p> <p>3.1.2-B Improvement of the knowledge of the members on the financial management of the BJA via regular reporting and publishing of the reports on the web-page, including information about the disbursement of collected membership fees and project funds.</p> <p>3.1.2-C Introducing of a system for regular collection of the membership fee. Nominating members responsible for the collection of membership fees in provincial courts where no formal sections have been set up. Regular reminding of the outstanding membership fees to be sent to members each quarter, technically supported by the electronic data base functions.</p>	<p>AS regularly informs the Extended Board on the collection of the membership fee and manages the access of members with unpaid membership fee to closed for public access data sectors under the instructions of the ED.</p> <p>Activity is implemented by the ED and AS and reported before the FC.</p> <p>Vested in the discretion of the sections and local membership communities. Activity is coordinated by the ED who reports to ODC and Board. Technically the activity is supported by the AS.</p>

GOAL 3: Establishing an organizationally and financially stable organisation**Leading Committee: FC**

Strategic priority	Preliminary activities	Strategic activities	Implementation Mechanism
3.2. Building an efficient institutional fund raising mechanism based on the principles of professionalism, motivation and a clear separation of tasks and responsibilities between the bodies and structures engaged in the process.	D. Control Council to review all completed projects implemented by BJA and to establish fund-raising and project management practices. Institutionalization of identified good practices.	3.2.1 Building an initial project pipeline and arranging projects according to priority, taking into account the information and results of the currently conducted survey of the motivation of BJA members with a view to identifying sources and organisational decisions to ensure projects can be financed.	Working group with participation of the President of the FC, President of the ODC, Board member and ED. Preparation of a report on the findings and the analysis to the FC which instructs ED to prepare projects. Activity is coordinated with Activity 1.2.3/Goal 1 and Activity 2.1.1/Goal 2
		3.2.2 Expanding existing strategic partnerships with similar organisation. Concluding partnership agreements setting out specific financial clauses.	See Activity 1.2.3/Goal 1
		3.2.3 Organising campaigns for dedicated fund-raising amongst members	Working group with participation of the President of the FC, President of the ODC, Board member and ED.
3.3. Development of the management capacity of the Board and administration	F. Introducing a practice of drafting annual budgets of BJA including the minimum operational costs necessary for the functioning of the organisation and the expected income from individual sources by the accountant upon delegation by the FC. The first draft budget is to be prepared by the AS	3.3.1 Decentralization of the operational management and developing relevant general operational rules. Delegation of authority to the ED and alleviating the workload of the Board by reducing the tasks relating to the day-to-day management of office. Reinforcing the monitoring functions of the Board over current operational activities. Clear definition of the separation of fund-raising, budgeting and financial reporting functions and responsibilities between the administrative staff of BJA and the managing and advisory bodies of the organisation.	Working group with participation of the President of the FC, President of the ODC, Executive Secretary, ED, AS and the Accountant. The group prepares recommendations to ODC which develops the job descriptions for each administrative position and drafts contracts for their implementation which are submitted to the working group. Implementors are identified by the Executive Secretary and the President.
		3.3.2 Concluding employment contracts with the permanent administration and drafting relevant job descriptions	
		3.3.3 Programme-oriented budgeting underlined by sound forecasting of expenditure and planning of the sources of funds to be disbursed on training and organisational events held at the request of the legal and ethical committee and the ODC	Implemented by AS and Accountant under ED's instructions and followed by Board's approval after receiving the opinion of the FC.