From Paper to Practice
Evaluating the Effectiveness of Judicial Responses to Serious Organised Crime and Corruption
Review Period July 2021 - March 2024

Regional Observations
Trial monitoring results on serious organised crime and corruption (OCC) cases

How
The Project’s Methodology, developed and adapted by the OSCE ODIHR based on its Trial Monitoring Manual & drawing on the extensive experience of OSCE field operations in monitoring OCC cases, encompasses trial monitoring from the confirmation of indictment to the final and binding verdict.

Focus
- fairness
- efficiency
- capacities/performance
- strategic use of judicial tools
CROSS-CUTTING REPORT FINDINGS

The Project’s trial monitoring identified symptoms of systemic challenges at the institutional, legislative and policy level. However, initiatives are already underway to address many aspects of the issues identified in this Report. These include strategies, action plans, guidelines and targeted capacity building. These are substantial investments that, with sustained efforts, can lead to substantial progress.
The main areas identified for further improvement at the institutional level, to varying degrees across the region, relate to:

**OWNERSHIP OF REFORM PROCESSES**
- Coordination of implementation of new guidelines, policy proposals and capacity-building efforts
- Oversight mechanisms for reform processes
- Interinstitutional communication and collaboration

**ACCOUNTABILITY & PERFORMANCE MANAGEMENT**
- Type of performance assessment criteria (balance between quantitative and qualitative)
- Incentives to implement standards that exist in policies and guidelines
- Structure and use of statistical data for evidence-informed decision making

**RESOURCES ALLOCATION**
- Material and human resources
- Specialized experts for financial investigations
- Length of vacancies for judicial and prosecutorial appointments

**WAY FORWARD**

**TRACK RECORD**
Create preconditions for an effective track record in combatting OCC.

**IMPACT**
Aim for changes that make an immediate difference.

**BUY-IN**
Address resistance to change, accounting for operational practices and working cultures.
EMBRACE DATA COLLECTION & ANALYSIS
to address all structural and systemic issues with evidence-informed policies.

STREAMLINE AND CONSOLIDATE
all guidelines, capacity building initiatives and strategies/action plans related to effective and efficient processing of OCC cases.

INCREASE ACCOUNTABILITY & OWNERSHIP
for the implementation of strategies, action plans and policies relating to OCC cases, by mandating the monitoring and evaluation of progress and the undertaking of corrective actions as well as comprehensive reporting.

CREATE INCENTIVE STRUCTURES
for the implementation of all tools available, from policies to subject-specific guidelines, related to the effective and efficient processing of OCC cases.

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For more on the Regional Trial Monitoring project go to www.osce.org/WesternBalkansTrialMonitoring or follow us in SoMe #RegTrialMonitoring