

***ACTION PLAN FOR IMPLEMENTATION OF
THE STRATEGY FOR THE REFORM OF THE JUDICIARY
2014-2016***

INTRODUCTION

Government of Montenegro, on its session held on 3rd April 2014, adopted the Strategy for the Reform of the Judiciary for 2014-2018.

Adoption of the Strategy for the Reform of the Judiciary 2014-2018 opens up a new phase in implementation of reform activities aimed towards further development of the judicial system in Montenegro, with a view to providing more efficient enjoyment and protection of civil rights and freedoms. The Strategy rests on strategic goals that were set on the basis of assessments of achievement of the goals from the earlier, 2007 Strategy and on the basis of findings and recommendations contained in numerous reports on and situation analyses of the reform of the judiciary published by international organisations, institutions and local non-governmental organisations

The Strategy for the Reform of the Judiciary principally relies on measures set out in Action Plans for Chapters 23 and 24 for negotiations between Montenegro and the EU. In addition to the reform areas described in Action Plans for Chapters 23 and 24, the Strategy also covers other reform areas in the justice sector. Strategic goals foreseen by this Strategy are: Strengthening the independence, impartiality and accountability of judiciary, Strengthening the efficiency of the judiciary, Montenegrin judiciary as a part of the European judiciary, Increasing accessibility, transparency and public trust in judiciary, as well as Development of judicial institutions and other institutions working with the judiciary.

Action Plan for the Implementation of the Strategy for the Reform of the Judiciary 2014 – 2016 defines measures, activities, indicators of results and influence, deadlines, responsible authorities and resources needed for implementation of strategic guidelines defined by the Strategy for the Reform of the Judiciary 2014-2018.

Monitoring of the implementation of the Action Plan measures will be done by the Council and Operational Team. The Council will be composed of the representatives of key judicial institutions, civil society sector, representatives of relevant Governmental departments, Judicial and Prosecutorial Council, Judicial Training Centre and other professions working with the judiciary (lawyers, notaries, public enforcement officers, mediators, court experts, court interpreters). Council will have Secretary who will lead Operational Team. Operational Team will perform activities aimed at collection and processing of data and preparation of reports of responsible authorities, as well as other administrative-technical tasks. All institutions obliged to submit reports to the Operational Team will nominate contact persons who will be responsible for collection of data within their institutions.

1. STRENGTHEN INDEPENDENCE, IMPARTIALITY AND ACCOUNTABILITY OF THE JUDICIARY

1.1 STRENGTHEN INDEPENDENCE OF THE JUDICIARY

Indicator of impact: Established nationwide unique, transparent and merit based system of election of holders of judicial function at the national level, with improved criteria for promotion and the system for periodical professional assessment

No.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
1.1.1	Establish an unique, nationwide system of election of holders of judicial function, as well as the system of permanent voluntary horizontal transfer based on incentives	1.1.1.1 Introduce of an unique system of election of judges at the state level on a basis of a transparent procedure and merit-based criteria	a. Adopt the Law on Judicial Council and Rights and Duties of Judges, which will introduce nationwide unique system of election of judges based on transparent procedure and merit-based criteria	New Law on Judicial Council and Rights and Duties of Judges, which introduces nationwide unique system of election of judges based on transparent procedure and merit-based criteria adopted	MoJ/Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
			b. On the basis of the Law on Judicial Council and Rights and Duties of Judges adopt the secondary legislation, as follows: - Rules of the Procedure of Judicial Council - Other acts governing rules and procedures of work of the Judicial Council	Secondary legislation adopted	JC II quarter 2015	Regular budgetary funds
			c. Adopt Plan of vacant judicial posts, including also the number of judges for permanent voluntary work assignment	Plan of vacant judicial posts which includes also the number of judges for permanent voluntary work assignment adopted	JC I quarter 2015	Regular budgetary funds
			d. Establish Commission for conducting testing procedure in accordance with the new legislative solutions	Commission for conducting testing procedure in accordance with the new legislative solutions established	JC I quarter 2015	Regular budgetary funds

		1.1.1.2 Introduce of unique criteria for permanent transfer of judges from one court to another on voluntary basis (mobility)	a. See the Activity 1.1.1.1a	Law on Judicial Council and Rights and Duties of Judges, which introduces unique criteria for permanent transfer of judges from one court to another on voluntarily basis (mobility of judges) adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds
			b. See the Activity 1.1.1.1c	Plan of vacant judicial posts which includes also the number of judges for permanent transfer from one court to another on voluntary basis adopted	JC I quarter 2015 and continuously	Regular budgetary funds
			c. Announce an internal advertisement and make a decision on the transfer of judges from one court to another on a voluntary basis	Internal advertisement announced and decision made on the transfer of judges from one court to another on a voluntary basis	JC II quarter 2015	Regular budgetary funds TAIEX
		1.1.1.3 Introduce of an unique nationwide system of election of state prosecutors based on transparent procedure and merit-based criteria	a. Adopt the Law on State Prosecution Office which will introduce unique nationwide system of election of state prosecutors based on transparent procedure and merit-based criteria	New Law on State Prosecution Office and accompanying secondary legislation, which will introduce of an unique nationwide system of election of state prosecutors based on transparent procedure and merit-based criteria adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
			b. Establish special commission for conducting testing procedure in accordance with the new legislative solutions	Commission for conducting testing procedure in accordance with the new legislative solutions established	Prosecutorial Council I quarter 2015	Regular budgetary funds
			c. Adopt the Plan of vacant prosecutorial posts	Plan of vacant prosecutorial posts adopted	Prosecutorial Council I quarter 2015	Regular budgetary funds
		1.1.1.4 Improve unique criteria for better voluntarily mobility of state prosecutors	a. See the Activity 1.1.1.3a	New Law on State Prosecution Office, which improves unique criteria for better voluntarily mobility of state prosecutors adopted	Moj/Government Parliament IV quarter 2014	Regular budgetary funds
			b. See the Activity 1.1.1.3c	Plan of vacant prosecutorial posts which includes also the number of state prosecutors for permanent transfer from one state prosecution office to another on voluntary basis adopted	Prosecutorial Council I quarter 2015 and continuously	Regular budgetary funds

			c. Announce an internal advertisement and make a decision on the transfer of state prosecutors from one state prosecution office to another on a voluntary basis	Internal advertisement announced and decision made on the transfer of state prosecutors from one state prosecution office to another on a voluntary basis	Prosecutorial Council I quarter 2015	Regular budgetary funds
		1.1.1.5 Introduce an obligation of passing the entrance exam for conducting internship in courts and state prosecution offices, modify conditions for the bar exam and introduce marks for the Bar Exam	a. Adopt the Law on Bar Exam, which will introduce the obligation of passing the entrance exam for conducting internship in courts and state prosecution offices, modify conditions for the bar exam and introduce marks for the Bar Exam	Law on Bar Exam, which foresees the obligation of passing the entrance exam for conducting internship in courts and state prosecution offices, amended conditions for passing the bar exam and assessment of the bar exam	Moj/Government/ Parliament III quarter 2015	Regular budgetary funds
			b. Adopt the Programme for Passing the Entrance and Bar Exam	Programme for Passing the Entrance and Bar Exam adopted	Moj/JC III quarter 2015	Regular budgetary funds
			c. Establish Commissions for Entrance and Bar Exam	Commissions for Entrance and Bar Exam established	Moj/JC III quarter 2015	Regular budgetary funds
			d. Adopt the Plan for Employment of interns which will include number of posts for interns in judicial authorities	Plan for Employment adopted	Moj/JC/PC IV quarter 2014	
1.1.2	Enhance criteria for promotion of holders of judicial function	1.1.2.1 Improve criteria for merit-based promotion of judges and state prosecutors based on system of professional evaluation	a. Adopt the Law which will introduce the system of promotion of judges and prosecutors based on professional assessment system	New Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office which introduced the system of promotion of judges and prosecutors based on professional assessment system adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds
			b. Conduct the procedure of announcing judicial and prosecutorial posts for promotion	Decisions on nomination of judges and state prosecutors who can be promoted issued	Judicial Council and Prosecutorial Council IV quarter 2014	Regular budgetary funds

1.1.3	Establish the system of periodic performance appraisal of holders of judicial function through adoption of secondary legislation and establishment of special bodies that will conduct performance appraisal of holders of judicial function	1.1.3.1 Establish the system of periodic professional performance appraisal of judges and presidents of courts, i.e. state prosecutors and leaders of state prosecution offices and conduct professional performance appraisal in accordance with the law	a. Adopt the special rules, that will closely define the performance appraisal procedure, appraisal indicators, criteria for performance appraisal of judges and state prosecutors, as well as criteria and indicators for performance appraisal of presidents of courts and leaders of state prosecution office	Special rules adopted	JC/PC III quarter 2015	Regular budgetary funds
			b. Development of unique performance appraisal forms	Performance appraisal forms developed and adopted	JC/PC III quarter 2015	Regular budgetary funds
		1.1.3.2 Establishment of special bodies for periodic performance appraisal of judges and president of courts, i.e. state prosecutors and leaders of state prosecution offices	a. Establish panels and commissions for performance appraisal (see Activities 1.1.1.1d and 1.1.1.3.b)	panels and commissions for performance appraisal established	JC/PC I quarter 2015	Regular budgetary funds
			b. conduct the procedure of performance appraisal of judges and president of courts, i.e. state prosecutors and leaders of state prosecution offices	Procedure of performance appraisal conducted	JC/PC I quarter 2015	Regular budgetary funds
1.1.4.	Improve the administrative capacities in Judicial and Prosecutorial Council	1.1.4.1 Strengthen the administrative capacities of the Secretariat of the Judicial Council through new employments in accordance with the Act on Systematization	a. Employ the staff in the Secretariat of the Judicial Council in accordance with the Act on Systematization	Start of the work of newly employed	Secretariat of the Judicial Council III quarter 2015 - continuously	Budget (Required additional budgetary funds)
		1.1.4.2 Improve the administrative support to the work of the Prosecutorial Council through the establishment of the Secretariat of the Prosecutorial Council	a. Adopt the Law on State Prosecution Office, which will foresee establishment of the Secretariat of the Prosecutorial Council	Law on State Prosecution Office adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
			b. Adopt the Rulebook on Internal Organization and Systematization of the Secretariat of the Prosecutorial Council	Rulebook on Internal Organization and Systematization of the Secretariat of the Prosecutorial Council adopted	PC I quarter 2015	Regular budgetary funds

			c. Conduct the employment procedure in accordance with the new Rulebook on Internal Organization and Systematization	New staff employed in the Secretariat of the Prosecutorial Council	PC III-IV quarter 2015	Budget (Required additional budgetary funds)
1.1.5	Enhance systems of initial and continuous training in judiciary	1.1.5.1 Enhancement of conditions for election of judges and state prosecutors in the part of predicting the completed initial training	a. Adopt the Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office, which will enhance conditions for election of judges and state prosecutors in the part of predicting the completed initial training	Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office, which will enhance conditions for election of judges and state prosecutors in the part of predicting the completed initial training adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
		1.1.5.2 Amendments of the legislative framework in terms of the content of the initial training as condition for election of judges and state prosecutors	a. Adopt the Law on Trainings in Judiciary	Law on Trainings in Judiciary adopted	Moj/Government/ Parliament III quarter 2015	Regular budgetary funds
		1.1.5.3 Transform the Judicial Training Centre in accordance with the adopted Law on Trainings in Judiciary	a. Establish the new organizational structure of the Judicial Training Centre and adopt the Act on internal organization of the Judicial Training Centre in accordance with the new Law	New organizational structure of the Judicial Training Centre established and Act on internal organization of the Judicial Training Centre in accordance with the new Law adopted	JTC IV quarter 2015 continuously	Regular budgetary funds Donor funds
1.1.6	Strengthen financial independence of the judiciary	1.1.6.1 Strengthening internal financial independence of judicial authorities	a. Adopt the Law on Courts and the Law on State Prosecution Office which will define that every court, i.e. state prosecution office will have recognized funds within the Budget, which will be intended for their work	Law on Courts and the Law on State Prosecution Office which will define that every court, i.e. state prosecution office will have recognized funds within the Budget, which will be intended for their work adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
		1.1.6.2 Allocating sufficient funds for work of courts and state prosecution offices within the Budget	a. Provide sufficient funds for work of courts and state prosecution offices within the Budget, through allocation of Budget funds intended for their work	Funds for work of courts and state prosecution offices provided within the Budget in the amount of from 0,8 % to 1%GDP at the annual level	Continuously	Budget (Required additional budgetary funds)

1.1.7	Strengthen legal education	1.1.7.1 Training of students from specialist studies	a. Sign the Memorandum with Law Schools	Memorandums signed	SC/SSP/JC/PC I quarter 2016	Regular budgetary funds
		1.1.7.2 Participation of judges and state prosecutors at legal clinics	a. Development of the Plan and Programme for participation	Beginning of participation of judges and state prosecutors at legal clinics in accordance with developed programme	SC/SSP JC/PC I quarter 2016	Regular budgetary funds

1.2 STRENGTHENING THE IMPARTIALITY OF THE JUDICIARY

Indicator of impact: Improved mechanisms for ensuring the guaranties of impartiality of judiciary through implementation of the principle of random allocation of cases, harmonization of codes of ethics with European standards and ensuring the liability of holders of judicial functions for conducted criminal offences

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds	
1.2.1	Consistently follow the principle of random allocation of cases	1.2.1.1. In basic courts with three judges, enable random allocation of cases through JIS by the annual schedule of tasks	a. Adopt the Annual schedules of tasks that enable random allocation of cases in courts of up to three judges	Annual schedules of tasks adopted in courts of up to three judges	Courts I quarter 2015	Regular budgetary funds	
			b. Implement the method of random allocation of cases in basic courts of up to three judges	Initiated random allocation of cases in basic courts of up to three judges through JIS	JC/Presidents continuously	Regular budgetary funds	
1.2.2	Strengthen integrity of holders of judicial functions	1.2.2.1 Adopt the Integrity plans in courts and state prosecution offices in accordance with MoJ guidelines	a. Development and adoption of integrity plans and recommendations for reducing the risks	Integrity plans adopted and regular reporting on them	Courts /SPO I quarter 2015 and continuously	Regular budgetary funds	
			1.2.2.2 Consistent implementation of Codes of Ethics	a. Monitor implementation of Codes of Ethics	Report on the work of the Commission for monitoring the implementation of Codes of Ethics for judges and state prosecutors	JC/PC annually continuously	Regular budgetary funds
			1.2.2.3 Declaration of property by judges and state prosecutors	a. Regularly monitor the respect of duty to report property and incomes	Annual reports of the CPCI	Commission for Prevention of Conflict of Interests II quarter 2015	Regular budgetary funds

1.2.3	Amend Codes of Ethics for judges and state prosecutors	1.2.3.1 Amend the Code of Ethics for Judges	a. Development and adoption of the Code of Ethics for judges	Harmonization of the Code of Ethics for Judges with opinions of the Consultative Council of European Judges and Bangalore Principles of Judicial Conduct and Recommendation CM / Rec (2010) 12 of the Committee of Ministers to member states on the independence, efficiency and accountability of the judiciary Code uploaded at the website of the Supreme Court	JC/Conference of Judges II quarter 2014	Regular budgetary funds TAIEX
			b. Develop and distribute brochure	Brochure distributed to all judges		Regular budgetary funds
		1.2.3.2 Amend Code of Ethics for state prosecutors	a. Development and adoption of the Code of Ethics for state prosecutors	Harmonization of the Code of Ethics for State Prosecutors with opinions of the Consultative Council of European Prosecutors and European Guidelines on Ethics and conduct of state prosecutors (Budapest guidelines) adopted by the Conference of Supreme State Prosecutors of Europe on 31 st may, 2005 Code uploaded at the website of the Supreme state Prosecutor office	PC II quarter 2014	Regular budgetary funds TAIEX
			b. Develop and distribute brochure	Brochure distributed to all state prosecutors		Regular budgetary funds
		1.2.3.3. Regular reporting on respecting the Codes of Ethics for judges and state prosecutors	a. Monitor respect of Codes of Ethics and reporting on annual basis	Annual reports of commissions	Commissions for monitoring the Codes of Ethics for judges and state prosecutors annually continuously	Regular budgetary funds

			b. Develop the Analysis of respect of Codes of Ethics on the basis of reports of Commissions for Monitoring the Codes of Ethics	Analysis developed and published	Judicial Council SSP I quarter 2015	Regular budgetary funds
		1.2.3.4 Raising awareness of citizens on mechanisms for control of work of judges and state prosecutors	a. At the websites of the Judicial Council and Prosecutorial Council publish a notice about the possibility of addressing the Commission for monitoring the Code of Ethics in order to point out to the violation of codes of ethics by judges and state prosecutors	Notice published at the websites of the JC / PC	Association of Judges / Association of State Prosecutors Continuously	Budget of Association of Judges and Association of Prosecutors
			b. Develop informative brochures for citizens	Brochures developed and distributed		
			c. Conducts surveys on public opinions	Survey conducted, conclusions developed and published at the websites of the JC / PC		
1.2.4	The Codes of Ethics should be accompanied by guidelines and systematic trainings	1.2.4.1 Consistent respect of Code of Ethics for judges, i.e. state prosecutors	a. Deliver trainings for judges and state prosecutors	Trainings for judges and state prosecutors delivered	JTC Association of Judges/ Association of state prosecutors Continuously	Regular budgetary funds Donor funds
			b. Report on delivered trainings	Report published at the website of the JTC		
1.2.5	Improve legal provisions regulating functional immunity of judges and public prosecutors as provided for by the Constitution	1.2.5.1. Enable that judges and state prosecutors shall be liable for performed criminal offence, and that civil liability for damage caused by their work shall be entrusted to the state with the right for reimbursement	a. Amend the Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office, which will ensure that judges and state prosecutors shall be liable for performed criminal offence, and that civil liability for damage caused by their work shall be entrusted to the state with the right for reimbursement	Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office, which will enable that that judges and state prosecutors shall be liable for performed criminal offence, and that civil liability for damage caused by their work shall be entrusted to the state with the right for reimbursement adopted	MoJ Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX

1.3 STRENGTHENING THE ACCOUNTABILITY OF THE JUDICIARY

Indicator of impact: Improved procedure of establishing liability of judges and state prosecutors based on principles of fairness, transparent and objective criteria

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
1.3.1	Reasons for disciplinary liability should be made sufficiently objective	1.3.1.1 Prescribe all reasons for disciplinary liability in the law which will strengthen liability within the judiciary	a. Amend the Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office in terms of prescribing the objective reasons for disciplinary liability of judges and state prosecutors	Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office that foresee objective reasons for disciplinary liability of judges and state prosecutors adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
1.3.2	Draw a distinction between the less, more and the most severe grounds for disciplinary liability	1.3.2.1 Prescribe the system of sanctions that can be issued in the disciplinary proceedings, disciplinary offences and disciplinary sanctions that suit to the specific type of a disciplinary offence	a. Amend the Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office in terms of prescribing the less, more and the most severe offences and proportional disciplinary sanctions for concrete offence according to its severity	Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office amended in terms of prescribing the less, more and the most severe offences and proportional disciplinary sanctions for concrete offence according to its severity	Moj/ Government/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
1.3.3	Revise dual role of the Disciplinary Commission	1.3.3.1 Establish bodies within the Judicial and Prosecutorial Council for conducting disciplinary proceedings in accordance with the principle of fair trial	a. Amend the Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office in terms of foreseeing the bodies for conducting the disciplinary proceedings within the Judicial and Prosecutorial Council b. Elect disciplinary prosecutors c. Establish disciplinary commissions	Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office adopted Disciplinary prosecutors elected Disciplinary commissions established by the Judicial Council and Prosecutorial Council	JC/PC II quarter 2015	Regular budgetary funds TAIEX

1.3.4	Clearly specify grounds for dismissal of judges and state prosecutors	1.3.4.1 Establish the legal grounds and keep the records on liability of judges and state prosecutors by prescribing the most severe disciplinary offences as grounds for dismissal from the office of judges and state prosecutors	a. Amend the Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office in terms of prescribing the most severe disciplinary offences as grounds for dismissal from the office of judges and state prosecutors as the most severe disciplinary sanction for the most severe offences.	Law on Judicial Council and Rights and Duties of Judges and the Law on State Prosecution Office amended in terms of prescribing the most severe disciplinary as grounds for dismissal from the office of judges and state prosecutors as the most severe disciplinary sanction for the most severe offences	MoJ/ Government/ Parliament IV quarter 2014 annually continuously	Regular budgetary funds TAIEX
			b. Establish electronic databases on proceedings and monitor the number of proceedings conducted in accordance with new criteria	Electronic databases established and functional Report on the number of conducted proceedings		

2. STRENGTHENING THE EFFICIENCY OF THE JUDICIARY

2.1 RATIONALIZATION OF THE JUDICIAL NETWORK AND MISDEMEANOUR SYSTEM

***Indicator of impact:* Rationalized judicial network and the misdemeanour system which provide for quality protection of human rights and respect of the rule of law**

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
2.1.1	Modify legal framework with aim to strengthen the efficiency of the judiciary	2.1.1.1 Amend the jurisdiction of basic and high courts and territorial jurisdiction of commercial courts	a. Amend the Law on Courts in terms of amending the jurisdiction of basic and high courts and territorial jurisdiction of commercial courts	Law on Courts with amended jurisdiction of basic and high courts and territorial jurisdiction of commercial courts adopted	MoJ/Parliament IV quarter 2014	Regular budgetary funds TAIEX

		2.1.1.2 Modify the functional competence for deciding on legal remedies against decisions of public enforcement officers in terms that a single judge shall decide, not a panel consisted of three judges	a. Amend the Law on Enforcement and Securing of Claims	Law Amending the Law on Enforcement and Securing of Claims adopted	MoJ/ Parliament IV quarter 2014	Regular budgetary funds
		2.1.1.3 Modify the functional competence and competence for confirmation of indictment	a. Amend the Criminal Procedure Code	Law Amending the Criminal Procedure Code adopted	MoJ/ Parliament IV quarter 2014	Regular budgetary funds TAIEX
		2.1.1.4 Improve the existing criteria for determination of the required number of judges and other employees and creation of preconditions for overcoming the system of establishing the annual performance standards for certain types of cases. <i>Connection with guideline 2.4.1</i>	a. Determine the required number of judges and other employees in the court in accordance with the indicative performance criteria	Required number of judges and other employees determined in accordance with the indicative performance criteria	MoJ/ Parliament II quarter 2016	Regular budgetary funds
		2.1.1.5 Introduce effective model of human resource management in judiciary, compiled to the measures for rationalization of judicial network	a. Develop mid-term and long-term strategy for human resources	Mid-term and long-term strategy developed and adopted	JC/PC I quarter 2016 continuously	Regular budgetary funds
				Annual reports on the implementation of the Strategy submitted		
2.1.2	Make changes at the institutional level	2.1.2.1 Merging two commercial courts into one Commercial court	a. Develop the Analysis of technical conditions for the work of the Commercial Court in Podgorica	Analysis developed	JC/ Commercial Court Podgorica I quarter 2014	Regular budgetary funds

		with the seat in Podgorica	b. Consider the possibility for transfer of employees in other judicial authorities, i.e. retirement or provision of severance pay due to the cessation of the need for their work	Possibility for transfer of employees considered	Presidents of courts / JC II quarter 2014	
			c. Adopt the plan of overtaking cases and premises and equipment from the Commercial Court in Bijelo Polje	Plan adopted	Commercial Court in Podgorica, Bijelo Polje, Secretariat of the Judicial Council III quarter 2014	
			d. Change the decision on the number of judges	Decision changed	JC IV quarter 2014	
			e. Issue the decision on transferring judges for work to another court	Decision on transferring issued	JC IV quarter 2014	
			f. Overtake cases, premises and equipment from the Commercial Court in Bijelo Polje	Cases, premises and equipment overtaken	Commercial Court in Podgorica, Secretariat of the Judicial Council IV quarter 2014	
		2.1.2.2 Merging two specialised departments within High courts into one	a. Develop the Analysis of technical conditions for the work of specialized department in Podgorica	Analyses developed	SS/ Viši sud u PG I quarter 2014	Regular budgetary funds
			b. Consider the possibility for transfer of employees in other judicial authorities, i.e. retirement or provision of severance pay due to the cessation of the need for their work	Possibility for transfer of employees considered	Presidents of High Courts in Bijelo Polje and Podgorica, JC II quarter 2014	
			c. Adopt the Plan of overtaking cases from specialized department in High Court in Bijelo Polje	Plan adopted	High Court Bijelo Polje High Court Podgorica JC III quarter 2014	
			d. Determination of required number of judges and other employees	Required number of judges and other employees determined	Presidents of High courts in Podgorica and Bijelo Polje, JC IV quarter 2014	

			e. Change decision on the number of judges	Decision changed	SS IV quarter 2014	
			f. Overtake cases and equipment	Cases, premises and equipment overtaken	High Court in Podgorica JC IV quarter 2014	
		2.1.2.3 Establishing a special state prosecution office for the fight against organised crime, corruption, terrorism and war crimes	a. Develop and adopt laws and secondary legislation for the establishment of the Special State Prosecution Office	Laws and secondary legislation for the establishment of the Special State Prosecution Office adopted	MoJ/Government/Parliament IV quarter 2014	Budget (Required additional budgetary funds)
			b. Issue decision on required number of state prosecutors within the Special State Prosecution Office	Decision on required number of state prosecutors within the Special State Prosecution Office issued	Prosecutorial Council I quarter 2015	
			c. Develop the Plan for overtaking cases from the Special department, staff, as well as premises and equipment	Plan for overtaking cases developed	SSPO and Special department IV quarter 2014	
			d. Provide for adequate premises and technical equipment for the work of the Special State Prosecution office	Premises and technical equipment for the work of the Special State Prosecution office provided	SSPO Until the end of 2015	
2.1.3	Identify basis for and manner of rationalization of judicial network and misdemeanour system	2.1.3.1 Set up criteria for determination of the lowest number of required judges that would justify the need for existence of the court	a. Develop the Analysis for the needs of rationalization in accordance with conclusions from the Analysis developed in 2013 and the Rationalization Plan 2013-2015	Criteria for determination of the lowest number of required judges established	MoJ/Government IV quarter 2015	Regular budgetary funds

		2.1.3.2 Take into consideration the unburdening of courts in terms of transferring probate cases into the competence of notaries	a. Adopt conclusions on unburdening courts in relation to probate cases	Conclusions on unburdening courts in relation to probate cases adopted	MoJ/Government IV quarter 2015	Regular budgetary funds
		2.1.3.3 Monitor the performance results of public enforcement officers in terms of overtaking the enforcement cases from courts	a. Develop and publish report on the work of public enforcement officers with conclusions on the impact of their work to the unburdening of the judicial system	Report on the work of public enforcement officers with conclusions on the impact of their work to the unburdening of the judicial system developed and published	MoJ Continuously/on annual basis	Regular budgetary funds
2.1.4	Improve the system of monitoring the length of proceedings	2.1.4.1 Introduce special mechanisms for monitoring the length of proceedings	a. Analyse JIS in terms of necessary changes aimed at monitoring the length of proceedings b. Develop the Plan of modification of the JIS in order to start with measuring the length of proceeding before the courts	Reports on length of proceeding in all areas developed	MoJ/JC I quarter 2015	Regular budgetary funds EUROL Regular budgetary funds EUROL
2.1.5	Develop the system of measuring the workload of judges	2.1.5.1 Measuring of the productivity and workload of judges and average time, standard deadlines for acting in specific types of cases and/or specific courts	<i>Connection with Guideline 2.4.1</i>			
		2.1.5.2 Deliver the training for presidents of courts on the use of statistical indicators in managing judicial authority	a. Adopt the special training program and implement it	Presidents of all courts trained	JTC 2014-2015 continuously	Regular budgetary funds Donor funds

2.1.6	Amend the legal framework regulating set-up of the misdemeanour bodies	2.1.6.1 Determination of competent courts for misdemeanour proceedings	a. Adopt the Law on Courts which will regulate competence of courts for misdemeanour proceedings.	Law on Courts adopted	MP/Parliament IV quarter 2014	Budget (Required additional funds)
			b. Issue decision on the number of judges for conducting the misdemeanour proceedings	Decision on the number of judges for conducting the misdemeanour proceedings issued	MP/Parliament I quarter 2015	
			c. Post vacancy advertisement and made decisions on election of misdemeanour judges	Vacancy advertisement posted and decisions on election of misdemeanour judges issued	JC I quarter 2015	
			d. Develop the plan for overtaking of cases	Plan for overtaking of cases developed	MoJ II quarter 2015	
			e. Ensure spatial and technical conditions for beginning of the work of courts that will conduct misdemeanour proceedings	Spatial and technical conditions for the work ensured	JC I/II quarter 2015	
			f. Develop the Plan for adaptation of the judicial information system (JIS) for monitoring misdemeanour proceedings	Plan for adaptation of the judicial information system (JIS) developed		
			g. Use the JIS for misdemeanour proceedings	JIS used for misdemeanour proceedings		
			h. Beginning of the work of courts that will conduct misdemeanour proceedings	Courts commenced their work	Misdemeanour courts II quarter 2015	
2.1.7	Deliver continuous training to holders of judicial function	2.1.7.1 Adopt necessary training programmes for judiciary	a. Develop and adopt training programme aimed at following the amendments and modifications of legislative frameworks from all areas	Training for all target groups delivered in accordance with the training programme	JTC continuously	Regular budgetary funds Donor funds
		b. Introduce special modules for trainings of presidents of courts and leaders of state prosecution offices on the topic of "Effective management in judiciary"				

2.2 ENHANCE CRIMINAL AND CIVIL LAW

***Indicator of impact:* Criminal and civil legislation harmonized with international standards and EU law**

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
2.2.1	Monitor continuously the level of harmonisation of criminal law with international standards and the EU law	2.2.1.1 Improve the legislative framework in terms of removal the shortcomings noticed through the practice, as well as in terms of defining material, procedural and enforcement provisions for financial investigations and seizure of proceeds of crime	a. Improve the legislative framework through: - adoption of the new law which will regulate seizure of proceeds of crime, the law which will define the competences and organization of the special prosecution office - amending the Criminal Procedure Code	Legislative framework improved	MoJ/Parliament IV quarter 2014	Regular budgetary funds TAIEX
		2.2.1.2 Regulate organization and competences of the Special State Prosecution Office for fight against organized crime and corruption				
		2.2.1.3 Improve the legislative framework in terms of defining the scope of criminal offences for which the witness protection can be ordered	c. Adopt the Law Amending the Law on Witness Protection	Law Amending the Law on Witness Protection adopted	MoJ/Parliament III quarter 2014	Regular budgetary funds

		2.2.1.4 Enhance the structure of the Commission in charge for deciding on witness protection	a. Establish Commission in charge for deciding on the witness protection	Commission in charge for deciding on witness protection established	IV quarter 2014	Regular budgetary funds
		2.2.1.5 Ensure continuous trainings and specialisations following the amendments in the criminal legislation	a. Organize joint trainings for exchange of experiences for police, state prosecutors and judges at regional and international level about the secret surveillance measures, use of the evidences at the court, especially in cases of collection of such evidences through cross-border cooperation	Joint trainings organized and delivered	Police Academy JTC Agency for Protection of Personal Data From April 2014 to April 2016	Through approved IPA 2012 – EUROL project
			b. Deliver trainings to the police, prosecutors and judges about the use of secret surveillance measures in compliance of the Law on Protection of Personal Data and Secret Data			
2.2.2	Build technical capacities for efficient use of investigation mechanisms for the fight against corruption	2.2.2.1. Strengthen technical capacities of the prosecution offices and judiciary in accordance with amended legislation	a. Establish the special information system in the Department for fight against corruption, organized crime, terrorism and war crimes, which will serve for establishment of the database and secured communication channel with court, police and other law enforcement authorities and thus enable the state prosecution office and special investigation team to access data bases necessary for the effective leading of financial investigations, access to data on seized material benefits and well as electronic exchange of data and information.	Special information system and secured channel for exchange of information established	SSPO/MIA, MoJ, MIS I quarter 2015	IPA 2012

			b. Provide for adequate work conditions through purchasing necessary technical means, provision for missing premises and improvement of the information system	Adequate work conditions ensured	SPO/Judiciary II quarter 2015 and continuously	Budget (Required additional funds)
2.2.3	Monitor continuously the level of harmonisation of civil law with international standards and EU law	2.2.3.1 Ensure harmonization of the legislative framework	a. Amend the Law on Civil Procedure	Law Amending the Law on Civil Procedure adopted	Moj/Government/ Parliament IV Quarter 2014	Regular budgetary funds OSCE support
			b. Amend the Law on Non-Contentious Procedure	Law Amending the Law on Non-Contentious Procedure adopted	Moj/Government/ Parliament IV Quarter 2014	Regular budgetary funds
			c. Amend the Law on Enforcement and Securing the Claims	Law Amending the Law on Enforcement and Securing the Claims adopted	Moj/Government/ Parliament IV quarter 2014	Regular budgetary funds
			d. Amend the Family Law	Law Amending the Family Law adopted	Moj/Government/ Parliament IV quarter 2015	Regular budgetary funds
			e. Amend the Law on Administrative Dispute	Law Amending the Law on Administrative Dispute adopted	Moj/Government/ Parliament IV quarter 2015	Regular budgetary funds
			f. Ensure continuous trainings and specialisation in accordance with amendments in the civil legislation	Trainings for all target groups organized and delivered	JTC continuously	Regular budgetary funds Donor funds
2.2.4	Deliver continuous trainings to all the persons in official capacity who take actions that concern juvenile perpetrators and juvenile victims	2.2.4.1 Deliver continuous trainings for persons in official capacity	a. Organize specialist trainings for judges and state prosecutors for juveniles with aim to strengthen dialogue among judges from the region and exchange of experiences with EU countries	Specialist trainings organized and delivered	JTC 2014 From January 2014 and further, 3 trainings at annual level	Regular budgetary funds Donor funds TAIEX
			b. Deliver training on use of indicators for monitoring juvenile justice through JIS	Trainings for all target groups organized and delivered	Moj/JTC/JC IV quarter 2014	

2.2.5	Monitor efficiency of the new enforcement system and performance of public enforcement officers	2.2.5.1 Continuously monitor performance of public enforcement officers	a. Develop the Analysis on the performance of public enforcement officers	Analysis and report on performance of public enforcement officers developed	Moj/Chamber of Public Enforcement Officers continuously	Regular budgetary funds Budget of the Chamber of Public Enforcement Officers
			b. Publish the reports on performance at webpages	Report on performance of public enforcement officers published at the webpage of the Ministry of Justice	MP/Chamber of Public Enforcement Officers Once per year from 2015	
			c. Organize regular meetings for providing expert support to public enforcement officers	Regular meetings organized and held	Moj continuously from II quarter 2014	
			d. Develop the Plan of supervision of the performance of public enforcement officers	Plan of supervision of the performance of public enforcement officers developed	Moj III quarter 2014	
			e. Supervise the performance of public enforcement officers	Supervision performed	Moj IV quarter 2014	

2.3 REDUCTION OF THE NUMBER OF CASES IN THE BACKLOG

***Indicator of impact:* Efficient and effective judicial system in which cases are solved and enforced within a reasonable time, with encouraging the use of alternative ways of solving disputes**

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
2.3.1	Efficient implementation of the Law on Protecting the Right to Trial within a Reasonable Time	2.3.1.1 Monitoring of the implementation of the legislative framework	a. Prepared information on implementation of the Law on Protecting the Right to Trial within a Reasonable Time	Information prepared	MP/SS Continuously - Once a year	Regular budgetary funds
			b. Publish the information at the website of the Ministry of Justice	information published at the website of the Ministry of Justice		
2.3.2	Encourage alternative dispute resolution of criminal, civil and commercial disputes	2.3.2.1 Introducing stimulus for using alternative ways for dispute resolution for judges Connection with measures from Guideline: 2.5.1.	a. Organize expert meetings on alternative ways for dispute resolutions	Expert meetings on alternative ways for dispute resolutions organized and held	Moj/JC/JTC/MC II quarter 2015 and continuously once a year	Regular budgetary funds

		2.3.2.2 Public campaign on encouraging use of alternative ways for dispute resolution Connection with Measures from Guideline: 2.5.4	a. Perform distribution of promotional materials in courts and on public places	Promotional materials distributed in courts and on public places	MoJ 2015	Regular budgetary funds
2.3.3	Amend the Law on Non-contentious Procedure in terms of precise defining provisions that regulate probate proceeding conducted by notaries	2.3.3.1 Amend the Law on Non-contentious Procedure and the Law on Notaries	a. Adopt the Law Amending the Law on Non-contentious Procedure	Law Amending the Law on Non-contentious Procedure adopted	MoJ/Parliament IV quarter 2014	Regular budgetary funds
			b. Adopt the Law Amending the Law on Notaries	Law Amending the Law on Notaries Procedure	Until the end of 2015	
2.3.4	Monitor closely resolution of cases in courts and adopt programmes for resolving the backlog of cases in all courts	2.3.4.1 Determine rules and annual programmes for resolving the backlog of cases at the level of all courts	a. Statistical monitoring of backlog cases through JIS	Number of unresolved cases reduced in relation to previous years	courts/JC/MoJ continuously	Regular budgetary funds EUROL
			b. Develop the plan for resolving backlogs in all courts	Plans for resolving backlogs published		
		2.3.4.2 Undertake measures for resolving backlogs	a. Ensure mechanisms for voluntarily referring of less burden judges to the courts with backlogs	Number of unsolved cases reduced in relation to previous years	JC/SC continuously	Regular budgetary funds
			b. Apply increased delegation of cases for the purposes of faster resolving backlogs in particular courts			
c. Improve and control the work of the delivery service						
d. Monitoring the work through monthly reporting on the case by the respective judge to the President of a Court						

			d. Quarterly reporting on the work of advisers in a Court			
2.3.5	Strengthen human resource capacity in the judiciary	2.3.5.1 Development of Annual Training programme	a. Adopt the Annual Training Programme	Annual Training Plan adopted, published and implemented	JTC Continuously at annual level	Regular budgetary funds
			b. Implement the Plan			
		2.3.5.2 Ensure necessary budgetary funds implementation of continuous trainings	a. Develop the Plan of necessary financial resources for implementation of trainings	Financial resources ensured in accordance with the Plan	SC continuously	Budget (Required additional Budgetary funds)
			b. Provide for required funds			
		2.3.5.3 Organize trainings for advisors and other employees in judiciary	a. Adopt the Special training Programme	Annual Training Plan adopted, published and implemented	HRMA/JTC/ SC/SSP Continuously at annual level	Regular budgetary funds Donor funds
			b. Organize trainings			
2.3.6	Strengthen judicial management by placing emphasis on activities related to the case flow, backlog, complaints etc. with the aim of improving quality in resolving the cases	2.3.6.1 Implementation of a Pilot project aimed at establishment of the system of business planning in court works	a. Develop the Pilot project plan	Pilot project successfully implemented in 4 selected courts	JTC/MoJ/SC 2015-2018	Regular budgetary funds EUROL
			b. Implement pilot project in selected courts	Annual work plans in selected courts (Pilot Courts) developed and published		
		2.3.6.2 Training of presidents of courts on business planning, management and human resources management in judiciary – see the Measure 2.3.4 <i>Training tools – see the measures 2.1.5.3 and 2.1.7.</i>	a. Develop separate training programme in relation to business planning, management and human resources management	All Presidents of courts trained	JTC I quarter 2015 and continuously	Regular budgetary funds
			b. Implementation of the training programme in accordance with the JTC Plan			
		2.3.6.3 Introduce of the system of business planning in all judicial authorities	a. Adopt the Law on Judicial Council and the Law on State Prosecution Office	Legal obligation for adoption of Business plans introduced	MoJ/SCG IV quarter 2014	Regular budgetary funds EUROL
			b. Continuous trainings for presidents of courts			

2.3.7	Appoint public enforcement officers in order to expedite proceedings, improve legal discipline and reduce the number of enforcement cases	2.3.7.1 Continuously fulfil all vacant positions for public enforcement officers foreseen by the Rulebook	a. Advertise vacancy call for nomination of public enforcement officers in order to fulfil vacant positions	Vacancy call advertised	MoJ II quarter 2014 and continuously	Regular budgetary funds
			b. Make decisions on nomination of public enforcement officers	Decision on nomination of public enforcement officers issued	MoJ II quarter 2014 and continuously	
			c. Determine fulfilment of conditions for work of newly nominated public enforcement officers	Conditions for work fulfilled	MoJ III quarter 2014	
			d. Issue decision on ordering commencement of enforcement activities	Decision on ordering commencement of enforcement activities issued	MoJ IV quarter 2014	
			e. Conduct monitoring over the work of public enforcement officers			
			Connection with measure: 2.2.5			
		f. Develop the analysis of effectiveness of the enforcement system, including the work of public enforcement officers and influence of the reform to the productivity of courts after the commencement of work of public enforcement officers	Analysis of effectiveness of the enforcement system, including the work of public enforcement officers and influence of the reform to the productivity of courts after the commencement of work of public enforcement officers developed	MoJ IV quarter 2015	Regular budgetary funds	
2.3.8	On a basis of the analysis of judicial statistics on functioning of the judicial system perform efficient allocation of human and financial resources	2.3.8.1 Harmonize statistical reporting with CEPEJ standards and guidelines for judicial statistics	a. Define and introduce standardized templates for statistical reporting in accordance with the CEPEJ standards	Standardized templates defined and introduced in accordance with CEPEJ standards	MoJ/JC II quarter 2014	Regular budgetary funds IMG
			b. Train Ministry of Justice staff on CEPEJ indicators and judicial statistics	Ministry of Justice staff trained on CEPEJ indicators and judicial statistics	MoJ II quarter 2014	
			c. Apply standardized templates in JIS	CEPEJ standards introduced in the system of statistical monitoring of the judicial system functioning	JC III quarter 2014	Regular budgetary funds IMG EUROL

		2.3.8.2 Linking the Ministry of Justice with the JIS reporting system	a. Define type and content of templates (tables) which will be available to MoJ	Standardized reporting harmonized with CEPEJ standards available to the Ministry of Justice	MoJ/JC II quarter 2014	Regular budgetary funds IMG
			b. Conduct linking with JIS		MoJ/JC III quarter 2014	Regular budgetary funds IMG
		2.3.8.3 Analyse judicial system through use of the judicial statistics and in accordance with the results of the analysis perform appropriate steps	a. Develop analysis for defining the optimal periods of time that judges need to process court cases	Analysis developed	MoJ III quarter 2014	Regular budgetary funds IMG
			b. Develop the analyses of judicial system by using three CEPEJ indicators	Analysis developed	MoJ III quarter 2014	
			c. Develop conclusions from the analysis in terms of defining optimal number of human resources in accordance with the real indicators of the burden of the system		MoJ I quarter 2015	
2.3.8.4 Establish the system of permanent voluntary relocation of judges based on incentives	a. Adoption of laws and secondary legislation	Improved system of voluntary relocation based on incentives established	MoJ/SCG IV quarter 2014	Regular budgetary funds		
2.3.9	Continue reduction of the number of cases in the backlog and take sustainable measures for prevention of the occurrence of the backlog of cases, while preserving the quality of justice	2.3.9.1 Connection with measure 2.3.6-7				

2.4 ENHANCING JUDICIAL MANAGEMENT AND ADMINISTRATION SYSTEM

Indicator of impact: Created conditions for efficient and effective work and internal operations of the court through determination appropriate number of judges and planning of the working processes

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
2.4.1	Adopt the new Rulebook on indicative benchmarks for determining the necessary number of judges and other court employees (the same as in Strategic Guideline 2.1.1)	2.4.1.1. Conduct study on period of time that a judge need to work on particular types/categories of cases (Case Weighting Study)	a. Establish the working group consisted of judges from different areas (criminal, civil)	Working group established	MoJ/JC III-IV quarter 2014	Regular budgetary funds EUROL
			b. Identify different types of cases which could be measurable	Types of cases which could be measurable identified	I quarter 2015	
			c. Determine indicators that will be used for measuring the length of proceeding in different types of cases (for. Example: in criminal cases – number of accused, number of criminal offences and a like)	indicators that will be used for measuring the length of proceeding determined	I – II quarter 2015	
			d. Present and distribute defined templates for fulfilling by judges, so that the length of their proceedings on cases can be measured	Template for fulfilling by judges presented and distributed	III quarter 2015	
			e. Fulfilment of distributed templates by judges	Templates fulfilled	III – IV quarter 2015	
			f. Process and analyse collected data	Collected data processed and analysed	I quarter 2016	
			g. Present the collected results and determine criteria for measuring length of the proceedings in different types of cases and develop instructions for creation of general work standards, standards for length of the proceedings according to measured categories and referential criteria for professional evaluation of performance of judges	Results and conclusions presented	II quarter 2016	

		2.4.1.2 Adoption of new criteria for determination of workload of judges and needed number of judges	a. Develop the proposal for general measures for performance, standards for length of proceedings according to measured categories; referential criteria for professional evaluation of performance of judges		II quarter 2016	
2.4.2	Deliver special training programmes for presidents of courts within continuous trainings aimed at improvement of the court image (press conferences, press releases, building relationship with the media, transparency of the work of courts, informing citizens about working hours of courts, layout of premises, orientation in the building, procedures)	2.4.2.1 Improve knowledge and skills of presidents of courts within the professional communications between parties, media and general public	a. Develop and implement training programme for presidents of courts	All presidents of courts trained according to the developed Plan	JTC III-IV quarter 2014 2015 continuously	Regular budgetary funds
2.4.3	Develop mid-term and long-term strategy for human resources management and development in judicial institutions	2.4.3.1 Develop strategy for human resources management and development in judicial institutions	a. Establish working group for development of mid-term and long-term strategy	Strategy developed and published	MoJ/JC/PCCon II quarter 2016	Regular budgetary funds
			b. Collection and analysis of data for preparation of the strategy			
		2.4.3.2 Conduct trainings for professional education of holders of judicial function	a. Conduct trainings for professional education of holders of judicial function	Trainings for professional education of holders of judicial function conducted	JTC continuously	Regular budgetary funds

2.5 ENHANCING ALTERNATIVE METHODS OF DISPUTE RESOLUTION

Indicator of impact: Reduced workload of courts and state prosecution office through increased use of alternative ways for dispute resolution

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
2.5.1	Organise trainings for mediators, judges, public prosecutors and lawyers with the aim of encouraging use of alternative ways for dispute resolution	2.5.1.1 Encourage use of alternative ways for dispute resolution in accordance with the Continuous Training Programme <i>Connection with measure : 2.3.2.1</i>	a. Develop training plan for mediators, judges, state prosecutors and lawyers	Trainings delivered to all target groups on regular basis	JTC/Mediation Centre/AK I quarter 2015	Regular budgetary funds Donor funds
			b. Deliver trainings - I target group		I quarter 2015 2016-2018 continuously	
			c. Deliver trainings - II target group		II quarter 2015 2016-2018 continuously	
			d. Deliver trainings - III target group		IV quarter 2015 2016-2018 continuously	
			e. Deliver trainings – IV target group		I quarter 2016 2016-2018 continuously	
			f. Evaluation of success of delivered trainings		2016-2018 continuously	
2.5.2	Monitor and analyse development of alternative methods of dispute resolution and take measures to strengthen further this mechanism	2.5.2.1 Monitor implementation of legislative framework for the purpose of developing guidelines for further strengthening of the mediations	a. Establish methodology (monitoring & evaluation scheme) for collection of qualitative and quantitative data on types and efficiency of mediation procedure	Methodology for collection of data established	Mediation Centre/Courts I quarter 2015	Regular budgetary funds
			b. Keep records on conducted mediations and develop reports based on these records	Report on conducted mediations developed	Mediation Centre/Courts Continuously	
			c. Develop the analysis of the existing number of mediators and their work and take into consideration increasing of the number and improvement of their performance	Analysis developed	MP Mediation Centre IV quarter 2015	Regular budgetary funds

2.5.3	Adopt a separate law on arbitration in compliance with UNICITRAL rules with the aim of ensuring broader use of this type of resolution of commercial disputes	2.5.3.1 Adapt the legislative framework for the purpose of its harmonization with the UNICITRAL rules	a. Establish working group	Working group established	Moj Commercial Chamber I quarter 2014	Regular budgetary funds
			b. Define the Draft Law and organize public debates	Draft Law defined and public debate organized	Moj Commercial Chamber III quarter 2014	
			c. Define the Proposal for the Law	Proposal for the Law defined	Government IV quarter 2014	
			d. Adopt the Rulebook on foreign trade arbitration within Commercial Chamber	-Rulebook on foreign trade arbitration within Commercial Chamber adopted	Commercial Chamber II quarter 2015	
2.5.4	Encourage managerial structures in business enterprises to resolve their disputes by using arbitration and to agree to resolve their disputes by using arbitration	2.5.4.1 Promotion of the arbitration in public and among parties involved in business-commercial activities <i>Connection with measure: 2.3.2.2</i>	a. Development and distribution of promotional material for public	Promotional material developed and distributed	Commercial Chamber I quarter 2015	Commercial Chamber budget Donor funds
			b. Establish cooperation with other arbitrations	Cooperation established	Commercial Chamber Continuously	
			c. Organize public tribunes for raising public awareness	Public tribunes organized	Commercial Chamber Continuously	
		2.5.4.2 Improving the knowledge and skills of arbiters	a. Training and specialization of arbiters to process commercial cases more efficiently	Arbiters trained in terms of skills for efficient handling procedures in commercial cases	Commercial Chamber/ Mediation Centre	Regular budgetary funds

2.5.5	Ensure that the successful engagement of judges in alternative methods of dispute resolution is recognised (e.g. in terms of allocation of workload, performance appraisal etc.) and that there are no disincentives in practice which would restrain them in this endeavour	2.5.5.1 Connection with the activity 2.3.2				
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2.6 DEVELOPMENT OF JUDICIAL INFORMATION SYSTEM (JIS)

Indicator of impact: Established reliable statistical system that provide high level of quality of data relevant for estimation of the situation in judiciary

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
2.6.1	Continuous improvement of the legal framework for JIS - in line with development of the new technologies, by drafting new pieces	2.6.1.1 Improve the legislative framework for JIC	a. Perform analysis of the normative framework for functioning of the JIC and give recommendations for amendment of existing acts and also development of new ones	Analysis developed and necessary guidelines given	MoJ JC I quarter 2015	Regular budgetary funds

	of legislation, harmonising the existing pieces of legislation with ICT development		b. Involve the representative of the department for ICT and multimedia of the Secretariat of Judicial Council in the process of drafting laws and secondary legislation related to judiciary and judicial administration for the purpose of their greater harmonisation with modern trends	Representative of the ICT department involved in the process of drafting all relevant acts from the area of work of courts and judicial administration		
2.6.2	Implementation of the “paperless court” concept - by using electronic archive, functionalities for document scanning, digital signature etc. with the aim of increasing efficiency and reducing administrative costs	2.6.2.1 Implement the “Paperless Court” Concept	a. Develop the Strategy for introducing the “Paperless court” concept with the analysis of necessary budgetary funds for this purpose	Strategy for introducing the “Paperless court” concept developed	JC I quarter 2015	Regular budgetary funds Donor funds
			b. Continuously work on introducing and improving this concept in accordance with modern trends in ICT	Progressive implementation of the strategy in accordance with available funds	JC continuously	
2.6.3	Further upgrade and modernisation of the technical component of JIS – upgrade of infrastructure and equipment and introduction of new technologies and systems in all the judicial bodies	2.6.3.1 Upgrade and modernise of the technical component of JIS	a. Upgrade communication infrastructure (WAN and LAN network) in judicial system and maintain high level of its functioning	Optical cable introduced in all judicial authorities and active equipment for secure communication and data transfer between judicial institutions put in function	MoJ JC PC SC	Regular budgetary funds Donor funds
			b. Continuously work on introduce of new technological solutions aimed at increasing efficiency and transparency of judiciary	Modern technological solutions in the work of courts implemented	continuously	

2.6.4	Strengthen human resources and administrative capacities of the team responsible for JIS maintenance and upgrade	2.6.4.1 Strengthen human resource and administrative capacities of the team responsible for JIS maintenance and upgrade	a. Strengthen administrative capacities necessary for development and maintenance of the JIS in accordance with adopted strategic documents for development of the JCT in judiciary: - in 2014 recruit 3 civil servants in the IT department of the Secretariat of the Judicial Council - in 2015 recruit 6 civil servants in the IT department of the Secretariat of the Judicial Council.	Human resources capacities strengthened and thus ensure better support to users and faster development and upgrade of the system	JC SC IV quarter 2014 IV quarter 2015	Regular budgetary funds (Required additional budgetary funds)
2.6.5	Upgrade of business processes with the aim of making the best possible use of modern technologies and increasing efficiency of the performance of courts and other judicial institutions	2.6.5.1 Upgrade business processes	a. Perform analysis of business processes and give proposals for further modernization and computerization of courts' work	Analysis of business processes performed and proposals for further modernization and computerization of courts' work given	JC IV quarter 2015	Regular budgetary funds
			b. Make necessary changes in the system in accordance with performed analysis and train users for work with new functionalities after each change	Business processes in courts improved through use of ICT and efficiency in work of court administration and transparency of work of courts improved	JC IV quarter 2016	Regular budgetary funds
2.6.6	Further implementation and upgrade of JIS in other judicial bodies with the aim of achieving broader centralisation of the system	2.6.6.1 Improvement, implementation and centralization of JIS	a. Perform the analysis of needs and usability of the current system for work in other judicial institutions	Analysis of further introduce of JIS in other judicial bodies performed	MoJ JC PC IEPS II quarter 2015	Regular budgetary funds Donor funds
			b. Make necessary changes in accordance with performed analysis	Changes in the JIS made in accordance with performed analysis	IV quarter 2015	
			c. Conduct implementation and deliver trainings to users, and then establish mechanisms for tracking data entry and raising the quality level	Training delivered to certain number of users Mechanisms for tracking data entry established	IV quarter 2016	

2.6.7	Upgrade the system of monitoring the length of judicial proceedings	2.6.7.1 Upgrade the system of monitoring the length of judicial proceedings through JIS	a. Perform the analysis of the current system and give proposals for its upgrade	Analysis performed	JC IV quarter 2014	Regular budgetary funds
			b. Amend the system in accordance with given recommendations and commence the work of the system	System upgraded	JC II quarter 2015	
2.6.8	Establish reliable statistical system in accordance with CEPEJ guidelines; in the area of enforcement the system should be able to measure collection rates, costs and length of enforcement proceedings	2.6.8.1 Establish reliable statistical system in accordance with CEPEJ guidelines	<i>Connection with strategic guideline 2.3.8</i>			
2.6.9	Further connecting and concluding protocols for exchange of data with other systems	2.6.9.1 Conclude protocols for exchange of data with other systems	a. Research for possibilities for connection with other systems and conclude protocols for data exchange	Protocols for data exchange with other systems established	JC continuously	Regular budgetary funds
2.6.10	Continuous trainings and specialisation for work on computers and use of JIS for all employees in judiciary	2.6.10.1 Train and improve knowledge of users of JIS	a. Deliver continuous trainings for new users for work on JIS and advance trainings for existing users for work with new systems and functionalities of JIS	Trainings delivered Users trained	JC continuously	Regular budgetary funds

3. MONTENEGRIN JUDICIARY AS PART OF THE EUROPEAN JUDICIARY

3.1 FURTHER DEVELOPMENT OF INTERNATIONAL AND REGIONAL JUDICIAL COOPERATION

Indicator of impact: Judicial System of Montenegro adapted and qualified for operation within the EU legal system

3.1.1 IN THE AREA OF COOPERATION IN CIVIL AND COMMERCIAL MATTERS

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
3.1.1.1	Consider ways in which standards laid down in the European Union law may be transposed to the Montenegrin legislation before accession so as to provide sufficient capacities, knowledge and experience for their direct implementation after accession of Montenegro to the EU	3.1.1.1.1. Ensure adequate compliance of national legislation with EU law in the area of judicial cooperation in civil and commercial matters	a. Develop the analysis on national civil-procedure and enforcement legislation with aim to estimate the level of their compliance with EU laws	Montenegrin legislative framework compiled with EU law in part related to the civil and commercial legislation	Moj/JC/SC/MLSW/ Law Faculty/TAIEX IV quarter 2014	Regular budgetary funds Donor funds
			b. Estimate current and needed administrative, budgetary, staff and educative capacities and needs based on the number of cases, efficiency of procedures and existing staff structure			
			c. Implement the training programme for holders of judicial function and representatives of legislative and law enforcement authorities in accordance with determined programme			
			d. Improve regional judicial cooperation in terms of exchanging experiences in compilation of legislative framework and implementation of international and bilateral agreements, through organization of conferences, seminars and workshops			
				JTC/MoJ From the I quarter of 2014 Continuously	Regular budgetary funds Donor funds	

3.1.1.2	Continue implementation of activities towards enhancement of legal framework by amending the Law on Civil Procedure, Law on Enforcement and Claims Securing	3.1.1.2.1 Ensure appropriate compliance of national legislation with EU law	a. Prepare Proposal for the Law Amending the Law on Civil procedure in accordance with recommendations from the Analysis referred to in the measure 3.1.1.1.	Proposal for the Law Amending the Law on Civil Procedure determined	MoJ/JC/SC/TAIEX/ III quarter 2018 Parliament IV quarter 2018	Regular budgetary funds TAIEX
3.1.1.3	Enhance statistics for the purpose of monitoring efficiency in handling international requests in this area	3.1.1.3.1 Establishment of the Information system for the purpose of keeping records on international legal aid in civil and commercial matters, as well as in the area of the family law	a. Design and implement information system	Information system and records established	MoJ III quarter 2014	Regular budgetary funds EUROL
3.1.1.4	Strengthen administrative capacities of central communication authorities in the area of international cooperation in criminal and civil matters	3.1.1.4.1 Ensure adequate human resources	a. Develop the Analysis through which it will be defined the plan for strengthening the staff capacities of the MoJ and MLSW for the issues of international cooperation and legal aid in civil and criminal matters in accordance with the Analysis' recommendations	Analysis developed	MoJ/MLSW I quarter 2015 and continuously	Budget (Required additional budgetary funds)

			b. Prepare and adopt new acts on systematization of the Ministry of Justice and Ministry of Labour and Social Welfare in accordance with the Analysis recommendations	New acts on systematization prepared and adopted Increased number of civil servants on posts related to the international judicial cooperation and legal aid in civil and criminal matters in relation to the current ones		
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3.1.2 JUDICIAL COOPERATION IN CRIMINAL MATTERS

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
3.1.2.1	Continue implementation of activities towards transposing the standards laid down in the European Union law to the Montenegrin legislation before accession so as to provide sufficient capacities, knowledge and experience for their direct implementation after accession of Montenegro to the EU	3.1.2.1.1 Create conditions for transposing the standards laid down in the European Union law to the Montenegrin legislation in the area of judicial cooperation in criminal matters	a. Prepare analysis of the current national legislative framework with aim to estimate the level of its compliance with EU law	Analysis of the current national legislative framework with aim to estimate the level of its compliance with EU law developed	MoJ/JC/SC TAIEX IV quarter 2014	Regular budgetary funds Donor funds
			b. Estimate current and needed administrative, budgetary, staff and educative capacities and needs based on the number of cases, efficiency of procedures and existing staff structure	Current and needed administrative, budgetary, staff and educative capacities and needs based on the number of cases, efficiency of procedures and existing staff structure estimated	MoJ/TAIEX IV quarter 2014	
			c. Implement training programme on positive regulations from the area of mutual legal aid in criminal matters	Training programme implemented	JTC/PA I quarter 2014 and continuously	
			d. Intensify regional judicial cooperation toward the exchange of experiences in in harmonization od legislation and implementation of international and bilateral agreements, through organization of conferences, seminars and workshops	Conferences, seminars and workshops organized		

3.1.2.2	Enhance the existing legal framework	3.1.2.2.1 Ensure adequate compliance of national legislation with EU law in the area of judicial cooperation in criminal matters	a. Prepare Proposal for the Law Amending the Law on Mutual Legal Aid in Criminal Matters	Proposal for the Law prepared	Moj/SC/SSP/ TAIEX II quarter 2016	Regular budgetary funds TAIEX
			b. Adopt the Law Amending the Law on Mutual Legal Aid in Criminal Matters	Law Amending the Law on Mutual Legal Aid in Criminal Matters adopted	Parliament IV quarter 2016	Regular budgetary funds
3.1.2.3	Improve statistics for the purpose of monitoring efficiency in handling international requests in this area	3.1.2.3.1 Establish information system for handling and monitoring cases of international cooperation in criminal matters <i>Connection with Measure: 3.1.1.3</i>	<i>Connection with Measure: 3.1.1.3</i>			
3.1.2.4	Enhance the existing capacities of the Ministry of Justice, as the central communication body, for quality and timely fulfilment of responsibilities in the area of judicial cooperation in criminal matters	3.1.2.4.1 Adequately plan and equip with the staff the Ministry of Justice in a part of international judicial cooperation and legal aid in criminal matters	a. Develop the plan of systematisation of jobs in accordance with previously done needs assessment	Adapt the number of employees in the MoJ to the recommendations from the Analysis 3.1.2.1.1a Staff trained	Moj/TAIEX/JTC/PA I quarter 2015 and continuously I quarter 2014 and continuously	Budget (Required additional Budgetary funds)
			b. Implement recommendations from the Analysis - Measure 3.1.2.1.			
			c. Additionally train staff in part related to the judicial cooperation in criminal matters			

3.2 FURTHER DEVELOPMENT OF INSTITUTIONAL COOPERATION AT THE INTERNATIONAL AND REGIONAL LEVEL

***Indicator of impact:* Institutional capacities strengthened and qualified for enhancing international and regional judicial cooperation**

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
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3.2.1	Continue implementation of activities towards strengthening international and regional institutional cooperation	3.2.1.1 Intensify cooperation and direct communication with ministries of justice and courts of other countries	Connection with Activities: 3.1.1.1.1c; 3.1.1.1.1d; 3.1.2.1.1.c and 3.1.2.1.1.d	Cooperation and communication intensified	Ministry of Justice, Courts Continuously	Regular budgetary funds
		3.2.1.2 Consider the need for signing bilateral agreements and sign bilateral agreements on cooperation	a. Prepare analysis of the needs for signing bilateral agreements on cooperation with judicial institutions at regional and international level within the Analysis referred to in 3.1.1.1.1a and 3.1.2.1.1a	Analysis developed and decision made on the need for preparation and signing bilateral agreements	Ministry of Justice I quarter 2016 continuously	Regular budgetary funds
			b. Sign bilateral agreements on cooperation with judicial institutions at regional and international level on a basis of the Analysis recommendations	Bilateral agreements signed		
		3.2.1.3 Monitor implementation of ratified international agreements	a. Prepare methodology for reporting on cases of international legal aid in civil and criminal matters	Regular monitoring of the implementation of ratified international agreements and reporting on this	Ministry of Justice From II quarter 2015 continuously	Regular budgetary funds
			b. Establish reporting system in accordance with determined methodology on acting in cases of mutual legal aid in civil and criminal matters Connection with Measures: 3.1.1.3.1a; 3.1.1.3.1b; 3.1.2.3.1a and 3.1.2.3.1b	Reporting system established in accordance with determined methodology on acting in cases of mutual legal aid in civil and criminal matters	Ministry of Justice II quarter 2015	
3.2.1.4 Strengthen capacities of authorities responsible for implementation of standards in the area of judicial cooperation	a. Connection with Measure 3.1.1.1.1d	Conferences organized	Ministry of Justice continuously	Donor funds TAIEX		

3.2.2	Conclude agreement with EUROJUST	3.2.2.1 Conclude agreement with EUROJUST	a. Organize experts visit of EUROJUST representatives to relevant institutions	Expert visit organized	Ministry of Justice in cooperation with responsible institutions During 2014	Regular budgetary funds Donor funds TAIEX
			b. Sign agreement on cooperation with EUROJUST	Agreement signed	II quarter 2015	

3.3 CAPACITY BUILDING OF JUDICIAL OFFICE HOLDERS AND EMPLOYEES IN JUDICIAL INSTITUTIONS IN THE AREA OF IMPLEMENTATION OF THE EUROPEAN UNION LAW

Indicator of impact: Holders of judicial function qualified for direct implementation of EU law

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
3.3.1	Improve curricula at Law faculties in part related to EU legal system studies	3.3.1.1 Improve curricula at Law faculties in part related to EU legal system studies	a. Prepare analysis of study programmes (basic, master and PhD programmes) at law schools b. Prepare the model for incorporating the study programmes on EU law into study programmes at universities in Montenegro	Analysis and model prepared Study programmes adapted	Ministry of Justice, Universities, Law Faculties IV quarter 2014	Regular budgetary funds Donor funds
3.3.2	Judicial Training Centre should develop and implement training programmes for application of the EU law in civil, commercial and criminal matters	3.3.2.1 Develop the training programme for holders of judicial function on the EU legal system	a. Prepare training programme for holders of judicial function b. Define target groups c. Implement the programme	Programme developed Target Groups defined Number of trainings, number of participants, evaluation lists of participants	JTC I quarter 2014 and continuously	Regular budgetary funds Donor funds

4. INCREASING ACCESIBILITY, TRANSPARENCY AND PUBLIC TRUST IN JUDICIARY

4.1 FURTHER HARMONIZATION AND PUBLICATION OF CASE LAW

Indicator of impact: Consistent and accessible case law compliant with standards of the European Court for Human Rights

No.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
4.1.1	Work on harmonization of the national case law and European Court of Human Rights case law	4.1.1.1 Follow and analyse court case law of the European Court for Human Rights in relation to the decisions in cases against Montenegro	Publish decisions of the European Court for Human Rights in cases against Montenegro	Decisions of the European Court for Human Rights in cases against Montenegro published	SC continuously	Regular budgetary funds
4.1.2	Continuously raising the level of awareness holders of judicial function about the case law of the European Court of Human Rights	4.1.2.1 Raise the awareness of holders of judicial function about the case law of the European Court of Human Rights	Organize trainings on the case law of the European Court of Human Rights for holders of judicial function	Trainings organized	JTC continuously	Regular budgetary funds
		4.1.2.2 In cooperation with the State Agent before the European Court for Human Rights, select the relevant ECHR decisions	Prepare, in cooperation with the State Agent before the European Court for Human Rights, selection of the relevant decisions of that Court	Selection of relevant decisions made	SC, State Agent before the European Court for Human Rights continuously	Regular budgetary funds
4.1.3	Strengthen capacities of the Supreme Court Department for monitoring European Court of Human	4.1.3.1 Upgrade JIS in a part allowing the monitoring the ECHR case law	Ensure monitoring the ECHR decisions related to Montenegro through JIS by using different criteria	Monitoring ensured	Secretariat of the Judicial Council II quarter 2016	Regular budgetary funds
		4.1.3.2 Monitoring decisions of the European Court for Human Rights	a. Ensure translation of a greater number of ECHR decisions	Number of translated decisions	SC State Agent before the ECHR	Regular budgetary funds

	Rights case law particularly in the part for analysing, translating and accessing the overall case law for judges and public prosecutors		b. Inform judges and state prosecutors about the possibility for use of the databases of the European Court practice on human rights intended for countries of the South-East Europe http://www.ehrdatabase.org/Index	Judges and state prosecutors informed about the possibility to use the database	continuously	
		4.1.3.3 Ensure that ECHR decisions related to Montenegro are accessible to public	Publish relevant ECHR decisions at the website	Number of published decisions	SC State Agent before the ECHR continuously	Regular budgetary funds
4.1.4	Increase the level of knowledge and information that holders of judicial function have about the legal system of the EU, role and case law of the European Court of Justice	4.1.4.1 Conduct trainings for holders of judicial function about the legal system of the EU, role and case law of the European Court of Justice	Organize trainings for holders of judicial function about the legal system of the EU, role and case law of the European Court of Justice	Trainings organized	JTC Continuously	Regular budgetary funds

4.2 IMPROVEMENT OF THE FREE LEGAL AID SYSTEM

***Indicator of impact:* Realized right to a fair trial through continuous monitoring, analysis and improvement of the legal aid system and its promotion**

No.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
4.2.1	Ensure higher level of awareness of the general public on the free legal aid system	4.2.1.1 Raising public awareness	a. Prepare and publish a brochure on the right to free legal aid available to citizens in all courts and at the webpages of the MoJ and courts	Number of public awareness activities increased in relation to previous years	MoJ/SC/JC II quarter 2014 continuously	Regular budgetary funds
			b. Specially devoted TV show	Special TV show broadcasted		

4.2.2	Improve the legal framework through the amendments of the Law on Free Legal Aid	4.2.2.1 Amending the legislative framework	a. Establish the working group b. Draft the working version of the Law c. Organize public debate d. Draft the Proposal for the Law	Law Amending the Law on Free Legal Aid adopted	MoJ/Parliament IV quarter 2014	Regular budgetary funds
4.2.3	Develop mechanisms and indicators for monitoring the quality of the process of provision of free legal aid	4.2.3.1 Defining and development of mechanisms for monitoring the quality of the free legal aid system	a. Determine authority responsible for monitoring the quality of provided free legal aid b. Improve the methods for collection and analysis of data on free legal aid through allowed access of the MoJ to data stored in JIS d. Develop the analysis of results of functioning the free legal aid system	Responsible authority determined Access to data allowed through JIS Analysis developed once a year, in the first quarter of the current year for the previous year	MP/NVO/Courts IV quarter 2014 MoJ/NGO/Courts IV quarter 2014	Regular budgetary funds Regular budgetary funds
4.2.4	Improve cooperation between the legal aid services in basic courts and NGOs that deal with protection of vulnerable social categories with the view to promoting the institute of free legal aid among the potential users from this group	4.2.4.1 Improve cooperation between the legal aid services in basic courts and NGOs	a. Sign agreement on cooperation between courts and NGOs b. Define the campaign programme with NGO on promotion of free legal aid	Agreement signed and campaigns implemented	MoJ/NGO/Courts IV quarter 2015	Regular budgetary funds

4.2.5	Affirm the free legal aid system among students of law through the implementation of the curricula for legal clinics in the schools of law of the universities in Montenegro	4.2.5.1 Affirm the free legal aid system among students of law faculties in Montenegro	a. Implement educational programs of clinical legal education in conjunction with the free legal aid system at Law faculties in Montenegro	Number of students who participated in implementation of programs of clinical legal education at law schools in Montenegro	Law faculties in MNE/ Basic Courts I quarter 2015 continuously	Regular budgetary funds
			b. Sign agreement on cooperation/volunteerism of students from Law faculties in Montenegro with basic courts (free legal aid services)	Agreement signed		

4.3 IMPROVEMENT OF TRANSPARENCY OF THE WORK OF JUDICIAL INSTITUTIONS

***Indicator of impact:* Increased trust of citizens in judicial system**

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
4.3.1	Continuously improve the level of awareness of the citizens about the possibilities to obtain information from judicial institutions	4.3.1.1 Improve the system for informing citizens	a. Develop brochure with information for parties on how to address judicial authority, procedural activities, free legal aid, cost of the proceedings and conditions for exemption from payment the cost	Raised public awareness on quality of judicial service (measured according to analysis results – on annual level)	MoJ JC II quarter 2015	Regular budgetary funds
			b. Develop and distribute the Manual within judiciary		MoJ I quarter 2015	EUROL
			c. Conduct a survey on the perception of the evaluation of Justice		Association of Judges Continuously 2014-2018	Budget of Association of Judges
4.3.2	Further strengthen transparency of the operation of the Judicial and Prosecutorial Council	4.3.2.1 Improve web services	a. Regularly publish decisions of Judicial and Prosecutorial Councils	Data available to citizens through web services of JC/PC	JC/PC Continuously 2014-2018	Regular budgetary funds
			b. Improve web portals intended for the Special Prosecution Office			
			c. Regularly publish standardised data on operation of courts and state prosecution offices			

		4.3.2.2 Strengthen relationships with media and NGOs	a. Nominate public relations officer in the Secretariat of the Judicial Council	Public relations officer nominated	JC/PC Continuously 2014-2018	Regular budgetary funds
			b. Regularly organize press conferences (at least two times per year)	Two annual regular press conferences held		
			c. On semi-annual level organize round tables with representatives of NGOs	Two round tables held with representatives of NGOs		
4.3.3	Develop capacities of judicial institutions for public relations through the training for public relations officers	4.3.3.1 Train public relations officers	a. Organize trainings for public relations officers in courts and state prosecution offices	All public relations officers trained	JTC Continuously (twice a year) 2015-2018	Regular budgetary funds Donor funds
			b. Conduct trainings for trainers			
			c. Conduct trainings for public relations officers			
			d. Evaluate success of conducted trainings			
4.3.4	Regularly update websites of the court, state prosecution service, Judicial Council and Prosecutorial Council <i>Connection with Activity 4.3.2</i>	4.3.4.1 Increase the number of published decisions of judicial authorities and information useful for citizens	a. Publish final decisions and information important for the operation of courts, state prosecution service, Judicial and Prosecutorial Council	Number of available decisions and information increased	SC/SSP/JC/PC Continuously 2014-2018	Regular budgetary funds
			b. Publish conclusions and decisions made on sessions of JC and PC councils, directly after the session	Report on number of published final decisions developed jointly with presentation of percentage of published decisions compared to the total number of finally passed decisions		
			c. Develop report on published information			
4.3.5	Improve the level of awareness of citizens about the work of court experts, notaries, public enforcement officers and other professions	4.3.5.1 Development of promotional and informative materials for public awareness	a. Publish the informative material on the ways of work of court experts, notaries and public enforcement officers at the webpages of the Ministry of Justice and courts	Materials published at the webpages	MoJ II quarter 2015	Regular budgetary funds
			b. Prepare brochures for printing and distribution	Developed and distributed brochures to info-desks of all courts	MoJ/SC/SSP IV quarter 2015	Regular budgetary funds

			c. Held open public tribune on “Judiciary and citizens”	Public tribune organized and held		Regular budgetary funds
4.3.6	Publish all judgments and annual reports on the operation of courts promptly in the Internet	4.3.6.1. See measure 4.3.4.1				

4.4 ENHANCE INFRASTRUCTURE AND SECURITY SYSTEMS OF JUDICIAL BUILDINGS AND PHYSICAL ACCESS OF SPECIAL CATEGORIES OF PEOPLE TO THE JUDICIAL INSTITUTIONS

***Indicator of impact:* Improved and safe judicial buildings with adequate approach for special categories of persons**

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
4.4.1	Improve spatial capacities of judicial institutions	4.4.1.1 Provide quality and overall information on the situation of spatial capacities of judicial institutions with clear guidelines for their further development	a. Develop the analysis of the current situation in spatial capacities and equipment of judicial authorities	Additional spatial capacities provided / guidelines form the analysis fulfilled	MoJ, Government, SSP, SC, Directorate of Public Works 2016	Budget (Required additional budgetary funds)
			b. Develop the plan of adaptation of existing and building of new premises for judicial authorities		MoJ, Government, SSP, SC, Directorate of Public Works IV quarter 2016	
4.4.2	Continuously improve security of judicial buildings and conditions for adequate placement and equipment in judicial authorities	4.4.2.1 Estimation of the level of security of judicial buildings	a. Develop the analysis of legislative framework related to the security of judicial buildings, and estimation of existing and needed infrastructure for adequate securing of judicial buildings	Analysis developed	MoJ, MoIA, DNS, Property Directorate, Directorate of Public Works, Judicial Council, Prosecutorial Council II quarter 2015	Budget (Required additional budgetary funds)
			4.4.2.2 Undertake necessary measures for implementation of determined security needs	a. Increase the level of security in places that need this in accordance with the conclusions and deadlines from the Analysis	level of security increased in accordance with the conclusions and deadlines from the Analysis	

			b. Improve the installation of necessary security equipment	Installations improved	From III quarter 2015 in accordance with deadlines from the Analysis	
4.4.3	Invest additional efforts to adapt entrances to the buildings of judicial institutions for persons with disabilities, and equipping the buildings with special equipment that will ensure easy movement for persons with disabilities and their exercise of the right to access to justice fully in all judicial institutions in Montenegro	4.4.3.1 Develop guidelines for rebuilding infrastructure intended for persons with disabilities	a. Develop the analysis of the accessibility of judicial authorities to persons with disabilities	Analysis of the accessibility of judicial authorities to persons with disabilities developed and created conditions for their unobstructed access and mobility in full extent	Courts/state prosecution offices II quarter 2015 and continuously	Budget (Required additional budgetary funds)
4.4.4	Improve rules and practices for treating vulnerable categories (minors, victims, persons with disabilities)	4.4.4.1 Improve the legislative framework and the level of awareness on rules and practices in treating vulnerable categories	a. Adopt the Law on Compensation of damage to Victims of Criminal Offences of Violence	Law on Compensation of damage to Victims of Criminal Offences of Violence adopted	MP IV quarter 2014	Regular budgetary funds
			b. Connection with guideline 2.2.4			
			c. Development and distribution of brochures on rules for treating the vulnerable categories	Brochures developed and distributed	MP III quarter 2015	Budget (Required additional budgetary funds)
			d. Connection with guideline 4.4.3			

			e. Sign Memorandum of Understanding between the Supreme Court of Montenegro and NGO LGBT Forum Progress aimed at joint preparation and implementation of appropriate expert and specialist trainings, conferences, as well at improving the public trust, especial of marginalized minority groups in judicial protection and national justice system	Memorandum signed	Supreme Court II quarter 2014 and continuously	
				Trainings, conferences organized and held		
				Judges trained on human rights of LGBT persons		
			f. Sign Memorandum of Understanding between the Supreme State Prosecution office and NGO LGBT Forum Progress	Memorandum signed	SSP IV quarter 2014 and continuously	
				Trainings, conferences organized and held		
				State prosecutors trained on human rights of LGBT persons		

5. DEVELOPMENT OF JUDICIAL INSTITUTIONS AND OTHER INSTITUTIONS WORKING WITH THE JUDICIARY

Indicator of impact: Judicial and institutions working with judiciary strengthened with human, administrative and technical capacities

5.1 MINISTRY OF JUSTICE

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.1.1	Improve expert capacities of the Ministry of Justice for monitoring the European integration processes	5.1.1.1 Strengthen professional capacities of the Ministry of justice through special trainings, and by employing more staff <i>Connection with Activities</i>	a. Connection with Activities 5.1.2 and 5.1.3			Regular budgetary funds (Donor support)

		<i>No. 5.1.2 and 5.1.3</i>	b. Establish bilateral cooperation and ensure support of donors for the purpose of organizing and conducting trainings for MoJ staff on EU integrations, competences and functioning of relevant European institutions and other topics	Bilateral cooperation established and donor support ensured	MoJ	Donor support
5.1.2	Increase the number of employees in the Directorate for judiciary, Directorate for enforcement of criminal sanctions and Directorate for international cooperation and European integration to be in line with the increase in the scope of competencies and workload caused by the process of European and Euro-Atlantic integrations	5.1.2.1 Reorganization of the systematization for the purposes of more efficiently performance of work within the MoJ	a. Develop the analysis of existing capacities of posts within the Ministry of Justice	Analysis of existing capacities of posts within the Ministry of Justice developed	MoJ II quarter 2015	Budget (Required additional budgetary funds)
			b. Consider the need for amending the Rulebook on Internal Organization and Systematization in accordance with conclusions from the Analysis	Need for amending the Rulebook on Internal Organization and Systematization in accordance with conclusions from the Analysis considered and, if needed, the Rulebook amended	MoJ III quarter 2015	
			c. Fill the positions in accordance with the amendments to the Rulebook	Free positions filled	MoJ IV quarter 2015	
5.1.3	Conduct continuous training for the Ministry of Justice employees	5.1.3.1 Conduct trainings	a. Conduct survey among employees within the Ministry of Justice about the estimation of needed trainings	Survey about the estimation of needed trainings conducted	MoJ II quarter 2015	Regular budgetary funds
			b. Develop training needs analysis for employees	Training needs analysis for employees developed	MoJ II quarter 2015	
			c. Develop the training plan in accordance with the Analysis results	Training plan developed	MoJ III quarter 2015	

			e. In accordance with Analysis results propose to the Human Resource Management Authority to organize special trainings for Ministry of Justice employees	Special trainings organized by the Human Resources Management Authority	MoJ HRMA IV quarter 2015	
			d. Inform MoJ employees about regular trainings conducted by the HRMA through their advertising at the bulletin board in the Ministry of Justice	Employees informed about regular trainings conducted by the HRMA	MoJ Continuously	

5.2 JUDICIAL COUNCIL

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.2.1	Improve administrative capacities of the Secretariat of the Judicial Council in terms of professional qualifications of the employees	5.2.1.1 Develop the Analysis of existing administrative capacities of the Secretariat of the Judicial Council	a. Assessment of the needs for increasing number of job positions b. Compile the needs with the official systematization, if there is a need for changing the structure	Administrative fulfilment and professional education harmonized with needs defined in developed analysis	JC 2015	Regular budgetary funds
5.2.2	Fill in the vacancies envisaged in the Rulebook on systematization of the Secretariat of the Judicial Council, particularly for the tasks of development of IT systems, legal affairs and accountancy	5.2.2.1 Conduct the employment procedures in the Secretariat of the Judicial Council	a. In 2014 employ 3 new employees in the IT department b. In 2015 employ 6 new employees, as follows: 3 in ICT department, 1 in the Internal Revision Department, 1 in General Service Department and 1 in the Legal Department	All planned posts filled in	JC 2014-2015	Budget (Required additional funds)

5.2.3	Ensure funds in the budget for smooth operation of the Judicial Council	5.2.3.1 Define the legislative framework	a. Adopt the Budget Law, by which the Judicial Council shall be defined as separate unit with increased budget	Budget Law adopted Budget separated	JC/Parliament IV Quarter 2014	Regular budgetary funds
5.2.4	Conduct continuous trainings for employees of the Secretariat of the Judicial Council	5.2.4.1 Provide for adequate trainings in accordance with conducted analysis (TNA, connection with 5.2.1)	a. Develop the needs analysis for employees in the Judicial Council Secretariat and define the training plan in accordance with the analysis results	Needs analysis for employees in the Judicial Council Secretariat developed and training plan for them defined	JC II 2015	Regular budgetary funds
			b. Conduct trainings and publish reports on trainings at web portals	Information on conducted trainings published at web portals	continuously	Donor funds

5.3. PROSECUTORIAL COUNCIL

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.3.1	Improve administrative capacities of the Prosecutorial Council through adoption of the document on internal organization and systematization of posts needed for establishment of the Secretariat of the Prosecutorial Council and implementation of the procedure of recruitment of staff for development of IT system, accountancy and general affairs	5.3.1.1 Development of the Draft of the Act on internal systematization	a. Adopt the Act on Internal organization and systematization of posts for establishing the Secretariat of the Prosecutorial Council based on the needs assessment	Act on Internal organization and systematization of posts for establishing the Prosecutorial Council Secretariat basis of the needs assessment adopted	PC I quarter 2015	Regular budgetary funds
		5.3.1.2 Development of the Plan for transferring employees	a. Take over employees from the SSP who are working on positions for the needs of Prosecutorial Council	Employees from the SSP who are working on positions for the needs of Prosecutorial Council overtaken in accordance with the Act on Systematization	TS II quarter 2015	Regular budgetary funds
		5.3.1.3 In accordance with conducted analysis employ additional administrative capacities	a. Conduct employment procedures for the vacant positions by advertising public call and making decision, in accordance with the Rulebook on Systematization	Employment procedure completed: vacancy call advertised and decisions made	IV quarter 2015	Budget (Required additional budgetary funds)

5.3.2	Ensure budget funds for the smooth operation of the Prosecutorial Council	5.3.2.1 Improvement of the legislative framework	a. Adopt the Budget Law, which will allocate sufficient funds to the Prosecutorial Council for its smooth operation	Budget Law adopted and implemented Funds for operation of the Prosecutorial Council ensured	PC/Government/ Parliament IV quarter 2014 continuously	Regular budgetary funds
5.3.3	Conduct continuous training for the staff of the Secretariat of the Prosecutorial Council	5.3.3.1 Develop the Training plan and programme in accordance with defined needs	a. Develop the needs analysis for employees in the Secretariat of the Prosecutorial Council and define the training plan in accordance with the analysis results	Needs analysis for employees in the Secretariat of the Prosecutorial Council developed and the training plan defined	PC/JTC II quarter 2015 Continuously	Regular budgetary funds Donor funds
			b. Conduct trainings and publish reports on conducted trainings at the web portals	Trainings conducted and reports published at web portals		

5.4 JUDICIAL TRAINING CENTRE

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.4.1	Improve organizational structure and institutional capacities of the Centre. That will contribute to the improvement of the human resources of the Centre, which will have a positive impact on strategic planning, improvement of the evaluation, analysis of the needs for training, reduction of overlapping of activities and development of	5.4.1.1 Develop the needs assessment	a. Develop the analysis of budgetary funds that Centre needs for financing implementation of initial and continuous trainings, with recommendations for future model of the organization and functioning of the JTC	Analysis with guidelines developed	JTC II quarter 2014	Regular budgetary funds Luxemburg technical support/ EIPA to Montenegro
		5.4.1.2 Define and adapt legislative framework	a. Establish working group for development Draft Law on Trainings in Judiciary	Working Group established	JTC III quarter 2014	IPA 2012/2013 - Justice and Home Affairs
			b. Prepare the working version of the Law on Trainings in Judiciary	Working version of the Law on Trainings in Judiciary prepared		
			c. Receive the opinions of EC and CoE experts on the Draft Law	Opinions of EC and CoE experts on the Draft Law received	MP/JTC TAIEX IV quarter 2014	TAIEX
		d. Define the Proposal for the Law on Trainings in Judiciary	Proposal for the Law on Trainings in Judiciary defined	Government II quarter 2015	Regular budgetary funds	

	realistic plans for annual training curricula		e. Adopt the Law on Trainings in Judiciary	Law on Trainings in Judiciary adopted	Parliament III quarter 2015	Regular budgetary funds
			f. Adopt the Act on internal organization of the Judicial Training Centre in accordance with the new Law	Act on internal organization adopted	IV quarter 2015	Regular budgetary funds
		5.4.1.3 Ensure sufficient administrative capacities	a. Employ needed number of staff in accordance with the Act on internal organization	Working positions filled in accordance with the Analysis guidelines and act on internal organization	JTC I quarter 2016	Budget (Required additional budgetary funds)
5.4.2	Develop clear methodology for planning and developing annual training programmes	5.4.2.1 Ensure that annual training programme includes trainings on relevant and newly adopted legal solutions	a. Revise methodology of issuing annual training programme	Revision done	JTC I quarter 2015 continuously	Regular budgetary funds
			b. Develop programmes in accordance with modified methodology, which will include trainings in terms of all relevant legal solutions	Programme developed in accordance with the new methodology	JTC II quarter 2015	
5.4.3	Establish financial independency through establishment of a separate budget unit for financing the work of the Centre.	5.4.3.1 Ensure independent management of the Budget	a. Develop the analysis of financial needs of the JTC	Analysis of financial needs of the JTC developed	JTC II quarter 2015	Budget (Required additional budgetary funds)
			b. Develop the methodology for drafting budgetary needs	Methodology for drafting budgetary needs developed	JTC III quarter 2015	
			c. Amend the Budget Law in terms of defining the Judicial Training Centre as separate budgetary unit	Separate budget ensured for JTC	JTC/Government/ Parliament IV quarter 2015	
			d. Employ sufficient number of staff within the financial department	Staff employed in the financial department	II quarter 2016	
			e. Train the JTC staff on efficient planning and financial management	JTC staff trained on efficient planning and financial management	III quarter 2016 and continuously	

5.5 JUDICIAL AND OTHER PROFESSIONS (lawyers, notaries, public enforcement officers, mediators, court experts, court interpreters)

5.5.1 LAWYERS

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.5.1.1	Amend the Law on Law Practice with the view to ensure that it is in line with the EU standards - so that lawyers from EU Member states can do representation before judicial bodies in Montenegro	5.5.1.1.1 Define and adapt the legislative framework	a. Establish working group	a. Working group established	MP Bar Chamber IV quarter 2015	Regular budgetary funds Budget of the Bar Chamber
			b. Define the working version of the Law	b. Working version of the Law defined	II quarter 2016	
			c. Define the Proposal for the Law	c. Proposal for the Law defined	III quarter 2016	
			d. Adopt the Law	d. The Law adopted	IV quarter 2016	
5.5.1.2	Strengthen the system of responsibility of lawyers in terms of accountability for unconscientious provision of legal assistance	5.5.1.2.1 Monitor cases of free legal aid and quality of legal aid as lawyers' services	a. Establish mechanisms for monitoring the work of lawyers who offer free legal aid and ensure that they use in their work an approach which is clear and directed by the quality. Establish clear and responsible criteria for evaluation of the performance and quality	Act regulating the mechanisms for monitoring the work of lawyers adopted	Bar Chamber/SC/MoJ IV quarter 2015	Bar Chamber Budget
			b. Analyse satisfaction of clients with lawyers services	Analysis conducted	Bar Chamber I quarter 2016	Bar Chamber Budget
			c. Conduct proceedings against lawyers if they unconscientiously provide legal assistance	Information on conducted proceedings published at annual level	Bar Chamber from IV quarter 2015 continuously	
			d. Raise public awareness through different mechanisms of informing (newspapers, web portals, brochures)	Number of activities increased in relation to the previous period	Bar Chamber MP from IV quarter 2015 continuously	Bar Chamber Budget Regular budgetary funds
5.5.1.3	Revise the Decision on the amount of fee for the work of lawyers appointed ex officio	5.5.1.3.1 Adapt the amount of the fee for lawyers work	a. Adopt new decision on the amount of fee for the work of lawyers appointed ex officio	Decision on the amount of fee adopted and implemented	Bar Chamber III quarter 2015	Bar Chamber Budget

5.5.1.4	Adopt new tariff for lawyers' services in line with the amendments to the Law on Law Practice	5.5.1.4.1 Adapt given legislative framework	a. Adopt new tariff for lawyers' services in line with the amendments to the Law on Law Practice	New tariffs for lawyers adopted	Bar Chamber I quarter 2017	Bar Chamber Budget
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5.5.2 NOTARIES

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.5.2.1	Amend the Law on Notaries – particularly in the part that refers to the reasons for liability of the notaries and the procedures for establishing liability	5.5.2.1.1 Adapt the legislative framework	a. Establish the working group	a. Working group established	MoJ Chamber of Notaries II quarter 2014	Regular budgetary funds
			b. Define the Proposal for the Law	b. The Proposal for the Law defined	Government of MNE II quarter 2015	
			c. Adopt the Law	c. The Law adopted	Parliament of MNE III quarter 2015	
5.5.2.2	Further develop the service of notaries with the view to appointing notaries in all places and official seats	5.5.2.2.1 Analyse the work of notaries and undertake measures for appointing the notaries up to the planned number	a. Analyze development of existing notaries system and their work	Analysis of the annual performance of notaries and advertising the vacancy notice for appointment of notaries	MoJ Chamber of Notaries I quarter 2015 and continuously	Regular budgetary funds Chamber of Notaries Budget
			b. Promote notary service in places in which notaries are not appointed yet	Promotion of notary service	Chamber of Notaries MoJ III quarter 2014 and continuously	
5.5.2.3	Strengthen capacities of the Ministry of Justice for supervising the work of notaries	5.5.2.3.1 Strengthen capacities and scope of supervision over the work of notaries	a. Develop the analysis of existing administrative capacities of the Ministry of Justice in terms of performing supervision over the work of notaries	Analysis of existing administrative capacities of the Ministry of Justice in terms of performing supervision over the work of notaries developed	MoJ II quarter 2015	Regular budgetary funds (Required additional funds)
			b. Depending on the Analysis results, amend the Act on internal organization and systematization	Act on internal organization and systematization revised in accordance with the Analysis results and conclusions	MoJ III quarter 2015	

			c. Conduct the employment procedures in the Ministry of Justice on a basis of the Act on internal organization and systematization	Employment procedures conducted in accordance with the Act on internal organization and systematization	MoJ IV quarter 2015	
			e. Adopt and publish the supervision plan and the annual analysis of the supervision over the work of notaries	Supervision plan adopted and published, as well as the annual analysis of the supervision over the work of notaries	MoJ I quarter 2015 and continuously	
5.5.2.4	Establish electronic networking of all offices of notaries	5.5.2.4.1 Provide for technical conditions and protocols for establishing network	a. Establish the working group consisted of representatives of the Chamber of Notaries and the MoJ	Working group established	MoJ Chamber of Notaries II quarter 2015	Regular budgetary funds Chamber of Notaries budget
			b. Define the proposals for solution for development of the information solution	Electronic networking of all offices of notaries established	Chamber of Notaries MP IV quarter 2015	
			c. Define the plan for further maintenance and administration of the information system	Plan for maintenance and administration of the information system defined	IV quarter 2015	
5.5.2.5	Ensure electronic networking of all offices of notaries with the records of the Real Estate Administration	5.5.2.5.1 Provide for technical conditions and protocols for establishing network	a. Establish the working group consisted of representatives of the Chamber of Notaries and the MoJ	Working group established	MP Property Directorate Chamber of Notaries IV quarter 2015	Regular budgetary funds Chamber of Notaries budget
			b. Identify authorities, data structure and state of data quality	Authorities, data structure and quality identified	I quarter 2016	
			c. Establish electronic networking of all offices of notaries with the records of the Real Estate Administration	Electronic networking of all offices of notaries with the records of the Real Estate Administration established	II quarter 2016	
5.5.2.6	Conduct continuous education of notaries	5.5.2.6.1 Development of the training programme and its implementation	a. Define training needs and plan	Training needs and plan defined	Chamber of Notaries/MoJ I quarter 2015	Regular budgetary funds
			b. Conduct trainings	Training of all notaries conducted on annual level	Chamber of Notaries/MoJ from II quarter 2015 and continuously	

5.5.3 PUBLIC ENFORCEMENT OFFICERS

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
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5.5.3.1	Nominate public enforcement officers	5.5.3.1.1 Define the needed number of public enforcement officers and nominate them in accordance with current possibilities	a. Issue decisions on nomination of public enforcement officers according to working areas	Public enforcement officers nominated in all working areas	MoJ II quarter 2014 and continuously	Regular budgetary funds
5.5.3.2	Continuously monitor the effects of the work of the public enforcement officers	5.5.3.2.1 Systematically and methodologically monitor the work of public enforcement officers	a. Develop reports on the work of public enforcement officers which will contain information about the number of pending cases at public enforcement officers, the workload of each individual public bailiff, the quality of work public enforcement officers, the number of enforcement cases in courts	Report on work of public enforcement officers developed	MoJ Chamber of Public Enforcement Officers I quarter 2015	Regular budgetary funds Chamber of Public Enforcement Officers Budget
			b. Raise public awareness on work of public enforcement officers through promotion materials	Promotion material developed and distributed	MoJ Chamber of Public Enforcement Officers I quarter 2015 and continuously	
			c. Conduct continuous trainings for public enforcement officers aimed at more quality performance of service	Trainings of public enforcement officers conducted on annual level	MoJ Chamber of Public Enforcement Officers Continuously	
5.5.3.3	Establish unique software system for keeping records on cases within public enforcement officers offices	5.5.3.3.1 Provide for technical conditions for establishment unique software system	a. Establish working group consisted of representatives of the Chamber of Public Enforcement Officers and the MoJ	Working group established	Chamber of Public Enforcement Officers/MoJ IV quarter 2014	Chamber of Public Enforcement Officers Budget Public enforcement officers
			b. Define the proposal for establishing IT solution	Electronic networking of all public enforcement officers offices established	Public enforcement officers Chamber of Public Enforcement Officers II quarter 2015	
			c. Develop the plan for further maintenance and administration of the Information system	Plan for further maintenance and administration of the Information system developed	Public enforcement officers Chamber public enforcement officers II quarter 2015	

5.5.3.4	Ensure access for public enforcement officers to data base of state bodies and administration bodies necessary for enforcement	5.5.3.4.1 Ensure consistent and unobstructed access to data bases and ensure technical conditions	a. Establish working group consisted of representatives of the Chamber of Public Enforcement Officers and the MoJ	Working group established	Chamber of public enforcement officers/MoJ I quarter 2015	Budgetary funds of the Chamber of Public Enforcement Officers Public enforcement officers
			b. Identify authorities, data structure and state of data quality	Authorities, data structure and state of data quality identified	Chamber of public enforcement officers II quarter 2015	
			c. Ensure that public enforcement officers have access to data bases of relevant authorities	Access to data bases ensured	IV quarter 2015	

5.5.4 MEDIATION CENTRE AND MEDIATORS

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.5.4.1	Improve the system of statistics which ensures monitoring of the use and effects of mediation	5.5.4.1.1 Monitor the implementation of the legislative framework for the purposes of drafting guidelines for further development of mediation institute Connection with Measure: 2.5.2	a. Establish methodology (monitoring and evaluation scheme) for collection of qualitative and quantitative data on types and efficiency of mediation procedures	Methodology of collection of data established	Mediation Centre/Courts I quarter 2015	Regular budgetary funds
			b. Keep records on conducted mediation procedures and develop reports based on records	Report on conducted mediation procedures	Mediation Centre/Courts Continuously	
			c. Develop the analysis of existing number of mediators and their work and consider the need for increasing their number and improving their work	Analysis developed	MoJ Mediation Centre IV quarter 2015	
5.5.4.2	Strengthen administrative capacities of the Mediation Centre to provide better support to mediators	5.5.4.2.1 Systematically plan development of the mediation services for the purpose of their transparent and efficient work	a. Develop the analysis of existing administrative capacities of the Mediation Centre	Analysis developed	Mediation Centre IV quarter 2015	Budget (Required additional budgetary funds)
			b. Amend the Act on internal organization and systematization of the Centre in accordance with Analysis results	Act on internal organization amended	Mediation Centre I quarter 2016	

			c. Conduct the employment procedures in the Centre on a basis of the act on internal organization and systematization	Employment procedures conducted	Mediation Centre II quarter 2016	
			d. In accordance with the Analysis of existing administrative capacities of the Centre, consider the need for opening regional branches of the Mediation centre in other municipalities in Montenegro (Connection with activity 5.5.4.2.1a)	Analysis developed and need for opening regional branches considered	Mediation Centre IV quarter 2015	
5.5.4.3	Conduct continuous trainings and specialization of mediators	5.5.4.3.1 Ensure continuous trainings in accordance with the programme planned in advance	a. Define training needs	Training needs defined	Mediation Centre JTC IV quarter 2014	Regular budgetary funds Donor support
			b. Adopt the training plan	Annual training plan adopted	Mediation Centre IV quarter 2014	
			c. Conduct trainings	Trainings of all target groups conducted on annual basis in accordance with the training plan	from I quarter 2015 continuously	

5.5.5 COURT EXPERTS

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.5.5.1	Amend the Law on Court Experts - with the view to strengthen their responsibility	5.5.5.1.1 Improve the procedure for appointment and dismissal from the office of court experts	a. Establish the working group	Working group established	MoJ I quarter 2014	Regular budgetary funds
			b. Define the Proposal for the Law	Proposal for the Law defined	Government I quarter 2015	
			c. Adopt the Law	Law Amending the Law on Court Experts adopted	Parliament II quarter 2015	
5.5.5.2	Improve the system of responsibility of court experts	5.5.5.1.2 Connection with Measure 5.5.5.1.1				

5.5.5.3	Conduct continuous trainings of court experts	5.5.5.3.1 Conduct trainings for court experts	a. Develop training needs analysis	Training needs analysis developed	Association of court experts II quarter 2015	Budget of the Association of court experts
			b. Adopt the training plan	Training plan developed	Association of court experts II quarter 2015	
			c. Conduct trainings	Court experts trained in accordance with determined needs and the plan	Association of court experts continuously	
			d. Prepare report on conducted trainings	Report prepared	Association of court experts IV quarter 2015 and IV quarter 2016	

5.5.6 COURT INTERPRETERS

NO.	Strategic Guideline	Measure	Activity	Indicator of Result	Responsible Authority/deadline	Required funds
5.5.6.1	Legislate this area - with the focus on the requirements for appointment of court interpreters and reasons for liability of court interpreters, as well as limiting the time they are appointed for	5.5.6.1.1 Improve conditions and procedures for appointment and dismissal of court interpreters	a. Establish the working group	Working group established	MoJ I quarter 2015	Regular budgetary funds
			b. Define the Proposal for the Law	Proposal for the Law on Court Interpreters defined	Government III quarter 2015	
			c. Adopt the Law on Court Interpreters	Law on Court Interpreters adopted	Parliament IV quarter 2015	
5.5.6.2	Improve the system of liability of court interpreters	5.5.6.2.1 Connection with Measure 5.5.6.2				
5.5.6.3	Conduct continuous trainings of court interpreters	5.5.6.3.1 Conduct trainings for court interpreters	a. Develop training needs analysis	Analysis developed	MoJ Association of Court Interpreters IV quarter 2015	Regular budgetary funds (Required additional funds)

			b. Adopt the training plan	Training plan adopted	MoJ Association of Court Interpreters IV quarter 2015	
			c. Conduct trainings	Court interpreters trained in accordance with determined needs and plan	MoJ Association of Court Interpreters Foreign language Institute II quarter 2016 once a year	
			d. Prepare reports on conducted trainings	Reports on conducted trainings prepared	MoJ Association of Court Interpreters IV quarter 2016	