



## *Terms of reference*

*Terms of reference for the recruitment of three-short term experts*

*EU 4 Justice Phase II - Bosnia and Herzegovina*

*December 2024*

**1 TABLE OF CONTENTS**

**1 GENERAL INFORMATION.....3**

**2 BACKGROUND .....3**

2.1 General context.....3

2.2 Project overview .....4

**3 ASSIGNMENT DESCRIPTION.....6**

3.1 Main tasks .....6

**4 STRUCTURE OF WORK .....7**

4.1 Coordination arrangements .....7

4.2 Working conditions and assignment location and length .....7

**5 PROFILE .....8**

5.1 Profile(s).....8

**6 APPLICATIONS .....9**

## 1 GENERAL INFORMATION

<i>Title of assignment</i>	<i>3 Short-Term expert mission / A.1.1.3 Support the HJPC in the drafting of the 2024-2026 Reform Program and in establishing a comprehensive monitoring and reporting mechanism.</i>
<i>Beneficiary / beneficiaries</i>	<i>High Judicial and Prosecutorial Council, Judges and Prosecutors, court staff, Judicial and Prosecutorial</i>
<i>Country</i>	<i>Bosnia and Herzegovina</i>
<i>Working location</i>	<i>Sarajevo (Bosnia) and home based</i>
<i>Working language</i>	<i>English</i>
<i>Duration of the contract</i>	<i>Three (3) short Term International expert: 5 working days per expert (February 3 -7 2025 working remotely from their country of origin) and 2 days for 1 expert (February 10 -11 2025) working on a field mission in Sarajevo, BiH)</i>
<i>Type of contract</i>	<i>International Short-term Mission Expert contract</i>
<i>Salary</i>	<i>Depending on candidate's competences and experience</i>

## 2 BACKGROUND

### 2.1 General context

As applicant for EU membership, Bosnia and Herzegovina ('BiH') is expected to meet EU justice standards as provided for by several of the 14 key priorities for membership and recalled by the EU Commission in its 2018 Western Balkan Strategy.

BiH's complex and fragmented institutional structure has led the country to a difficult situation, in particular regarding rule of law. No recent progress was made in this field and "lack of commitment to judicial reform from political actors, and the poor functioning of the judicial system continued to undermine the citizen's enjoyment of rights and the fight against corruption and organised crime".

The cross-cutting objective of this action is to share practical methods with the High Judicial and Prosecutorial Council (the 'HJPC') and other Justice Institutions of BiH in order to increase its capacities to implement its mission to ensure independence and professionalism of the judiciary, promote judicial reform, and enhance the country's response to organised crime and corruption.

This Action aims at supporting the Justice Sector Institutions in carrying out these changes in order to align the functioning of the BiH judiciary with EU rule of law standards by enhancing professionalism, efficiency and transparency of the BiH justice system for the final benefit of BiH citizens.

## 2.2 Project overview

- » *Project title:* EU 4 Justice – Phase II
- » *Implementation dates:* 1/12/2022-30/11/2025
- » *Location / intervention areas:* Bosnia and Herzegovina – justice sector
- » *Partners involved:* Consortium composed of Expertise France (lead), IRZ and FIIAPP.
- » *Target groups:*
  - All Ministries of Justice ('MoJs') in BiH, and Brčko District Judicial Commission;
  - The Parliaments;
  - The HJPC, the Integrity Unit within the HJPC Secretariat, and the ODC;
  - All courts and prosecutors' offices in BiH;
  - The judicial and prosecutorial training centres in entities ('JPTCs');
  - The reform-oriented professional associations for judges and prosecutors in BiH;
  - The public law faculties and high schools in BiH;
  - The Agency for Prevention of Corruption and Coordination of the Fight against Corruption ('APIK') and all other Anti-Corruption bodies in BiH as relevant for the action implementation;
  - The Law Enforcement Agencies ('LEAs') in BiH as relevant for the action implementation;
  - The Asset Management Agencies at entities as relevant for the action implementation.

» *Project budget:* 4.5M€

» *Project objectives:*

**The general objective** of the Action (impact) is to further align the Justice system of Bosnia and Herzegovina ('BiH') with European standards and the EU Acquis through strengthening the rule of law, notably by enhancing the independence, quality, effectiveness, accountability, and efficiency in the justice sector and its results in the fight against corruption.

**The specific objectives** (outcomes) of the action are:

1. The HJPC effectively monitors the justice sector;
2. Judicial office holders are better trained, controlled and advised on integrity;
3. Efficiency, transparency and security of the judiciary are improved;
4. Organised crime and corruption cases are processed more effectively by the judiciary.

» *Expected results and indicators*

- *HJPC's methodologies and skills in monitoring and evaluation are enhanced (policies, instructions, performance)*
- *HJPC's tools to coordinate donor investment in BiH justice reforms are enhanced*
- *The HJPC's organisation and skills to implement an asset verification system and a counselling mechanism are enhanced*
- *Integrity related training schemes are enhanced*
- *The HJPC's tools and skills for career management of JOHs are improved*
- *The HJPC's tools to render the sanction system more efficient and transparent are enhanced*

- *The HJPC's tools and skills to enhance efficiency of the judiciary are improved*
- *The HJPC's tools to improve security in the judiciary are enhanced*
- *The HJPC is supported in drafting legislative proposals*
- *Judges' tools and skills to ensure procedural discipline in trials are enhanced*
- *Prosecutors' tools and skills to investigate organised crime and corruption are enhanced*
- *Prosecutors' and police officers' common tools and skills to jointly investigate organised crime and corruption are enhanced*
- *Independence and accountability of JOHs processing high level organised crime and corruption is enhanced*

» *Key activities to be implemented*

COMPONENT 1 – STRENGTHEN THE MONITORING AND EVALUATION CAPACITIES OF THE HJPC

A1.1 Strengthen the HJPC's capacities to monitor the implementation reform programmes

SA1.1.1 Strengthen the capacities to implement and report the HJPC Reform Agenda

SA1.1.2 Support in preparing the monitoring of the yet to be adopted Justice Sector Reform Strategy 2021-2027

SA1.1.3 Establishing a mapping of strategic documents and donor projects

A1.2 Strengthen the HJPC's capacities to monitor the implementation of policies by institutions and JOHs

SA1.2.1 Support in monitoring adherence to Codes of Ethics and implementation of Guidelines on Conflict of Interest

SA1.2.2 Support in the implementation of HJPC instructions by courts

SA1.2.3 Support the monitoring and review of penal policies in areas of corruption, financial and organised crime

A1.3 Strengthen the HJPC's capacities in monitoring the performance of courts and the judiciary

*COMPONENT 2 – STRENGTHEN THE INTEGRITY CAPACITIES OF THE HJPC*

*A.2.1 Support in preparing the establishment of a system of verification of assets*

*A.2.2 Support in introducing a confidential counselling mechanism on ethics and integrity*

*A.2.3 Support in improving integrity-related training schemes*

COMPONENT 3 – STRENGTHEN THE HJPC AND ITS BODIES' CAPACITIES IN AREAS RELEVANT FOR THE EXECUTION OF ITS CORE COMPETENCES

A.3.1 Support the HJPC in career management of JOHs

SA3.1.1 Support to improve the quality of candidates accessing to the judicial and prosecutorial professions

SA.3.1.2 Support to improve and effectively implement internal rules on appointment procedures and performance appraisal

A.3.2 Support the HJPC in improving disciplinary liability of the judiciary

<p>SA3.2.1 Support in strengthening disciplinary procedures</p> <p>SA2.2.2 Strengthen knowledge and appropriation by JOHs of case law on ethics, and restore public trust in the justice system</p> <p>A.3.3 Support the HJPC in enhancing the efficiency of the judiciary</p> <p>SA.3.3.1 Support in carrying out an analysis of courts resource needs</p> <p>SA.3.3.2 Support in identifying sources of inefficiency in the judiciary and addressing them</p> <p>SA 3.3.3 Support in improving the implementation of the random case allocation systems</p> <p>A.3.4 Support the HJPC in developing a security strategy of the judiciary</p> <p>A.3.5 Provide legal opinions on draft legislative proposals</p>
<p>COMPONENT 4 – SUPPORT THE COORDINATION AND COOPERATION WITHIN THE CRIMINAL JUSTICE CHAIN IN TACKLING ORGANISED CRIME AND CORRUPTION</p> <p>A.4.1 Expert advice on management of trial proceedings</p> <p>A.4.2 Expert advice in reviewing efficiency and work on the processing of organised crime and corruption cases</p> <p>A.4.3 Expert advice on reinforcing independence and accountability of JOHs in processing high level organised crime and corruption and reinforcing transparency on the process</p> <p>A.4.4 Assistance in fostering cooperation between prosecutors’ offices and law enforcement agencies</p>

### 3 ASSIGNMENT DESCRIPTION

*According with the Inception Report “Monitoring and evaluation (M&E) of the execution of justice policies and of the performance of the judicial system as a whole is a central responsibility of the HJPC, and is essential to ensure proper implementation of justice reforms: these reforms entail revisions of regulations, guidelines and rulebooks but also procedures to assess, review and evaluate their implementation measures at regular intervals (.....) Under the supervision of the Project’s Component Leader, EU4Justice will strengthen the capacities of beneficiaries through the establishment of a fully inclusive and efficient justice sector monitoring mechanism with three main goals: support the HJPC and the MoJ in the monitoring and evaluation of their implementation of reform program”*

*In the framework of Activity 1.1. (Support the HJPC and MoJ’s capacities to monitor and evaluate the implementation of reform programs) the Project has been planned the Subactivity 1.1.3 to support in drafting Reform Program 2024-2026 . This strategic document was adopted last February 2024 and the Action Plan for implementation was recently adopted in December 2024 , both by Plenary Session of HJPC.*

*The Reform Programme is further calling for an enhancement of its implementation reporting mechanism through the development of a monitoring mechanism using a dedicated software/ information system. In this sense, HJPJ Session held on November 28 approved follow conclusions : “The Council has been informed about the main aspect of the Monitoring Mechanism of the Reform Programme and Donor Contributions supported by an Information System;The HJPC Secretariat is ordered to continue with the implementation of the necessary activities in terms of the operationalization of the Mechanism through cooperation with EU4Justice experts, along with periodic reporting to the Council on progress..”*

*This new IT mechanisms will be operational and settled in place around June/July 2026, it means that in the meantime , the HJPC need a more simple IT system to follow up the activities planned in Action Plan for this year 2024 and first quarterly 2025.*

*For the design of this mission, the needs of the beneficiary have been especially taken into account after different meeting with HJPC and MoJ staff.*

*Methodology and Main tasks:*

*Following previous short-term missions to assist HJPC to prepare Action Plan, the main objective of this mission is to advance in IT motoring system according with digital transformation efforts within the HJPC. This includes refining the IT basic system to ensure a correct monitoring of different activities and put in place IT solutions that can be quickly implemented for M&E system related to the year 2024 and first quarterly 2025 activities*

*The work will be conducted in close collaboration with HJPC staff, ensuring that the proposed solutions are aligned with the institution's needs and priorities. This phase builds on previous efforts and aims to provide actionable recommendations that can be immediately put into practice.*

*So, final aim of the activity is to increase performance of HJPC capacities in monitoring Reform Program- Action Plan, proposing quick solutions moving forward to IT mechanisms to be implemented in June 2025 (Strategic IT Architecture Refinement and Quick-Win Solutions)*

*The assignment will be performed by three STE : 1 Computer Engineer with Experience in Judicial Management and Innovation and 2 Civil Servants with Experience in Judicial Management and Innovation and monitoring Strategic Plans on Judiciary Sector) working under the direct supervision of the international Key-Expert (KE)*

*The three experts will work for a total of 17 days. This will be divided into two phases as follows:*

*-The first stage (5 WD X 3 experts), will be held remotely, from the home country to prepare IT Quick-Win solutions for entering the Action Plan and its activities, processing data, and updating the values of the performance indicators/KPIs and KGIs; to obtain a graphical display of plan progress levels so that AS-IS, TO-BE and historical can be clear; and to ensure that IT solution proposed itself is modifiable by the HJPC Staff so that they can modify it themselves according to the new needs/refinement of the existing ones that they identify in each iteration.*

*The second stage (2 WD X 1 expert, Civil Servant), will be field mission in Sarajevo (Bosnia i Herzegovina), will consist in delivery in place the new system on monitoring, and assist the HJPC Staff in the correct use of the new monitoring system delivered to them.*

## **4 STRUCTURE OF WORK**

### **4.1 Coordination arrangements**

*The Short Term International experts will work under the direct supervision of the Team Leader and the International long-term expert on justice reform (Component 1) for the entire assignment.*

### **4.2 Working conditions and assignment location and length**

*The assignment will take place in Sarajevo and remotely.*

*Provisional start date for assignment: February 3, 2025*

*Provisional end date for assignment: February 11, 2025*

Dates and number of working days (WD): 5 working days per expert (15 days in total) from 3 February, to 7 February 2025 working remotely from their country of origin and 2 days for 1 expert (10 to 11 February 2025) on a field mission in Sarajevo, BiH)

Deliverables/Source and means of verification:

- *IT Solution : Identify, propose and establish IT solutions that can be implemented quickly to monitor Action Plan 2024-2026*
- *Mission report*

»

## PROFILE

### 4.3 Profile(s)

#### 4.3.1 Expected profile

This activity requires **two different profiles**:

##### **1 Expert: Computer Engineer with Experience in Judicial Management and Innovation:**

- Academic background in Computer Engineering or related field.
- Experience in judicial management and innovation projects, especially in the context of digital transformation.
- Knowledge in systems analysis, design of technological solutions, and evaluation of IT infrastructures.

##### **2 Experts , Civil servants in Administration Justice Public Sector with Experience in Judicial Management and Innovation:**

- Experience in judicial management and leadership in judicial innovation projects.
- Ability to analyse and evaluate the effectiveness of existing judicial systems and propose improvements based on best practices and international standards.
- Experience in the field of documentation and knowledge management services.
- Preferably with experience in implementing information technologies in the judicial field and familiar with the associated challenges and opportunities.
- Direct experience in judicial management of Strategic Planning.
- Ability to analyse and evaluate the effectiveness of existing judicial systems and propose improvements based on best practices and international standards.
- Experience in the field of documentation and knowledge management services.
- Preferably with experience in implementing information technologies in the judicial field and familiar with the associated challenges and opportunities

##### **Qualifications and skills for both:**

- *A very good command of oral and written English language (minimum B2 level)*
- *Good command of Microsoft Office™ tools.*
- *Organizational and inter-personal skills.*
- *Strong problem-solving skills*
- *Excellent communication and analytical skills*
- *Technical writing*



- *Teamwork skills, ability to adapt to multidisciplinary environments, and commitment to project objectives.*
- *Previous experience in international judicial cooperation projects will be positively valued.*

## 5 APPLICATIONS

*Applications to be submitted **not later than January 7, 2025**.*

*The CVs should be submitted in English, under the EUROPASS format.*

*References must be available on request.*

*Gender and diversity issues will be mainstreamed into the selection of STEs under this Project.*

*All applications will be considered strictly confidential.*