

**Project Fiche – IPA Annual Action Programme 2007 for Bosnia and Herzegovina -
Establishment of a Case Management System (CMS) for Courts and Prosecutors' Offices**

1. Basic information

1.1. CRIS number :

1.2. Project name: Increasing the Efficiency of the Judiciary through the Establishment of a Case Management System (CMS) for Courts and Prosecutors' Offices

1.3 ELARG Statistical code: 01.24 – Judiciary and Fundamental Rights

1.4. Location: Bosnia and Herzegovina / Selected courts and prosecutors' offices throughout the country

Implementing arrangements:

1.5. Contracting Authority: Delegation of the European Commission to Bosnia and Herzegovina

1.6. Implementing Agency: Delegation of the European Commission to Bosnia and Herzegovina

1.7 Beneficiary (including details of project manager):

High Judicial and Prosecutorial Council of Bosnia and Herzegovina

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Financing:

1.8. Overall cost: 836,394 EUR

1.9. EU contribution: 836,394 EUR (100%)

1.10 Final date for contracting: N+2

1.11 Final date for execution of contracts: N +4

1.12 Final date for disbursements: N + 5

2. Overall Objective and Project Purpose

2.1. Overall objective

To develop and maintain an independent, impartial and professional judiciary in BiH which resolves disputes and administers justice in a fair, timely and effective manner.

2.2. Project Purpose

Provide the BiH judiciary with the ability to utilize Information and Communication Technology (ICT), make work processes in courts and prosecutors' offices simpler and more efficient, provide access to and exchange of information and ensure effective resolution of management problems.

2.3. Link with AP/NPAA/EP/SSA

One of the Medium Term Priorities outlined in the **European Partnership** under Section 3.2 of the Annex, under the title “Judicial System” is as follows:

*“Guarantee that all courts have the **necessary technical equipment and financial means to impart justice efficiently and properly**” (emphasis added)*

The deployment of a case management system to courts will mean that courts will operate in a far more efficient manner, cases will be dealt with in a speedier fashion, work processes will be improved and statistical information will be more readily available.

The Short Term Priority in the Annex to the **European Partnership** outlined in Section 3.1 under the title “Judicial System” reads as follows:

“Make progress in dealing with the backlog of cases before the courts”.

The deployment of a case management system to all courts will assist in making courts more efficient and consequently will have a positive impact on the number of backlog cases which have already accumulated in courts throughout the country.

2.4. Link with MIPD

Under Section 2.1 entitled “*Strategic Choices*” the following is stated:

“Community assistance will support Bosnia and Herzegovina to reform its public administration, **its judiciary** and its police service” (emphasis added)

Section 2.2.1.1 entitled “Political Requirements – Main Areas of Intervention, Priorities and Objectives” provides, as follows:

“Support to Reform of the Judicial System with the overall strategic objective of an independent, reliable and efficient functioning judiciary that guarantees the rule of law and equal access of all citizens to justice.....”

In order to ensure that the courts and prosecutors’ offices operate in an effective and efficient manner it will be necessary to continue with their computerization. This is in line with the MIPD under Section 2.2.1.3 entitled “*Programs to be implemented in pursuit of these objectives*” which provides, as follows:

“Provision of adequate staffing, infrastructure and equipment to the judiciary....”

2.5. Link with National Development Plan

The Medium Term Development Strategy, Section III.5.4.2. "Strategy for combating crime and corruption - Priority activities" - reference is made to "Continue the reform of the judiciary":

"The goal of the court system is the establishment of an efficient professional, independent, autonomous, transparent and modern system ... "

In order to achieve a professional judiciary, it is vital to continue activities to ensure "professional and ethical criteria of judges and prosecutors".

The project will also contribute to introduce modern techniques for tackling corruption in the judiciary. As stated in the MTDS under Section III.5.3.1.4, further activities are needed to

address "corruption in judiciary, prosecution authorities and police due to their doubtful independence".

2.6. Link with national/ sectoral investment plans

The European Commission is funding the establishment of the backbone for a countrywide telecommunications system for the needs of the police, security related institutions, the Directorate for CIPS Project Implementation in Bosnia and Herzegovina. The telecommunications system is being funded under CARDS 2003 and 2004 and under the Support to BiH Judiciary Information and Communications Technology Programme. Under CARDS 2005, the EC is funding the extension of this telecommunications network for all courts and prosecutors' offices throughout the country.

The Directorate for CIPS Project Implementation has been identified as the owner of the overall system.

The key objective to be achieved by the establishment of this system is to improve interoperability and coordination between the police, security related institutions, courts and prosecutors' offices and the HJPC through the electronic exchange of information, access to central police and CIPS databases and integrated communications which will remove the organizational and operational obstacles for information sharing and enable them to exchange information at significantly reduced costs and in a secure manner.

At the moment HJPC is preparing their Strategic Plan for the judicial reform for the period 2007-2010. In the last donors conference of 28th March 2007 HJPC presented their draft strategy. The deployment of the Case Management System is considered as a priority for the reform of the judiciary.

3. Description of project

3.1. Background and justification

The HJPC ICT Strategy has been implemented since 2004 and has been supported by the European Commission through CARDS. Currently, Phase III of the Strategy is being carried out and funded under CARDS 2005. This phase will end on 31 December, 2007.

CMS will fundamentally change the way courts in BiH operate, as follows:

- Cases will be instantly registered in CMS as they are received and will be assigned a common case number by the database. Currently cases can wait days to be registered in the system.
- All case documents will be linked together in one location and tied to a centralized filing system. Currently case files often get misplaced and it is difficult to retrieve case file folders when cases have been assigned multiple case numbers throughout their lifetime at the court.
- Burdensome review procedures within the courts will be streamlined, e.g. court presidents will no longer have the task of reviewing incoming cases and assigning them to individual judges as CMS will do this automatically.
- The system will ensure that all procedural requirements are met and that no steps are skipped along the way as all tasks will be generated electronically. Currently tasks are allocated verbally and in some courts in quite an *ad hoc* manner.

There are currently significant delays in the system because of the way in which cases are received, tasks are allocated and documents are filed. Delay undermines the purpose of the courts as the opportunity for justice is lost with the passage of time and it also increases the costs and risks of doing business in Bosnia and Herzegovina. Inefficient, unpredictable courts discourage investment and reduce growth and economic development. Streamlining the ability of courts to process cases is critical so as to provide society with appropriate assurances that disputes will be adjudicated in a timely, efficient and predictable manner.

Once a case management system has been developed for prosecutors' offices similar benefits to those outlined above will be achieved in prosecutors' offices.

The *Bosnia and Herzegovina 2006 Progress Report* which was completed in November, 2006 provides as follows:

".....further efforts are necessary to improve the functioning of the judicial system. The full responsibility of Bosnia and Herzegovina in terms of finance, administration and proper functioning of the judicial system remains to be accomplished".

The 2006 progress report also highlights as an issue the case backlogs which have accumulated in courts. The deployment of CMS will have a positive effect both on the functioning of the courts and on the reduction of case backlog.

3.2. Assessment of the project impact, catalytic effect and sustainability

The impact of the project will be significant in terms of improving work processes in the courts. Cases will be processed in a far more efficient manner when compared with previous practice. This will have a number of knock-on effects in terms of encouraging (and possibly stimulating) investment in the economy and increasing public confidence in the courts and prosecutors' offices.

The building of public confidence in the judiciary will need to be tackled over a significant period of time and with a number of varied initiatives. The most direct and long term initiative will be to improve the internal work processes at the courts so that the public gets better access to justice, meaning speedier quality decisions with "judge time" on actual judicial decision making being maximized. CMS will assist significantly with the improvement of work processes at courts.

Having in mind that technical and institutional preconditions are already in place (i.e. equipment, staff at courts, legal framework), maintaining and further developing of the system will be the main responsibility of the judiciary after the end of the project. Once CMS has been deployed to all courts and prosecutors' offices this will be ensured by the ICT staff in the courts and at the HJPC whose positions will be entirely funded from local resources.

3.3. Results and measurable indicators

Result 1. In the course of 2008, CMS will have been deployed to an additional 24 new courts (see Annex IV).

The list in Annex IV is indicative only as problems with deployment may arise in the course of the project implementation period. However, it may also be the case that CMS is deployed during the project implementation period to courts additional to those specified and details of any such courts will be notified to the EC Delegation in the event that such turns out to be the case.

Measurable indicators

- 24 additional courts have access to a computerised case management system by the end of 2008;
- Each user of CMS in each of the aforementioned courts will have completed an exam and will have been certified by the project team.

The deployment of CMS to the courts will mean that the ability of the BiH judiciary to use ICT will be enhanced, workflows in courts will be improved as will access and exchange of information. Finally, the deployment of CMS will mean that management problems will be more effectively resolved.

Result 2. A new version of CMS will have been developed for prosecutors' offices and deployed to users in 2 pilot prosecutors' offices.

Development and piloting of the CMS for prosecutors' offices will mean that it should be possible to deploy CMS to all prosecutors' offices by the end of 2009.

Measurable indicators

- Users in the pilot prosecutors' offices have access to a computerised case management system by the end of 2008
- Each user who uses CMS in each of the pilot prosecutors' offices will have completed an exam and will have been certified by the project team as having passed the aforementioned exam.

Apart from increasing efficiency, management capability and data management, CMS will allow better communication and coordination between prosecutors' offices and between courts and prosecutors' offices because files can be sent electronically between these institutions

Result 3. The ICT staff in the field and at the HJPC will be trained so that the centralized CMS can function without interruption.

Measurable indicators

- Those who need to be trained (approx 82) in order to properly maintain the functionality of the system will have gained the necessary knowledge and skills.

Training is a key element towards ensuring the success of the project as the introduction of a new, unique and modern technology needs to be supported by adequate training so that the system can operate in an optimum manner. This is in line with the project objective.

3.4. Activities

In order to successfully implement the activities outlined below, the HJPC requests that a **Direct Grant Agreement** be entered into with the European Commission (see Annex IV). Bearing in mind unique knowledge and substantial experience that have been accumulated in the implementation of the CMS up to date, this funding mechanism is the only option for the HJPC to maintain the required level of human resources until the CMS is fully deployed. In other words, the funding is needed to ensure local expertise - salaries for the staff that have been already implementing the CMS project since September 2006.

Activity 1 - Further deployment of the Case Management System to courts:

Deploy the CMS to an additional 24 courts in the course of 2008. For a full list of courts to which the CMS will be deployed and further details the activity see Annex IV.

The total number of courts in BiH is 67 (1 State Court, Brcko First and Second Instance Courts, 2 Entity Supreme Courts, 10 Cantonal Courts, 5 District Court, 28 Municipal Courts and 19 Basic Courts). The actual number of implementation locations is higher considering the fact that there are 16 dislocated court departments.

The project Operation Team consists of 6 people for 12 months.

Activity 2 - Development of the Case Management System for Prosecutors' Offices and deployment to pilot prosecutors' offices:

In the course of 2008 a new version of CMS will be deployed to two pilot prosecutors' offices with the intention of deploying it to all prosecutors' offices by the end of 2008.

The Team of trainers and CMS advisors consists of 14 people for 12 months.

Activity 3 - Training for the ICT staff in courts and HJPC

The complexity of many aspects of CMS deployment at various selected courts throughout Bosnia and Herzegovina requires an orderly process, supported by a backbone of well-organized and well-trained technical staff, both at the courts themselves and at the HJPC.

To ensure this, training will be provided for technical staff - both for those working directly at the courts, and for members of the project team.

The Team of ICT specialists consists of 6 people for 12 months and 2 people for 8 months.

The inputs to implement the planned activities will be provided through a grant contract (Contract 1) following a Direct award procedure. (For justification and details, please refer to the Annex IV).

3.5. Conditionality and sequencing

No conditionality effects the project implementation CMS project implementation started in September 2006 and it is currently in its maturity phase in which all the preconditions for the continuation of the deployment are in place. Further deployment of CMS is the priority of the HJPC and the judiciary in Bosnia and Herzegovina. All legal, technical and organizational requirements are in place and the HJPC has at its disposal local expertise capable to implement the project successfully in all courts in Bosnia and Herzegovina.

As regards the sequencing, deployment of the CMS to the two pilot prosecutors' offices can only commence once a CMS for prosecutors' offices has been developed. The CMS can be fully deployed in higher level courts only after implementation in the respective courts at a lower level.

3.6. Linked activities

In March, 2004 a strategy for the introduction of ICT into courts and prosecutors' offices in Bosnia and Herzegovina was developed by the Independent Judicial Commission. This strategy

was later adopted by the High Judicial and Prosecutorial Council. The objective of the strategy was to significantly increase the efficiency of the BiH courts and prosecutors' offices. We have outlined at section 3.1 of this Project Fiche the achievements in terms of the carrying out of this strategy.

These achievements have been possible mainly through support from international donors and, in particular, through funds provided by the EC in the context of the CARDS financial instrument. The Government of the USA (implemented by USAID and ICITAP) has also supported the carrying out of the aforementioned strategy.

National authorities are also taking on some financial responsibility, in particular through providing funds for the human resources needed to successfully implement a computerized environment in the courts, prosecutors' offices and at the HJPC and through the purchasing of some of the necessary equipment.

In the context of the aforementioned strategy, and as mentioned in Section 3.4.2 of this Project Fiche a case management system was developed by USAID FILE in close cooperation with the HJPC. In October, 2006 USAID closed down and the HJPC took over responsibility for the deployment of CMS.

CMS is currently operational in the following pilot courts;

1. Mostar Municipal Court;
2. Sarajevo Municipal Court (Commercial Department only);
3. Čapljina Municipal Court;
4. Konjic Municipal Court;
5. Derventa Basic Court;
6. Banja Luka Basic Court (Commercial Department only).

By the end of 2007 it is expected that, apart from finalizing deployment in the aforementioned six courts CMS will have been deployed to the following courts:

1. Supreme Court of Republika Srpska (Commercial department)
2. Supreme Court of The Federation of Bosnia and Herzegovina (Commercial department)
3. Mostar Cantonal Court
4. Goražde Cantonal Court
5. Odžak Cantonal Court
6. Sarajevo Cantonal Court (Commercial department)
7. Banja Luka District Court (Commercial department)
8. Orašje Municipal Court
9. Goražde Municipal Court
10. Doboj Basic court

This deployment is being funded by the Norwegian Government and under CARDS 2005.

3.7 Lessons learned

, As mentioned above the HJPC has been implementing CMS since September 2006. The EC has provided 110.000 Euro for CMS development and deployment for the period from September 2006-December 2007 under CARDS 2005. The project has been successfully piloted in six courts, namely Municipal Courts of Capljina, Konjic, Mostar, and Sarajevo (Commercial Department only), and in the Basic Courts of Banja Luka (Commercial Department) and Derventa.

CMS has fundamentally changed the way courts in BiH do business, which was proven in six pilot courts during the first phase of the project in 2006. The old manual registry books and systems to create duplicate records of case activity are no longer in use. Instead, cases are now instantly registered in CMS as they are received, and are assigned a common case number by the database.

In addition, CMS has streamlined burdensome review procedures within the courts. Court presidents no longer have the task of reviewing incoming cases and assigning them to individual judges as CMS does this immediately. In addition to providing courts with an important tool to streamline judges' work and maximize their time on deciding cases, CMS will make work processes more transparent and will thereby decrease the possibility of corruption in courts.

For successful functioning of the CMS it is necessary to have fast and reliable Wide Area Network (WAN). It is worth to mention that EC has financed the implementation of WAN that is currently being installed throughout the country.

Computerization of the judiciary/prosecution service is something which cannot be done without having the staff with a background in IT to implement the reform and to operate the system. Up to now more than 70 ICT Officers have been employed in court and prosecutors offices.

Also, other segment of successfully introduction of ICT in any system is provision of adequate and continues user training. The training should be designed to provide users with the same, standard-based, common and basic knowledge of the principles and practical use of the computer equipment delivered to courts and prosecutors' offices. In the latter part of 2005 a comprehensive training has been undertaken at 47 different locations around the country and for more as 2,000 users at courts and prosecutors' offices were given basic training in the use of computers. The training is based on a condensed version of the European Community Driver's Licence (ECDL) curriculum. This curriculum has been given an EU accreditation and is used for ICT non-professionals.

On the other hand, it is necessary to develop and adopt a new Book of Rules, procedures and other bylaws for the courts that would reflect the new business environment and processes. Creation of the legal framework and clear instructions will speed up deployment and the process of adoption and full utilization of the new system.

4. Indicative Budget (amounts in €)

Activities	TOTAL COST	SOURCES OF FUNDING										
		EU CONTRIBUTION				NATIONAL PUBLIC CONTRIBUTION					PRIVATE	
		Total	% *	IB	INV	Total	% *	Central	Regional	IFIs	Total	% *
Activity												
Direct Grant Agreement	836,394	836,394	100	836,394	0	0	0					
TOTAL	836,394	836,394	100	836,394	0	0	0					

* expressed in % of the Total Cost

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Direct Grant Agreement	Q1/2008	Q1/2008	Q1/2009

6. Cross cutting issues

6.1 Equal opportunity

In recruiting the project team the HJPC strictly applies the principle of no-discrimination articulated at Article 6 of the Labor Law for Institutions of Bosnia and Herzegovina (OG BiH 26/04).

This article provides that a person will not be discriminated against on the basis of race, colour, sex, language, religion, political or other opinion, ethnic or social background, sexual orientation, financial situation, birth or any other circumstance, membership or non-membership of a political party, physical impairment or on the basis of any other characteristic which is contrary to basic human rights and freedoms as prescribed in the Constitution of Bosnia and Herzegovina and the law.

6.2. Environment

This is not applicable to this project.

6.3. Minorities

See Section 6.1 above.

ANNEX I: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number: Increasing the Efficiency of the Judiciary through the Establishment of a Case Management System for Courts and Prosecutors' Offices	
	Contracting period expires	Disbursement period expires
	Total budget :800,000 EUR	IPA budget: 800,000 EUR

Overall objective	Objectively verifiable indicators	Sources of Verification	
Develop and maintain an independent, impartial and professional judiciary in BiH that resolves disputes and administers justice in a fair, timely and effective manner.	Improvement in the cases received and cases resolved ratio and other statistical data made available by the courts and prosecutors' offices. Ultimately decreased backlog in courts and prosecutors' offices in which the CMS has been deployed.	HJPC Annual Report which includes a status report on the efficiency of courts and prosecutors' offices.	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Provide the BiH judiciary with the ability to utilize Information and Communication Technology (ICT) to make workflow in courts and prosecutors' offices simpler and more efficient, provide access to and exchange of information and to facilitate effective resolution of management problems.	Opinion on the increased use of the ICT at courts and prosecutors' offices, on workflow processes and on management problems from judges and prosecutors.	This information will be collected periodically by the HJPC.	Ability of the judiciary and prosecution to accept all changes which will be brought about by the deployment of CMS. If these changes are accepted then the courts and prosecutors' offices will be able to operate in a more effective and efficient manner.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
CMS is deployed (this includes training in its use) to an additional 24 A new version of the CMS is developed for prosecutors' offices and deployed to 2 pilot prosecutors' offices. A new version of the CMS is developed for prosecutors' offices and deployed to 2 pilot prosecutors' offices.	24 additional courts will have access to a computerised case management system by the end of 2008. . CMS training will be provided for 1000 users employed in these 24 courts. Users in the pilot prosecutors' offices have access to a computerised case management system by the end of	Courts to which CMS has been deployed to confirm. Each user will have completed an exam and will have been certified by the project team as having passed the aforementioned exam. Project Reports. Users in the pilot prosecutors' offices	Judges and support staff are open to using the new system.

<p>Staff capable of maintaining the CMS system both at the courts and at the HJPC and capable of resolving any problems with the system which may arise.</p>	<p>2008 CMS training will be provided for 50 prosecutors offices employees. 82 ICT staff at courts and at the HJPC gain the necessary knowledge and skills by end of 2008.</p>	<p>to confirm Exam prior to and after the completion of the training programme.</p>	
Activities	Means	Costs	Assumptions
<p>1) Further deployment of the Case Management System at 24 courts. 2) Development of the Case Management System for Prosecutors' Offices and deployment to 2 pilot prosecutors' offices. Training - ICT Train-the-Trainers Program - Windows Network Host Management Training - On-site ICT training on CMS operations</p>	<p>Part of the project team will spend much of their time traveling to courts and pilot prosecutors' offices and others will be stationed at the HJPC HQ to administer the project.</p>	<p>The project will cost 836,394 Euro.</p>	

Pre-conditions

ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project

Contracted	Q1/2008	Q2/2008	Q3/2008	Q4/2008	Q1/2009	Q2/2009	Q3/2009	Q4/2009	Q1/2010	Q2/2010	Q3/2010	Q4/2010	Q1/2011	Q2/2011	Q3/2011
Contract 1	836,394														
Cumulated	836,394														
Disbursed															
Contract 1		600,000			236,394										
Cumulated		600,000			836,394										

ANNEX III Reference to laws, regulations and strategic documents:

European Partnership, European Commission, 2005

Multi-Annual Indicative Planning Document, 2007

Information and Communication Strategy, HJPC, 2004

Progress Report, European Commission, 2006

Law on High Judicial and Prosecutorial Council of Bosnia and Herzegovina, 2004

Set of bylaws and procedures related to CMS (developed and to be adopted by the HJPC), e.g.

Book of Rules on Internal Court and Prosecutor Office operation

ANNEX IV Details per EU funded contract (where applicable):

The project needs to be implemented by the HJPC through a Direct Agreement between the European Commission and the HJPC for three reasons:

a) Implementation of the project gives access to highly sensitive data

According to Article 17(24) of the HJPC law the HJPC has exclusive competence for:

“Initiating, coordinating and supervising the use of information technology by courts and prosecutors’ offices in order to achieve and maintain uniformity in this area between and among courts and prosecutors’ offices throughout the country. No court or prosecutors’ office shall adopt an automated case-tracking registration, tracking or related system, including backup and storage systems, without obtaining the prior approval of the Council.”

The establishment of a centralized Case Management System – which includes centralized storage of data for all ongoing and finalized cases in courts across the entire territory of BiH – will provide access to an enormous amount of sensitive information to those with access to the data bank at the centralized server. It is not recommendable that such access be given to a private contractor as appropriate security safeguards would be difficult to establish and maintain.

b) The project is a continuation of ongoing activities

As explained under section 3.6 of this Project Fiche, development and deployment of CMS will be carried out in 2007 by a project team funded under CARDS 2005 as well as Norwegian funds. During 2007 this team will be extensively trained to carry out their tasks and they will gain “on the job experience” over a period of up to 12 months. Introducing a new team from January 2008 – which would have to happen if a direct agreement were not to be agreed upon – would seriously delay the implementation of the project and it would not be possible to achieve the results indicated in this project fiche.

c) Capacity building of local institutions and cost savings

A positive effect of a direct agreement is that the project staff will be located at the HJPC and the judicial training centers. This allows the projects staff to utilize the existing infrastructure (such as works stations, telephones, lap tops, office space, cars etc) at these institutions and thereby save significant costs. Such co-location will also have positive knock on effects in terms of capacity building of the regular staff of the said institutions.

We would also like to mention that the national legal basis for a direct agreement is provided for in Article 15, item 15 of the HJPC law which reads:

“(11) The Council may receive donations from international donors to its operational budget and for special judicial reform projects outside the operational budget of the Council. Such funds shall be transferred to a special purpose account with the Central Bank of Bosnia and Herzegovina. The funds shall be spent upon the order of the Director of the Secretariat and in accordance with the conditions of the grant agreement with the donor”. (Emphasis added)

Finally, it should be mentioned that the HJPC has successfully implemented several projects funded by CARDS through direct agreements with the European Commission (two grant agreements; one finalized under CARDS 2004 and one ongoing under CARDS 2005).

The following activities will be carried out under by the project team:

1. Deployment of CMS to an additional 24 courts

The list of courts to which CMS will be deployed in 2008 are, as follows:

1. Supreme Court of FBiH (All departments apart from commercial department).
2. Supreme Court of RS (All departments apart from commercial department).
3. Tuzla Cantonal Court
4. Livno Cantonal Court
5. Bijeljina District Court
6. Doboj District Court
7. Zivinice Municipal Court
8. Tuzla Municipal Court
9. Gracanica Municipal Court
10. Gradacac Municipal Court
11. Kalesija Municipal Court
12. Livno Municipal Court.
13. Gradiska Basic Court
14. Kotor Varos Basic Court
15. Mrkonjic Grad Basic Court
16. Novi Grad Basic Court
17. Prijedor Basic Court
19. Prnjavor Basic Court
20. Bijeljina Basic Court
21. Zvornik Basic Court
22. Srebrenica Basic Court
23. Modrica Basic Court
24. Teslic Basic Court.

In order to carry out this activity the following sub-activities will need to be undertaken:

- Software installed for each user in each court who needs access to CMS;
- Training for each user with access to CMS;
- Ensuring and maintaining connectivity of the courts to the Wide Area Network
- Transitional period activities (transition from manual to CMS regime)

The deployment process is the same for all courts and the duration of the deployment period depends primarily on the size of the court and the number of users, as well as of the ability of courts to provide enough number of staff to be trained and engaged as the superusers. Using a deployment team of 3 staff the average period of deployment for a small court (up to 28 CMS users) is one month and there are four main phases: preparatory; CMS training; initial CMS operation and withdrawal of the CMS team.

Establishment of the Wide Area Network (WAN) with high speed connectivity to all courts and prosecutors' offices in Bosnia and Herzegovina will allow for the deployment of CMS to all of the above courts whilst still maintaining a centralized environment. The WAN will be at our disposal as of 1 July 2007.

2. Development of CMS for prosecutors' offices and deployment to two pilot prosecutors' offices

USAID FILE, with significant assistance from the HJPC, developed a tailor-made, case management system for the courts in Bosnia and Herzegovina.

The project will re-program the software developed for the courts for the needs of prosecutors' offices. It is expected that this will require significant changes as the procedural steps taken by prosecutors' offices are different to those taken by courts. On the other hand, the processing of cases at prosecutors' offices is simpler than in courts as prosecutors handle criminal cases only. The most important feature of the CMS for prosecutors' offices will probably be the case registration and tracking module.

In the course of 2008, a new version of CMS for prosecutors' offices will also be deployed to 2 pilot prosecutors' offices with the intention of deploying it to all prosecutors' offices by the end of 2009.

In order to carry out this activity the following sub-activities will need to be undertaken:

- Analysis of the workflow at prosecutors' offices;
- Definition of requirements and new workflow procedures based on workflow analysis;
- Data model design;
- CMS software re-design, including analyzed functionality;
- CMS software testing, including component, module, and system testing;
- CMS implementation planning, with the consideration of both technical and organizational requirements;
- CMS deployment at the previously selected prosecutors' offices (pilot offices);
- Collection of pilot results and evaluation;
- Redesign of the system, based on the pilot evaluation.

3. Training for staff at the courts and at the HJPC

This CMS-related ICT training will comprise of:

ICT Train-the-Trainers Program

Numbers benefiting from training: 12 CMS project staff for 5 days each

Location: Judicial and Prosecutorial Training Centre

Windows Network Host Management Training

Numbers benefiting from training: Ten 3-days training for all ICT staff in courts and prosecutors' offices (approximately 70 participants)

Location: Judicial and Prosecutorial Training Centre

On-site ICT training on CMS operations

Numbers benefiting from the training: offices (approximately 70) for 2 days each	All ICT staff in courts and prosecutors’ offices
Location:	Selected courts

In order to carry out these activities there will need to be project staff in the field supported by project staff at the head quarters.

In the table below we show the categories of expertise provided by the project team together with the number of people required which fall into each of the categories of expertise:

Category of Expertise	Number of man months
Information and Communications Technology	6 people for 12 months 2 people for 8 months
Trainers/CMS Advisors	14 people for 12 months
Project operation	6 people for 12 months

The deployment of CMS will mean that much internal travel in BiH will have to be undertaken by the project and, in particular, by the CMS trainers and advisors. The project will, therefore, require funds for transportation, accommodation and per diems. Cars will also need to be rented. In order to carry out the project equipment and supplies will also be required in order to continue equipping with the proper ICT tools both the HJPC data centre and the rest of the WAN network for the courts and prosecutors’ offices throughout BiH.

This equipment is needed to fully support and make technically feasible the CMS central database and application, as well as other IT systems, in order to make them available to all relevant institutions. Equipment is also needed for the work of the project staff.

There are other costs associated with the running of the project (e.g. printing costs, consumables, auditing).