

***BOSNIA AND HERZEGOVINA JUSTICE SECTOR  
REFORM STRATEGY***

***2014 - 2018***

***Sarajevo, May 2015***

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## **INTRODUCTION**

*In November 2013, during sixth meeting of the Structured Dialogue on Justice between the European Union (EU) and Bosnia and Herzegovina (BiH), held in Banjaluka, the European Commission, regarding the issue of drafting the new BiH Justice Sector Reform Strategy for the period 2014-2018 (BiH JSRS).*

*„Invites the BiH Ministry of Justice to complete the drafting process of the revised Justice Sector Reform Strategy (JSRS), taking into account the need to ensure effective monitoring of its implementation.*

*Recalls that adoption of the JSRS is a key strategic step, also in view of IPA support. In this regard, recalls the set of relevant recommendations issued after the plenary session in Brčko under heading 9. “*

*Although strategies, such as the Medium Term Development Strategy, Public Administration Reform Strategy and EU Integration Strategy of BiH, as well as international agreements such as the Stabilization and Association Agreement, do provide a general strategic framework to guide some aspects of planning and budgeting in BiH justice sector, there is a need for a strategy that focuses solely on BiH justice sector as a coherent system involving a larger number of institutions.*

*The existence of the strategy for BiH justice sector provides coherent and coordinated actions that result in positive effects. That enables BiH justice sector institutions to plan and set priorities related to the use of limited financial resources. When planning, the strategy enables to take into consideration interrelations between the various BiH justice sector institutions, in particular when activities in one part of this sector might have an impact on another part.*

*The overall objective and guiding principle of BiH JSRS is to create joint long-term strategic framework that sets out agreed long-term priorities for the future development of the sector as a whole, as well as realistic reform actions.*

*This strategy was created through joint efforts of ministries of justice of BiH, entities and cantons, High Judicial and Prosecutorial Council of BiH (HJPC), Judicial Commission of Brčko District (JC BD) and representatives of professional associations of judges, prosecutors, attorneys, notaries, mediators and other nongovernmental organizations.*

*In the course of the drafting process, the absence of consensus led to the exclusion of certain strategic programs. Although presently excluded from BiH JSRS, it has been agreed that these issues need to be further discussed.*

*We use this opportunity to thank all those who have contributed to the development of BiH JSRS, especially members of the Functional Working Groups (FWG), tasked to develop strategic programs for the justice sector, as well as others who gave their contribution through comments and proposals.*

*Finally, we would like to thank the Government of Switzerland for their technical support in the preparation of this strategy.*

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**HIGH JUDICIAL AND PROSECUTORIAL COUNCIL OF BIH**

*Milan Tegeltija, President*

## EXECUTIVE SUMMARY

### Overall objective of BiH JSRS

The overall objective of BiH JSRS is to create a joint framework for reform for BiH justice sector that sets out agreed priorities for development of the sector in the next five years, as well as realistic reform actions.

### Development of BiH JSRS

The strategy development process took place from January 2013 to May 2014, when the draft document was submitted to the Ministerial Conference (MC) first, and afterwards to the Council of Ministers of BiH, entity governments and JC BD for adoption. The methodology used for its development was designed to reflect the complex governance arrangements within the justice sector of BiH. It included extensive consultation and consensus building efforts to ensure agreement between BiH justice sector institutions on the future directions of reform, as well as their ownership of and support for the final document, and its subsequent implementation. The starting point for the development of BiH JSRS was the identification of the key drivers of reform based on the findings and recommendations found in a range of key strategic documents relevant to the justice sector of BiH, as well as extensive consultations with the sectors' key stakeholders.

Based on the strategic guidelines and directions derived from these documents and consultations, five key pillars of reform were identified. The strategic framework for the justice sector of BiH was agreed, consisting of a vision and five long-term priorities, each linking to one of the strategic pillars of reform as shown in the diagram below.

#### VISION STATEMENT FOR BIH JUSTICE SECTOR:

**An efficient, effective and coordinated justice system in BiH that is accountable to all BiH citizens and is fully aligned with EU standards and best practices, guaranteeing the rule of law**

#### LONG-TERM PRIORITIES:

##### JUDICIAL SYSTEM:

Further strengthen and maintain independence, accountability, efficiency, professionalism and harmonisation of the judicial system which ensures the rule of law in BiH

##### EXECUTION OF CRIMINAL SANCTIONS:

Develop more harmonized system of criminal sanctions in BiH which, by respecting European standards, ensures humane and legal treatment and effective re-socialisation in BiH prisons

##### ACCESS TO JUSTICE:

Advance the system of international legal assistance and establish, strengthen and maintain systems and processes that guarantee equal access to justice in BiH

##### SUPPORT TO ECONOMIC GROWTH:

Define and implement measures through which the justice sector will contribute to the creation of a more favourable environment for sustainable economic development in BiH

#### COORDINATED, WELL MANAGED AND ACCOUNTABLE SECTOR:

Coordinate and make roles and responsibilities of key justice sector institutions more efficient, with the aim of achieving more effective, transparent and accountable justice system in BiH

*A range of strategic programs were developed under each of the five strategic pillars of reform to address the key issues identified through research and consultation. The implementation of the strategic programs will contribute to the achievement of the vision and long-term priorities set out above.*

### ***Bodies responsible for BiH JSRS development***

*The development of BiH JSRS was overseen by a Steering Board, comprising the representatives of the Ministry of Justice of BiH (MoJ BiH), Swiss Agency for Development and Cooperation, as the donor, and Lucid Linx, as the consultant. For each of the identified pillars of reform, previously established FWG were used, and they were tasked to, through the Technical Secretariat for monitoring and evaluation of implementation of the previous BiH JSRS (BiH JSRS TS), propose to the MC: the long-term priorities for each of the strategic pillars, the strategic programs required to address key issues within the pillars, timeframes for implementation of the strategic programs, institutions responsible for their implementation and implementation indicators.*

### ***Implementation of BiH JSRS***

*BiH JSRS recommends the continuation of work of the MC for BiH justice sector, which would be held twice a year, and whose main purpose will be to monitor implementation of BiH JSRS, as well as to provide overall political and strategic direction.*

*The overall coordination of implementation activities, including maintenance of systems for monitoring progress and provision of support to the MC, will be entrusted to BiH JSRS TS, comprising the managerial civil servants of the ministries of justice of BiH and entities, HJPC and JC BD.*

*New FWG will be established for each of the five strategic pillars, comprising the managerial civil servants of the relevant BiH justice sector institutions and other participants. The FWG will provide guidelines for the development of medium-term and annual plans of work of BiH justice sector institutions and evaluate implementation of activities provided under certain strategic pillar.*

*Monitoring and evaluation of progress in the implementation of planned activities will be carried out through quarterly reports, which will be presented to the competent institutions and wider public.*

*Sector for strategic planning, aid coordination and European integration (SSPACEI) of MoJ BiH, together with the staff for strategic planning of HJPC, entity ministries of justice and JC BD, will provide technical support to the work of FWG, BiH JSRS TS and MC.*

### ***Links to institutional medium-term plans of work and medium-term budgets***

*All BiH justice sector institutions should, in the course of 2014, develop and adopt their own medium-term plans of work, based on this and other strategies, and then revised annual programs of work, based on medium-term plans of work of BiH justice sector institutions.*

*Actions taken to accomplish BiH JSRS objectives, need to be coordinated and consistent with the medium-term expenditure frameworks at each level of government in BiH, and must be planned in the budgets of BiH justice sector institutions. If additional resources are needed, negotiations based on the rationale presented in this strategic document need to be initiated with ministries of finance.*

## **STRUCTURE OF BIH JSRS**

*BiH JSRS is structured as follows:*

**Section 1** provides the introduction to BiH JSRS by presenting its principal objectives and long-term priorities, as well as the methodology used for its development and adoption. The latter involved process based on cooperation and consensus, which included all relevant justice sector institutions in BiH.

**Section 2** sets forth the key drivers of reform, reflecting key reform components, of existing strategic documents relevant for BiH justice sector, as well as feedback from consultation process.

**Section 3** presents the long-term priority issues facing BiH justice sector, grouped into strategic pillars of reform. Although not all-encompassing, the issues set out here are those that must be resolved in the coming five-year period if the key drivers for further reforms in BiH justice sector are to be addressed.

**Section 4** lays down the vision statement and the long-term priorities for BiH justice sector in the period 2014 - 2018, which have been agreed by the relevant justice sector institutions.

**Section 5** sets forth the strategic programs. These are the agreed activities to be implemented by 2018, in order to address the key issues identified in BiH JSRS and to accomplish the agreed vision and long-term priorities for BiH justice sector.

**Section 6** provides an overview of the medium-term budgetary forecasts for BiH justice sector, and the potential implications this can have on BiH JSRS implementation.

**Section 7** sets down the main factors to consider in relation to BiH JSRS implementation in the following five-year period. It includes discussion of the governance arrangements for decision-making and monitoring of BiH JSRS.

**Section 8** explores the main considerations for BiH justice sector institutions as they develop or revise their own medium-term plans of work to be in line with the overall strategic guidelines set out in this document.

## SECTION 1: INTRODUCTION TO BIH JSRS

As for the previous one, the overall objective of this BiH JSRS is to create a joint framework of reform for BiH justice sector that sets out agreed long-term priorities for development of this sector in the following five-year period, as well as realistic reform actions.

The other desired outcomes of BiH JSRS include:

- 1) Developing a framework for identifying potential projects for Instruments of Pre-Accession Assistance and other donor funding,
- 2) Enhancing communication and coordination between justice sector institutions in BiH.

The used methodology for BiH JSRS development provided consultations and participation of all BiH justice sector institutions, civil society organizations (CSO) and representatives of international organizations. In the process of developing new BiH JSRS, the institutional structure established for monitoring and reporting on the implementation of the previous BiH JSRS was used, which greatly facilitated the process of consultation and information.

For each of the identified strategic pillars of reform, previously established FWG were used, and they were tasked to, through BiH JSRS TS, propose to the MC: the long-term priorities for each of the strategic pillars, the strategic programs required to address key issues within the pillars, timeframes for implementation of the strategic programs, institutions responsible for their implementation and implementation indicators.

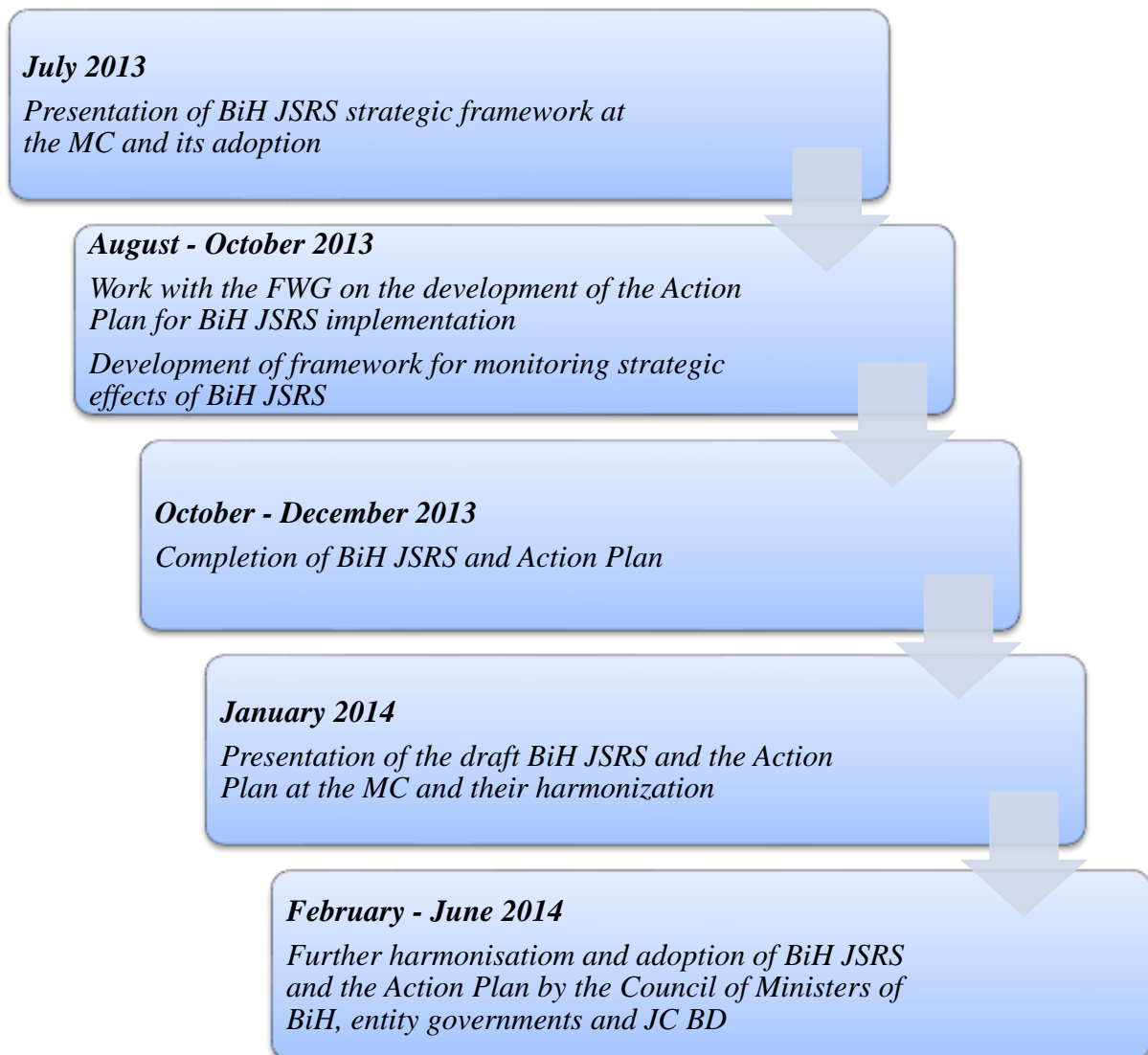
The development of BiH JSRS was overseen by a Steering Board, comprising the representatives of the Ministry of Justice of BiH, Swiss Agency for Development and Cooperation, as the donor, and Lucid Linx, as the consultant.

Development phases of BiH JSRS are presented in the following diagrams:

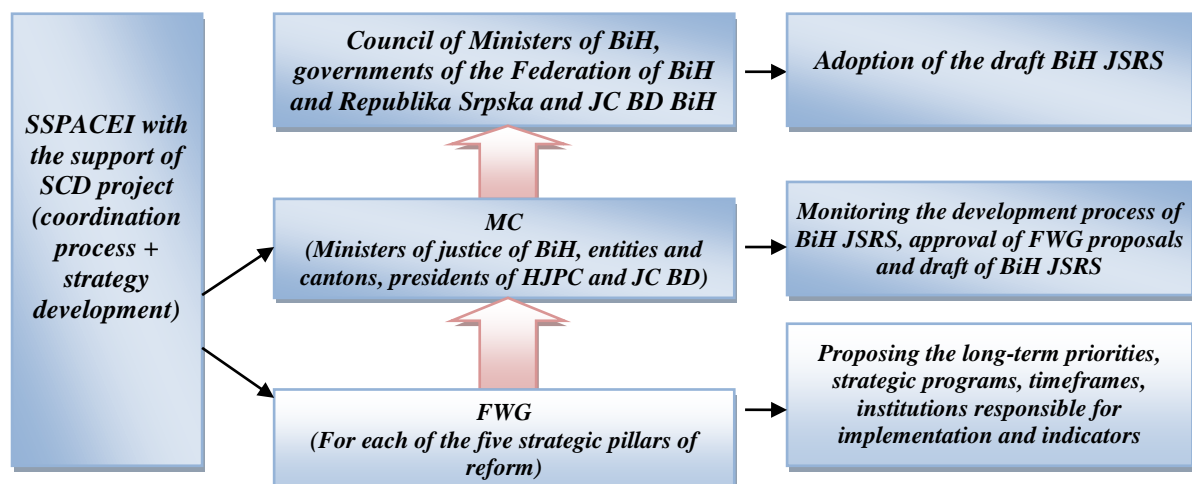
### Phase 1 – Defining of the strategic framework



**Phase 2 – Establishment of the strategic framework, development of the Action Plan and frameworks for monitoring the implementation of the long-term priorities of BiH JSRS**



The governance structure for the development of BiH JSRS, and roles and responsibilities of each of the justice sector institutions in BiH are presented in the following diagram:





## SECTION 2: KEY DRIVERS FOR REFORM

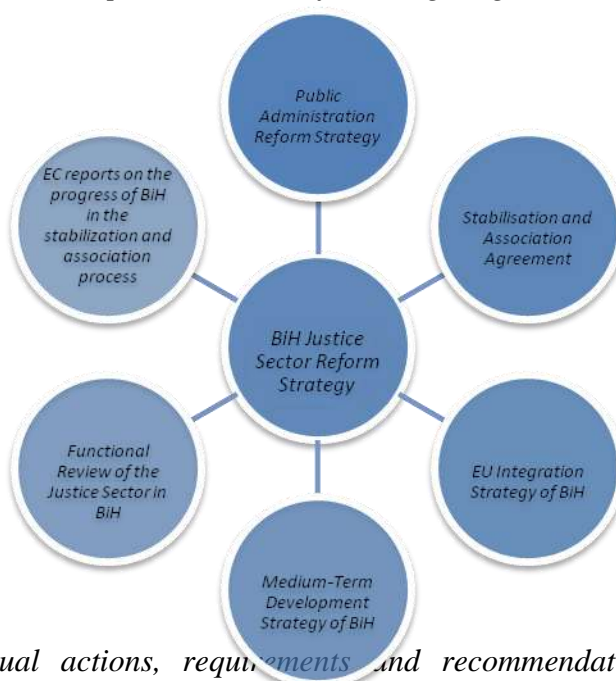
*During previous BiH JSRS implementation, certain progress has been achieved in the reform of BiH justice sector, particularly in the area of judiciary. Nonetheless, BiH justice sector needs to proceed with the initiated reform activities. Otherwise, the sustainability of reforms executed to date is in doubt. Therefore, further steps need to be undertaken to build upon achievements to date, as well as to address the identified weaknesses present within BiH justice sector.*

*As an initial step in the strategy development process, it was important to ensure that any agreed initiatives for reform contained in this strategy are aligned with overall reform efforts in BiH. Therefore, the key drivers of reform were identified during Phase 1 of the strategy development process. This was achieved by identifying the key components of reform emerging from existing strategic documents of relevance to BiH justice sector and further analysing them in light of information gathered through consultations with key justice sector stakeholders. The resulting drivers of reform have facilitated decision-making as to what should be the key pillars of reform contained within this strategy.*

### **Existing reform initiatives relevant to BiH justice sector**

*The major directions of action for BiH justice sector in the long-term period have been set by relevant strategies adopted by Council of Ministers of BiH, governments of the Federation of BiH and Republika Srpska, the Government of Brčko District of BiH, as well as by international agreements and relevant reports and analyses conducted by international organisations.*

*These strategic documents are presented in the following diagram:*



*Although the individual actions, requirements and recommendations set out in these documents differ, a number of highly interrelated key components of overall reform have emerged from them as being necessary to underscore the importance of reform and EU integration initiatives.*

- 1) *European integration process, coupled with the decentralized structure of BiH, necessitates establishing mechanisms for ensuring **legal harmonization**, as well as **effective and efficient policy coordination** between various levels of government in BiH,*
- 2) *Legal and effective harmonization and coordination are difficult to achieve without **developed capacities within the ministries of justice in BiH, HJPC and JC BD**, especially in regard to staff numbers, skills they possess and appropriate material and technical resources,*
- 3) *Capacities pertaining to **policy development and strategic planning** within the ministries of justice in BiH, HJPC and JC BD are needed to facilitate harmonization and coordination that is essential to meet increasing demands of reform,*
- 4) ***Systems of accountability** must be put in place to provide assurance that reform initiatives are answering the demands of the public and the European integration process alike,*
- 5) *The key to greater levels of accountability, as well as effective harmonization and coordination is establishing **performance management system**, that enable decision-makers, as well as the public, to better assess progress achieved in reform initiatives and identify areas in which additional initiatives are needed,*
- 6) *Each of these elements are supporting the system of **collecting, sharing, analysing and presenting information**, as the preconditions for effective management of current and future reform initiatives throughout BiH.*

#### ***Strategies dealing with special issues within BiH justice sector***

*In addition to the above development, cross-government or sector wide strategies, a number of strategies dealing with more specific issues within the justice sector have commenced or been completed. These include:*

- 1) *National Strategy for War Crimes Processing in BiH,*
- 2) *Strategy against Juvenile Delinquency at the entity levels,*
- 3) *BiH Transitional Justice Strategy (under development).*

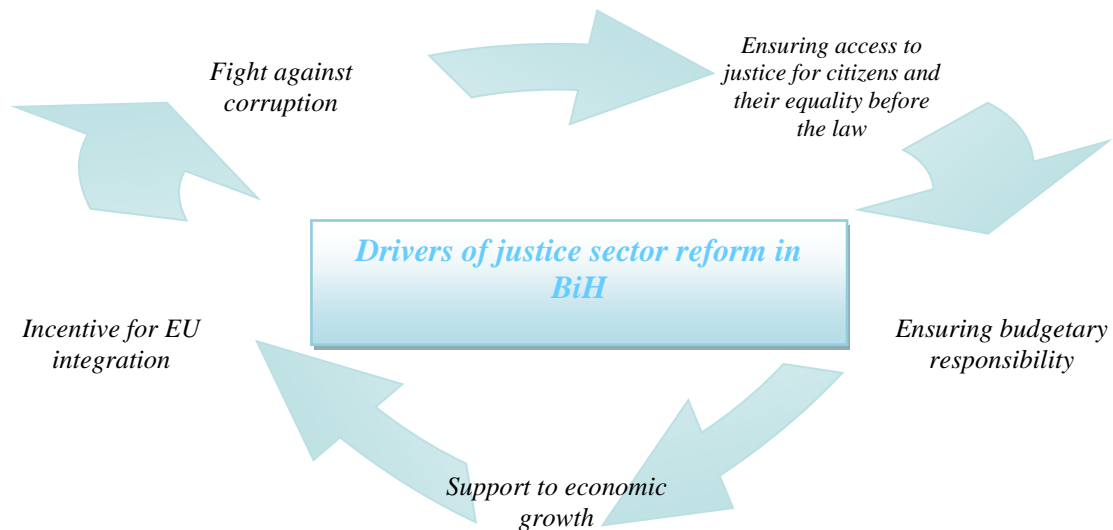
*Since BiH JSRS seeks to identify and obtain consensus on previously unidentified or agreed areas of reform, the actions set out in these strategies are not repeated in BiH JSRS. In order to ensure that the activities foreseen in BiH JSRS are aligned with those foreseen in the above justice sector specific strategies, the implementation of all three strategies will need to be coordinated. To ensure coordination, all three strategies should be monitored through the MC.*

*The institutions responsible for implementing the initiatives foreseen by the above-mentioned strategies should on a regular basis report to the members of the MC about progress according to the methodology that will be used for monitoring BiH JSRS.*

#### ***Drivers of reform***

*After identifying the key components of reform emerging from existing strategic documents, a further analysis of these issues and consultation across the justice sector led to a number of key drivers of reform being identified. These drivers helped to inform decisions on the key strategic pillars of reform to be included in BiH JSRS.*

*The drivers of reform are graphically presented below and described in more detail in the text following the diagram.*



### *1. Fight against corruption*

*BiH has to seriously deal with the corruption in order to protect human rights and fulfil the criteria for EU accession. Problems that hinder processing of corruption cases in BiH are partly the consequence of the fragmentation of the judicial system. In that regard, and in accordance with EU policies on corruption, it will be necessary to improve coordination among various bodies responsible for preventing and combating corruption.*

*It will also be necessary to ensure effective and continuous communication between judicial institutions in BiH and nongovernmental sector. Consistent application of the Law on Free Access to Information will increase transparency and accountability, and it will contribute to the implementation of anti-corruption strategies.*

*Fight against corruption in the judiciary is another aspect of reform of BiH justice sector, which is focused on the protection of human rights. There are several reasons for that: corruption in the judiciary undermines citizens' trust in the rule of law, deprives them of the constitutional right to impartial and fair trial and fair court decisions. Corrupt judicial office holders are a treat to citizens' right to have equal treatment before the law. It is also equally important to ensure that the judiciary is protected from interference and impacts and that judges and prosecutors bear the responsibility in the cases of corruption.*

### *2. Ensuring access to justice for citizens and their equality before the law*

*Implemented reforms in BiH justice sector have raised public expectations in terms of justice. Citizens and nongovernmental institutions are increasingly demanding higher transparency and efficiency of the justice sector institutions in BiH. Complex governance arrangements in BiH, in conjunction with constantly present budget constraints, makes the system susceptible to inequality. Poor general economic conditions also threat to endanger ability of individuals and legal persons to ensure that their civil and institutional rights are legally exercised before the institutions in BiH. The most important factors in increasing equal access to justice include raising public awareness about how BiH justice sector should function and how information can be accessed.*

*The lack of extensive free legal assistance system at certain levels in BiH has to be removed to ensure that economic status does not prevent a person to exercise his/her rights before the law.*

### *3. Ensuring budgetary responsibility*

*Capacity and accountability of BiH judiciary in managing the budget resources is an important prerequisite for ensuring its responsibility before the citizens and for ensuring independence from the executive and legislative authority. This requires transparent BiH judiciary, which is liable for expenditure of requested and approved financial resources. In that regard, promotion of values such as efficiency and cost control cannot be achieved through simple introduction of indicators aimed at measuring quantitative performance of judicial office holders in BiH, without taking into account the quality of their work. Satisfactory system of accountability requires the establishment of appropriate forms of inter-institutional cooperation between the participants, as well as between the participants and society. Aim of this cooperation is to transparently show connections between the judiciary, budget and services they provide.*

### *4. Support to economic growth*

*Sustainable economic development is one of the most important long-term priorities of BiH. BiH justice sector plays significant role in supporting economic growth and stability. For this purpose, within the long-term period, BiH justice sector has to show effectiveness, efficiency and transparency in its work. These are the most important elements that will increase investments and commercial activities. Especially important are the instruments supported by BiH justice sector to ensure fast registration of business entities and resolution of disputes between business entities. Areas defining issues of bankruptcy and liquidation of business entities and protection of their property rights are equally important for sustainable economic growth in BiH.*

### *5. Incentive for EU integration*

*At the 4<sup>th</sup> meeting of the Structured Dialogue, held in April 2013, in Brčko, EC:*

- 1) „Recalls that the preparation of the JSRS 2014-2018 is a key strategic step in view of the upcoming IPA 2014-2020 support,*
- 2) Therefore, invites all stakeholders to participate and actively contribute to the drafting of the JSRS 2014-2018 and the related Action plan for its implementation, setting realistic goals and measurable activities. Preparations must also be based on a thorough analysis of the results of the current strategy (2008-2012),*
- 3) Reminds that activities stemming from the next Strategy and the Action Plan for its implementation are expected to be duly incorporated in the annual work programs of all relevant ministries.“*

*EC reiterated the same recommendations at the 6<sup>th</sup> meeting of the Structured Dialogue, held in November 2013, in Banjaluka, asking for the adoption of the revised BiH JSRS.*

*It is evident from the above said that the procedure of development, adoption and implementation of BiH JSRS is directly connected to the process of EU integration of BiH.*

### SECTION 3: PILLARS OF REFORM IN BIH JUSTICE SECTOR

*The justice sector in BiH faces a number of issues that require special attention in the coming five-year period. These issues can be grouped into several areas. Although BiH justice sector itself encompasses much more than the strategic areas identified for the purpose of this strategy, it has been concluded that interventions in these areas will produce the greatest impact in relation to key reform needs, and will answer the specific demands of the drivers of justice sector reform in BiH justice sector.*

*The three strategic pillars of reform in BiH justice sector, which directly stem from the key drivers of reform, are: **judicial system, access to justice and support to economic growth.***

*It was assessed that one of the key preconditions for sustaining progress achieved in criminal justice reform to-date is the reform of the system for execution of criminal sanctions. Given the multitude of issues that need to be addressed in this area, **the area of execution of criminal sanctions** has been identified as a fourth pillar of reform in the coming five-year period.*

*Given the complex legal and institutional arrangements in BiH, the establishment of systems, processes and capacities for coordination and harmonisation of reform activities are of particular importance for accomplishing the objectives of these four key areas of reform. Their addressing is needed to ensure that reform efforts on each of the levels of government in BiH are directed towards similar strategic directions and are aligned with the requirements of pending EU integration. Unless the capacities of ministries of justice to manage the reforms and hold themselves and others accountable for progress achieved (or not) are developed, the success of the planned reforms will be jeopardised. Accordingly, **issues relating to the coordination, management and accountability of the justice sector in BiH** have been identified as a fifth pillar of reform.*

*The key pillars of the justice sector reform are presented in the diagram below:*



*Beyond the issues that will be resolved in a coordinated manner through this strategy, each BiH justice sector institution faces its own set of challenges. The issues addressed in this strategy are those for which imminent, but also cooperative, coordinated and, in most cases, joint action is needed in order to rectify those deficiencies assessed to be of priority significance for the overall justice system in BiH.*

*Those issues specific to BiH justice sector institutions will be addressed through their medium-term plans of work, which will sustain the broad directions of action laid down in this strategy. The main elements of considerations while linking this sector strategy and individual medium-term plans of work are elaborated at the end of this document.*

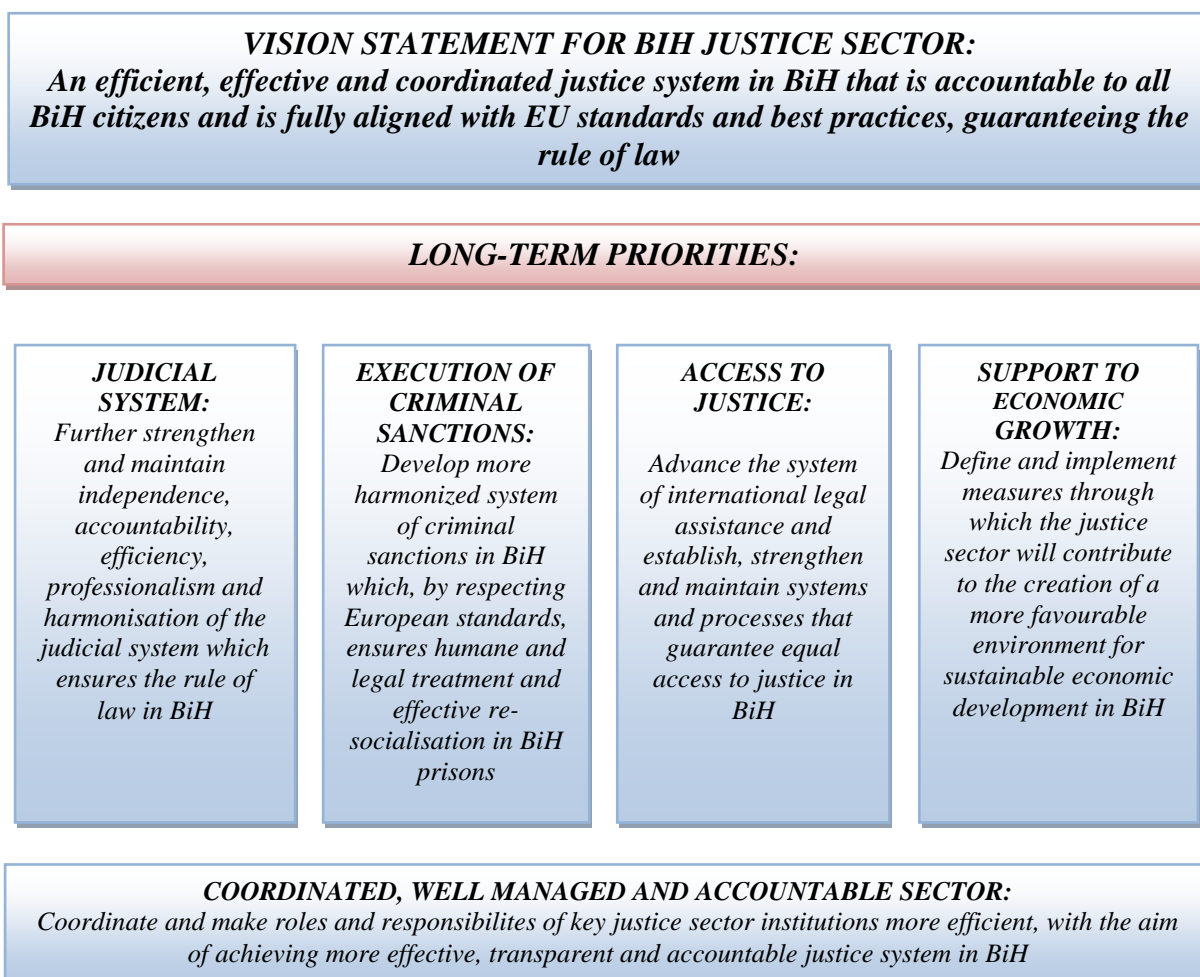
#### **SECTION 4: VISION AND LONG-TERM PRIORITIES**

*The justice sector in BiH needs to respond to the key drivers of reform and address the issues it is currently facing by striving to achieve a number of requirements in the long-term, such as:*

- 1) Efficiency,*
- 2) Effectiveness,*
- 3) Coordination,*
- 4) Accountability,*
- 5) Alignment with EU standards,*
- 6) Ensure the rule of law.*

*All reform efforts in the long-term period should be directed towards accomplishing the stated vision and long-term priorities for the justice sector in BiH.*

*The vision and long-term priorities of BiH justice sector are presented in the following diagram:*





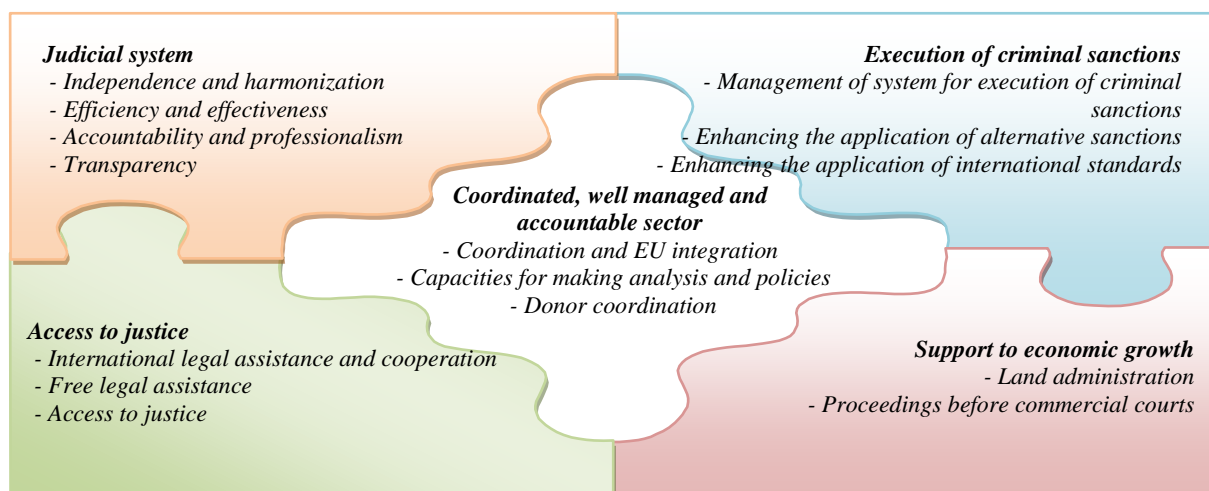
## SECTION 5: STRATEGIC PROGRAMMES AND IMPLEMENTATION INDICATORS

*In order to achieve the agreed vision for the justice sector in BiH and to make progress towards the accomplishment of the long-term priorities, a series of strategic programmes have been identified for the coming five-year period.*

*Strategic programmes, for the purpose of this Strategy, have been defined as a set of related activities that are directed towards the accomplishment of the long-term priorities.*

*For easier presentation and monitoring of the implementation of this strategy, the strategic programmes have been grouped into several sub-areas of initiatives, in each pillar of reform.*

*The strategic sub-areas, agreed through a consultative process with representatives of key BiH justice sector institutions, are presented in the below:*



*As the above figure implies, the strategic programmes are interrelated and the implementation of one set of programmes has an impact on the implementation of each other set.*

*The five-year timeline for implementation of this strategy is presented with the strategic programmes in the later part of this section.*

*In the remainder of this section a tabular overview of the agreed strategic programmes is given for each strategic pillar and strategic sub-areas:*

- 1) A brief overview of achievements to date and current issues,*
- 2) An overview of the long-term priorities for each of the strategic sub-areas, the strategic programmes required to address key issues within the strategic sub-area, activities and timeframes for implementation of the activity, institutions responsible for their implementation and implementation indicators.*

## **STRATEGIC PILLAR 1: JUDICIAL SYSTEM**

**Long-term priority: To further strengthen and maintain independence, accountability, efficiency, professionalism and harmonisation of the judicial system which ensures the rule of law in BiH**

*This strategic pillar contains four strategic sub-areas, which are described in more detail in the following text.*

### **1.1 Judicial independence and harmonization of laws and court practice in BiH**

*The following issues have been considered within this sub-area:*

- 1. In the implementation of the previous BiH JSRS the need was expressed to, through amendments to the Law on HJPC BiH, consolidate functions of HJPC; ensure balance between its independence and accountability, without prejudice to the unity of HJPC and its competences; the role which HJPC plays in the establishment and strengthening of the rule of law in BiH; and additionally improve the election procedure of judicial office holders in BiH. Amendments to the Law on HJPC should additionally regulate issues related to other judicial sub-areas, such as: prevention and suppression of the conflict of interests of judicial office holders in BiH and their disciplinary responsibility, work of the Office of Disciplinary Prosecutor, including powers and role of a disciplinary prosecutor.*
- 2. After establishing their drafts, prepared draft Law on the Courts of BiH, establishing an independent second instance court of BiH, as well as amendments to the other laws related to this law, should be submitted for adoption, and then start with the activities of establishing and beginning of the work of the independent second instance court of BiH.*
- 3. Adoption of the Law on the Constitutional Court of BiH.*
- 4. Adoption of the Law on Amendments to the Law on the Prosecutor's Office of BiH, which will specify the jurisdiction of the Prosecutor's Office of BiH in relation to other prosecutors' offices in BiH in accordance with their jurisdiction.*
- 5. Adoption of the Law on Amendments to the Criminal Procedure Code of BiH, which will more precisely regulate the issue of reopening the criminal procedure according to the decisions of the European Court for Human Rights and the Constitutional Court of BiH.*
- 6. Amendments to the Law on Salaries and Allowances of the Judicial Office Holders in accordance with the decisions of the competent constitutional courts.*
- 7. Law on Prosecutors' Offices in the Federation of BiH should be aligned with the principles of the new federal law that needs to be drafted and adopted, because the Federation of BiH and its cantons are competent for their adoption.*
- 8. An important element for ensuring independence of the judicial institutions in BiH and the rule of law is an appropriate financing of the judicial institutions in BiH.*
- 9. Holding of panels in civil, criminal and administrative area in order to exchange experience in the mentioned areas.*

*Aiming to resolve mentioned issues, nine strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

**Expected outcomes of the strategic programmes:** 1) additionally protected independence of the judiciary through the consolidation of HJPC functions, establishment of an independent appellate court of BiH and harmonization of salaries and allowances of the judicial office holders in BiH, 2) more effective system for preparing the budget of judicial institutions in BiH, aligned with the agreed strategic directions of action, 3) harmonized legal framework, which ensures coordinated work of the prosecutors' offices in FBiH, 4) assistance to BiH to fulfil the recommendations of the Structured Dialogue on Justice between EU and BiH.



*Bosnia and Herzegovina Justice Sector Reform Strategy for the period 2014-2018*

<b>STRATEGIC PILLAR 1 – JUDICIAL SYSTEM</b>			
<b>STRATEGIC SUB-AREA 1.1 – JUDICIAL INDEPENDENCE AND HARMONIZATION OF LAWS AND COURT PRACTICE IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.1.1 CONSOLIDATION OF HJPC FUNCTIONS</b>			
1.1.1.1 Draft and submit to the process of adoption the amendments to the Law on HJPC BiH	01/2014. - 06/2014.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Law on Amendments to the Law on HJPC BiH drafted and submitted to the process of adoption and it ensures effective legal remedy in the procedure of selection and appointment of judicial office holders in BiH.
1.1.1.2 Develop analysis of the implemented judicial reforms in BiH since 2003	07/2014. - 06/2015.	Coordinator: HJPC Partners: MoJ BiH, FMOJ, MoJ RS, CMOJ and JC BD	Developed analysis of the implemented judicial reforms in BiH since 2003 and submitted to the Council of Ministers of BiH, entity governments and JC BD for adoption.
<b>STRATEGIC PROGRAMME: 1.1.2 REFORM OF THE APPELLATE SYSTEM OF THE COURT OF BIH IN ACCORDANCE WITH THE EUROPEAN CONVENTION FOR THE PROTECTION OF HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS (ARTICLE 2 OF THE PROTOCOL) AND THE OPINION OF THE VENICE COMMISSION</b>			
1.1.2.1 Draft and submit to the process of adoption the Law on Courts of BiH	01/2014. - 06/2014.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Law on Courts of BiH drafted and submitted to the process of adoption.
1.1.2.2 Implement the Law on Courts of BiH by establishing the appellate court	07/2014. - 06/2015.	Coordinator: MoJ BiH Partners: HJPC	The independent second instance court of BiH established and operational.
<b>STRATEGIC PROGRAMME: 1.1.3 ADOPTION OF THE LAW ON THE CONSTITUTIONAL COURT OF BIH</b>			
1.1.3.1 Draft and submit to the process of adoption the Law on the Constitutional Court of BiH	07/2014. – 12/2014.	Coordinator: MoJ BiH Partners: FMOJ, MoJ RS and JC BD	Law on the Constitutional Court of BiH drafted and submitted to the process of adoption.
<b>STRATEGIC PROGRAMME: 1.1.4 ADOPTION OF AMENDMENTS TO THE LAW ON THE PROSECUTOR'S OFFICE OF BIH</b>			
1.1.4.1 Draft and submit to the process of adoption the Law on Amendments to the Law on the Prosecutor's Office of BiH	07/2014. – 12/2014.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Law on Amendments to the Law on the Prosecutor's Office of BiH drafted and submitted to the process of adoption.
<b>STRATEGIC PROGRAMME: 1.1.5 ADOPTION OF AMENDMENTS TO THE CRIMINAL PROCEDURE CODE OF BIH</b>			
1.1.5.1 Draft and submit to the process of adoption the Law on Amendments to the Criminal Procedure Code of BiH	07/2014. – 12/2014.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Law on Amendments to the Criminal Procedure Code of BiH drafted and submitted to the process of adoption.
<b>STRATEGIC PROGRAMME: 1.1.6 HARMONIZATION OF THE LAWS ON SALARIES AND ALLOWANCES OF JUDICIAL OFFICE HOLDERS</b>			
1.1.6.1 Make an analysis of the salaries of judges and prosecutors, at all levels, HJPC members, as well as of the administrative staff in those institutions	01/2014. - 09/2014.	Activity Lead Coordinating institutions: MoJ BiH, FMOJ, MoJ RS, CMOJ and JC BD, each within its jurisdiction	Analysis of the salaries of judges and prosecutors, at all levels, HJPC members, as well as of the administrative staff in those institutions, made.
1.1.6.2 Draft and submit to the process of adoption amendments to the laws on salaries and allowances of the judicial office holders	09/2014. - 06/2015.	Activity Lead Coordinating institutions: MoJ BiH, FMOJ, CMOJ and JC BD, each within its jurisdiction Partner: HJPC	Amendments to the laws on salaries and allowances of the judicial office holders drafted and submitted to the process of adoption.

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<b>STRATEGIC PILLAR 1 – JUDICIAL SYSTEM</b>			
<b>STRATEGIC SUB-AREA 1.1 – JUDICIAL INDEPENDENCE AND HARMONIZATION OF LAWS AND COURT PRACTICE IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.1.7 ESTABLISHMENT OF A HARMONIZED LEGAL FRAMEWORK FOR THE PROSECUTORS' OFFICES IN FBIH</b>			
<i>1.1.7.1 Draft and submit to the process of adoption the Law on Basis of Organization of the Prosecutors' Offices in FBIH and the Prosecutor's Offices of FBIH, as well as the cantonal laws on the prosecutors' offices</i>	<b>01/2014. - 12/2014.</b>	<i>Coordinator: FMoJ Partners: CMoJ</i>	<i>Law on Basis of Organization of the Prosecutors' Offices in the FBIH and the Prosecutor's Offices of FBIH, as well as the cantonal laws on the prosecutors' offices drafted and submitted to the process of adoption.</i>
<i>1.1.7.2 Draft and adopt by-laws related to the work of prosecutors' offices in FBIH</i>	<b>01/2015. - 12/2015.</b>	<i>Coordinator: FMoJ Partners: CMoJ</i>	<i>Developed and adopted: Rules on the Operation of the Prosecutors' Offices in FBIH and rules on internal organization and systematization of the prosecutors' offices in FBIH.</i>
<b>STRATEGIC PROGRAMME: 1.1.8 IMPROVEMENT OF THE FINANCING SYSTEM OF BIH JUDICIAL INSTITUTIONS</b>			
<i>1.1.8.1 Train management and staff of BiH judicial institutions to prepare programme budget and determine priorities for financing</i>	<b>01/2015. - 12/2015.</b>	<i>Coordinator: HJPC Partners: Judicial institutions in BiH</i>	<i>Staff of BiH judicial institutions trained to prepare programme budget and determine priorities for financing.</i>
<i>1.1.8.2 Improve coordination and cooperation between executive and legislative authorities and judicial institutions in the budget process</i>	<b>01/2014. - 12/2015.</b>	<i>Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS, CMoJ and JC BD</i>	<i>Improved coordination and cooperation between executive and legislative authorities and judicial institutions in the budget process.</i>
<b>STRATEGIC PROGRAMME: 1.1.9 HOLDING OF PANELS IN CIVIL, CRIMINAL AND ADMINISTRATIVE AREA</b>			
<i>1.1.9.1 Holding of panels in civil, criminal and administrative area in order to exchange experience in the mentioned areas</i>	<b>01/2014 – 6/2016</b>	<i>Coordinator: HJPC Partners: Court of BiH, supreme courts of FBIH and RS and Appellate Court of Brčko District of BiH</i>	<i>Panels in civil, criminal and administrative area held in order to exchange experience in the mentioned areas.</i>

## **1.2 Efficiency and effectiveness of judicial institutions in BiH**

*The following issues have been considered within this sub-area:*

*1. Based on HJPC data, total number of backlog cases in BiH judicial institutions is currently around 2 million. Most of those cases are related to the small claims enforcement cases, mostly for collecting unpaid utility bills. In the judicial institutions of BiH there is also significant number of unsolved criminal and civil cases. Resolving of cases for collecting unpaid utility bills is the first important step in addressing the issue of backlog of cases in the judicial institutions in BiH.*

*Certain number of backlog cases is also in the prosecutors' offices in BiH. One of the issues that need to be considered in order to reduce the number of backlog cases in the prosecutors' offices is the possibility of amending the criminal procedure codes to improve efficiency of investigations.*

*2. In order to improve effectiveness and efficiency of the judicial institutions in BiH, it is necessary also to address operational issues related to the work of judicial institutions in BiH.*

*Physical and technical conditions for the work of judicial institutions in BiH (buildings, equipment and inventory, information and communication technology), although significantly improved, are still not at the satisfactory level. The use of information and communication technologies (ICT) in BiH judicial institutions has been significantly improved, but it remains to complete certain number of initiated activities and to ensure procurement of new ICT equipment.*

*It is necessary to continue increasing management skills of the presidents and secretaries of the courts, as well as of the chief prosecutors and secretaries of the prosecutors' offices.*

*Staffing needs of the courts and prosecutors' offices should be continuously monitored and analysed, so that the number of judges, prosecutors, expert associates and administrative-technical staff are at an appropriate ratio to case flow.*

*Finally, regulations pertaining to the administration of courts and prosecutors' offices need to reflect changes in operations of courts geared towards greater efficiency and effectiveness.*

*Aiming to resolve mentioned issues, nine strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) reduction of the number of backlog cases, which will increase the possibility of BiH judicial institutions to resolve other types of cases, besides enforcement procedure cases, 2) increased efficiency of work of BiH judicial institutions through continuation of reconstruction and computerization of BiH judicial institutions, as well as greater consistency in the management of courts, 3) increased efficiency and reduction of the number of backlog cases will contribute to the citizens' better perception of BiH judicial institutions.*

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<b>STRATEGIC PILLAR 1 - JUDICIAL SYSTEM</b>			
<b>STRATEGIC SUB-AREA 1.2 – EFFICIENCY AND EFFECTIVENESS OF JUDICIAL INSTITUTIONS IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.2.1 REDUCTION OF THE BACKLOG CASES IN THE JUDICIAL INSTITUTIONS IN BIH</b>			
<i>1.2.1.1 Launch the initiative for the amendments to the Law on the Enforcement Procedure and establish an efficient enforcement procedure for resolving of the utility cases</i>	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: FMoJ, MoJ RS, CMoJ and JC BD, each within its jurisdiction Partner: HJPC	Initiative for the amendments to the Law on the Enforcement Procedure launched and efficient enforcement procedure for resolving of the utility cases established
<i>1.2.1.2 Continue implementation of plans for resolving old and other backlog cases in BiH judicial institutions and monitor their implementation</i>	<b>01/2014. - 12/2018.</b>	Coordinator: HJPC Partners: BiH judicial institutions	Plans for resolving old and other backlog cases in BiH judicial institutions are implemented, and their fulfilment is used for performance evaluation of judicial office holders and expert associates.
<i>1.2.1.3 Resolve the status of expert associates through the Law on Prosecutor's Offices</i>	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC	Law on Prosecutor's Offices regulated the status of expert associates.
<i>1.2.1.4 Develop analysis of justification of existence of additional judges and consider possibility and justification of increasing the number of ordinary judges</i>	<b>07/2014. - 12/2014.</b>	Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS, CMoJ and JC BD	Developed analysis of justification of existence of additional judges and considered possibility and justification of increasing the number of ordinary judges.
<b>STRATEGIC PROGRAMME: 1.2.2 INCREASE THE EFFICIENCY OF INVESTIGATIONS IN THE CRIMINAL PROCEDURE IN BIH</b>			
<i>1.2.2.1 Carry out training and familiarization with the solutions provided by the Instruction on cooperation of authorised officials and prosecutors in carrying out actions aimed at obtaining evidence in the course of investigation of all prosecutors and authorized officials in cantons/districts and regularly monitor implementation of the Instruction</i>	<b>01/2014. - 06/2015.</b>	Activity Lead Coordinating institutions: Prosecutor's Office of BiH, FBiH, RS and BD, each within its jurisdiction Partners: Directorate for Coordination of Police Bodies, SIPA, State Border Police of BiH, MIAs of entities and cantons, Police of BD, JC BD, JPTC of FBiH and RS	Instruction on cooperation of authorised officials and prosecutors in carrying out actions aimed at obtaining evidence in the course of investigation is consistently applied.
<i>1.2.2.2 Create preconditions for coordinated and continuous joint training of prosecutors and authorized officials</i>	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: Prosecutor's Office of BiH, FBiH, RS and BD, each within its jurisdiction Partners: JPTC of FBiH and RS, Agency for Education and Professional Training Mostar, Police Academy of the Federal MIA and Directorate for Police Education of MIA RS	Created preconditions for joint training of prosecutors and authorized officials on the basis of established analysis of needs, possibilities and ways, created preconditions for continuous, joint training of prosecutors and authorized officials.

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<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.2.3 IMPROVE THE SYSTEM OF ALTERNATIVE DISPUTE RESOLUTION (ADR) IN BIH</b>			
<i>1.2.3.1 Further affirm the court settlement, mediation and arbitration, as alternative dispute resolution methods</i>	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD	<i>Improved application of court settlement, mediation and arbitration.</i>
<i>1.2.3.2 Develop training programmes for application of court settlement and arbitration and train judges for wider application of the institute of court settlement</i>	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: JC BD, JPTCs of FBiH and RS	<i>Training programme for application of court settlement and arbitration developed and judges trained for wider application of the institute of court settlement.</i>
<i>1.2.3.3 Strengthen capacities of mediators for promotion of mediation among citizens and other stakeholders and expand mediation to several types of disputes</i>	<b>01/2014. - 12/2018.</b>	Coordinator: Association of Mediators of BiH (AoM BiH) Partners: MoJ BiH, HJPC, FMoJ, MoJ RS and JC BD	<i>System of extrajudicial mediation improved and expended to several types of disputes through the strengthening of institutional capacities and human resources, as well as the system of ADR promotion among citizens through organizing mediation weeks.</i>
<i>1.2.3.4 Develop analysis and proposals of amendments to the relevant laws and by-laws for improvement of the mediation procedure</i>	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC	<i>Develop analysis and proposal of amendments to the laws in order to prevent stalling of the process and to improve efficiency through ADR.</i>
<i>1.2.3.5 Develop capacities for application of mediation in cases of juvenile delinquency</i>	<b>01/2014. - 12/2018.</b>	Coordinator: AoM BiH Partners: MoJ BiH, HJPC, FMoJ, MoJ RS and JC BD	<i>Capacities for application of mediation in cases of juvenile delinquency developed.</i>
<i>1.2.3.6. Develop analysis of efficiency of certain types of alternative dispute resolution</i>	<b>01/2014. - 12/2015.</b>	Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS and JC BD	<i>Analysis developed.</i>
<b>STRATEGIC PROGRAMME: 1.2.4 UNBURDENING THE JUDICIAL INSTITUTIONS IN BIH BY DELEGATING CERTAIN PROCEDURES AND TRANSFERRING COMPETENCIES</b>			
<i>1.2.4.1 Make analysis of possibilities to improve enforcement procedure and certain extrajudicial procedures through the transfer of competencies to other subjects and propose a model of reform</i>	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	<i>Analysis of possibilities to transfer competencies for enforcement cases and certain extrajudicial procedures to other subject made and model of reform proposed.</i>
<i>1.2.4.2 Draft and submit to the procedure proposal of amendments to the existing laws and by-laws for delegating enforcement procedure and certain extrajudicial procedures from courts in accordance with the prepared analysis</i>	<b>01/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	<i>Legal reforms made and institutional framework for complete or partial delegation of enforcement cases and certain extrajudicial procedures to other institutions defined, with ensuring their accountability and cost reduction.</i>
<b>STRATEGIC PROGRAMME: 1.2.5 MONITORING IMPLEMENTATION OF THE LAWS ON COURTS, PROSECUTORS' OFFICES AND ALL PROCEDURAL LAWS</b>			
<i>1.2.5.1 Analyse implementation of the law on courts, law on prosecutors' offices and all procedural laws and provide recommendations for improvement</i>	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC	<i>Regular monitoring of application started, as well as development of annual analysis of application of the mentioned laws, with recommendations.</i>
<i>1.2.5.2 In accordance with the recommendations, prepare amendments to the mentioned laws</i>	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC	<i>Amendments to the mentioned laws made, and they include recommendations from the analysis.</i>

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<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.2.6 ENSURING THE ORGANIZATIONAL, INFRASTRUCTURE AND MATERIAL-TECHNICAL PRECONDITIONS FOR WORK OF JUDICIAL INSTITUTIONS IN BiH</b>			
<i>1.2.6.1 Make analysis of the situation and needs for reconstruction or building of judicial institutions' buildings in BiH and make a list of priorities</i>	<b>01/2014. - 12/2018.</b>	<i>Activity Lead Coordinating institutions: FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC and BiH judicial institutions</i>	<i>Analysis of the situation and needs for reconstruction or building of judicial institutions' buildings in BiH made, as well as the list of priorities.</i>
<i>1.2.6.2 Reconstruct or construct buildings for priority judicial institutions in BiH</i>	<b>01/2014. - 12/2018.</b>	<i>Activity Lead Coordinating institutions: FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC and BiH judicial institutions</i>	<i>Buildings for priority judicial institutions in BiH reconstructed or constructed.</i>
<i>1.2.6.3 Further development of solutions related to judicial information system, which are intended for managing operational processes in order to improve efficiency, quality and transparency of work of judicial institutions in BiH</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Developed new application of the central management system (CMS) through comprehensive review and development of new functionalities: enhanced judicial web site; CMS potential is used for providing statistics relevant for monitoring and policy creation, and new version of human resources database ready for use in all BiH judicial institutions.</i>
<i>1.2.6.4 Build the infrastructure of new primary data centre of judicial information system in BiH, modernize the old ICT and audio video equipment in HJPC, BiH judicial institutions and upgrade the system software of judicial information system</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Servers and systems for mass storage and data backup relocated and operational in the new data centre: judicial information system in BiH harmonized with new hardware and software technological standards.</i>
<i>1.2.6.5 Improve security of judicial information system in BiH</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Improved security of judicial information system in BiH.</i>
<b>STRATEGIC PROGRAMME: 1.2.7 IMPROVEMENT OF MANAGEMENT SKILLS IN JUDICIAL INSTITUTIONS IN BiH</b>			
<i>1.2.7.1 Develop modules and implement advanced forms of training the managerial staff in BiH judicial institutions</i>	<b>01/2014. - 12/2018.</b>	<i>Activity Lead Coordinating institutions: JC BD, JPTCs of FBiH and RS, each within its jurisdiction</i>	<i>Ensured regular training of managers of BiH judicial institutions, with an emphasis on planning, monitoring, human resources management, time management and performance management.</i>



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<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.2.8 IMPROVEMENT OF THE SYSTEM FOR MONITORING EFFICIENCY AND QUALITY OF THE WORK OF JUDGES, PROSECUTORS AND EXPERT ASSOCIATES</b>			
<i>1.2.8.1 Ensure implementation and monitoring of the implementation of the Rulebook on timeframes for resolving cases in BiH judicial institutions</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ</i>	<i>Implementation of the Rules on timeframes for resolving cases in courts and prosecutors' offices consolidated and corrective measures developed.</i>
<i>1.2.8.2 Develop and adopt new criteria for performance evaluation of prosecutors and chief prosecutors</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ</i>	<i>New performance criteria of prosecutors and chief prosecutors adopted and their performance is monitored in accordance with those criteria.</i>
<i>1.2.8.3 Make checklists of working hours usage for judicial office holders in BiH</i>	<b>07/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ</i>	<i>Judges and prosecutors better manage their time.</i>
<i>1.2.8.4 Monitor application of criteria for performance evaluation of judges in BiH, and improve the Rulebook, if necessary</i>	<b>01/2014. - 12/2015.</b>	<i>Coordinator: HJPC Partners: Courts in BiH</i>	<i>Criteria for performance evaluation of judges in BiH are being improved.</i>
<i>1.2.8.5 Legally regulate performance evaluation of prosecutors and chief prosecutors and ensure effective legal remedy</i>	<b>01/2014. - 12/2018.</b>	<i>Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC</i>	<i>Performance evaluation of prosecutors and chief prosecutors legally regulated.</i>
<i>1.2.8.6 Monitor application of Rulebook on framework standards in courts in BiH and improve it, if necessary</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: Courts in BiH</i>	<i>Application of Rulebook on framework standards in courts in BiH is continuously monitored, and Rulebook is being improved according to the needs.</i>
<b>STRATEGIC PROGRAMME: 1.2.9 IMPROVEMENT AND HARMONIZATION OF THE STATUS OF STAFF IN BIH JUDICIAL INSTITUTIONS</b>			
<i>1.2.9.1 Develop and adopt long-term plans for development of status, rights, position, training and evaluation of staff in BiH judiciary, who are not judicial office holders from the legal, organizational and financial aspect</i>	<b>01/2014. - 12/2018.</b>	<i>Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction</i>	<i>Long-term plans for development of status, rights, position, training and evaluation of staff in BiH judiciary, who are not judicial office holders from the legal, organizational and financial aspect, developed, adopted and implemented.</i>

### **1.3 Accountability and professionalism of judicial office holders in BiH**

*The following issues have been considered within this sub-area:*

- 1. In the judiciary of BiH, it is necessary to improve compliance with the standards of professional ethics and integrity.*
- 2. The following issue is related to the need to improve disciplinary procedures of judicial office holders in BiH, through amendments to the Law on HJPC, and to thoroughly regulate the issues of: prevention and suppression of the conflict of interests of judicial office holders and their disciplinary responsibility, legal framework for the work of the Office of Disciplinary Prosecutor, including powers and role of a disciplinary prosecutor, and development of practice that will ensure fair and open system.*
- 3. The system of bar examinations needs to be more consistent across BiH and modernized to be aligned with the best practice of other countries.*
- 4. One of the issues is related to the improvement of internal organization of courts and prosecutors' offices, procedures and improvement of knowledge and skills of judicial office holders in BiH for consistent application of the laws on protection and treatment of children and juveniles in the criminal procedures in BiH.*
- 5. It is necessary to continue with the improvement of the professional development of judges and prosecutors, in accordance with the strategic plans of JPTCs, as well as of administrative-technical staff.*

*Aiming to resolve mentioned issues, five strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

**Expected outcomes of the strategic programmes:** *1) more effective and accountable judicial system in BiH due to the obligation of judicial office holders in BiH to meet performance standards, 2) harmonization in terms of bar examination standards across BiH, leading to an improvement in quality of the candidates entering the judicial system in BiH, 3) improved system of continuous professional development of judicial office holders in BiH, 4) improved public perception of the judicial system in BiH.*



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<b>STRATEGIC PILLAR 1 - JUDICIAL SYSTEM</b>			
<b>STRATEGIC SUB-AREA 1.3 – ACCOUNTABILITY AND PROFESSIONALISM OF JUDICIAL OFFICE HOLDERS IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.3.1 IMPROVEMENT OF COMPLIANCE WITH THE STANDARDS OF PROFESSIONAL ETHICS AND INTEGRITY</b>			
<i>1.3.1.1 Improve measures of compliance with the standards of professional ethics and integrity</i>	<b>01/2014. - 12/2018.</b>	Coordinator: HJPC Partners: MoJ BiH, FMOJ, MoJ RS and JC BD	Improved measures of compliance with the standards of professional ethics and integrity.
<b>STRATEGIC PROGRAMME: 1.3.2 IMPROVEMENT OF DISCIPLINARY RESPONSIBILITY OF JUDICIAL OFFICE HOLDERS IN BIH</b>			
<i>1.3.2.1 Improve disciplinary procedure for judicial office holders in BiH in accordance with amended provisions of the Law on HJPC of BiH by which effective legal remedy is ensured</i>	<b>01/2014. - 12/2015.</b>	Coordinator: HJPC Partners: BiH judicial institutions	Improved disciplinary procedure for judicial office holders in BiH in accordance with the amended provisions of the Law on HJPC of BiH.
<b>STRATEGIC PROGRAMME: 1.3.3 MODERNIZATION AND HARMONIZATION OF THE PROGRAMME OF BAR EXAMINATION IN BIH</b>			
<i>1.3.3.1 Modernize bar examination in BiH and harmonize programmes of bar examination in BiH</i>	<b>01/2014. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMOJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC	Modernized bar examinations in BiH and harmonized programmes of bar examination in BiH.
<b>STRATEGIC PROGRAMME: 1.3.4 IMPROVEMENT OF INTERNAL ORGANIZATION OF BIH JUDICIAL INSTITUTIONS, PROCEDURES, KNOWLEDGE AND SKILLS FOR CONSISTENT APPLICATION OF LAWS ON PROTECTION AND TREATMENT OF CHILDREN AND JUVENILES IN THE CRIMINAL PROCEDURES IN BIH</b>			
<i>1.3.4.1 Amend rulebooks on internal organization of BiH judicial institutions and fill the vacancies</i>	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: BiH judicial institutions Partner: MoJ BiH, FMOJ, MoJ RS and JC BD, each within its jurisdiction	Rulebooks on internal organization of BiH judicial institutions amended and vacancies filled.
<i>1.3.4.2 Adjust CMS and TCMS to the new provisions and procedures in case management of juvenile perpetrators of criminal acts</i>	<b>01/2014. - 12/2014.</b>	Coordinator: HJPC Partners: BiH judicial institutions	CMS and TCMS adjusted to the new provisions and procedures in case management of juvenile perpetrators of criminal acts.
<i>1.3.4.3 Ensure that JPTCs programmes of work contain topics for improvement of knowledge and skills for consistent application of the laws on protection and treatment of children and juveniles in the criminal procedures in BiH</i>	<b>01/2014. - 12/2015.</b>	Coordinator: HJPC Partners: JPTCs of FBiH and RS	JPTCs programmes of work contain topics for improvement of knowledge and skills for consistent application of the laws on protection and treatment of children and juveniles in the criminal procedures in BiH.
<i>1.3.4.4 Make analysis of the application of correctional recommendations and measures and provide recommendations for improvement</i>	<b>07/2015. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMOJ, MoJ RS and JC BD, each within its jurisdiction	Analysis of the application of correctional recommendations and measures made and recommendations for improvement provided.
<b>STRATEGIC PROGRAMME: 1.3.5 IMPROVEMENT TRAINING OF JUDICIAL OFFICE HOLDERS IN BIH</b>			
<i>1.3.5.1 Implement activities from the Action Plan of the Medium-term strategy for initial training and professional development of judges and prosecutors for the period 2012 – 2015</i>	<b>01/2014. - 12/2015.</b>	Coordinator: HJPC Partners: JC BD, JPTCs of FBiH and RS	Activities from the Action Plan of the Medium-term strategy for initial training and professional development of judges and prosecutors for the period 2012 – 2015 implemented.
<i>1.3.5.2 Determine areas in which training of judicial office holders in BiH can be improved</i>	<b>01/2014. - 12/2015.</b>	Activity Lead Coordinating institutions: JC BD, JPTCs of FBiH and RS, each within its jurisdiction	Determined areas in which training of judicial office holders in BiH can be improved.

#### **1.4 Transparency in the work of judicial institutions in BiH**

*The following issues have been considered within this sub-area:*

- 1. The achieved level of communication between BiH judicial institutions and media, users of courts and prosecutors' offices, and the public needs to be continuously implemented and improved by applying modern means of communication (web-site, HJPC Judicial Documentation Centre, web-portal pravosudje.ba). To achieve this, it is necessary to continuously train relevant staff of BiH judicial institutions.*
- 2. The same assessment can be given for the achieved level of information availability to the professional and wider public regarding the work of BiH judicial institutions. The aim is to increase availability of statistics and qualitative data on court and prosecutorial policies and practices to the interested professional and wider public using the potential of CMS/TCMS and Judicial Documentation Centre, and improve the system of public trials.*

*Aiming to resolve mentioned issues, two strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) improved communication between BiH judicial institutions and media, service users and the public, 2) improved availability of information on the work of BiH judicial institutions to the professional and wider public, 3) better public perception of the judicial system in BiH.*

<b>STRATEGIC PILLAR 1 - JUDICIAL SYSTEM</b>			
<b>STRATEGIC SUB-AREA 1.4 – TRANSPARENCY IN THE WORK OF JUDICIAL INSTITUTIONS IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 1.4.1 IMPROVEMENT OF COMMUNICATION BETWEEN BIH JUDICIAL INSTITUTIONS AND MEDIA, SERVICE USERS AND THE PUBLIC</b>			
<i>1.4.1.1 Improve standardized web-sites of BiH judicial institutions, HJPC , Judicial Documentation Centre and judicial portal pravosudje.ba in order to inform the public about the work of BiH judicial institutions</i>	<b>01/2015. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Modern means of communication (web-sites, Judicial Documentation Centre, portal pravosudje.ba) between BiH judicial institutions and media, service users and the public, applied.</i>
<b>STRATEGIC PROGRAMME: 1.4.2 IMPROVEMENT OF AVAILABILITY OF INFORMATION ON THE WORK OF BIH JUDICIAL INSTITUTIONS TO THE PROFESSIONAL AND WIDER PUBLIC</b>			
<i>1.4.2.1 Continuously publish data on web portal pravosudje.ba on processing of all criminal cases</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Continuous publication of data on court practice in the criminal-legal area in BiH for the professional and wider public.</i>
<i>1.4.2.2 Continuously publish reports on the efficiency and quality of work of BiH judicial institutions</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Continuous publication of reports on the efficiency and quality of work of BiH judicial institutions for the professional and wider public.</i>
<i>1.4.2.3 Continuously update information and content of the web-site and database of court decisions of HJPC Judicial Documentation Centre</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Information and content of the web-site and database of court decisions of HJPC Judicial Documentation Centre are regularly updated.</i>
<i>1.4.2.4 Ensure availability of information on the work of BiH judicial institutions by organizing public events (conferences, round tables, discussions, promotional material, etc.)</i>	<b>01/2014. - 12/2018.</b>	<i>Coordinator: HJPC Partners: BiH judicial institutions</i>	<i>Ensured availability of information on the work of BiH judicial institutions by organizing public events.</i>

## **STRATEGIC PILLAR 2: EXECUTION OF CRIMINAL SANCTIONS IN BIH**

***Long-term priorities: To develop a more harmonised system of criminal sanctions in BiH which by respecting European standards ensures human and legal treatment and effective re-socialization in prisons in BiH***

*This strategic pillar contains three strategic sub-areas, which are described in more detail in the following text.*

### ***2.1 Management of the system for execution of criminal sanctions in BiH***

*The following issues have been considered within this sub-area:*

- 1. The existing legal framework establishing the system of execution of criminal sanctions needs to be continuously harmonized to avoid inconsistencies in the implementation of laws and regulations in BiH.*
- 2. In BiH there is no managerial level, such as prison administrations, between prisons and ministries of justice, nor are there operational managers within ministries of justice responsible for specific functional areas, all of which leads to a lack of coordination and consistency in administration and inefficient use of resources.*
- 3. In this strategic area, complete system for collecting data related to the execution of criminal sanctions was not established at any level of government in BiH.*
- 4. Beside results achieved in the previous period, it is necessary to continue to improve prison infrastructure and conditions in BiH prisons.*
- 5. There is no systematized training of prison staff at any level of government in BiH.*
- 6. It is also necessary to improve health care system for all prisoners at all levels of government in BiH.*

*Aiming to resolve mentioned issues, six strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) development of a coherent system for the execution of criminal sanctions in BiH that puts it in a better position to meet European and international standards, 2) better strategic and operational management of prison resources and facilities, which ensures the equal application of prison standards pertaining to staff management, development of programmes for health care and treatment, as well as efficiency and effectiveness, 3) established basis for effective monitoring of effects aimed at enhancing prison standards, 4) by segregating policy management from operational management, ministries of justice are in a better position to dedicate resources towards enhancement of the overall system so that it can respond to the registered trends within the area of the execution of criminal sanctions.*

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<b>STRATEGIC PILLAR 2: EXECUTION OF CRIMINAL SANCTIONS IN BIH</b>			
<b>STRATEGIC SUB-AREA 2.1 – MANAGEMENT OF THE SYSTEM FOR EXECUTION OF CRIMINAL SANCTIONS IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 2.1.1 HARMONIZATION OF STANDARDS AND REGULATIONS PERTAINING TO THE EXECUTION OF CRIMINAL SANCTIONS IN BIH</b>			
2.1.1.1 Analyse harmonization of laws and by-laws pertaining to the execution of criminal sanctions in BiH, as well as harmonization of BiH laws with European and international standards within frame of responsibility of all governments level in BiH	<b>07/2014. - 06/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Harmonization of laws and by-laws pertaining to the execution of criminal sanctions in BiH, as well as harmonization of BiH laws with European and international standards is continuously analysed.
2.1.1.2 Develop legal solutions in order to provide harmonization in the area of execution of criminal sanctions in BiH and with European and international standards within frame of responsibility of all governments level in BiH	<b>07/2014. - 06/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Legal solutions directed to the harmonization in the area of execution of criminal sanctions in BiH and with European and international standards are continuously developed.
<b>STRATEGIC PROGRAMME: 2.1.2 ESTABLISHMENT OF ADMINISTRATIONS FOR EXECUTION OF CRIMINAL SANCTIONS IN BIH</b>			
2.1.2.1 Examine possibilities for the establishment of administrations for execution of criminal sanctions in BiH within frame of responsibility of all governments level in BiH	<b>01/2014. - 06/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Possibilities for the establishment of administrations for execution of criminal sanctions in BiH examined.
2.1.2.2 Develop legal solutions for the establishment of administrations for execution of criminal sanctions in BiH within frame of responsibility of all governments level in BiH	<b>07/2014. - 06/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Legal solutions for the establishment of administrations for execution of criminal sanctions in BiH developed.
2.1.2.3 Provide material, financial and technical conditions for the establishment of administrations for execution of criminal sanctions in BiH within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Material, financial and technical conditions for the establishment of administrations for execution of criminal sanctions in BiH provided.
2.1.2.4 Establish administrations for execution of criminal sanctions in BiH	<b>07/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Administrations for execution of criminal sanctions in BiH established.
<b>STRATEGIC PROGRAMME: 2.1.3 IMPROVEMENT OF THE SYSTEM FOR COLLECTING DATA IN THE AREA OF EXECUTION OF CRIMINAL SANCTIONS IN BIH</b>			
2.1.3.1 Make analysis of the capacities for collecting data in the area of execution of criminal sanctions in BiH within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Analysis of the capacities for collecting data in the area of execution of criminal sanctions in BiH made.
2.1.3.2 Draft by-laws that define framework and procedures for collecting and processing data	<b>01/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	By-laws that define framework and procedures for collecting and processing data drafted.
2.1.3.3 Ensure material-technical conditions and software solutions for operative and statistical data collection in the area of execution of criminal sanctions in BiH within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Material-technical conditions and software solutions for operative and statistical data collection in the area of execution of criminal sanctions in BiH ensured.
2.1.3.4 Conduct trainings on collecting and analysing data within frame of responsibility of all governments level in BiH	<b>01/2016. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Trainings on collecting and analysing data conducted.

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<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 2.1.4 IMPROVEMENT OF INFRASTRUCTURE AND CONDITIONS IN PRISONS IN BIH</b>			
2.1.4.1 Complete tender procedures and start construction of the State prison	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institution: MoJ BiH	Tender procedures completed and construction of the State prison started.
2.1.4.2 Carry out works on the construction of State prison and put it into function	<b>01/2015. - 12/2015.</b>	Activity Lead Coordinating institution: MoJ BiH	Completed works on the construction of State prison and it performs its functions.
2.1.4.3 Analyse state of the prison facilities and make plan of financing the reconstruction of prisons, including prisons for juveniles within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: FMoJ and MoJ RS, each within its jurisdiction	State of the prison facilities analysed and plan of financing the reconstruction of prisons, including prisons for juveniles, made.
2.1.4.4 Implement plans for improvement of prison infrastructure within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: FMoJ and MoJ RS, each within its jurisdiction	Plans for improvement of prison infrastructure implemented.
<b>STRATEGIC PROGRAMME: 2.1.5 SYSTEMATIZATION AND IMPLEMENTATION OF BIH PRISON STAFF TRAININGS</b>			
2.1.5.1 Make analysis and legal solutions that regulate competencies for prison staff training within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Analysis and legal solutions that regulate competencies for prison staff training made.
2.1.5.2 Develop programmes for prison staff training within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Programmes for prison staff training developed.
2.1.5.3 Regularly implement programmes for prison staff trainings within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Programmes for prison staff trainings are regularly implemented.
<b>STRATEGIC PROGRAMME: 2.1.6 IMPROVEMENT OF THE HEALTH CARE SYSTEM FOR PRISONERS IN BIH</b>			
2.1.6.1 Provide financial resources for implementation of the Framework plan for improvement of health care of BiH prison population within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Financial resources for implementation of the Framework plan for improvement of health care of BiH prison population ensured.
2.1.6.2 Implement Framework plan for improvement of health care of BiH prison population within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Framework plan for improvement of health care of BiH prison population implemented.

## **2.2 Enhancing the application of alternative sanctions in BiH**

*Prison overcrowding in BiH, especially in the Federation of BiH, was highly evident in the previous period and it was jeopardizing the European standards. To solve this problem, beside construction of prison facilities, it was necessary to address the issue of higher use of alternative sanctions, which meet the European standards.*

*The following issues have been considered within this sub-area:*

- 1. Community service in BiH is used to a limited extent and has little impact on the total number of prisoners, while in some political-territorial units it is not used at all. In the following period, it is necessary to ensure further use of community service throughout BiH, both for adult and juvenile convicts.*
- 2. In the Federation of BiH, it is necessary to improve the use of sanction house arrest with electronic monitoring.*
- 3. Besides that, it is necessary to improve implementation of conditional release throughout BiH.*
- 4. Process of pardoning in BiH also needs to be additionally improved. Conditional release in BiH is currently used to a very limited extent and to varying degrees at different levels of government.*
- 5. BiH is also obliged to establish probation service in, in accordance with the competencies of the different levels of government in BiH, and its establishment has not even started yet.*

*Aiming to resolve mentioned issues, five strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) reduced prison overcrowding, resulting in higher respect of human rights, 2) prisons better able to meet European standards, as well as more effectively sustain order and security within the prisons, 3) better segregation of prisoners and limited contact between prisoners of different categories, 4) higher possibilities for effective treatment of prisoners, including rehabilitative work, 5) increased possibility for reintegration of offenders into society, through maintaining ties with the community, and incarceration would only be used for more serious offenders that pose the greatest threat to society.*



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<b>STRATEGIC PILLAR 2: EXECUTION OF CRIMINAL SANCTIONS IN BIH</b>			
<b>STRATEGIC SUB-AREA 2.2 – ENHANCING THE APPLICATION OF ALTERNATIVE SANCTIONS IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 2.2.1 ENSURE APPLICATION OF COMMUNITY SERVICE FOR ADULT AND JUVENILE CONVICTS IN BIH</b>			
2.2.1.1 Provide legal and other conditions for the application of community service institute in cantons where this was not applied, Republika Srpska and Brčko District BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and CMoJ, each within its jurisdiction	Ensured legal and other conditions for the application of community service institute in cantons where this was not applied, Republika Srpska and Brčko District BiH.
2.2.1.2 Initiate application of community service institute by using good examples and results of certain cantons in FBiH	<b>06/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and CMoJ, each within its jurisdiction	Application of community service institute by using good examples and results of certain cantons in FBiH initiated.
2.2.1.3 Ensure statistical monitoring of implementation of community service institute for adult persons within frame of responsibility of all governments level in BiH	<b>06/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and CMoJ, each within its jurisdiction	Statistical monitoring of implementation of community service institute for adult persons ensured.
2.2.1.4 Provide legal and other conditions for the application of correctional measure - work, without salary, in a humanitarian organisation or inclusion in social, local or environmental activities - for juveniles within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: FMoJ, MoJ RS and CMoJ, each within its jurisdiction	Legal and other conditions for the application of correctional measure - work, without salary, in a humanitarian organisation or inclusion in social, local or environmental activities - for juveniles, ensured.
<b>STRATEGIC PROGRAMME: 2.2.2 IMPLEMENTATION OF THE SANCTION HOUSE ARREST WITH ELECTRONIC MONITORING IN BIH</b>			
2.2.2.1 Make analysis of enforcement of the sanction house arrest with electronic monitoring in FBiH and provide recommendations for improvement	<b>01/2014. - 06/2014.</b>	Activity Lead Coordinating institution: FMoJ	Analysis of enforcement of the sanction house arrest with electronic monitoring in FBiH made and recommendations for improvement made.
2.2.2.2 Implement recommendations of the analysis concerning the formal and practical conditions for better control and effects of this sanction implementation	<b>07/2014. - 06/2015.</b>	Activity Lead Coordinating institution: FMoJ	Implemented recommendations of the analysis concerning the formal and practical conditions for better control and effects of this sanction implementation.
2.2.2.3 Make analysis of the need to introduce sanction house arrest with electronic monitoring in Republika Srpska and Brčko District of BiH and provide legal solutions	<b>01/2014. - 06/2015.</b>	Activity Lead Coordinating institutions: MoJ RS and JC BD, each within its jurisdiction	Analysis of the need to introduce sanction house arrest with electronic monitoring in Republika Srpska and Brčko District of BiH made and legal solutions provided.
<b>STRATEGIC PROGRAMME: 2.2.3 IMPROVING THE IMPLEMENTATION OF CONDITIONAL RELEASE IN BIH</b>			
2.2.3.1 Legally regulate monitoring of convicted persons on conditional release in the community and revocation of conditional release within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Monitoring of convicted persons on conditional release in the community and revocation of conditional release legally regulated.
2.2.3.2 Provide material, financial and technical conditions to ensure monitoring of convicted persons in the community within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Material, financial and technical conditions to ensure monitoring of convicted persons in the community provided.
2.2.3.3 Provide statistical monitoring of implementation of conditional release institute and surveillance within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Statistical monitoring of implementation of conditional release institute and surveillance ensured.



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<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 2.2.4 IMPROVING THE PROCESS OF PARDONING IN BIH</b>			
2.2.4.1 Make analysis of policy of pardoning and provide recommendations for improvement within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Analysis of policy of pardoning made and recommendations for improvement provided.
2.2.4.2 Implement recommendations of the analysis within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Recommendations of the analysis implemented.
2.2.4.3 Implement activities of informing the public about the principles of the institute and law on pardoning within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Activities of informing the public about the principles of the institute and law on pardoning implemented.
<b>STRATEGIC PROGRAMME: 2.2.5 ESTABLISHING THE PROBATION SERVICE IN BIH</b>			
2.2.5.1 Develop a study of feasibility and effects of the establishment of the probation service in within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Study of feasibility and effects of the establishment of the probation service in BiH developed.
2.2.5.2 Develop legal solutions for the establishment of the probation service in BiH within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Legal solutions for the establishment of the probation service in BiH developed.
2.2.5.3 Provide material, financial and institutional conditions for the establishment of the probation service in BiH within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Material, financial and institutional conditions for the establishment of the probation service in BiH provided.
2.2.5.4 Develop training programme and train probation staff in BiH within frame of responsibility of all governments level in BiH	<b>01/2015. - 12/2018.</b>	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Training programme developed and probation staff in BiH trained.

### **2.3 Enhancing the application of international standards in BiH**

*The following issues have been considered within this sub-area:*

- 1. Recommendation of the Committee of Ministers to member states on the use of remand in custody, the conditions in which it takes place and the provision of safeguards against abuse, as well as CPT's recommendations, with special conditions for women and juveniles, oblige BiH to improve conditions in which detention takes place and treatment of detainees.*
- 2. Currently in BiH there are only few programmes adjusted to needs of specific groups of prisoners such as women, juveniles, long term prisoners, addicts and mentally incapacitated prisoners, because of the lack of appropriate facilities or policies in prisons themselves or of capacity in the ministries of justice to design larger scale joined-up programmes. Therefore, in the following period, it is necessary to improve treatment of the prisoners, as well as to create conditions for appropriate treatment of juvenile prisoners.*
- 3. Capacities of the Psychiatric Clinic in Sokolac are not operational and accommodation of persons under mandatory psychiatric treatment is not taking place in that planned facility (Psychiatric Clinic in Sokolac).*

*Aiming to resolve mentioned issues, three strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) improved chances of rehabilitation among specific categories of prison population and reduction of risk to specific categories in prisons, 2) development of higher and more uniform standards across the prison service, 3) creation of conditions which are in compliance with European and international standards, 4) BiH is better placed to meet relevant European and international standards.*

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<b>STRATEGIC PILLAR 2: EXECUTION OF CRIMINAL SANCTIONS IN BIH</b>			
<b>STRATEGIC SUB-AREA 2.3 – ENHANCING THE APPLICATION OF INTERNATIONAL STANDARDS IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 2.3.1 IMPROVEMENT OF DETENTION CONDITIONS AND TREATMENT OF THE DETAINED PERSONS IN BIH</b>			
2.3.1.1 Make analysis of the application of relevant detention standards and provide recommendations for improvement within frame of responsibility of all governments level in BiH	01/2014. - 06/2014.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Analysis of the application of relevant detention standards made and recommendations for improvement provided.
2.3.1.2 Provide legal, material, financial and infrastructure conditions for implementation of the recommendations within frame of responsibility of all governments level in BiH	07/2014. - 12/2015.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Legal, material, financial and infrastructure conditions for implementation of the recommendations provided.
2.3.1.3 Implement recommendations of the analysis which improve treatment of detained persons within frame of responsibility of all governments level in BiH	07/2014. - 12/2018.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Recommendations of the analysis which improve treatment of detained persons implemented.
<b>STRATEGIC PROGRAMME: 2.3.2 IMPROVEMENT OF THE TREATMENT OF PRISONERS AND CREATION OF CONDITIONS FOR APPROPRIATE TREATMENT OF JUVENILE PRISONERS IN BIH</b>			
2.3.2.1 Provide legal and other conditions for increasing the number of professional staff in prisons within frame of responsibility of all governments level in BiH	01/2014. - 06/2014.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Provided legal and other conditions for increasing the number of professional staff in prisons.
2.3.2.2 Conduct trainings on different treatment programmes within frame of responsibility of all governments level in BiH	01/2014. - 12/2018.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Conducted trainings on different treatment programmes.
2.3.2.3 Analyse the possibility of expanding the treatment programmes and implement recommendations within frame of responsibility of all governments level in BiH	01/2014. - 12/2015.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Possibility of expanding the treatment programmes analysed and recommendations implemented.
2.3.2.4 Implement special treatment programmes and security regimes for special categories of prisoners within frame of responsibility of all governments level in BiH	01/2014. - 12/2018.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Implemented special treatment programmes and security regimes for special categories of prisoners.
2.3.2.5 Renovate existing prisons for juveniles in BiH, with capacities for implementing security measures within frame of responsibility of all governments level in BiH	01/2014. - 12/2015.	Activity Lead Coordinating institutions: FMoJ and MoJ RS, each within its jurisdiction	Existing prisons for juveniles in BiH renovated and implementation of security measures provided.
2.3.2.6 Establish facilities for implementing measures of mandatory psychiatric treatment and mandatory outpatient treatment for juveniles at liberty within frame of responsibility of all governments level in BiH	01/2014. - 12/2015.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ and MoJ RS, each within its jurisdiction	Established facilities for implementing measures of mandatory psychiatric treatment and mandatory outpatient treatment for juveniles at liberty.
<b>STRATEGIC PROGRAMME: 2.3.3 PUTTING THE PSYCHIATRIC CLINIC IN SOKOLAC INTO FUNCTION</b>			
2.3.3.1 Provide material-technical conditions for putting the Psychiatric Clinic in Sokolac into function	01/2014. - 06/2014.	Coordinator: Ministry of Health of RS Partners: MoJ BiH, FMoJ, MoJ RS and JC DB	Provided material-technical conditions for putting the Psychiatric Clinic in Sokolac into function.
2.3.3.2 Develop and implement training programme of staff of the Psychiatric Clinic in Sokolac	01/2014. - 12/2018.	Activity Lead Coordinating institution: Ministry of Health of RS	Training programme of staff of the Psychiatric Clinic in Sokolac developed and implemented.
2.3.3.3 Ensure monitoring of the implementation of measure of mandatory psychiatric treatment	01/2014. - 12/2018.	Activity Lead Coordinating institutions: MoJ BiH, FMoJ, MoJ RS and JC DB, each within its jurisdiction	Ensured monitoring of the implementation of measure of mandatory psychiatric treatment.

### **STRATEGIC PILLAR 3: ACCESS TO JUSTICE IN BIH**

**Long-term priority:** Advance the system of international legal assistance and establish, strengthen and maintain systems and processes that guarantee equal access to justice in BiH

*This strategic pillar contains three strategic sub-areas, which are described in more detail in the following text.*

#### **3.1 International legal assistance and cooperation**

*The following issues have been considered within this sub-area:*

- 1. In the following period, it is necessary to make analysis of challenges and needs in the area of international legal assistance (ILA), which will serve as a basis for further action and planning in this area.*
- 2. It is also necessary to improve performance of courts in ILA cases with the aim of harmonization, which can be achieved by better coordination and implementation of ILA trainings.*
- 3. Improving the provision of ILA in civil matters.*
- 4. Improvement of the way of recording BiH nationals sentenced abroad or in BiH, but born outside BiH, by enacting implementation regulations by the Ministry of Security.*
- 5. Over the previous period, the need has arisen to strengthen human resources of entity ministries and JC BD in the area of ILA, as well as to organize joint trainings with MoJ BiH and to coordinate efforts in this area.*
- 6. Establishment and further improvement of systems of informing, keeping the electronic registry office (database), collecting and monitoring statistics in the area of ILA by all competent bodies has been set up as an urgent need conditioned by EU requirements.*
- 7. Improvement of IDDEEA's cooperation and information exchange with the competent institutions in the area of ILA, in order to harmonize IDDEEA's by-laws with the adopted amendments to the Law on International Legal Assistance in Criminal Matters.*

*Aiming to resolve mentioned issues, seven strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

**Expected outcomes of the strategic programmes:** *1) additionally strengthened capacity of BiH judicial institutions to deal with ILA cases and increased awareness of ILA obligations leading to better cooperation in civil and criminal matters, 2) increased quality of implemented European and other international obligations, especially, Council of Europe conventions and improved cooperation with other countries, 3) consistent and equal application of the laws regulating international legal aid and cooperation in all BiH courts and clearer and more streamlined functions and responsibilities among all actors in the network of BiH judicial institutions.*

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<b>STRATEGIC PILLAR 3: ACCESS TO JUSTICE IN BIH</b>			
<b>STRATEGIC SUB-AREA 3.1 – INTERNATIONAL LEGAL ASSISTANCE AND COOPERATION</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 3.1.1 DEVELOPMENT OF COMPILED ANALYSIS OF CHALLENGES AND NEEDS IN THE AREA OF ILA</b>			
3.1.1.1 Make analysis that will identify good practices, challenges, obstacles and recommendations for improvement in the area of ILA	01/2014. - 12/2014.	Coordinator: MoJ BiH Partners: FMOJ, MoJ RS, JC BD and Interpol	Analysis of good practices, challenges, obstacles and recommendations for improvement in the area of ILA made.
3.1.1.2 Implement recommendations from the analysis	01/2015. - 12/2018.	Coordinator: MoJ BiH Partners: FMOJ, MoJ RS, JC BD and Interpol	Recommendations from the analysis implemented.
<b>STRATEGIC PROGRAMME: 3.1.2 IMPROVEMENT OF PERFORMANCE OF BIH COURTS IN ILA CASES WITH THE AIM OF HARMONIZATION</b>			
3.1.2.1 Propose annual programmes of judges' training on ILA, in accordance with previously established analysis	01/2014. - 12/2018.	Coordinator: MoJ BiH Partners: JPTC of FBiH and RS	Proposed annual programmes of judges' training on ILA, in accordance with previously established analysis.
3.1.2.2 Ensure continuous training of judges on ILA and annually report to MoJ BiH on training effects	01/2014. - 12/2018.	Coordinator: MoJ BiH Partners: JPTC of FBiH and RS	Ensured continuous training of judges on ILA and annual reports on training effects delivered to MoJ BiH.
3.1.2.3 Define solutions for delivery of information to BiH courts in terms of new legal instruments in the process of providing ILA	01/2014. - 12/2014.	Coordinator: MoJ BiH Partner: HJPC	Defined solutions for delivery of information to BiH courts in terms of new legal instruments in the process of providing ILA.
<b>STRATEGIC PROGRAMME: 3.1.3 IMPROVEMENT OF PROVISION OF ILA IN CIVIL MATTERS</b>			
3.1.3.1 Ensure continuous training of judges on ILA in civil matters and annually report to MoJ BiH on training effects	01/2015. - 12/2018.	Coordinator: MoJ BiH Partners: JPTC of FBiH and RS	Ensured continuous training of judges on ILA in civil matters and annual reports on training effects delivered to MoJ BiH.
<b>STRATEGIC PROGRAMME: 3.1.4 IMPROVEMENT OF THE WAY OF RECORDING BIH NATIONALS SENTENCED ABROAD OR IN BIH, BUT BORN OUTSIDE BIH</b>			
3.1.4.1 Give instructions to the Ministry of Security and underline the obligation to act in accordance with the Law on ILA in Criminal Matters	01/2014. - 06/2014.	Coordinator: MoJ BiH Partner: Ministry of Security	Instructions given to the Ministry of Security and obligation to act in accordance with the Law on ILA in Criminal Matters acknowledged.
3.1.4.2 Draft implementing regulations	01/2014. - 12/2014.	Activity Lead Coordinating institution: Ministry of Security	Implementing regulations drafted.
<b>STRATEGIC PROGRAMME: 3.1.5 CAPACITY STRENGTHENING OF ENTITY MINISTRIES AND JC BD IN THE AREA OF ILA, ORGANIZING THE JOINT TRAININGS WITH MOJ BIH AND COORDINATION OF EFFORTS IN THIS AREA</b>			
3.1.5.1 Increase the number of people working on ILA matters in the entity ministries of justice	01/2014. - 12/2015.	Activity Lead Coordinating institutions: FMOJ and MoJ RS, each within its jurisdiction	Number of people working on ILA matters in the entity ministries of justice increased.
3.1.5.2 Deliver training proposal to the competent civil service agencies in BiH for the annual training programme, which will include targeted training in the area of ILA	01/2014. - 12/2014.	Activity Lead Coordinating institutions: MoJ BiH, FMOJ, MoJ RS and JC BD each within its jurisdiction	Delivered training proposal to the competent civil service agencies in BiH for the annual training programme, which will include targeted training in the area of ILA.
3.1.5.3 Hold meetings in the area of ILA, when necessary	01/2014. - 12/2015.	Coordinator: MoJ BiH Partners: FMOJ, MoJ RS and JC BD	Meetings in the area of ILA held when necessary.

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<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 3.1.6 ESTABLISHMENT AND FURTHER IMPROVEMENT OF SYSTEMS OF INFORMING, KEEPING THE ELECTRONIC REGISTRY OFFICE, COLLECTING AND MONITORING STATISTICS IN THE AREA OF ILA BY THE COMPETENT BODIES</b>			
<i>3.1.6.1 Collect information on necessary statistics of BiH judicial institutions on ILA</i>	<b>01/2014. - 06/2014.</b>	<i>Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS and JC BD</i>	<i>Collected information on necessary statistics of BiH judicial institutions on ILA.</i>
<i>3.1.6.2 Develop functionalities in the system for automatic management of judicial and prosecutorial cases on the basis of which it will be possible to collect and follow cases in the area of ILA</i>	<b>01/2014. - 12/2014.</b>	<i>Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS and JC BD</i>	<i>Developed functionalities in the system for automatic management of judicial and prosecutorial cases on the basis of which it is possible to collect and follow cases in the area of ILA.</i>
<i>3.1.6.3 Provide funds for upgrading OWIS</i>	<b>01/2014. - 12/2018.</b>	<i>Activity Lead Coordinating institution: MoJ BiH</i>	<i>Provided funds for upgrading OWIS.</i>
<i>3.1.6.4 Test OWIS in terms of providing the desired results and give appropriate instructions and requirements to improve OWIS</i>	<b>07/2015. - 12/2015.</b>	<i>Activity Lead Coordinating institution: MoJ BiH</i>	<i>OWIS tested in terms of providing the desired results and appropriate instructions and requirements to improve OWIS given.</i>
<b>STRATEGIC PROGRAMME: 3.1.7 IMPROVEMENT OF IDDEEA'S COOPERATION AND INFORMATION EXCHANGE WITH THE COMPETENT INSTITUTIONS IN THE AREA OF ILA</b>			
<i>3.1.7.1 Harmonize by-laws in accordance with the amendments to the Law on ILA in Criminal Matters</i>	<b>01/2014. - 12/2014.</b>	<i>Coordinator: IDDEEA Partner: MoJ BiH</i>	<i>By-laws harmonized in accordance with the amendments to the Law on ILA in Criminal Matters.</i>
<i>3.1.7.2 Harmonize by-laws that would enable delivery of data upon the request of foreign bodies in accordance with the concluded agreements</i>	<b>01/2014. - 12/2014.</b>	<i>Coordinator: IDDEEA Partner: MoJ BiH</i>	<i>By-laws enabling delivery of data upon the request of foreign bodies, in accordance with the concluded agreements, harmonized.</i>

### **3.2 Free legal assistance in BiH**

*The following issues have been considered within this sub-area:*

- 1. BiH is yet to establish sustainable and comprehensive legal assistance system. Court appointed lawyers are paid in arrears, if at all, and high costs for ex-officio defence attorneys result in a reluctance to even inform defendants of their right to a defence attorney.*
- 2. Although some levels of government in BiH have regulated provision of free legal assistance, there is no consistency. The big challenge in this area is to find a comprehensive system that provides minimum equality before the law of all citizens of BiH, whilst allowing some flexibility, and meets various needs and requirements, and which is also sustainable within the current budget constraints of BiH justice sector. There is no single international best practice model that can be directly applied in BiH.*

*Aiming to resolve mentioned issues, two strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) compliance of BiH with key European and international conventions, most notably compliance with the European Convention on Human Rights, 2) a common legal framework and provision of minimum standards guaranteeing equality for all before the law, 3) more effective system of legal assistance, based on established and clear standards for receiving free legal assistance and similar standards for providing free legal assistance in the entire BiH, 4) enhanced effectiveness and sustainability through the provision of training programmes and impact assessment of various models of free legal assistance.*

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<b>STRATEGIC PILLAR 3: ACCESS TO JUSTICE IN BIH</b>			
<b>STRATEGIC SUB-AREA 3.2 – FREE LEGAL ASSISTANCE (FLA) IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 3.2.1 CARRYING OUT ASSESSMENT OF THE NEED TO ADOPT LAW ON FLA IN PROCEEDINGS BEFORE BIH INSTITUTIONS</b>			
3.2.1.1 Form working group for development of analysis of the needs for establishing a body for providing FLA before BiH institutions and justification of adoption of the Law on FLA in proceedings before BiH institutions	<b>01/2014. - 06/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH	Working group for development of analysis of the needs for establishing a body for providing FLA before BiH institutions and justification of adoption of the Law on FLA in proceedings before BiH institutions formed.
3.2.1.2 Develop analysis of needs for establishing a body for providing FLA before BiH institutions and justification of adoption of the Law on FLA in proceedings before BiH institutions	<b>07/2014. - 10/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH	Developed analysis of needs for establishing a body for providing FLA before BiH institutions and justification of adoption of the Law on FLA in proceedings before BiH institutions.
3.2.1.3 Harmonize the Law on FLA before BiH institutions and submit it to the process of adoption	<b>11/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: MoJ BiH	Harmonized Law on FLA before BiH institutions and submitted to the process of adoption.
<b>STRATEGIC PROGRAMME: 3.2.2 ESTABLISHMENT OF LEGAL AND INSTITUTIONAL FRAMEWORK FOR PROVIDING FREE LEGAL ASSISTANCE IN BIH</b>			
3.2.2.1 Draft and submit to the process of adoption the laws on free legal assistance at the levels of government where these laws have not yet been adopted	<b>01/2014. - 06/2014.</b>	Activity Lead Coordinating institutions: FMOJ and CMOJ, each within its jurisdiction	Laws on free legal assistance drafted and submitted to the process of adoption at the levels of government where these laws have not yet been adopted.
3.2.2.2 Provide funds for the establishment of institutional framework for providing free legal assistance at the levels of government which did not have it so far	<b>06/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: FMOJ and CMOJ, each within its jurisdiction	Provided funds for the establishment of institutional framework for providing free legal assistance at the levels of government which did not have it so far.
3.2.2.3 Appoint and continuously train staff in the institutions for providing free legal assistance at the levels of government which did not have that so far	<b>06/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: FMOJ and CMOJ, each within its jurisdiction	The staff in the institutions for providing free legal assistance at the levels of government which did not have that so far, appointed and continuously trained.



### 3.3 Access to justice

The following issues have been considered within this sub-area:

1. Appropriate treatment of vulnerable and marginalized groups in all types of procedures. Courts and prosecutors' office in BiH should be organizationally capable for the application of the Law on treatment of children and juveniles, as well as all other marginalized groups, in all types of procedures. There is a need to develop analysis of functionality of CMS and TCMS in terms of adjustment to the juvenile delinquency cases in courts and prosecutors' offices in BiH. It is highly necessary to establish a system for collecting information on the type of statistical data needed for statistics in the area of juvenile delinquency in BiH. It is also necessary to introduce new functions in CMS and TCMS, adjusted to the processing of juvenile delinquency cases in courts and prosecutors' offices in BiH.

2. HJPC should start to monitor establishment of witness support departments in courts and prosecutors' offices in BiH; 2. It is necessary to provide appropriate training of the staff working in the witness support departments, by establishing and strengthening capacities of witness support departments in courts and prosecutors' offices in BiH.

Aiming to resolve mentioned issues, two strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.

**Expected outcomes of the strategic programmes:** 1) implementation of selected programmes should increase fair and equitable access to justice and ensure that services provided through the courts meet the needs of ordinary citizens, 2) increased focus on the needs of citizens, 3) building the commitment of judicial office holders in BiH to improve their work focus on the citizens and deliver results that matter to them, 4) all this leads to greater trust and confidence in courts of BiH, both for current court users and for citizens who may be court users in the future.

<b>STRATEGIC PILLAR 3: ACCESS TO JUSTICE IN BIH</b>			
<b>STRATEGIC SUB-AREA 3.3 – ACCESS TO JUSTICE</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 3.3.1 ENSURING THE APPROPRIATE TREATMENT OF VULNERABLE AND MARGINALIZED GROUPS IN ALL PROCEDURES</b>			
3.3.1.1 Ensure that BiH judicial institutions are organizationally capable for appropriate treatment of vulnerable and marginalized group in all procedures	01/2014. - 12/2015.	Coordinator: HJPC Partners: BiH judicial institutions	Ensured that BiH judicial institutions are organizationally capable for appropriate treatment of vulnerable and marginalized group in all procedures.
<b>STRATEGIC PROGRAMME: 3.3.2 IMPROVEMENT OF WITNESS SUPPORT IN BIH JUDICIAL INSTITUTIONS</b>			
3.3.2.1 Establish witness support departments in BiH judicial institutions	01/2014. - 12/2015.	Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ	Established witness support departments in BiH judicial institutions.
3.3.2.2 Provide continuous training of staff working in witness support departments	01/2014. - 12/2018.	Coordinator: HJPC Partners: MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ	Provided continuous training of staff working in witness support departments.

#### **STRATEGIC PILLAR 4: SUPPORT TO ECONOMIC GROWTH IN BIH**

**Long-term priority: Define and implement measures through which the justice sector will contribute to creation of a more favourable environment for sustainable economic development in BiH**

*This strategic pillar contains two strategic sub-areas, which are described in more detail in the following text.*

##### **4.1 Land administration in the Federation of BiH**

*The following issues have been considered within this sub-area:*

- 1. Ensure reliable and secure property rights and development of effective land administration services is a major challenge. Activities are already underway to create a modern, digitised system of managing land register and cadastre data, but further areas where additional reform is needed include finalising and efficient organizing the relevant legislative framework for overall land administration reform. Legal framework of land administration in the Federation of BiH has not yet been fully completed; therefore, it is necessary to complete this activity.*
- 2. Improving the standards of land administration services, including building technical and managerial capacities, as well as standardising quality of services, in both land registry offices and administrative bodies, needs to be developed. It is also necessary to conduct continuous training programme for the employees of the land administration bodies.*
- 3. It is also necessary to improve complementarity and availability of information on records of property and rights to that property.*

*Aiming to resolve mentioned issues, three strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

**Expected outcomes of the strategic programmes:** *1) clear legislative framework, facilitating more efficient and transparent work and better customer service, at the same time ensuring that customer service standards are clear in land registry offices throughout BiH, resulting in increased trust of citizens, 2) greater efficiency in land registry offices, as each land registry office performs its role in coordination with others, 3) development of a coherent system of land registers in BiH, leading to legal certainty about property rights and creating better climate for investment.*

<b>STRATEGIC PILLAR 4: SUPPORT TO ECONOMIC GROWTH IN BIH</b>			
<b>STRATEGIC SUB-AREA 4.1 – LAND ADMINISTRATION IN THE FEDERATION OF BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 4.1.1 COMPLETION OF LEGAL FRAMEWORK OF LAND ADMINISTRATION IN THE FEDERATION OF BIH</b>			
<i>4.1.1.1 Adopt necessary laws and by-laws in the area of land administration in FBiH</i>	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institution: FMoJ	<i>Adopted necessary laws and by-laws in the area of land administration in FBiH.</i>
<b>STRATEGIC PROGRAMME: 4.1.2 DEVELOPMENT AND IMPLEMENTATION OF CONTINUOUS TRAINING PROGRAMME FOR THE EMPLOYEES OF THE LAND ADMINISTRATION BODIES</b>			
<i>4.1.2.1 Develop training programme for the employees of the land registry administration bodies in FBiH</i>	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institution: FMoJ	<i>Developed training programme for the employees of the land registry administration bodies in FBiH.</i>
<i>4.1.2.2 Implement training programme for the employees of the land registry administration bodies in FBiH</i>	<b>01/2015. - 12/2018.</b>	Activity Lead Coordinating institution: FMoJ	<i>Training programme for the employees of the land registry administration bodies in FBiH implemented.</i>

#### **4.2 Proceedings before commercial courts in BiH**

*The following issues have been considered within this sub-area:*

- 1. In the system of registration of business entities in BiH, it is necessary to make analysis of the needed amendments to the Framework Law on Registration of Business Entities and adoption of the needed by-laws. It is also necessary to make analysis of application of the adopted Law on Registration of Business Entities in Republika Srpska. In line with the findings and recommendations of the mentioned analysis, the needed laws and by-laws should be drafted and submitted to the adoption process. There is also a need to develop analysis of the possibility to establish „mediator“ for business entities registration, with recommendations for further work, and those recommendations should be implemented. The preparatory activities for the establishment of electronic records of business entities in BiH have already started, and they should be completed and improved in a way that all data are entered electronically and made available to notaries, with the possibility that notaries, on the basis of those official data, issue certificates on facts from those records.*
- 2. In the following period, it is necessary to make possible that all courts have access to database of ITA, IDDEEA and other administrative bodies. It is also necessary to create technical conditions, in accordance with the standards of judicial information system, and oblige courts to inform competent tax bodies, institutes for statistics and other competent bodies about data entered into the court register.*
- 3. In the following period, provisions of the laws on business companies should be amended after thorough analysis of current provisions.*
- 4. For the practical purposes, it is necessary to establish portal of commercial registers, where all public data of commercial registers can be accessed, in accordance with the standards of judicial information system.*
- 5. Laws on bankruptcy and liquidation should be amended in the following period after thorough analysis of current provisions.*

*Aiming to resolve mentioned issues, five strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) clear legislative framework, facilitating more efficient and transparent work and better customer service, at the same time ensuring that customer service standards are clear in commercial departments or commercial courts in BiH, resulting in increased trust of citizens, 2) greater efficiency in commercial departments or commercial courts in BiH, as each commercial department or commercial court in BiH performs its role in coordination with others, 3) development of a coherent system of commercial jurisprudence, leading to legal certainty in commercial relations and creating better climate for investment.*

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<b>STRATEGIC PILLAR 4: SUPPORT TO ECONOMIC GROWTH IN BIH</b>			
<b>STRATEGIC SUB-AREA 4.2 – COMMERCIAL JURISPRUDENCE IN BIH</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 4.2.1 ANALYZING AND IMPLEMENTING THE SYSTEM OF BUSINESS ENTITIES REGISTRATION IN BIH</b>			
4.2.1.1 Make analysis of necessary amendments to the laws on registration of business entities and adoption of necessary by-laws to establish system of business entities registration, which ensures legal certainty and efficiency of business entities registration procedures in FBiH and Brčko District of BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: FMoJ and JC BD, each within its jurisdiction Partners: HJPC and judicial institutions in FBiH and Brčko District of BiH	Developed analysis of necessary amendments to the laws.
4.2.1.2 Make analysis of effects of establishing commercial courts in RS	<b>07/2014. - 06/2015.</b>	Activity Lead Coordinating institution: MoJ RS Partners: Judicial institutions in Republika Srpska	Developed analysis of effects of establishing commercial courts in RS.
4.2.1.3 Develop analysis of application of the Law on Registration of Business Entities in RS	<b>07/2014. - 06/2015.</b>	Activity Lead Coordinating institution: MoJ RS Partners: Judicial institutions in RS	Developed analysis of application of the Law on Registration of Business Entities in RS.
4.2.1.4 Draft and submit to the process of adoption laws and by-laws related to the registration of business entities in FBiH and Brčko District of BiH	<b>07/2015. - 12/2015.</b>	Activity Lead Coordinating institutions: FMoJ and JC BD, each within its jurisdiction Partners: HJPC and judicial institutions in FBiH and Brčko District of BiH	Laws and by-laws related to the registration of business entities in FBiH and Brčko District of BiH drafted and submitted to the process of adoption.
4.2.1.5 Make analysis of the possibility to establish mediator to enable easier and faster registration to the customers in FBiH and Brčko District of BiH	<b>01/2014. - 12/2014.</b>	Activity Lead Coordinating institutions: FMoJ and JC BD, each within its jurisdiction Partner: HJPC	Developed analysis of the possibility to establish mediator to enable easier and faster registration to the customers in FBiH and Brčko District of BiH.
4.2.1.6 Depending on the results and recommendations of the analysis, establish an “intermediary” institution in FBiH and Brčko District of BiH	<b>01/2015. - 12/2018.</b>	Activity Lead Coordinating institutions: FMoJ and JC BD, each within its jurisdiction	Established functions of an “intermediary” in FBiH and Brčko District of BiH.
4.2.1.7 Complete electronic records of business entities in BiH within frame of responsibility of all governments level in BiH	<b>01/2014. - 12/2018.</b>	Activity Lead Coordinating institutions: FMoJ, MoJ RS and JC BD, each within its jurisdiction	Completed electronic records of business entities in BiH.

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<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 4.2.2 ESTABLISHMENT AND IMPROVEMENT OF THE ELECTRONIC DATA EXCHANGE FOR THE REGISTRATION OF BUSINESS ENTITIES</b>			
4.2.2.1 Electronically connect notaries with court and other registries and records (tax, banking) for the purpose of updating registries and achieving legal security in the Federation of BiH and Brčko District of BiH	07/2014. - 12/2015.	Coordinator: HJPC Partners: FMoJ, JC BD and Notary Chamber of the Federation of BiH	Notaries electronically connected with court and other registries.
4.2.2.2 Amend applicable regulations in terms of enabling electronic connection and access to data from commercial registers in the Federation of BiH and Brčko District of BiH	01/2015. - 12/2018.	Coordinator: HJPC Partners: FMoJ and JC BD	Applicable regulations amended and enabled electronic connection and access to data from commercial registers.
<b>STRATEGIC PROGRAMME: 4.2.3 REVISION OF THE LAWS ON BUSINESS COMPANIES</b>			
4.2.3.1 Make analysis of the needs for amendments of the laws on business companies in the Federation of BiH and Brčko District of BiH	01/2014. - 06/2014.	Activity Lead Coordinating institutions: FMoJ and JC BD, each within its jurisdiction Partner: HJPC	Analysis made.
4.2.3.2 Draft and submit to the process of adoption the amendments to the laws on business companies in the Federation of BiH and Brčko District of BiH	07/2014. - 12/2014.	Activity Lead Coordinating institutions: FMoJ and JC BD, each within its jurisdiction	Amendments to the laws on business companies drafted and submitted to the process of adoption.
<b>STRATEGIC PROGRAMME: 4.2.4 ESTABLISHMENT OF A PORTAL WHERE ALL PUBLIC DATA OF COMMERCIAL REGISTERS CAN BE ACCESSED</b>			
4.2.4.1 Make analysis of the necessary legal and technical conditions for the establishment of a portal where all public data of commercial registers can be accessed in the Federation of BiH and Brčko District of BiH	01/2014. - 12/2014.	Coordinator: HJPC Partners: FMoJ and JC BD	Analysis made.
4.2.4.2 Establish a portal where all public data of commercial registers can be accessed in the Federation of BiH and Brčko District of BiH	01/2015. - 12/2015.	Coordinator: HJPC Partners: FMoJ and JC BD	Established portal where all public data of commercial registers can be accessed.
<b>STRATEGIC PROGRAMME: 4.2.5 REVISION OF THE LAWS ON BANKRUPTCY AND LIQUIDATION PROCEDURE</b>			
4.2.5.1 Make analysis of needs for amending laws on bankruptcy procedure and laws on liquidation procedure within frame of responsibility of all governments level in BiH	01/2014. - 12/2014.	Activity Lead Coordinating institutions: FMoJ, MoJ RS and JC BD, each within its jurisdiction Partner: HJPC	Analysis made.
4.2.5.2 Draft and submit to the process of adoption the amendments to the laws on bankruptcy procedure and laws on liquidation procedure within frame of responsibility of all governments level in BiH	01/2015. - 06/2015.	Activity Lead Coordinating institutions: FMoJ, MoJ RS and JC BD, each within its jurisdiction	Amendments to the laws on bankruptcy procedure and laws on liquidation procedure drafted and submitted to the process of adoption.
4.2.5.3 Promote the need of establishing new, simpler, more efficient and effective system of bankruptcy and liquidation within frame of responsibility of all governments level in BiH	01/2014. - 06/2015.	Activity Lead Coordinating institutions: FMoJ, MoJ RS and JC BD, each within its jurisdiction	Establishment of the new, simpler, more efficient and effective system of bankruptcy and liquidation publicly promoted.

## **STRATEGIC PILLAR 5: COORDINATED, WELL-MANAGED AND ACCOUNTABLE SECTOR**

**Long-term priority: Coordinate and make roles and responsibilities of key justice sector institutions more efficient, with the aim of achieving more effective, transparent and accountable justice sector in BiH**

*This strategic pillar contains three strategic sub-areas, which are described in more detail in the following text.*

### **5.1 Coordination and EU integration**

*The following issues have been considered within this sub-area:*

- 1. Complex governmental structure and multitude of justice sector institutions in BiH, which often have overlapping competencies, mandates and responsibilities, have led to a number of problems including duplication and coordination problems that led to an inefficient and ineffective use of scarce resources and unequal provision of justice related services. Although sometimes necessary, legislation is not always the best solution to coordination problems. Functional mechanisms for inter-institutional working can provide more flexible and effective work. As it has been identified by a number of analyses of the justice sector and public administration in BiH, such mechanisms and capacities are largely missing.*
- 2. Justice sector institutions are largely lacking methodologically harmonized institutional rules on planning, coordination, communication and reporting.*
- 3. In addition to the progress in strengthening the roles of FWG, BiH JSRS TS and MC, a number of different measures should be taken in the upcoming period in order to upgrade their role.*
- 4. BiH justice sector institutions should make considerable effort to establish and strengthen their own institutional capacities for harmonization of BiH legislation with EU Acquis.*

*Aiming to resolve mentioned issues, four strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

**Expected outcomes of the strategic programmes:** *1) better coordination and communication between BiH justice sector institutions, which ensures harmonious and effective management, monitoring and evaluation of activities, so that BiH justice sector meets collective objectives, 2) improved efficiency by avoiding duplication of activities and increasing coherence by approaching problems jointly, 3) setting up priorities of justice sector reform in BiH, which will have impact on directing resources to areas which may be less in need than another, 4) a greater focus on outcomes for citizens resulting in support to effective reform that has greater chance of success because it takes account of citizens needs, as well as intricate relations between various levels and segments of BiH justice sector, 5) improved institutional and sector capacity to efficiently and effectively prepare, coordinate and implement the process of harmonization of legal system within the jurisdiction of BiH justice sector with the EU Acquis, by which BiH fulfils the obligations under the Stabilization and Association Agreement signed with the EU.*



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<b>STRATEGIC PILLAR 5: COORDINATED, WELL-MANAGED AND ACCOUNTABLE SECTOR</b>			
<b>STRATEGIC SUB-AREA 5.1 – COORDINATION AND EU INTEGRATION</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 5.1.1 IMPROVEMENT OF COORDINATION AND COMMUNICATION IN BIH JUSTICE SECTOR</b>			
5.1.1.1 Establish mechanisms for managing the process of implementation, monitoring and evaluation of BiH JSRS implementation	01/2014. - 06/2014.	Coordinator: MoJ BiH Partners: HJPC, FMoJ, MoJ RS, JC BD and CMoJ	Established mechanisms for managing the process of implementation, monitoring and evaluation of BiH JSRS implementation.
<b>STRATEGIC PROGRAMME: 5.1.2 DEVELOPMENT OF UNIFORM FRAMEWORK FOR THE SYSTEM OF PLANNING, COORDINATION AND COMMUNICATION</b>			
5.1.2.1 Improve capacities of BiH justice sector institutions for developing long-term, medium-term and annual planning documents and their linking with the process of medium-term and annual budget planning within frame of responsibility of all governments level in BiH	01/2014. - 12/2015.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMoJ, MoJ RS, JC BD and CMoJ, each within its jurisdiction	Improved capacities of BiH justice sector institutions for developing planning documents and their linking with the budget planning.
5.1.2.2 Include obligations from BiH JSRS into medium-term and annual planning documents of BiH justice sector institutions within frame of responsibility of all governments level in BiH	01/2014. - 12/2014.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMoJ, MoJ RS, JC BD and CMoJ, each within its jurisdiction	Obligations from BiH JSRS included into medium-term and annual planning documents of BiH justice sector institutions.
5.1.2.3 Prepare an overview of obligations from other BiH justice sector strategies for the purpose of reporting progress in their implementation within frame of responsibility of all governments level in BiH	01/2014. - 12/2014.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMoJ, MoJ RS, JC BD and CMoJ, each within its jurisdiction	Prepared an overview of obligations from other BiH justice sector strategies and progress in their implementation presented to the MC members.
<b>STRATEGIC PROGRAMME: 5.1.3 STRENGTHENING CAPACITIES OF THE BODY COMPETENT FOR MONITORING BIH JSRS IMPLEMENTATION</b>			
5.1.3.1 Strengthen skills of BiH JSRS TS members for monitoring BiH JSRS implementation	01/2014. - 12/2014.	Coordinator: MOJ BiH Partners: HJPC, FMoJ, MoJ RS and JC BD	Strengthened skills of BiH JSRS TS members for monitoring BiH JSRS implementation.
5.1.3.2 Strengthen analytical capacities of BiH JSRS TS	01/2015. - 12/2018.	Coordinator: MOJ BiH Partners: HJPC, FMoJ, MoJ RS and JC BD	Strengthened analytical capacities of BiH JSRS TS.
<b>STRATEGIC PROGRAMME: 5.1.4 CREATING PRECONDITIONS FOR HARMONIZATION OF BIH LEGISLATION WITH EU ACQUIS</b>			
5.1.4.1 Make analysis of needs for training the staff of BiH justice sector for harmonization of BiH justice sector legislation with EU Acquis	01/2014. - 12/2014.	Coordinator: Directorate for European Integration (DEI) Partners: MoJ BiH, FMoJ, MoJ RS and JC BD	Analysis of needs for training the staff of BiH justice sector for harmonization of BiH justice sector legislation with EU Acquis made.
5.1.4.2 Train the staff of BiH justice sector for harmonization of BiH justice sector legislation with EU Acquis	01/2015. - 12/2018.	Coordinator: DEI Partners: MoJ BiH, FMoJ, MoJ RS and JC BD	Staff of BiH justice sector trained for harmonization of BiH justice sector legislation with EU Acquis.
5.1.4.3 Develop plan for harmonization of BiH justice sector legislation with EU Acquis	01/2015. - 12/2015.	Coordinator: DEI Partners: MoJ BiH, FMoJ, MoJ RS and JC BD	Plan harmonization of BiH justice sector legislation with EU Acquis developed.
5.1.4.4 Implement plan for harmonization of BiH justice sector legislation with EU Acquis	01/2016. - 12/2018.	Coordinator: MoJ BiH Partners: FMoJ, MoJ RS and JC BD	Implemented plan for harmonization of BiH justice sector legislation with EU Acquis.

## **5.2 Capacity building for making analysis and policies in BiH justice sector**

*The following issues have been considered within this sub-area:*

*1. Until recently, none of the ministries of justice in BiH, nor JC BD, had the organizational and human capacities to take charge of coordinating policy development in BiH justice sector or for initiating mutual harmonization of justice sector legislation. In 2006, MoJ BiH created SSPACEI with the mandate of coordinating planning activities and policy development at the institutional and sectorial level. However, SSPACEI does not have enough resources and is not able to carry out its mandate without increasing the number of employees. Entity ministries of justice and JC BD do not yet have any similar units. In the following period, Forum for Joint Policy of MoJ BiH and HJPC should be institutionally affirmed, and it should annually prepare and present to the public at least two policy analyses.*

*2. State level is preparing a decision relating to the methodology and way of policy development in BiH institutions. SSPACEI has a leading role in these activities. Since it is doubtful when such activities will take place at other levels of government in BiH, it is necessary to develop, adopt and implement guidelines on the methodology and ways of policy development in BiH justice sector.*

*3. In general, ministries of justice at the state and entity level, JC BD and HJPC rarely share information or collect data in a coordinated manner in order to facilitate functions of planning as well as development of policies and laws. For these reasons it is necessary to develop a framework for collecting data as well as methodology of processing, analysing and sharing of data.*

*Aiming to resolve mentioned issues, three strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.*

***Expected outcomes of the strategic programmes:*** *1) development of policies for BiH justice sector, which are based on data and coordinated between various BiH justice sector institutions, 2) better communication and cooperation between BiH justice sector institutions and between justice sector institutions and NGO sector.*

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<b>STRATEGIC PILLAR 5: COORDINATED, WELL-MANAGED AND ACCOUNTABLE SECTOR</b>			
<b>STRATEGIC SUB-AREA 5.2 – CAPACITY BUILDING FOR MAKING ANALYSIS AND POLICIES IN BIH JUSTICE SECTOR</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 5.2.1 STRENGTHEN THE ROLE OF FORUM FOR JOINT POLICY (FJP) MOJ BIH AND HJPC</b>			
5.2.1.1 Enlarge FJP membership	01/2014. - 12/2014.	Coordinator: MoJ BiH Partners: HJPC, FMoJ, CMoJ and JC BD	FJP membership expanded by interested institutions, with the possibility for further enlargement of FJP membership.
5.2.1.2 Make analysis of needs for training FJP members and staff that have a function of FJP secretariat	01/2014. - 12/2014.	Coordinator: MoJ BiH Partners: HJPC, FMoJ, CMoJ and JC BD	Analysis of needs for training the FJP members and staff that have a function of FJP secretariat made.
5.2.1.3 Conduct training of FJP members and staff that have a function of FJP secretariat	01/2015. - 12/2018.	Coordinator: MoJ BiH Partners: HJPC, FMoJ, CMoJ and JC BD	Trained FJP members and staff that have a function of FJP secretariat.
<b>STRATEGIC PROGRAMME: 5.2.2 DEVELOPMENT OF GUIDELINES ON THE METHODOLOGY AND WAYS OF POLICY DEVELOPMENT IN BIH JUSTICE SECTOR</b>			
5.2.2.1 Develop guidelines on the methodology and ways of policy development in BiH justice sector within frame of responsibility of all governments level in BiH	01/2014. - 06/2014.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Developed guidelines on the methodology and ways of policy development in BiH justice sector.
5.2.2.2 Monitor implementation of guidelines on the methodology and ways of policy development in BiH justice sector within frame of responsibility of all governments level in BiH	07/2014. - 06/2018.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Implementation of guidelines on the methodology and ways of policy development in BiH justice sector is monitored.
5.2.2.3 Harmonize budgeting in BiH justice sector with long-term, medium-term and annual planning within frame of responsibility of all governments level in BiH	01/2014. - 12/2018.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMoJ, MoJ RS and JC BD, each within its jurisdiction	Budgeting in BiH justice sector harmonized with long-term, medium-term and annual planning.
<b>STRATEGIC PROGRAMME: 5.2.3 IMPROVEMENT OF STATISTICAL DATA QUALITY IN BIH JUSTICE SECTOR</b>			
5.2.3.1 Make analysis of the existing statistical data in BiH justice sector and provide recommendations for improvement within frame of responsibility of all governments level in BiH	01/2014. - 12/2014.	Activity Lead Coordinating institutions: HJPC, MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ, each within its jurisdiction	Analysis of the existing statistical data in BiH justice sector made and recommendations for improvement provided.
5.2.3.2 Implement recommendations of analysis for improvement of the quality of existing statistical data in BiH justice sector within frame of responsibility of all governments level in BiH	01/2015. - 12/2015.	Activity Lead Coordinating institutions: HJPC, MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ, each within its jurisdiction	Implemented recommendations of analysis for improvement of the quality of existing statistical data in BiH justice sector.
5.2.3.3 Develop software solutions for better keeping of statistical data in BiH justice sector within frame of responsibility of all governments level in BiH	01/2015. - 12/2018.	Activity Lead Coordinating institutions: HJPC, MoJ BiH, FMoJ, MoJ RS, JC BD and CMoJ, each within its jurisdiction	Developed software solution for better keeping of statistical data in BiH justice sector.

### 5.3 Donor coordination in BiH justice sector

The following issues have been considered within this sub-area:

1. In the area of donor coordination in BiH justice sector, it is necessary to create operative structures for decentralized implementation system for managing aid programmes (DIS).
2. It is also necessary to improve procedures of inter-institutional coordination and communication in BiH justice sector in preparing aid projects.
3. It is necessary to develop, adopt and implement guidelines on the methodology and ways of coordination and communication between BiH justice sector institutions in preparing donor aid projects.

Aiming to resolve mentioned issues, three strategic programmes have been identified, with the activities, timeframes, responsible institutions and implementation indicators, which are presented in the table below.

**Expected outcomes of the strategic programmes:** 1) more strategic and systemic approach to donor coordination and of BiH justice sector, which ensures sector wide approach to donor financing.

<b>STRATEGIC PILLAR 5: COORDINATED, WELL-MANAGED AND ACCOUNTABLE SECTOR</b>			
<b>STRATEGIC SUB-AREA 5.3 – DONOR COORDINATION IN BIH JUSTICE SECTOR</b>			
<i>Activities</i>	<i>Timeframe</i>	<i>Responsible institutions</i>	<i>Implementation indicators</i>
<b>STRATEGIC PROGRAMME: 5.3.1 CREATION OF PRECONDITIONS FOR IMPLEMENTING DIS IN ACCORDANCE WITH THE CONSTITUTIONAL COMPETENCE</b>			
5.3.1.1 Strengthen the role of FJP in accordance with the constitutional competence	01/2014. - 06/2014.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Analysis of needs for training on implementation of DIS made.
5.3.1.2 Develop training plan for implementation of DIS	07/2014. - 12/2014.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Developed training plan for implementation of DIS.
5.3.1.3 Implement training plan for implementation of DIS	01/2015. - 12/2018.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Implemented training plan for implementation of DIS.
5.3.1.4 Sign MoR between BiH justice sector institutions on the operative structures of DIS	01/2015. - 12/2018.	Coordinator: MoJ BiH Partners: HJPC, FMOJ, MoJ RS and JC BD	Memorandum on the operative structures of DIS signed.
<b>STRATEGIC PROGRAMME: 5.3.2 STRENGTHENING COORDINATION AND COMMUNICATION IN BIH JUSTICE SECTOR IN PREPARING DONOR PROJECTS IN ACCORDANCE WITH THE CONSTITUTIONAL COMPETENCE</b>			
5.3.2.1 Create preconditions for implementing DIS, in accordance with the constitutional competence	01/2014. - 12/2014.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMOJ, MoJ RS, CMoJ and JC BD, each within its jurisdiction	Created preconditions for implementing DIS, in accordance with the constitutional competence.
5.3.2.2 Implement findings of the analysis of donor coordination and communication in BiH justice sector within frame of responsibility of all governments level in BiH	01/2015. - 12/2015.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMOJ, MoJ RS, CMoJ and JC BD, each within its jurisdiction	Findings of the analysis implemented.
<b>STRATEGIC PROGRAMME: 5.3.3 GUIDELINES ON THE METHODOLOGY AND WAYS OF COORDINATION AND COMMUNICATION IN BIH JUSTICE SECTOR IN PREPARING DONOR PROJECTS</b>			
5.3.3.1 Develop guidelines on the methodology and ways of coordination and communication in BiH justice sector in preparing donor projects within frame of responsibility of all governments level in BiH	01/2014. - 12/2014.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMOJ, MoJ RS, CMoJ and JC BD, each within its jurisdiction	Developed guidelines on the methodology and ways of coordination and communication in BiH justice sector in preparing donor projects.
5.3.3.2 Ensure and monitor application of the guidelines within frame of responsibility of all governments level in BiH	01/2015. - 12/2018.	Activity Lead Coordinating institutions: MoJ BiH, HJPC, FMOJ, MoJ RS, CMoJ and JC BD, each within its jurisdiction	Ensured application of the guidelines and their application is monitored.

## **SECTION 6: IMPLICATIONS OF BIH JSRS ON MEDIUM-TERM BUDGETS**

### **Introduction**

*The implementation of BiH JSRS has financial implications for all bodies with BiH justice sector responsibilities. This section explores the context within which funding for BiH JSRS will take place and the implications of BiH JSRS on medium-term budgets.*

*All 14 governments, with justice sector responsibilities, in BiH have introduced the system and processes for budget planning. The system and processes are common to all 14 jurisdictions. The system and budgeting process has been in place at BiH, Republika Srpska and Federation of BiH levels for nine years. In Brčko District and the ten cantons the budget system has been in place for seven years.*

*The three main features of the budget system in BiH are:*

- 1) The use of programme budgeting to structure requests and financial management:*
  - Each spending unit groups its activities into a limited number of programmes,*
  - The programmes are managed collectively to achieve an overall operational objective or objectives,*
  - Each year the programmes submit requests for additional resources and indicate ways in which efficiencies and cost reductions will be achieved;*
- 2) The compilation of three year budgets at all levels in BiH:*
  - Each government, through its ministry of finance, determines budget ceilings for all budget users for a three year period,*
  - Budget users can plan in the medium-term period with three year spending allocations covering recurrent and capital spending;*
- 3) The requirement to supply performance information for both existing programmes of activities as well as requests for future increased funding:*
  - Each budget user must demonstrate an efficient and effective use of the current funding,*
  - In addition performance data must be supplied to indicate target performances for the next three years in terms of outputs, outcomes and efficiencies.*

*The focus on budget planning now takes place in the first half of the year with an end date of June 30. By that time all governments should have approved their Budget Framework Paper (BFP) setting the factors which have led to the revenue forecasts, general fiscal strategy and the determination of budget ceilings for each budget user for the next three years.*

### **Budget prospects for the medium-term period**

*BFP approved in 2013 offer some clear indication of the overall budget prospects for the next three years. It is within this context that actions listed in BiH JSRS will have to compete for scarce resources with all of the other sectors. Each sector in BiH is facing the demands and needs of citizens together with the pressures from the international community to upgrade services and create additional functions.*

*According to the official forecasts of the Ministry of Finance and Treasury, GDP in BiH increased last year for 0,7%, expected annual GDP growth for this year is 5.1% and for the following three years 4,4%, 5,3% and 5,6%. BiH will have to continue to operate a tight fiscal strategy, maintaining a strong control over public spending to avoid even higher current account deficits. Ministry of Finance and Treasury forecasts that the revenues controlled by the Indirect Taxation Authority will be increased by 2%, 3.3% and 4.1% in the following three years.*

*Even when other revenues are taken into account the prospects for funding growth in the medium term are limited. Each sector within the public sector as a whole will have to achieve the maximum output from existing resources as well as competing for the limited increase in funds which are available. These increases will have to fund salary increases as well as extra staffing and other increases in running costs and capital spending.*

*The 14 governments with justice sector responsibilities in BiH have completed adoption of BFP's for the period 2013-2015. These BFP's take the form of preliminary budgets and set the framework for the annual budget determination by each government. These latest BFP's provide a clear guide for the implementation of BiH JSRS as they set out the current expectations for spending in the justice sector across all 14 governments.*

*The funding position of BiH justice sector has to be set against the overall financial situation across the 14 governments. All levels of government in BiH will have to cover salary increases, increase in material costs and capital expenditure in the proportion that can be financed. There will be severe competition for the limited additional resources at all levels, with several other sectors also having very strong claims for priority funding growth.*

*A brief analysis of the BFP's, from the justice sector perspective, shows that there are a number of factors underpinning the demand for extra resources in the justice sector:*

- 1) The need to provide replacement funding for projects and activities initially funded by international donors,*
- 2) The need and commitments to complete funding of BiH justice sector institutions according to the approved rulebooks on internal organization and systematization of working positions,*
- 3) The need to fund new activities to fill gaps in the framework of services within BiH justice sector.*

*Within the budget process for all BiH justice sector institutions, there is an expectation that savings from improved management of existing services, or the deletion of some existing services, will create some funds which can then be applied to new projects and activities. However, an examination of the BFPs reveals that virtually no savings have been identified in the justice sector, so that clear source of funds for new projects is thus not available, which intensifies the sector's need to compete with other sectors for the limited 'growth' funds.*

*As the justice sector is funded by 14 governments, it is unlikely that significant resources can be found from savings.*

*In view of the demands which flow from the programmes in the previous sections of BiH JSRS, as well as the budget processes, the most important task within further planning of activities for BiH JSRS implementation will be the construction of an realistic funding plan to underpin implementation activities. In their programme formats the budget priority review tables submitted by all justice sector institutions provide a detailed base from which a comprehensive financial picture for the sector can be developed. In looking ahead to the implementation of BiH JSRS it will be vital that each BiH justice sector institution develop its own and detail funding plan, taking into account:*

- 1) The current financial position, as set out in the programme budget tables,*
- 2) An assessment of dependency on international funding,*
- 3) Possible savings in order to provide funding for activities set out in BiH JSRS,*
- 4) A creative examination of ways of funding its activities.*

## **Conclusions**

*The budget process in BiH offers much opportunity for increasing the efficiency in public funds spending in BiH justice sector. BiH justice sector has already had a significant amount of support for strategic development and increased performance. The implementation of BiH JSRS should further enhance this progress. Other sectors may be starting with a weaker position but as they become more effective, the competition for resources will intensify.*

*All BiH justice sector institutions will have to justify its financial needs based on sound evidence, commitment and better results, in order to stay in its present position. In order to meet the expectations of BiH JSRS, the justice sector in general, will have to gain access to other sources of funding. This will be a severe challenge in the years ahead, starting with the budget cycle for 2015-2017 in early 2014. It is likely that the sector will be more successful if its requests are underpinned by a sound longer term coordinated BiH JSRS.*



## **SECTION 7: IMPLEMENTATION OF BIH JSRS**

### ***Managing the implementation of BiH JSRS***

*The long-term priorities and strategic programmes determined in the preceding sections set the strategic courses of action for addressing the key issues facing the justice sector in BiH in the coming five-year period, which have been agreed between the relevant justice sector institutions through a highly consensual and consultative approach. Given the complexity of the legislative and governance arrangements of the sector, a similar process also needs to be adopted for monitoring implementation progress against indicators determined in BiH JSRS.*

*The responsibility for implementation of the long-term priorities and strategic programmes envisaged in BiH JSRS will lie with all responsible BiH justice sector institutions identified in BiH JSRS, and primarily those that have a coordinating role. Political and strategic oversight of BiH JSRS implementation will be provided by MC that will take place on a bi-annual basis. The MC will be attended by the ministers of justice of BiH, entity, and cantonal levels, as well as the presidents of HJPC and JC BD. Apart from closely monitoring the implementation of BiH JSRS and providing the political and strategic guidelines for the Strategy, MC may be used as a forum for discussing other related issues which fall outside the framework of this Strategy but are of concern for the justice sector, such as those strategies already mentioned above. MC, if prepared and managed successfully, can be used for improvement of coordination and cooperation among BiH justice sector institutions.*

*For all strategic areas of reform set out in BiH JSRS, each MC will firstly review progress of the previous six months against proposed strategic programmes and decide upon any needed changes for the following six months. If strategic programmes need to be modified or changed, the MC members will have a mandate to do so. It is of utmost importance that MC becomes a recognisable event for BiH justice sector institutions and wide support for them is ensured. SSPACEI, together with the strategic planning staff of HJPC, entity ministries of justice and JC BD, will be in charge of organising MC and performing the role of administrative-technical secretariat and advisory body.*

*For each of the strategic pillars, FWG will be re-established. These will be responsible for developing their own institutional annual work plans and be in charge of taking forward all the activities identified within a particular strategic pillar. Minister of Justice of BiH has the authority to appoint FWG upon the proposal of BiH justice sector institutions. Ministries of justice at all levels in BiH, HJPC and JC BD, represented by their respective secretaries or assistant ministers or other relevant positions in the case of JC BD, depending on the strategic pillar in question, should be members of FWG, together with the representatives of other key justice sector stakeholders.*

*It is recommended that FWG meet at least quarterly and that this forum be used by its attendees to discuss other matters of relevance for the justice sector, aside from those set by BiH JSRS. SSPACEI, together with the strategic planning staff of HJPC, entity ministries of justice and JC BD, will perform the role of the administrative-technical secretariat for the work of FWG making certain that identified activities are undertaken, monitored and reported within the designated timeframe to achieve the anticipated outcome.*

*SSPACEI, together with the strategic planning staff of HJPC, entity ministries of justice and JC BD, will perform the role of the administrative-technical secretariat for the work of BiH JSRS TS, which coordinates the work of FWG.*

*In addition to that, SSPACEI, together with the strategic planning staff of HJPC, entity ministries of justice and JC BD, will be responsible to the above mentioned bodies for overall coordination of all activities envisaged in BiH JSRS, including collection of data for monitoring and evaluation purposes.*

*Given the critical nature of the coordination role to the successful implementation of BiH JSRS, it is of utmost importance that SSPACEI and HJPC's Department for Strategic Planning is fully staffed and that entity ministries of justice create smaller, similar units or appoint persons that will assist in the process of managing results and making future long-term planning documents. It is also important that these units invest time, energy and resources in continuous building of its analytical capacities in monitoring and evaluating the progress against plans and developing new justice sector plans and policies.*

### ***Policy initiatives foreseen by BiH JSRS***

*Aside from establishing effective governance arrangements, the successful implementation of BiH JSRS depends largely on the capacities of BiH justice sector institutions, in particular the ministries of justice, HJPC and JC BD, to develop analyses and accompanying policy recommendations for key issues identified in this strategy. Sustainable reform in BiH justice sector is dependent on developing capacities and processes for conducting holistic reviews of relevant policy issues within the sector and proposing adequate policies needed to address these issues.*

*It is necessary to coordinate initiatives for developing policy analysis, but also to provide and support decision making at MC.*

*Likewise, BiH JSRS explicitly foresees a series of legislative initiatives as ways of addressing core issues of BiH justice sector. It should be noted, however, that legislation is only one of many policy instruments that can be used to support the established strategic direction of action. All legislative initiatives should be preceded or accompanied by a policy analysis or a wider consultation process, or preferably both. This is needed in order to ensure that the solutions/measures put forth by law are in accordance with international best practice and in conformity with practical needs and capabilities of action.*

*Given the current practice in BiH and the fact that policy capacities are still underdeveloped, BiH JSRS foresees special programmes for conducting both policy analyses and developing legislation, which should not be developed or approved without sound supporting analysis. Development of public policies, including also the legislative drafting, will take place within inter-jurisdictional working groups comprised of representatives from various levels of government in BiH. Wider consultation with the relevant institutions in BiH, professional community and other interested organizations, individuals and general public, that make a part of development of policy analysis and initiatives for adoption of a regulation, will not only be recommended but it will required.*

### ***Monitoring and Evaluation of BiH JSRS***

*Information gathering on progress made against the implementation indicators as defined by BiH JSRS and the sharing of this information will be a key component of the monitoring and evaluation of reform initiatives taking place in BiH justice sector. An implementation indicator helps to determine whether progress is being made toward a certain objective and by how much.*

*Given the complex legislative and governance arrangements, it is not surprising that BiH still lacks a comprehensive system of collecting, sharing and analysing performance management information for the justice sector as a whole. Nonetheless, this does not make the monitoring or evaluation of BiH JSRS impossible. The implementation indicators as defined in this Strategy have been designed with the current rudimentary state of performance management systems throughout the justice sector in mind, as well as the modest capacities within the relevant justice sector institutions, particularly the ministries of justice, to analyse performance information in relation to policy.*

*In light of the mechanisms described above for JSRS implementation, the strategic planning units or staff of BiH and the entities, in particular SSPACEI, can maintain a relatively simple system of monitoring basic progress against BiH JSRS. Through either questionnaires or direct consultations with relevant justice sector institutions, as well as through the regular FWG meetings, the strategic planning units or staff can provide input into the MC on the status of implementation of strategic programmes set out in BiH JSRS. Likewise, an annual evaluation based on quarterly and semi-annual progress reports prepared by SSPACEI with assistance of HJPC's Department for Strategic Planning, entity units or staff for strategic planning and JC BD can be used as a basis for revision to BiH JSRS.*

*Based on inputs received directly from individual institutions or via FWG, the progress of strategic programmes can be reported as being in one of the following four phases:*

- 1. **COMPLETED** – the strategic programme has been implemented in line with the timeframes and the indicators as set by BiH JSRS, or progress is on track and no delays in implementation are being anticipated. Strategic programmes that have a COMPLETED status do not require any further actions and should be assessed in term of impacts they have had on implementation of long-term priorities or potentially will have once fully implemented.*
- 2. **UNDERWAY** – there are delays in the implementation of the strategic programme which requires explanation that must be provided by a responsible institution, discussion and conclusion of the FWG on that issue.*
- 3. **POSTPONED** – the strategic programme has not been initiated, which requires explanation that must be provided by a responsible institution, discussion and conclusion of the MC on that issue.*
- 4. **STOPPED** –implementation of the strategic programme should be stopped and not implemented any further, which requires explanation that must be provided by a responsible institution, discussion and conclusion of the MC on that issue.*

*This type of assessment can be made without too much difficulty, and will rapidly give an overview of progress, as well as allowing assessment of the dynamics of implementing each strategic programme and long-term priority to which each of them contribute.*

*Progress reporting of this nature will be provided at least two times a year to members of the MC, and quarterly to the members of the FWG, and should be the basis for setting the agenda of these meetings.*

## **SECTION 8: LINKS BETWEEN BIH JSRS AND MEDIUM-TERM PLANS OF WORK**

*A sector, in the sense used for the purpose of the development of BiH JSRS, is a group of public services that come under a single broad category such as health, education or transport. There is no single definition in European or international practice of what institutions constitute a justice sector, and much depends on the specific constitutional, legal and institutional arrangements that exist in different countries. However, for the purpose of BiH JSRS, BiH justice sector includes, but is not exclusively limited to: the courts, prosecutors' offices, HJPC, ministries of justice on each level of the government in BiH, JC BD and institutes for execution of criminal sanctions. Institutions involved in alternative dispute resolution, alternative sanctions and provision of legal assistance as well as respective judges and prosecutors training centres are also included in BiH justice sector.*

*Certain functionally orientated strategies and plans have been prepared by BiH justice sector institutions. However, these have all been developed from the perspective of an individual institution, using a variety of methodologies, with little attention being given to understanding the structure and dynamics of BiH justice sector as a whole. Although strategies and plans, do provide high level frameworks to guide some aspects of planning and budgeting in BiH justice sector, until the development and adoption of 2008-2012 BiH JSRS there has been no strategy that focuses solely on BiH justice sector as a coherent system made up of an inter-related set of institutions.*

*Various countries have adopted different models of justice sector strategy development, of varying degrees of complexity, based on their specific political, social and economic circumstances, and the capacities of the institutions involved. At a minimum, a sector wide approach should result in better communication and cooperation between institutions involved in shaping and delivering justice sector services. As envisaged in this Strategy the establishment of MC, JSRS TS and FWG to consider the cross-cutting issues defined in this document, will also provide for regular communication and consultation in relation to shared issues. On the other hand, BiH JSRS can result in the introduction of more complex sector wide investment plans, joint governance arrangements or shared performance indicators.*

*The exact benefits resulting from a sector wide approach will depend on the level and type of cooperation and joint-working that takes place. It will also largely depend on the extent to which the reform initiatives agreed through the process of BiH JSRS development and articulated through this document will be incorporated into the medium-term plans of work and annual programmes of work of each of the individual institutions that comprise BiH justice sector. The development of a new BiH JSRS does not mean that the medium-term plans of work will become redundant, they will become critical for the successful implementation of the JSRS and for ensuring that the strategic programmes as laid down in this document are reflected into the medium-term plans of work, annual programmes of work and annual budgets of BiH justice sector institutions.*

*BiH JSRS provides a framework within which individual medium-term plans of work in BiH justice sector should be developed or reviewed. It is expected that each BiH justice sector institution will ensure its medium-term plans of work, annual programmes of work take account of the responsibilities assigned in BiH JSRS, although it may be necessary to include additional initiatives that are specific to the institution concerned and not addressed by BiH JSRS.*