

Multi Donor Trust Fund for Justice Sector Support in Serbia (TF071444)

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1. INTRODUCTION

This is the third Annual Report of the Multi Donor Trust Fund for justice Sector Support (MDTF-JSS) in Serbia. The report outlines recent political, economic and justice sector developments and outcomes, presents risks to achieving intended development outcomes and reports on implementation progress during the period between January and December 2011. The report also outlines key expected deliverables for 2012. Financial information for calendar year 2011 is included in Annex 1.

The MDTF-JSS was established during 2008 to support Serbia's EU accession process. The Trust Fund became effective in early 2009. The Trust Fund aims to strengthen aid effectiveness and donor coordination in Serbia's justice sector through implementation of a coordinated work program, financed by pooled financial contributions from Serbia's development partners.

The MDTF-JSS was initially established as a World Bank-executed facility. In mid- to late- 2009 it became clear that the MDTF-JSS could better achieve its objectives through execution of activities by the beneficiary as well as by the World Bank. It was widely agreed that revised execution arrangements would expedite the alignment of MDTF-JSS activities with government reform priorities and allow for funding of activities, which are not eligible under World Bank execution. The Trust Fund is now a Hybrid Trust Fund executed by the World Bank and by the Serbian Ministry of Justice.

The following donors have made a total contribution of approximately USD 8.7 million to the MDTF-JSS: DFID (GBP 800,000), the Kingdom of Spain (EUR 490,000), the Kingdom of Denmark (EUR 333,000), Switzerland (USD 1,090,000) the Kingdom of Norway (EUR 250,000), the Kingdom of the Netherlands (USD 300,000), Slovenia (EUR 100,000) and the Kingdom of Sweden (SEK 31,000,000). Switzerland decided to increase its contribution to the Trust Fund in 2011 by an additional CHF 500,000. After fulfilling its contributions in full and with satisfaction of the outcomes and reporting on activities, the Kingdom of the Netherlands ended its cooperation with the Trust Fund during 2011.

The European Union Delegation in Serbia has expressed intentions to contribute to the Trust Fund during 2012. The EU Instrument for Pre-Accession (IPA) Management Committee approved IPA funding for Serbia during 2011 and intend to join the MDTF-JSS through an IPA funded contribution in early 2012. The total funds for the EU contribution are anticipated to be EUR 2 million. The negotiations with EU to join the Trust Fund are in the final stage.

Given the additional contributions by donors, a delay in implementing Recipient-executed activities, demand by the Ministry of Justice for further assistance and with donor consent, the closing date of the of the Trust Fund has been extended by four years from December 31, 2011 to December 31, 2015.

The main activities of the MDTF-JSS in 2011 included the following:

- Establishment of the Reform Facilitation Unit and Project Implementation Unit within the Ministry of Justice to implement Recipient-executed activities;
- Advisory services to the Ministry of Justice and the Judiciary provided through individual consultants in the areas of anti-corruption, EU integration and development aid effectiveness;
- Support to the Ministry of Justice to develop the next Justice Sector Strategy;
- Tendering for an analysis of the Criminal Chain Process;
- Initiation of a Court Operational Cost Drivers and Effectiveness Review;
- Procurement of consultancy for development of an ICT Strategy for the Justice Sector;
- Several workshops, seminars and learning events on topics relevant to Serbia's justice sector reform efforts;
- Completion of the analysis of a baseline survey of the experiences and perceptions of justice sector performance by justice sector users and the general public;
- Completion of the Judicial Public Expenditure and Institutional Review (JPEIR);
- On-going assistance to a capacity-building program to support the introduction of an automated case management system in courts of general jurisdiction;
- On-going support to the organization of the Partners' Forum;

- Ongoing development of the MDTF-JSS web-site (www.serbiamdftjss.org) established to improve outreach and increase public awareness of justice sector reforms and of MDTF-JSS program activities;
- Full time Access to Justice advisor in Belgrade assisting the MOJ in the development and delivery of a law regulating free legal aid;
- Full time program coordination in Belgrade.

The Trust Fund has generally delivered in 2011 what was agreed at Management Committee meetings and indicated in the Annual Report for 2010 with three modifications: i) the tender for the analysis of the criminal chain process was delayed due to a lack of applications by qualified firms to complete the activity; ii) implementation of Recipient-executed activities have been delayed due to the time taken to establish the Reform Facilitation Unit; iii) the Reform Facilitation Unit has taken longer than expected to establish.

2. KEY DEVELOPMENTS

EU Accession

Serbia signed a Stabilization and Association Agreement with the EU in April 2008 and submitted a full candidate application submitted in 2009. Numerous legislative activities have been initiated and completed as part of the harmonization of legislation of Serbia with the EU Acquis Communautaire and introduction of European standards in the area of the judiciary. The institutional set-up of the judiciary has been changed and cooperation between the relevant institutions in the field of justice and home affairs has been strengthened.

The EU has praised Serbia for progress in a number of reforms and for demonstrating a high degree of consensus in making EU integration a strategic priority. During 2010, the Ministry of Justice prepared answers to the European Commission Questionnaire for Serbia's application for membership of the EU.

During 2011 crucial progress towards EU candidacy has been made. Key findings of the EU opinion on Serbia on meeting the political criteria included:

“Serbia has a comprehensive legal and institutional framework for the rule of law and the protection of human rights and minorities, which overall corresponds to European and international standards. Key pieces of legislation were adopted in recent months in line with European standards in the areas of electoral law, financing of political parties and relations between the parliament and independent regulatory bodies. A far-reaching judicial reform has been undertaken. A review process, meant to address initial shortcomings in the re-appointment procedure for judges and prosecutors, is underway. The legal and institutional framework for the rule of law is comprehensive, including in the areas of the fight against corruption and organised crime where initial results were achieved. There are however a number of gaps in the implementation of this legal framework on which Serbia will need to build up its efforts.”¹

The Commission's recommendations included a need to fill gaps in the implementation of its legal framework, to achieve “further significant progress in improving relations with Kosovo” and to improve steps towards establishing a functioning market economy.

In October 2011 the Commission recommended that Serbia should gain candidacy status for EU membership and that Serbia would be ready to start accession negotiations as soon as further good progress is made.

In December, 2011, the EU delayed until March 2012 a decision on the membership status of Serbia. High Representative Catherine Ashton and Commissioner Štefan Füle stated that:

“We are very satisfied with Serbia's full cooperation with the International Criminal Tribunal for former Yugoslavia, the considerable progress towards fulfilling the accession criteria and the requirements in the Stabilisation and Association

¹ European Commission, Press Release, Memo MEMO/11/693, “Key Findings of the Opinion on Serbia”, October 12, 2011.

Process. In particular, we appreciate the difficult reforms made to the rule of law and justice system. These are enormous achievements.”

Economic Outlook

The global economic downturn has had a serious impact on Serbia. GDP growth in 2007 was at a healthy 7.5% but it slowed in 2008 due to the economic crisis and in 2009, Serbia’s GDP fell by 8%. Real GDP during 2010 rose by 1% and was projected to rise by 2% in 2011 and 3% in 2012, with unemployment at 20.5% in 2011 and projected to remain flat in 2012². According to the latest data available for 2008 from the European Council for the Efficiency of Justice (CEPEJ), spending on the judiciary was 0.66% of GDP per capita, which is higher than most countries in the region, with a regional average of 0.33% and a median of 0.30%.³

Justice Sector Reform in 2011

In May 2006, the National Assembly of the Republic of Serbia adopted the National Judicial Reform Strategy (NJRS) followed by an Action Plan for its implementation. In 2008, the Government of Serbia brought a more active and visible commitment to reforms towards accession to the EU. In December 2008, a package of judicial laws was passed in the National Assembly⁴. Key justice sector reforms in 2010 sought to further implement the strategy and the provisions of the package of judicial laws.

During 2011 Serbia made progress towards aligning its legislation to European standards. In addition, the Serbian Parliament has been very active in passing new legislation, including the new Civil Procedure Code, the new Criminal Procedure Code and the new Law on Enforcement and Securities. However, the EU stressed the need for further alignment and institution strengthening in the implementation and enforcement of legislation.⁵

Court and Public Prosecutors Office structure

The Law on the Organization of Courts and the Law on Seats and Territorial Jurisdiction of Courts and the Offices of Public Prosecutors Offices were passed in 2009. They provide a framework for the new network of courts and prosecution offices that became effective as of January 2010. The previous court structure consisted of the municipal, district, commercial, high commercial, Supreme Court and constitutional court. This network was reformed and the present court structure consists of basic courts, higher courts, appellate courts, administrative courts, commercial courts, the high commercial court, the supreme court of cassation and the constitutional court. One of the major changes is that magistrate courts and higher magistrate courts are now an integral part of the court structure, whereas before the magistrate courts were part of the executive branch.

The organization of prosecution services is set in the Law on the Public Prosecutor Office and Law on Seats and Territorial Jurisdiction of Courts and the Offices of Public Prosecutor Offices, passed by the Serbian Parliament in December 2009. The prosecution services mirror the new court structure and are divided into basic, higher and appellate prosecution offices, with special departments for war crimes and organized crime.

After the initial slow start at the beginning of 2010, the functioning of the new court network normalized and is today properly functioning. As a number of smaller (municipal) courts were closed the issue remains as to how their closure will affect access to justice for Serbian Citizens. In criminal matters hearings can take place only at court seats whereas in civil matters hearings can take place in the court units. Some lawyers and citizens commented that this new change has an

² World Economic Outlook, Chapter 2: Country and Regional Perspectives, International Monetary Fund, September, 2011.

³ European Council for the Efficiency of Justice: www.coe.int/cepej.

⁴ This package consisted of the following laws: i) the Law on the Organization of Courts, ii) the Law on Judges; iii) the Law on High Judicial Council; iv) the Law on the State Prosecutorial Council; v) the Law of Public Prosecution; vi) the Law on Seats and Territorial Jurisdiction of Courts and the Offices of Public Prosecutors Offices, vii) Law on Amendments and Additions to the Law on Misdemeanors.

⁵ Progress has been made in alignment of customs, taxation, economic and monetary union, statistics, enterprise and industrial policy and company law, but further alignment is needed for freedom of movement for goods and workers, services and capital, public procurement, competition, financial services, intellectual property, information society and media, food safety, transport policy, energy, social policy and employment, Trans-European networks, regional policy, consumer and Health Protection: Commission’s Opinion of Serbia’s Membership Application, October, 2011.

impact on the overall cost of justice and its efficiency. Initial reports from HJC⁶ show that a smaller number of judges are able to produce the same or in some cases even better results than under the previous court structure. However this finding is solely based on the court statistics provided by the case management software AVP and does not take into account financial aspects of court restructuring.

High Judicial Council, State Prosecutorial Council and General Election of Judges and Prosecutors

The Law on High Judicial Council and the Law on the State Prosecutorial Council passed in 2009 provide a legal basis for better autonomy and help to guarantee judicial and prosecutorial independence of two independent governing bodies within the judiciary, the High Judicial Council (HJC) and the State Prosecutorial Council (SPC). Unlike previous councils, the newly formed councils assumed responsibility for the court and prosecutorial systems that include, among other duties, the responsibility for the election and promotion of judges and prosecutors, and thus played a key role in justice sector developments in 2010.

The laws on public prosecutors and judges reduced the number of judges and prosecutors to align with the new court structure and provided for a re-appointment procedure for all judges and prosecutors implemented in 2009 and effective from January, 2010. The total number of positions in the judiciary was reduced by approximately 23% and according to the law, all judges and prosecutors were to be re-elected through open competition based on worthiness, qualification and competence. The EU Serbia 2010 Progress Report voiced “serious concern” regarding how recent reforms to the justice system, including the reappointment process, have been implemented:

“However, major aspects of the recent reforms are a matter of serious concern. The reappointment procedure for judges and prosecutors was carried out in a non-transparent way, putting at risk the principle of the independence of the judiciary. The bodies responsible for this exercise, the High Judicial Council and the State Prosecutorial Council, acted in a transitory composition, which neglected adequate representation of the profession and created a high risk of political influence. In addition, not all members had been appointed to either of the councils. Objective criteria for reappointment, which had been developed in close cooperation with the Council of Europe’s Venice Commission, were not applied. Judges and prosecutors were not heard during the procedure and did not receive adequate explanations for the decisions.”

In April and May the HJC and the SPC had to go through an election process of their members since the initial composition of both the councils was valid until 2011. Right after this process was completed both councils went through the revision of appealed decisions of the previous councils. At the time of publication of this report this process has not yet been completed and is causing serious concerns by the EU and other international partners. International observers and the EU urged the HJC and the SPC to continue the review process in a transparent manner and in line with previously adopted guidelines for revision. This process is further hampered by the arrest of one member of HJC indicted for serious corruption in late 2011 and the resignation of another member of HJC who publicly talked about political pressure on members of the HJC in the process of revision.

Free Legal Aid Law

The Ministry of Justice’s Free Legal Aid (FLA) Working Group (WG) was established in June 2011, and convened regularly throughout the remainder of the year. By November 2011, the WG delivered a draft FLA Law which was subsequently posted on the Ministry website and publicly debated in early December 2011. The WG will be reviewing and incorporating stakeholder comments and recommendations into a final draft in early 2012, and the Ministry plans upon delivering a final version of the FLA Law to Parliament by the end of the first quarter of 2012.

Civil and Criminal Procedure Codes

In September 2011 new Civil and Criminal Procedure Codes were adopted. The new Criminal Procedure Code passed the investigation of alleged criminal acts to the prosecutorial service, which will initially apply only to organized crimes and war crimes. The Civil Procedure Code aims to streamline civil procedures and to increase the efficiency of the judiciary.

Law on Enforcement and Securities

The Law on Enforcement and Securities was adopted by the Serbian Parliament in May 2011. Enforcement of court decisions was highlighted as one of the major problems of Serbian judiciary and it is one of the main causes of the back-

⁶ HJC reports (in Serbian only) on court performance are available at www.vss.sud.rs/izvestaji/

log in Serbian courts. The biggest change in the new law is the establishment of private bailiffs, which will contribute to better enforcement and a reduction of the back-log.

Law on Financing of Political Activities

The Law on Financing of Political Activities was adopted in June 2011 and aimed at increasing transparency in the financing of political parties and electoral campaigns. At the same time, the law increased the powers of the Anti-Corruption Agency.

Case Back-log

A back-log of cases continues to be a problem, and has not been resolved by the adoption of the new court network. The case-load between courts continues to vary significantly, and the enforcement of cases remains a practical challenge due to the lack of public notaries and private bailiffs.

The Judicial Academy

In line with the National Judicial Reform Strategy, the transformation of the Judicial Training Centre was initiated with adoption of the Law on Judicial Academy in December 2009. During 2010 the Judicial Academy began the process of designing the curriculum for training, which has not been fully developed to include a merit-based career development of judges and prosecutors, while the curricula is not finalized, and financial resources are insufficient to meet the demand of a competent functioning Academy. The Law on the Judicial Academy was amended in 2011 to strengthen the merit-based approach to selection. The completion of a vocational training program is now a general precondition for the appointment of basic court and misdemeanor judges and deputy basic prosecutors.

International Criminal Tribunal for the Former Yugoslavia

Cooperation with the ICTY is regarded to be fully satisfactory, with the custody of all 46 indictees requested fulfilled since 2008, including Ratko Mladic in May 2011, and Goran Hadzic in July, 2011.

International Partners in the Justice Sector

Beside the MDTF-JSS the main international partners in justice sector reform in Serbia are the EU Delegation (through the Instrument for Pre-Accession Assistance), the OSCE, USAID and the Embassy of Norway.

The EU Delegation has contributed €5.5 million of IPA funds, to continued support in justice sector reform. The EU Delegation in Serbia is expanding its project portfolio in the justice sector and it is envisaged that they will join the MDTF-JSS in 2012.

In 2011 the OSCE was focused on supporting the work of the HJC and SPC, finalization of the new Criminal Procedure Code, support to the Anti-Corruption Agency and prison reform. With support from the OSCE, the Ministry of Justice completed the new Criminal Procedure Code, which was adopted in September 2011. In addition, the OSCE assisted the Anti-corruption agency in the development of the new Anti-Corruption Strategy. The work with the HJC and the SPC was focused on support in the review process and establishment of standards and guidelines for revision.

USAID launched a new justice reform project in 2011. The Judicial Reform and Government Accountability Project is a 5-year project aimed at improving Serbia's rule of law, judicial efficiency, independence and integrity and the openness and accountability of government operations overall. The project will promote reduced opportunities for corruption in some government institutions and increased detection of corruption. The project has 2 components: the first component will help make the administration of justice more efficient, transparent and responsive to the needs of court users, and to increase public awareness about the improvements. The second component will help strengthen the capacity of Serbia's Independent Agencies and civil society to promote open, accountable and efficient government; to fight corruption and poor administrative practices; and to generate public demand for and participation in good governance.

In partnership with the consultancy company IMG, the Kingdom of Norway in 2010 funded a project on "Improving the Delivery of Justice in Courts in Serbia". This project was focused on improvement of court efficiency, information sharing through info kiosks and infrastructure improvements. Based on the results achieved through implementation of this project the Kingdom of Norway has awarded an additional contribution of 4 million EURO to IMG to continue and expand

project activities during 2010-2013. The new project will focus on enhancing the quality and performance of Serbian courts, support the development of the juvenile justice system and strengthening the capacity of the High Judicial Council.

An updated table of donors active in justice sector reform in Serbia is enclosed in Annex 2.

3. RISKS

The MDTF-JSS was originally classified as a high-risk project for two primary reasons: (1) a concern that the coalition government could jeopardize political stability, and (2) a concern that the Ministry of Justice lacked implementation capacity.

Political stability and EU- accession

The pro-European coalition government led by Prime Minister Mirko Cvetković, formed in 2008, has experienced a period of relative political stability and has made significant progress towards achieving official EU Membership candidate status, including liberalization of the visa regime. Elections in April, 2012, increase the risk of delay in implementation of MDTF activities.

A formal decision on review of Serbia's EU candidacy for membership was delayed in December, 2011, until February, 2012. The accession process is regarded as having had a positive effect in encouraging the Serbian authorities to give continued attention to justice sector reforms, which has been highlighted as a sector requiring further development by the EU.

Reappointment of Judges and Prosecutors

The issue of the reappointment of judges and prosecutors continues to be a major focus of attention among stakeholders in Serbia as well as among international partners. This focused attention is warranted given the importance for the functioning of the judiciary of solving this issue and given the fundamental issues of judicial independence, which is being debated in this process. At the same time, the reappointment process continues to distract attention from other dimensions of the justice sector reform agenda, including on general human resource issues, consultative legislative processes and financial management within the judiciary. The process negatively affects relations between key justice sector reform stakeholders. Because justice sector reforms greatly benefit from open consultation and deliberation, overall reform progress and quality is affected. It is expected that this risk, which materialized in 2010, will continue to negatively affect progress in 2011. Furthermore, the attention of the High Judicial Council and to a lesser extent the State Prosecutorial Council has been almost exclusively directed at solving the re-appointment issue. Around 1,500 appeals were filed in the Constitutional Court, but due to a lack of capacity to deal with this influx of cases, they were not processed in a reasonable period of time.

The High Judicial Council and the State Prosecutorial Council, with the support from EU and OSCE, created guidelines and procedures for a review process in 2011. In addition both councils agreed to allow EU and OSCE observers to monitor the whole process, which started in April 2011. From the very beginning this process was burdened by the difficult relationship between the non-elected judges, the prosecutors and the councils. The hearings would often last late into the night and the decisions would only be presented at a later stage. In addition, judges and prosecutors complained that the HJC and SPC did not abide to the previously agreed criteria and that there is strong political influence on members of councils in their work. In addition, the Anti-Corruption Agency found that one member of the HJC (the council representative of Universities and Law Schools) recommended that he should be replaced due to a conflict of interest. However the HJC member was not removed, adding to the already difficult situation in which the councils operate.

The situation was further exacerbated when the representative of the misdemeanor judges, Judge Jaksic, was arrested and indicted for serious corruption, and when Judge Lukic resigned accusing politicians of trying to influence the work of the HJC. With two members of the council absent the HJC the council had the option to continue the review process, however

since both members represent judges and the HJC must be composed of a majority of members the judicial profession, without them, further work on the revision process would not be in line with international best practice. This issue was raised with the HJC and in response the HJC will soon schedule an election for a new member to replace Judge Lukic, who resigned.

Capacity in the Ministry of Justice

Understaffing continues to be an issue in the Ministry of Justice. The Reform Facilitation Unit, established in 2011 and funded by the MDTF-JSS is expected to reduce this risk.

All in all, the MDTF-JSS continues to be classified as a “high risk - high reward” project.

4. OUTCOMES

The outcomes framework for the MDTF-JSS is set out in the Project Memorandum from late 2008.

MDTF-JSS Results framework - Development Objective and Outcome Indicators

Development Objective	Outcome Indicators	Use of Outcome Information
<p>Facilitation of the acceleration of Serbia’s European Union integration process pertaining to the justice sector.</p> <p>[This will be done by supporting (i) strengthening institutional capacity; (ii) the improvement of justice sector performance and (iii) increased aid effectiveness.]</p>	<ol style="list-style-type: none"> 1. Updated NJRS, Implementation Plan and NJRS results framework together provide a satisfactory basis for tracking and reporting progress on justice sector performance 2. Periodic stakeholder surveys show improved private sector and public ratings for justice sector efficiency and performance 3. Increasing share of justice sector ODA is on-budget 4. Strategic outreach and monitoring and evaluation (M&E) arrangements are institutionalized so as to track and report justice sector reform progress and impact 	<ul style="list-style-type: none"> • Overarching framework for justice sector performance and progress reporting. • Faster disposition of cases and reduction of case backlogs indicate increased efficiency and access to justice. • More effective management of justice sector resources – human, financial, physical and IT

As outlined above, there has been good overall progress in achieving the development objective of acceleration of Serbia’s European Union integration, which is the key development objective to which the Trust Fund is contributing. Significant progress was made in meeting the political criteria, including a comprehensive legal and institutional framework for the rule of law and the protection of human rights and minorities, which overall corresponds to European and international standards on the gradual completion of the legal framework and refinement of the institutional set-up of the judiciary. Key challenges pertain to actual implementation and functioning of the judiciary against a background of conflict over the reappointment process.

Good progress was made in 2011 towards delivering the agreed outputs under the Trust Fund supporting the outcome indicators. As outlined in the progress report below, and in the 2010 MDTF-JSS Annual Report, activities have been initiated in regard to all indicators. However, delays in establishing the Reform Facilitation Unit negatively affected achievement of key intended contributions executed by the Ministry of Justice, which in turn contributed to the extension of the closing date of the Trust Fund.

It is anticipated that progress towards the development objective will accelerate further during calendar year 2012.

5. PROGRESS REPORT

During 2011, the main activities included ongoing advisory services to the Ministry of Justice on justice sector reform, anti-corruption and international cooperation, training and knowledge sharing on specific elements of the justice sector reform agenda, including Access to Justice and the establishment of the Project Implementation Unit (PIU) and the Reform Facilitation Unit (RFU) in the Ministry of Justice. The Trust Fund continued to provide analytical input including through support for the development of the next Justice Sector Strategy, analysis of criminal case processing, a court operational cost drivers and effectiveness review, completion of the base line survey on perceptions of the justice sector and the Justice Sector Public Expenditure and Institutional Review.

Establishment of a Reform Facilitation Unit

The Reform Facility Unit (RFU) and Project Implementation Unit (PIU) were scheduled to be set up in 2010. Due to delays in the conversion of the MDTF-JSS to a Hybrid Fund and due to the cabinet reshuffle in Serbia, the PIU and RFU were established during 2011 and are now working effectively, housed within the Ministry of Justice. The PIU, which comprises the Procurement Specialist, Financial Specialist and Assistant Minister Boskovic who is the Head of the PIU, provides oversight and administrative support to ensure the effective day to day functioning of the RFU. The RFU, comprising up to eleven core support personnel, is responsible for contributing to the achievement of the Government's reform goals. The MDTF-JSS funds the long term consultants and legal experts working within these two units. Together, these teams provide expert advice, recommendations and technical assistance to the Ministry of Justice and the Judiciary. Tasks include drafting of technical and policy notes and papers, input to strategic planning, facilitation of aid coordination and effectiveness, project design and implementation, and the procurement of all client-delivered goods and services described in the MDTF-JSS Program Framework.

1. Institutional Capacity

The objective of this sub-component is to facilitate capacity-building in the Ministry of Justice, the judiciary and the Ministry of Finance to design, coordinate and implement judicial reform and modernization programs.

Ongoing advisory services

Throughout 2011, the RFU has provided advisory services to the Ministry of Justice related to various aspects of European Integration, including application of different International Conventions, and EU Directives and Resolutions.

Advisory services were provided to facilitate Serbia's progress towards candidate status for EU accession, including legislative activities, regional cooperation and bilateral agreements, the fight against corruption, judicial independence and impartiality of the courts and the prosecution service, donor-funded projects, legal harmonization, information technology, drafting reports on Serbia's reform progress to the European Commission and providing critical inputs to the process of harmonizing Serbia's legislation with the Acquis Communautaire. All support was in the form of facilitation and advisory services and not related to legal drafting and actual implementation.

EU Integration

The RFU has assisted the Ministry of Justice in the preparation of the answer to the EU Questionnaire on Sub-group 23 (the Judiciary and Fundamental Rights) and Sub-group 24 (Justice, Freedom and Security, Political Criteria). In addition, the RFU has supported the process of harmonization of the legislation of the Republic of Serbia in line with the Acquis Communautaire, analyzing relevant EU Directives and Regulations, and International Conventions, relevant to the Law on Civil Procedure, the Criminal Procedure Code, the Criminal Code and the Law on Property.

International Cooperation

The RFU assisted in the development of institutional capacity within the MOJ in the field of international co-operation, with a special focus on strengthening regional cooperation in the fields of mutual cooperation and assistance in matters related to organized crime and corruption. The RFU assisted the MOJ in the process of: drafting responses to the additional questions necessary for the completion of the Opinion of the European Commission on Serbia's application for membership of the EU; in the UN Convention Against Corruption Self-Assessment; provided advisory services in drafting the new Anti-Corruption Strategy, with emphasis on the further harmonization of anti-corruption measures with international standards in this area; and facilitated progress towards signing a cooperation agreement with Eurojust (a

judicial cooperation body created in conjunction with the Council of the European Union to help provide safety within an area of freedom, security and justice).

National Judicial Sector Strategy

At the request of the Ministry of Justice, the MDTF-JSS is facilitating the process of development of the next Justice Sector Strategy. The Ministry of Justice identified the MDTF-JSS as the key driver to assist in this process, which will replace the 2006 NJRS. Advisory services have been provided to assist the Ministry of Justice to develop an implementation planning framework, identifying the institutional and operational issues and obstacles that constrain the functioning of Serbia's judicial system, which will be used to provide the Serbian Ministry of Justice with a roadmap to develop a new Justice Reform Strategy. The MDTF-JSS assistance lays special emphasis on strengthening capacity for strategic planning for justice sector reforms in Serbia. Several MDTF-JSS outputs, including the JPEIR, the Council of Europe reform status assessment, the IPSOS justice sector perceptions survey, and other studies will feed into the development of the strategy.

Component 2: Resource Management and Aid Coordination

The objective of this sub-component is to facilitate justice sector leadership to strengthen justice sector resource management and aid coordination.

Judicial Public Expenditure and Institutional Review (JPEIR)

Data was collected for a Judicial Public Expenditure and Institutional Review (JPEIR) and preliminary analyses undertaken in 2010. The review evaluates judicial reforms undertaken in Serbia over the last five years and identifies possible reform gaps and future priority initiatives. The review also maps and assesses the political economy of justice sector reform in Serbia and assesses reform management. It includes an assessment of expenditures, revenues and performance of the justice sector, as well as an assessment of financial management including budget formulation and budget execution including procurement, internal control, external control and reporting. Human resources management including recruitment, career management, remuneration, pensions, and training are also reviewed. The activity was undertaken as a collaborative effort between staff from the Ministry of Justice (primarily the Finance Department), staff from the Ministry of Finance, international consultants, local consultants and World Bank Staff. A consultation draft was shared with stakeholders and partners during September, 2011, with publication of the final report expected in the first quarter of 2012.

Retreat for Building and Strengthening the Strategic Planning Function

The RFU supported delivery of a retreat for Building and Strengthening the Strategic Planning Functions for MOJ employees in November, 2011, with an aim to strengthen the MOJ's organizational capacities, including human resources and the organizational structure of the Ministry. The two-day work shop focused on building up organizational capacities and cross-sector communication and cooperation, and on the development of the new justice sector strategy.

Court Operational Cost Drivers and Effectiveness Review

This review, initiated in 2011, focuses on resource deployments, staffing and case characteristics to identify Serbian court cost drivers in the restructured court network, and will follow this with a qualitative expert assessment of individual court practices to identify improved and potentials for improved court operations. The two-fold objective is to: (1) assess recent trends in expenditures, costs and service performance in light of the restructuring of the court network; and (2) to inform decisions on further efficiency gains in resource deployments across and within courts in Serbia in terms of effective staffing mixes, effective operating resource mixes, distribution of case loads and composition across court locations, budget allocations across court locations and good practices in court management.

Partners' Forum

The objective of the Partners' Forum is to facilitate Serbia's EU justice sector integration process and strengthen the performance of the justice sector by providing a forum for program- and results-based policy dialogue between key stakeholders on: (a) justice sector reform, institutional strengthening and modernization; (b) justice sector performance management and performance improvements; (c) improving justice sector aid coordination and effectiveness; and (d) monitoring and reporting on reform progress and impact.

Two Partners' Forums were held in 2011. The Partners' Forum is a mechanism led by the Ministry of Justice. The MDTF-JSS provides support to the Ministry in organizing the Forum.

Component 3: Legal and Institutional Environment

The objective of this sub-component is to facilitate the strengthening of the legal and institutional environment for the judiciary.

Justice Sector Policy

The RFU has supported selected issues relating to justice sector reform and the modernization process in Serbia by delivering recommendations and advisory services to the State Secretary of the Ministry of Justice. An action plan to assist members of the Roma population in Serbia has been developed under the Strategy of Improvement for the Status of Roma in the Republic of Serbia. Advisory reports have been produced on access to justice issues for citizens with disabilities, on the National Strategy on the Prevention and Elimination of Violence against Women and on the Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse.

Review of the Criminal Chain Process (RCCP)

During 2010 a tender to complete the RCCP - an analysis of the criminal chain - was delayed due to a lack of qualified firms to implement the activity. During 2011, the Bank hired a legal consultant to perform the first phase (mapping) of the RCCP, and re-initiated a tender process for the more labor intensive second phase of the RCCP. The first phase was completed in December 2011, and with the extension of the closing date of the MDTF-JSS, the tender process for the second phase will be completed in early 2012, with activities anticipated to begin in the first quarter of 2012. The criminal justice process will be analyzed and recommendations provided to allow for the more efficient coordination and processing of criminal cases through the legal system, and for more effective responses to the needs of victims, witnesses, and alleged offenders.

The MDTF-JSS team announced the RCCP in November 2010 by organizing an introductory workshop for key stakeholders. The workshop was held in the World Bank's office in Belgrade and was attended by approximately 25 representatives from the police, prosecution, courts and Ministry of Justice. The RCCP will assess the current processes by which criminal cases enter into and move through the system from initial reporting to police to final conviction by the courts, to identify barriers to access and maneuver within the criminal justice system, and determine potential entry points for legal aid under the newly adopted Criminal Procedure Code.

Component 4: Judicial Facilities and Infrastructure

The objective of this component is to facilitate the acceleration of the systematic modernization of the court and prosecutorial network; strengthen the resourcing, operations and management of the physical and IT facilities of courts and prosecutor offices; and facilitate the assessment of impact on users' access and satisfaction.

Continued support to the roll-out of automated court management system

The RFU has provided support to the Ministry of Justice in the implementation and monitoring of the ongoing project to roll out the automated case management system (CMS) to the courts of general jurisdiction. The RFU has provided analysis of data gathered from the CMS including monitoring of the user data entry into the system providing recommendations for improvement. In addition, the RFU has monitored training related to the implementation of the CMS in court units and assisted in compiling additional user manuals for CMS updates.

ICT Strategy for the Justice Sector

Consultations were held with the Ministry of Justice in late 2010 on support from the MDTF-JSS to support the development of an integrated ICT strategy for the Serbian Judiciary. Due to an additional contribution from SIDA of approximately USD 770,000, made in December 2010, an originally planned ICT modernization strategy will be expanded. The MDTF-JSS is in the process of developing an ICT assessment that contains a diagnosis of the needs of the

Judiciary in relation to Software, Hardware and Personnel requirements and establishes the Strategy, Objective and an Action Plan that permits the development and implementation of the systems. This Recipient-executed activity will develop a 5-10 year roadmap that determines the sequence for implementing specific information systems, with the end goal of delivering the most valuable information system at the earliest time possible in the most cost-effective manner. Procurement of this activity was postponed until the extension of the closing date of the Trust Fund, which was completed in December, 2011. The activity will be delivered during 2012.

Component 5: Outreach, Monitoring and Evaluation

The objective of this sub-component is to institutionalize strategic outreach, monitoring and evaluation arrangements to track and report progress on justice sector reform progress, and impact.

Justice sector performance and service delivery survey

Data collection for the baseline survey of justice sector performance and service delivery was delivered by the IPSOS-Strategic company in 2010. The survey collected popular perceptions regarding justice sector performance, citizens' perception regarding ongoing justice sector reform, justice sector performance in delivering key public services, and actual practices in the justice sector. The initial survey is intended to provide baseline data against which the Serbian justice sector authorities will be able measure the progress in justice sector efficiency, performance and user satisfaction in follow-up surveys. Completion of the analysis of a baseline survey was finalized and the report published in 2011.

Communications Strategy

The RFU supports activities related to the media and public outreach and has begun to conduct research activities towards the preparation of a communication strategy for Serbia's justice reform that aims to increase public awareness on the Judiciary and all aspects of the justice sector reform process. This has included strengthening cooperation and collaboration with key national stakeholders, including civil society and participation in a regional ministerial conference ("Regional and Transnational Cooperation in the Fight against Organized Crime in South East Europe: Challenges and Achievements"), delivered in November, 2011 and widely reported by the media.

Web portal

In order to improve outreach and increase public awareness on MDTF-JSS program activities in Serbia, a dedicated web portal was launched in 2009. The portal is being used to disseminate information about MDTF-JSS events and share knowledge products produced by the World Bank and partner agencies on the justice sector. It is available in Serbian and English versions at www.serbiamdftjss.org.

6. Access to Justice

A full-time Senior Justice Sector Specialist has overseen delivery of advisory services to the MOJ on Access to Justice issues during 2011. In March, an Access to Justice Work Plan was developed, based on the MDTF-JSS Program Framework, which subsequently received MOJ approval in April. The Work Plan predicted the drafting of a Free Legal Aid (FLA) Law by the end of 2011, and further out-lined plans to implement a state-wide legal aid system during 2012 and 2013.⁷ The Work Plan includes both Bank-executed technical products⁸ and Recipient-executed deliverables.⁹ By June, several official MOJ actions paved the way for MDTF-JSS resources to support the government's FLA Law drafting process by providing research and advisory service to the government's FLA law Working Group. In addition to

⁷ Due to the political environment in Serbia in April and the perceived possibility that early elections could stall the FLA drafting process, the Work Plan also contains a contingency plan which includes more pronounced legal aid outreach and public education activities.

⁸ Along with advisory services provided by the MDTF-JSS, the Bank-executed deliverables include: 1. Review of Criminal Chain Process (RCCP), 2. Various Legal Aid Assessments (Local, Regional, and Women and Vulnerable Groups), and 3. Legal Aid Cost Analysis.

⁹ Recipient-executed deliverables include the drafting and passage of FLA framework legislation, and all aspects of its subsequent implementation such as the adoption of subsidiary regulation, the establishment of FLA delivery centers, the training of FLA providers, the establishment of management a oversight body, and quality control capacities.

daily support of the drafting process, Bank-executed deliverables in 2011 have included the completion of Phase 1 of the RCCP featuring a process mapping of Serbia's Criminal Procedure Code (CPC), and the completion of a draft Legal Aid Assessment.¹⁰ The working drafts of these deliverables have been presented to the Working Group at appropriate moments throughout the drafting process.¹¹

Support to reform of the Free Legal Aid System

Analytical and advisory services have been provided to the MOJ on reform of the Free Legal Aid (FLA) system, including an analysis of the current provision of free legal aid in Serbia and in nearby jurisdictions, advisory support to the FLA Working Group, including presentations on comparable local and regional legal aid experiences, a study tour to the Netherlands and a public debate on the Draft Law on Free Legal Aid. The study tour was hosted by the Dutch Legal Aid Board in The Hague, and included a range of presentations and exposure to FLA operations. Many positive aspects of Dutch FLA mechanisms were subsequently weaved into the fabric of Serbia's draft FLA Law. The Working Group successfully completed a draft FLA Law in late November. A Bank-implemented Legal Aid Cost Analysis of the FLA Law has been postponed until early 2012 due to delays in the drafting of key aspects of the FLA Law, as well as delays in the collection of legal aid delivery data.

Public Discussion on the Draft Law on Free Legal Aid

The Working Group presented the draft Law on Free Legal Aid to stakeholders at a well-attended public debate funded by MDTF-JSS. Stakeholder comments were very positive on the whole, and indicated general satisfaction with WG efforts to capture the policy targets set out in the government's previously adopted (2010) FLA Strategy. Several non-advocate legal aid providers (NGOs, Law Clinics, Municipalities) took issue with an article that would prohibit legal professionals from representing poor and vulnerable FLA beneficiaries in civil cases if they are not members of the local private bar association, claiming that this article would drive FLA costs up, and would affect the quality of legal aid provided to vulnerable groups. While advocates tend to support this aspect of the law, they voiced clear disagreement with a legal provision in the law giving the government authority to assess and control the quality of state-funded legal aid provided by the private bar. Finally, several stakeholders voiced concern that the government body administering FLA delivery was not independent.

All debate participants were given an end of December deadline to submit their comments on the Draft Law to the MOJ. The MOJ has plans to hold further informal round tables in early 2012, and will review, consider and incorporate appropriate suggestions into a final draft that is expected to be delivered to Parliament by the end of the first quarter of 2012.

6. KEY PLANNED DELIVERABLES FOR 2012

Following the activities undertaken in 2011, the following key deliverables are expected in 2012.

ICT Strategy for the Justice Sector

During 2011 procurement commenced on the development of an ICT Strategy for the Justice Sector. The objectives of the activity are to facilitate decisions on ICT investments in the Serbian Judiciary that are made strategically to maximize efficiency and effectiveness gains and to reduce overall investment costs. The activity does so by:

- Providing an ICT assessment that contains a diagnosis of the needs of the Judiciary in relation to Software, Hardware and Personnel requirements and establishes the Strategy, Objective and an Action Plan that permits the development and implementation of the systems.

¹⁰ A final version of the Legal Aid Assessment and the start up of Phase 2 of the RCCP are expected during the first quarter of 2012.

¹¹ During the course of its Legal Aid Assessment, the Bank presented the Working Group with information about local and regional legal aid systems, as well as the legal assistance needs of women and vulnerable groups. The Bank also presented the Working Group with CPC process maps as well as recent changes to the CPC which will impact upon the legal representation needs of indigent defendants.

- Developing a 5-10 year roadmap that determines the sequence for implementing specific information systems, with the end goal of delivering the most valuable information system at the earliest time possible in the most cost-effective manner.

With the Trust Fund closing date extension completed, delivery of this activity is expected during 2012.

Court Operational Cost Drivers and Effectiveness Review

Initiated in 2011, the outputs of this review will be delivered in stages: (i) aggregate analysis, (ii) court level quantitative analysis, and (iii) court level qualitative analysis. An expert review will entail a detailed study of the operating procedures and resource deployment of courts which have been identified as particularly effective and will allow the identification of Serbian best practices and should serve as a template of practices that might be emulated in other Serbian courts to improve system-wide operations.

Review of the Criminal Chain Process

In accordance with the MDTF-JSS judicial reform agenda, the World Bank is undertaking a review of Serbia's criminal justice process. The final product will provide recommendations for improvements to allow for efficient coordination and smooth handling of criminal cases by several legal and social institutions responsible for enforcing criminal law and to ensure an effective response to the needs of victims, witnesses, and alleged offenders alike. This review, initiated in 2011 and continuing in 2012, is also needed in light of Serbia's new Criminal Procedure Code (CPC) and as part of Serbia's efforts to accede to the EU.

Justice sector performance and service delivery survey

This initial survey will provide baseline data against which the Serbian justice sector authorities will be able measure the progress in justice sector efficiency, quality of service, access, fairness and cost-effectiveness in follow-up surveys. At least one follow-up survey will be administered and the results analyzed to measure changes in public perception of reforms in the justice sector during the reform effort.

Access to Justice

Technical assistance will be provided by the Senior Justice Sector Specialist to the Ministry of Justice to support the Serbian authorities to develop, coordinate and manage access to free legal aid. The expert will provide substantive input in the form of analytical work and best practice research to inform further design, planning and implementation of access to justice activities.

National Judicial Sector Strategy

A strategic framework is being developed as implementation of the current National Judicial Reform Strategy (NJRS), completed by the end of 2011. To guide phase two of justice sector reform in Serbia and assist Serbia's justice sector institutions towards meeting the EU standards and criteria pertaining to justice sector, the MDTF-JSS is providing advisory services to the Ministry of Justice on developing the next National Judicial Sector Strategy (described above). In line with the EU Project Fiche, the development of the Justice Sector Strategy will include design of a justice sector-wide approach (SWAp).

WORLD BANK REFERENCE

Multi-Donor Trust Fund for Justice Sector Support in the Republic of Serbia (TF071171)
(WORLD BANK REFERENCE 71444) – Multi Donor Fund*Expressed in United States Dollars*

	01/01/2011 to 12/31/2011
Receipts (Note 1)	
Cash Contributions	1,304,242.44
Investment Income (Note 2)	21,681.50
Total Receipts	1,325,923.94
Disbursements (Note 1)	
Project Disbursements	
Disbursement to Grantee	349,423.19
Direct costs Disbursed by WBG	
Staff costs	(200,825.27)
Consultant fees	(601,312.30)
Associated overhead costs	(21,177.86)
Travel expenses	(177,967.41)
Airfare rebate	5,456.85
Equipment costs	(422.32)
Media workshop	(3,047.88)
Contractual services	0.00
Total Direct Costs Disbursed by WBG	(999,296.19)
Total Project Disbursements	(1,348,719.38)
Non-Project Disbursements	
Administrative fees (Note 4)	(15,447.12)
Total Non-Project Disbursements	(15,447.12)
Total Disbursements	(1,364,166.50)
Excess of receipts over disbursements (disbursements over receipts)	(38,242.56)
Fund Balance	
Beginning of period	4,154,382.80
End of period	4,116,140.24

WORLD BANK REFERENCE

Multi-Donor Trust Fund for Justice Sector Support in the Republic of Serbia (TF071171)
(WORLD BANK REFERENCE 71444) – Multi Donor Fund

TRUST FUNDS FINANCIAL REPORT

Status	Beneficiary	VPU/Div	Project Type	TTL Name
ACTN	Serbia	ECSP4	Main Fund	Mr. Edgardo Mosqueira

Pledge Details by Donor

Donor	Currency	01/31/2011 to 12/31/2011	12/02/2008 (date of inception) to 12/31/2011
SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY (SIDA)	SEK	0.00	31,000,000.00
UNITED KINGDOM - DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)	GBP	0.00	800,000.00
NETHERLANDS - MINISTER FOR EUROPEAN AFFAIRS & INTERNATIONAL COOPERATIO	USD	0.00	300,000.00
NORWAY - MINISTRY OF FOREIGN AFFAIRS	EUR	0.00	250,000.00
SWISS AGENCY FOR DEVELOPMENT AND COOPERATION (SDC)	EUR	0.00	400,000.00
SWISS AGENCY FOR DEVELOPMENT AND COOPERATION (SDC)	CFH	500,000.00	500,000.00
DENMARK - ROYAL MINISTRY OF FOREIGN AFFAIRS	EUR	0.00	333,000.00
SPANISH AGENCY FOR INTERNATIONAL DEVELOPMENT COOPERATION	EUR	0.00	490,000.00
SLOVENIA-MINISTRY OF FINANCE	EUR	0.00	100,000.00

Contribution Details by Donor

Donor	Currency	01/31/2011 to 12/31/2011	12/02/2008 (date of inception) to 12/31/2011
SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY (SIDA)	SEK	0.00	23,000,000.00
UNITED KINGDOM - DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)	GBP	0.00	800,000.00
NETHERLANDS - MINISTER FOR EUROPEAN AFFAIRS & INTERNATIONAL COOPERATIO	USD	0.00	300,000.00
NORWAY - MINISTRY OF FOREIGN AFFAIRS	EUR	0.00	156,620.38
SWISS AGENCY FOR DEVELOPMENT AND COOPERATION (SDC)	EUR	0.00	400,000.00
SWISS AGENCY FOR DEVELOPMENT AND COOPERATION (SDC)	CFH	500,000.00	500,000.00
DENMARK - ROYAL MINISTRY OF FOREIGN AFFAIRS	EUR	0.00	333,000.00
SPANISH AGENCY FOR INTERNATIONAL DEVELOPMENT COOPERATION	EUR	0.00	490,000.00
SLOVENIA-MINISTRY OF FINANCE	EUR	0.00	100,000.00

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TRUST FUNDS FINANCIAL REPORT

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ACTN	Serbia	ECSP4	Main Fund	Mr. Edgardo Mosqueira

WORLD BANK REFERENCE

Multi-Donor Trust Fund for Justice Sector Support in the Republic of Serbia (TF071171)
(WORLD BANK REFERENCE 71444) – Multi Donor Fund

TRUST FUNDS FINANCIAL REPORT

Notes:

1. This statement is prepared on the modified cash basis of accounting. Transactions subsequent to this statement date are recorded in the period in which they occur.
2. Investment income is not credited to any trust fund where the daily fund balance is less than USD equivalent \$5,000.
3. Other Direct costs (where applicable) represent all disbursements incurred prior to July 2000.
4. Administrative fees are charged in accordance with the administration agreement(s). Administrative fees are generally charged to the trust fund in the same month in which contributions are received, however for administrative purposes, collection of fees may occur in the month following receipt of the contribution.

The financial management arrangements for the TF are assessed to be acceptable. Appropriate arrangements have been instituted in the areas of budgeting, accounting, internal controls, funds flow, financial reporting and external audit. Selection process for the financial management officer for the project has been finalized. Qualified and experienced professional has been appointed. The financial management aspects of implementation are reviewed through regular supervision performed by the World Bank's Financial Management Specialist.

DONOR/ IMPLEMENTER	TIME-FRAME	PROJECT(S) AND INITIATIVES
Council of Europe	2002- present	"Implementation of the National Judicial Reform Strategy in Serbia". Support for the Ministry of Justice and government for implementation of the NJRS. Work to bring the Serbian judiciary into compliance with international standards, including the review of draft legislation and the provision of European expertise, via the Venice Commission. Training and the provision of information on the European Convention for the Protection of Human Rights and Fundamental Freedoms (particularly Articles 5 and 6), for Judges, Prosecutors and legal professionals. Monitoring of cases involving Serbia before the European Court of Human Rights.
Delegation of the European Commission through Instrument for Pre-Accession Assistance (IPA)	2008-2010	"Technical assistance to the High Judicial Council". Objective of this project is to conduct the Serbian Judicial Reform Strategy throughout organizing round tables and public awareness campaign. Total funding of € 2,000,000.
	2008-2012	"Support to the National Judicial Academy" - the objective of the project is to provide technical assistance for the establishment of the initial and continuous mandatory training for Judges, Prosecutors and other relevant staff in the Serbian Judiciary. This project will be in correlation with proposed project with regards to training component for relevant judicial and law enforcement institutions.
	2009-2012	"Improvement of efficiency and transparency of judiciary system" - the objective of the project is to provide assistance to the Ministry of Justice to improve the efficiency and transparency of the Serbian Courts through the development of a case management system, including document handling and data collection.
	2009-2012	"Improvement of the penalty system" - the objective of the projects to provide assistance for the design, tender dossier preparation and supervision of works for the Administration for Enforcement of Penal Sanctions.
	2008-2011	"Fight against Corruption" - the project will contribute to reducing the level of corruption by supporting the operational functioning of a comprehensive Agency that will coordinate the fight against corruption, i.e. Agency for fight against corruption Mentioned project is in correlation with this project on the basis of their mutual purpose-efficient fight against organized crime.
	2008-2012	"Improvement of transparency and efficiency (prosecutors and penal system)" - the objective of the project is to provide assistance to the Ministry of Justice to improve the efficiency and transparency of the Serbian prosecution and penalty service through the development of a case management system, including document handling and data collection. This project will have interconnections with this proposed project with regards to case management and efficient exchange of information between prosecution and the Directorate for Confiscated Property Management.
	2008-2012	"Capacity building in the Seized Property Management Directorate and upgrading of the system of seizure of property acquired in criminal activity" is aimed at improvement of institutional capacity and efficient functioning of the Seized Property Management Directorate of the Ministry of Justice, as well as other key institutions involved in the discovery, expropriation, confiscation, management and seizure of property acquired in criminal activity in Serbia.
	2009-2013	Project "Further Alignment of Penal system of Republic of Serbia with EU standards and strengthening alternative sanction system" comprises of two components: Component I - Strengthening capacities of Ministry of Justice for introduction of efficient practical professional training program for convicts to enable them to be employed once their sentence is finished. Component II - Establishment of necessary preconditions for an efficient and effective alternative sanctions system in the Republic of Serbia.

DONOR/ IMPLEMENTER	TIME-FRAME	PROJECT(S) AND INITIATIVES
Gessellschaft fur Technische Zusammenarbeit (GIZ, formerly GTZ)	2001-2012	"The GTZ Legal Reform project". Work on the National Judicial Reform Strategy, and laws in the fields of insolvency bankruptcy, property, land registration, restitution, and enforcement. Conducted conferences, workshops and roundtables, and provided training for Judges, Lawyers, and civil society representatives.
	2001-2012	"The GTZ Open Regional Fund for South East Europe – Legal Reform". Work on economic laws (enforcement, bankruptcy, consumer protection, company law) and private international law in support of EU accession. Support for regional cooperation between responsible institutions, harmonization of national laws, and exchange of regional experience through regional conferences and workshops. Support for curriculum development at the Judicial Training Centre.
The Norwegian Government/ International Management Group	2010-2013	The goal of the program is to improve access to justice by specifically focusing on three main components: enhancing the quality and performance of the courts, supporting the development of the juvenile justice system, and strengthening the High Judicial Council. This program is continuation of the "Improving the Delivery of Justice in Courts in Serbia".
Organization for Security and Cooperation in Europe (OSCE)	2002-present	Technical assistance and advice for legislative drafting, review of draft laws, provision of information concerning best practices and expertise, organization of study tours and events for working groups. Includes work on civil procedure code, criminal procedure code, war crimes law, enforcement of penal sanctions law and related by laws, execution of judgments, asset seizure, mediation, mutual legal assistance, witness protection, organized crime strategy.
Organization for Security and Cooperation in Europe (OSCE)	2004-present	Support to Constitutional Court and Supreme Court concerning their appellate procedures, case management, and issuance of opinions, on-line functions, and media relations. Support for different courts throughout Serbia, including procurement of equipment, access to legal information via databases, provision of information to court users and the public (via websites). Capacity building of the High Judicial Council including conferences on regional and European best practices and study visit to selected jurisdictions.
Organization for Security and Cooperation in Europe (OSCE)	2002-2010	Work with Association of Judges. Institutional support. Delivery of training. Organization of conferences and seminars. Organization of workshops on draft legislation. Work on the legal setting for professional associations. Funding for newsletter and website. Work with the War Crimes Prosecutors' Office and the War Crimes Trial Chamber. Delivery of training. Study visits to countries with comparative models. Funding the maintenance of websites.
Organization for Security and Cooperation in Europe (OSCE)	2002-2010	Work with Association of Public Prosecutors and Deputy Public Prosecutors. Institutional support. Delivery of training. Organization of conferences and seminars. Organization of workshops on draft legislation. Funding for publications.
Organization for Security and Cooperation in Europe (OSCE)	2008-2011	"War Crimes Trials" - phase III. Objectives are: strengthening the capacity of judicial institutions in Serbia to deal with war crimes trials - Trial monitoring; public outreach; capacity building; regional and international cooperation. Total funding is \$878,102.
Organization for Security and Cooperation in Europe (OSCE)	January 2009 - December 2011	"Support to the transformation of the Judicial Training Centre into the Judicial Training Academy". Objectives are: creation of an interim strategy, improvement of the capacity building to undertake the institutional transformation into an Academy and support to the creation of a mentoring and evaluation system for newly selected judges and prosecutors system. Total funding is € 300,000.
Organization for Security and Cooperation in Europe (OSCE)	April 2009 - December 2011	"Enhancing the role of the Constitutional Court in guaranteeing respect of the rights of all citizens". Objectives are: capacity building of the Constitutional Court to provide outreach services and to increase its professional capacities; raising awareness on the Court's role in guaranteeing the rights of citizens through the constitutional appeal and capacity development of the Court through increased participation in international constitutional law networks. Total funding is € 200,000.
United States	2008-2013	"Separation of Powers Program". Implemented by the East West Management

DONOR/ IMPLEMENTER	TIME-FRAME	PROJECT(S) AND INITIATIVES
Agency for International Development (USAID)		Institute. Work with the courts to improve court operations and management, improve case management, reduce case backlogs, and introduce position of Court Administrator. Introduction of a program-oriented budgeting and budget management system for the courts, and strengthening of budget and finance offices. Also includes assisting with the institutional development of the National Assembly and its staff to represent constituent interests and exercise oversight functions. Total funding of\$ 9,493,510.
United States Agency for International Development (USAID)	2010-2015	Judicial Reform and Government Accountability Project (JRGA). The purpose of the Judicial Reform and Government Accountability project (JRGA) is to strengthen the rule of law, the independence of judiciary and the administration of justice in Serbia; to increase public awareness of reforms in the judicial sector; and to strengthen the ability of the Serbian government, Independent Agencies, and civil society to detect and prevent corruption.
United States Department of Justice (with OPDAT and the Regional Legal Advisor Office in Belgrade)	2003- present	"Capacity Building of Serbian Authorities Combating Organized Crime". Providing assistance with legislative drafting, training courses, equipment, and study visits for Judges, Prosecutors, and Witness Protection Police. The objective is to strengthen the capacity to investigate, prosecute, and adjudicate organized crime cases. Work with Judges handling organized crime cases, Prosecutors, and witness protection police.
United States Department of Justice (with OPDAT and the Regional Legal Advisor Office in Belgrade)	2003- present	"Capacity Building of Serbian Authorities Processing war crimes". Provided assistance with legislative drafting and study visits for Judges and Prosecutors handling war crimes cases and the Special g, training courses, equipment, regional conferences, Court's Victim/Witness Support Service. Also facilitated international legal assistance. The objective is to strengthen the capacity to investigate, prosecute, and adjudicate war crimes cases. Work with Judges and Prosecutors handling war crimes, and the Special Court's Victim/ Witness Support Service.
United States Department of Justice (with OPDAT and the Regional Legal Advisor Office in Belgrade)	2006- present	"Capacity Building of Serbian Authorities Combating Corruption". Assisting with legislative drafting and providing legal advice concerning establishment of specialized anti-corruption departments at the main Prosecutor's Offices. Organizing training and study visits for Prosecutors and Police engaged in fighting corruption and also equipping Prosecutor's Offices. The objective is to strengthen the capacity to investigate, prosecute and adjudicate corruption cases. Work with the Republic Prosecutor's Office, specialized anti-corruption prosecutor's departments, other prosecutors and police.
United States Department of Justice (with OPDAT and the Regional Legal Advisor Office in Belgrade)	2007- present	"Assistance to Criminal Justice Reform". Assisting with legislative drafting and the implementation of laws relating to the criminal justice system (through training courses, and the donation of equipment).Work on the Criminal Procedure Code and Criminal Code. The objective is to strengthen the capacity of authorities to prosecute serious crime, including money laundering, financial crimes, trafficking in persons, cyber crime, etc. Work with the Ministry of Justice, Judges, and Prosecutors.