



## Agencia Consulting Ltd - Portfolio of Judicial Reform, Policing and Human Rights Expertise

All consultants have operated at senior management level within judicial organisations and have achieved recognised professional accreditations or qualifications in specialist areas, combined with significant operational experience of deploying those skills.

Topic	Specialist Expertise
Strategic planning and performance management	Business planning, 'balanced scorecard' police performance framework development, partnership development, training needs analysis, personal performance development review, external inspection and audit. 'LEAN' Efficiency Improvement, senior leadership development training. Professional Standards.
Criminal Justice Reform	Victims and Witness Management, partnership working, community justice, developing joint prosecution teams, court reform, diagnostic and scoping exercises to identify issues, strategic planning for the judiciary, court administration and management improvements, performance improvement support in order to meet benchmarks for European Union accession, reform and restructuring of judicial institutions, capacity building of the judiciary, prosecutors, public defenders, and other justice institutions, training on the legal approaches adopted by the UK (including how the European Convention of Human Rights was incorporated into the UK court system), arrangement and hosting of study visits and tours to UK institutions for overseas judges, police officers and social workers, delay reduction and efficiency programs and enhancement of access to justice.
Developing and refining criminal intelligence gathering and handling systems	Incorporating all of the below policing functions
Organised Crime	Kidnap, extortion, drug trafficking, people trafficking, product contamination.
Serious Crime	Accredited Senior Investigating Officers with experience of leading homicide investigations, fraud, economic crime, child protection, domestic violence,

	honour based crime & forced marriage. Serious Crime Case Reviews.
Specialist Investigations	Covert & undercover policing, anti-corruption, asset recovery.
Major Incidents and Events	Firearms Gold and Silver Command. Management of Disaster and Civil Emergencies, Management of major sporting events, event security.
Community Policing	Senior Command, Community and Neighbourhood Geographic Policing, Intelligence led policing, public confidence, partnership working, Tackling Anti-Social Behaviour, Problem Oriented Policing.
Terrorism	Investigation, Chemical, Biological, Radiological and Nuclear Terrorist Incident Command. Animal Rights Terrorism.

## **Agencia Consulting Ltd - Portfolio of Key International Justice Projects (In chronological order)**

### **1. Development of Croatian Judicial Academy (July 2005 – March 2006)**

In July 2005 Agencia commenced, in partnership with Ramesses Group Ltd, a project designed to provide capacity building support to the Croatian Judicial Academy. This project was funded by the UK Foreign & Commonwealth Office, through the Global Opportunities Fund and had two main components.

Firstly, Agencia and Ramesses staff provided support to the senior managers of the Judicial Academy in order to develop and sustain modern management techniques within the Academy. Secondly, a programme of training for judges and prosecutors was developed which further enhanced the Academy's main outputs. This latter segment of work followed on from work started under an EU-funded CARDS 2001 project, and involved judges and prosecutors being trained as peer trainers for their colleagues.

### **2. Support to the Zagreb Commercial Court (April 2006 – June 2007)**

Improving Court Administration is a key component of the Croatian government's Judicial Reform Strategy. Overall, in 2006, the court system had a backlog of 1.6 million cases, a significant proportion of which have been in the court system for a number of years. The Zagreb Commercial Court (ZCC) was no exception to this general level of delay and inefficiency and this project was designed as a pilot project to improve basic court administration in the ZCC. It was intended that this project would demonstrate the benefits of modern and transparent administrative practices and structure within a high profile court (the ZCC handles approximately 60% of the total Commercial Court proceedings for Croatia).

### **3. Croatia – Court Administration Project (April 2007 – March 2009)**

Following the impact made at the Zagreb Commercial Court (see above), the President of the Supreme Court of Croatia asked for Agencia support to a wider range of courts in Croatia; this request was supported by the UK government and led to a two-year Court Administration Project (CAP).

The overall purpose of CAP was the introduction of effectiveness and efficiency into court administration – rolling out into the largest courts in the country an expansion of the pilot project at Commercial Court Zagreb delivered by the implementers in 2006-07.

Outputs:

1. The establishment of four “Centres of Excellence” in four of the largest Municipal Courts in Croatia
2. The introduction of comprehensive skills for improved management and best practice delivery
3. The delivery of management, business planning and leadership workshops
4. The capacity of the Judicial Academy further enhanced in delivery of practical skills and change management across the courts structure.

#### **4. Ukraine – Scoping study on judicial reform for the FCO (May 2009)**

The British Embassy in Kyiv commissioned Agencia to conduct a short scoping study into the potential for future SPF funding to be deployed in the field of judicial reform in Ukraine. Agencia produced a diagnostic report with recommendations on key areas where SPF-funded might make the maximum impact.

#### **5. Croatia – Project to prepare Croatian judicial institutions to meet the EU standards (April 2009 – March 2010)**

The work undertaken in the Court Administration Project 2007-09 was continued through this successor project. This one year project encompassed three separate strands of activity:

- a) The distillation of experiences and materials from earlier Court Administration Project into a comprehensive management toolkit for use by all Court Presidents and administrators
- b) The provision of specific advice and oversight of implementation in areas of separation of judicial and management powers in court, including the piloting of such a separation in one of the country’s larger Municipal Courts
- c) The provision of specific advice and oversight of implementation in areas of court inspection standardisation.

The President of the Supreme Court of Croatia also commissioned Agencia to design and deliver a two-day course of management training to all 60 Municipal Court Presidents.

#### **6. Ukraine – Project to provide Support to the Constitutional Court of Ukraine (September 2009 – March 2010)**

This project took place in the latter half of 2009/10 and involved the production of a diagnostic report highlighting the issues facing the Constitutional Court of Ukraine at that time. That led to the Phase 2 activities outlined below.

## **7. Support to the Constitutional Court of Ukraine – Phase 2 (September 2010 – March 2011)**

The purpose of this project is to continue the support to the Secretariat of the Constitutional Court of Ukraine (CCU), commenced in September 2009, with particular emphasis on: enhancing public understanding of the role of the Constitutional Court of Ukraine, and their (the public's) access to the "appeal" process; reviewing the management structure, court rule book and future strategy.

### *Planned Outputs:*

- Arrangements are put in place to enable the public to:
  - enhance their general understanding of the role of the Constitutional Court of Ukraine in protecting citizens' rights
  - correctly formulate any appeals they make to the Constitutional Court of Ukraine so that the Court may proceed where appropriate to issue an official interpretation.
- An in-depth review of current management structure and recommendations formulated for any identified structural improvements (with particular reference to the legal directorate).
- In the light of Output 2 (above) the production of a draft strategy and, where necessary, revisions to the court rule book.

## **8. Croatia – Project to Support the Ministry of Justice and the Supreme Court in meeting EU criteria for the Opening of Chapter 23 (2010 – 2012)**

The 2009-10 activities were supported by two further strands of activity, designed to assist Croatia in meeting EU criteria through:

- a) improved court administration efficiency by introducing the role of a Director of Court Administration in the three largest courts in the country (2010-2012)
- b) the delivery of a second phase of tailored-made training to Court Presidents with the aim of continuing to standardise the way that Croatian courts deal with backlog and court efficiency but at the same time to work with Judicial Academy (JA) trainers on understanding of such training modules in order for them to become an integral part of JA Annual Planning and court practice (2010-2011).

## **9. Ukraine – Project to Support the Supreme Court of Ukraine (September 2010 – March 2011)**

The purpose of this project is to Increase the operational capability of the Supreme Court of Ukraine (SCU) in line with best UK / EU court practice and to strengthen the links between UK and Ukraine judiciary.

*Planned Outputs:*

- a report on the current operations of the SCU, with the potential for future linkages and collaborative work with UK Rule of Law institutions being identified
- an raised awareness of SCU judges and staff on best UK practices and methodologies in the priority areas identified by the SCU
- a closer working relationships between the SCU and UK counterparts established and recommendations on SCU structural improvements developed and agreed.

**10. Serbia – Scoping Study on behalf of the British Embassy, Belgrade (February 2011)**

This short piece of work was undertaken in February 2011 at the request of the British Embassy in Belgrade. A “Judicial Reform Strategy” has been in place in the Republic of Serbia covering the period 2006-11 and this study was undertaken to identify whether:

- a) there is a role for the British government to play in supporting that strategy, and
- b) if so, where would that assistance be most beneficial.

The outputs were a 40-page report:

- outlining the current situation
- identifying nine potential projects for UK involvement, and
- an impact and risk analysis of those projects.

The report was then the subject of a video conference involving the Agencia author, the British Ambassador to the Republic of Serbia, and eight members of the Embassy staff. Following that conference the Embassy sought bids from implementers, and those bids are now under consideration by the FCO.

**11. Serbia – Support to the High Judicial Council and State Prosecutorial Council (April 2011 – June 2014)**

Following the earlier scoping study (see above) Agencia was asked to implement a project with the High Judicial Council and State Prosecutorial Council of the Republic of Serbia. The purpose of the project is to enhance the managerial and administrative capabilities of the HJC and SPC, as the highest judicial bodies, to

enable them to play an effective role in leading the courts and prosecution services in Serbia.

In June 2013 the focus of the work changed: during the period until June 2015 the Agencia team will be working with the Higher Public Prosecution Office in Belgrade to establish a pilot *Victim & Witness Care Unit*. An expansion strategy has been written to develop Victim and Witness Support Units in all four major cities in Serbia. This supports Serbia's Justice Reform Strategy and EU Accession programme.

## **12. Nigeria – Support to the Office of the Chief Justice of Nigeria (November 2011 – September 2012)**

Agencia is working in Africa, focussing on reform of the justice system, and particularly the work of the Supreme Court of Nigeria. For this work, Agencia is a subcontractor to RIPA International, part of the Capita Group Plc.

Following an initial baseline assessment exercise, the project is providing support to the Supreme Court on performance appraisal and assessment, development of a media relations strategy, Judicial Case Management, professional standards, modernising court records, establishing the role of the Supreme Court of Nigeria in judicial leadership, and budgetary planning and monitoring.

## **13. Kosovo - Anti – Corruption Training (August 2012 – July 2014)**

On behalf of the British Embassy in Kosovo, Agencia is involved in a project strengthening anti-corruption policies and furthering EU integration in Kosovo.

Transparency International's 2011 Corruption Perception Index Report ranks Kosovo in 112th place of 182 countries giving it a score of 2.9 out of 10 which is considered highly corrupt. Moreover, the European Union's 2011 Progress Report identifies that "the capacity to investigate this type of crime, and the level of expertise, remains limited. Law enforcement and judicial authorities need to be more pro-active in this area."

In response to this Agencia has developed a 3 year anti-corruption training strategy for the Kosovo Judicial Institute and delivered a series of training seminars on tackling corruption, developing joint agency and cross border responses to financial crimes and coaching and mentoring for senior investigators from the Kosovo Police, Prosecution and Customs over a period of two years. The programme included a study visit to UK institutions leading corruption investigations.

## **14. Kosovo – Training on Effective Legal Research Techniques (Jan – March 2014)**

On behalf of the British Embassy in Kosovo Agencia delivered a training programme on effective legal research techniques that included a study visit to UK institutions. The programme will enhance the capability of the Kosovo Judicial Institute to

develop in house training programmes for incoming and existing Judges and Prosecutors that better reflect decisions made by the European Court.

#### **15. Kosovo – Facilitating conferences for the Supreme and Constitutional Courts (Jan – March 2014)**

To develop the capability and working arrangements between the Supreme and Constitutional Courts in Kosovo Agencia provided facilitation for two conferences in Turkey and Albania.

#### **16. Bosnia & Herzegovina (December 2013 – March 2016)**

On behalf of the British Embassy in Sarajevo, Agencia is managing a project to strengthen the managerial capacities of the State Prosecutor's Office (the office that prosecutes war crimes, organised crime cases and corruption cases).

During the period January 2014 – March 2016, Agencia consultants:

- Produced a diagnostic report identifying the future priorities for the institution – this was accepted by the Chief Prosecutor
- Produced a strategic plan 2015-2018 setting out key organisational and operational priorities – signed off and launched internally
- Produced a strategy to implement the national anti-corruption strategy and action plan and improve outcomes from investigations and increase assets recovered
- Delivered financial investigation and asset recovery training to prosecutors and investigators

#### **17. Malaysia – Training on advocacy skills for prosecutors from the Inland Revenue Board (June 2014)**

In response to a request to improve advocacy skills amongst Malaysian Inland Revenue Board Prosecutors Agencia developed an eight day training programme and delivered this to 32 staff in the capital Kuala Lumpur.



## **18. Macedonia – EU Judicial Reform and Developing Alternative Sanctions (Probation Service) Jan 2015 – Nov 2016**

Agencia is a key partner in a European Consortium delivering a two year project to develop a professional, efficient and effective judicial system in the Former Yugoslav Republic of Macedonia and to implement a Probation Service capable of delivering a range of alternatives to custody.

## **19. Bosnia and Herzegovina - Capacity Building for the High Judicial and Prosecutorial Council Secretariat , August 2015 – March 2018**

Agencia is a key partner in a consortium delivering a capacity building programme of projects to the High Judicial and Prosecutorial Council (HJPC) Secretariat. The institution has over sight of the performance of all courts and prosecutors offices in Bosnia and Herzegovina and is responsible for the appointment, promotion and disciplinary conduct of judicial officials. Outputs delivered to date are;

- Inception report identifying short, medium and long term priorities
- Capacity Building Plan 2015-18 and programme of eight priority projects
- Delivery of Total Quality Management Assessment and Improvement Plan using Common Assessment Framework adopted by Public Administration Reform Office.

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### **Other international work has included:**

- **Bosnia & Herzegovina** – judicial reforms (2003-2006)
- **Serbia** – judicial reforms (2004-2006)
- **Croatia** – Juvenile justice and victim support (2004-2005)  
*(Work in all three countries above funded by **Department for International Development** as part of the Safety, Security and Access to Justice in the Balkans Project)*
- **Germany**: Quality assurance systems development for British Forces Healthcare Germany (Guys & St Thomas' Hospital NHS Foundation Trust) (1999 to present)
- **Turkey** – Keynote addresses to a major Safeguarding Children conference in Ankara (2008).

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