

<b>1. Project information</b>			
Name of the grant scheme Embassy Fund		Responsible unit for the grant (unit in MFA or Embassy) Embassy in Belgrade	
Agreement title Improving the Efficiency of Justice system			
Agreement number MNE-18/0002, 18/8471		Total grant from MFA (NOK) 7,461,072	Reporting period (mm/yyyy – mm/yyyy) August 2019- July 2020
<b>2. About the grant recipient</b>			
<b>2.1 Contact information</b>			
Name and abbreviation United Nations Development Programme - UNDP Montenegro			
Address UN Eco House, Stanka Dragojevica		Postal code 81000	City Podgorica
Country Montenegro			
Telephone +382 20 447 400	Fax +382 20 447 414	Email <a href="mailto:registry.me@undp.org">registry.me@undp.org</a>	Website <a href="http://www.me.undp.org">www.me.undp.org</a>
Contact person Tomica Paović		Email <a href="mailto:tomica.paovic@undp.org">tomica.paovic@undp.org</a>	Telephone/mobile phone +382 20 447 465
<b>3. About the project</b>			
<b>3.1 Cooperating partner – any changes</b> (if several changes in cooperating partners, use attachment)			
Name Ministry of Justice		Contact person Mr. Darko Kovacevic, Director of Directorate for ICT in	
Address Vuka Karadzica 3		Postal code 81000	City Podgorica
Country Montenegro			
Telephone +382 20 407 574	Email <a href="mailto:darko.kovacevic@mpa.gov.me">darko.kovacevic@mpa.gov.me</a>		Website
For any new cooperating partners, describe briefly their competence and qualifications in relation to the project N/A			
<b>3.2 Grant recipient's and cooperating partner's/partners' respective roles in the project</b>			
Describe briefly the cooperation and division of roles between grant recipient and cooperating partner(s) On behalf of the Government of Montenegro, the partner in the Project is the Ministry of Justice / Directorate for ICT and Data Security while UNDP is in charge for direct aspects of implementation. Main governing body of Project is Project Steering Committee which is the Commission for Supervision and Coordination of the Implementation of the ICT Strategy and Action plan chaired by the Director of the ICT Directorate with participation of the representatives of Judicial Council, Prosecutorial Council, the Ministry for Public Administration (ICT and E-govt department).			

### 3.3 Project implementation – any deviations

Brief description of any deviations between approved application and the actual implementation of the project, with reference to the table in point 4.1 and 4.2. Which consequences may the deviations have on the project's results? Which actions are taken in order to counteract possible delays or manage other deviations?

After a prolonged process of development for development of software for courts sub-system due to low interest of experienced companies in the field of software development in judiciary, the company Atos based in Belgrade, Serbia with relevant experience in developing software in judiciary in several countries was selected through competitive process. The Initiation and business development phase which envisaged also Proof of Concept module was also prolonged due to complexity of the software to be developed and every single functionality approved by the professionals from the Judicial Council. Proof of Concept module proved that the company Atos is on the right track when it comes to thorough understanding of all functionalities that need to be developed within the new system. Covid 19 pandemic also caused delays due to inability of travel to Montenegro by the Atos experts and a number of professionals from the Judicial Council to participate in Business Development phase to the extend needed due to absence from work. The Business Analyses phase was finalised and approved by the Working Group in July 2020.

For this reason, there will be a delay of up to twelve months for 2.2 (Courts sub-system developed, tested and implemented) and 3.2 (Web service platform for date exchange developed, tested and implemented).

Since the development of software for Business Intelligence 4.2 is planned to be done once all four subsystems are in production and functional (Courts, Prosecutor's office, Institute for Enforcement of Criminal sanctions and Ministry of Justice) there will be a delay in this activity and it will be finalised by the end of 2021.

5.1 and 5.2 The Terms of Reference for development of software for the Institute of Enforcement of Criminal Sanctions finalised and approved. Company hired to customize the software which was granted to Montenegro by the Ministry of Justice of Serbia. Since it is a high quality of software being used in Serbia and successfully implemented in Bosnia and Herzegovina it was decided to customize the software for use in Montenegro which will cost less than developing a new one and the quality has been proved in two countries. The Business Analysed phase is ongoing, and it will be finalised in September 2020. The software will be finalised and in production in May 2021.

Brief description of the management of identified risk factors, including financial irregularities, so far in the project. Describe any new risk factors which have been identified, and how these will be managed during the next period.

One of the indicators of the project is the employment of additional IT staff in the Ministry of Justice Department for ICT, thus having 8 employees in total. There are two reasons for this issue, both being general challenge the state administration is facing. The first one is the retention of quality IT staff as the salaries offered in the state administration are not competitive compared to those offered in the private sector. The second challenge arises from the moratorium on the employment in public administration, as one of imposed measures as a part of the Public Administration Optimisation plan. The outcome of initial discussions is that the Ministry of Justice will work on hiring two professionals by the end of next year.

The Covid 19 pandemic has negative effect on implementation of the project since a number of staff from the Judiciary especially colleagues with children under 12 years of age were not at work approved by the government. Also, contractors working on software development being from Serbia were unable to come to Montenegro. The work on software development involves close cooperation of all parties.

Due to complexity of the implementation of software development since it involves a number of different players (Judicial Council, Ministry of Justice, Institute for Enforcement of Criminal Sanctions and Courts) and the Covid 19 pandemic the duration of the project should be prolonged by additional 12 months which was discussed and approved at the Project Steering Committee held in July 2020.

Brief description of the project's effects on gender equality, the environment and climate change so far. (If relevant, describe briefly how the intentions of the UN Security Council resolution 1325 on women and peace and security are taken into account.)

Due consideration is given to proportional participation of men and women, working in the area of judiciary, in the implementation of the planned project's activities, having in mind the corporate principle of providing equal opportunities in capacity development, education, etc. When it comes to the utilization of Judicial Information System (JIS) once it becomes operational, the Project team will work on equal involvement of men and women in the relevant trainings. This will specifically apply to the use of the upgraded JIS in daily work, having in mind that this knowledge will affect their job performance and future career opportunities. With this in mind, the planning of trainings will involve a consideration about equal number of both female and male holders of judicial position, who will participate. The selection of participants in the trainings and all other project activities will be conducted on a non-discriminatory basis.

Considering that gender-sensitive judicial statistics are currently not in place, all relevant analyses that will be performed before putting the Judicial Information System in operation will emphasize the need for obtaining sex-disaggregated data once JIS is operational. Furthermore, care will be taken about harmonization with other systems, such as the Social Card System, for the purpose of more efficient data collection and statistical harmonization. Thus, once JIS is operational, it will be possible to obtain sex-disaggregated data on all cases and it will be feasible to obtain information on various aspects of civil and criminal justice related to female population in Montenegro, such as e.g. number of perpetrators of criminal acts among women for certain years, etc. During the implementation of the activities, planned within the project, special attention is paid to sustainable energy, preserving the environment and energetic efficiency. Transfer from manual to electronic case management system, will lead to the vision of "paperless courts" which will insure environmental sustainability of the project

3. The judges have been trained on anticorruption and have code of conduct on the issue. Risks of corruption are not identified considering the Ministry of Justice has strict rules on combating the corruption in the courts. Involvement of the implementing partner will insure that the project activities are implemented in transparent and professional manner.



#### 4. The project's progress and results achievement

##### 4.1 The project's goal hierarchy with preliminary results

Describe the results obtained during the reporting period, based on the goal hierarchy in the application. Reporting on the products/services (outputs) delivered is required, and, if possible, the report should also indicate the project's effect on the target group (outcome) so far. The goal hierarchy with preliminary results may be provided in a separate attachment to the report. The results and activities should be numbered in order to show the link between the levels (i.e. outcome 1, output 1.1, activity 1.1.1, 1.1.2, etc.)

DEVELOPMENT GOAL (INTENDED <i>IMPACT</i> ON SOCIETY)	Results (indicators if relevant)	Comments
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Efficiency of Judiciary increased by applying ICT in the daily work of judicial institutions	New system development started	
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No.	PROJECT GOAL, EFFECT ON THE TARGET GROUP (INTENDED <i>OUTCOME</i> )	Indicators	Results	Comments
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1	Capacities of the ICT Division in the Ministry of Justice and ICT management of other judicial institutions strengthened, and efficient allocation of human and financial resources ensured to deal with the Judicial information system	ICT unit in MoJ efficiently coordinates JIS  No of ICT staff from juridical institutions trained	ICT Division empowered by two consultants	Two consultants hired to support the ICT Division of the Ministry of Justice are providing valuable support to the Ministry of Justice. Their role is essential for procurement, development, implementation and maintenance of the justice information system.
2	Sub-system for Courts developed and implemented in such a way that it can meet the needs of Montenegrin judiciary, make business processes more efficient and rationalize use of resources at courts' disposal	Courts sub-system developed and functional	-Business Analyses phases finalised and approved	Business Analyses (BA) phases took more time than anticipated due to the complexity of the needs stated in detail in the TOR. Proof of Concept module was developed during the BA phase which proved to the beneficiary that the software development company is the right track. Also, due to Covid 19 pandemic the process of analysing and approving of the Business Analyses was slowed down. The BA finalised and approved in July 2020. Software development phase is ongoing and will go live in spring 2021.

3	Electronic exchange of data between Courts and other judicial institutions established	Judicial institutions exchange the data	Business Analyses phases finalised and approved	As above
4	Analysis and statistics capacities of Judiciary strengthened in terms of generating the full and reliable reports on the operation of institutions, statistical reports important for monitoring and evaluation of processes in the justice system in line with the recommendations of CEPEJ guidelines	Statistical reports generated according to CEPEJ guidelines		Development of Software for Business Intelligence will be done once all four sub-systems are functional (Courts, Prosecutor's office, Institute for Enforcement of Criminal Sanctions and Ministry of Justice)
5	Institute for Enforcement of Criminal Sanctions (IECS) administration enabled to work more efficiently, monitor work on daily basis, generate the reports and integrates its work with other institutions through development of sub-system for IECS.	IECS administration generates reports and exchanges data with other Judicial institutions through the newly developed sub-system	Terms of Reference developed and approved  Business Analyse phase ongoing	Terms of Reference developed by the professionals from the ICT Division of the Ministry of Justice and Institute for Enforcement of Criminal Sanctions (IECS). Company hired to develop software for the IECS and Business Analyses is ongoing with a plan to be finalised and approved in September 2020 when development phase will start. Implementation of solution should be finished at the second quarter of 2021.
6	JIS security and protection of data ensured through appropriate policy and regulation	Preconditions set for the secure and reliable JIS system through improving policy and regulation	BC and DRP implemented	Policies and procedures for insuring protection of data are in process of adoption. This process should be finalised by first quarter of 2021.

No.	PRODUCTS AND SERVICES (PLANNED <i>OUTPUTS</i> )	Results (indicators if relevant)	Comments
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1.1	Organization and capacity of the ICT Division in the MoJ reviewed	Analysis of needs performed	<p>Job classification of the ICT Directorate of the Ministry of Justice has been approved based on the analysis. There are four professionals employed now and two ICT Consultants hired through the project for two years. The plan of the Ministry is to hire two professionals in 2021. ICT Department of the Judicial Council has enough professionals employed. Prosecutor's office and Institute of Enforcement of Criminal Sanctions are still understaffed.</p>
1.2	Training needs analysis and trainings performed	No of ICT staff trained	<p>21 employees from the Ministry of Justice (MoJ), Prosecutors office (PO) and Judicial Council (JC) trained:</p> <p>Basic database training – 7 employees (three from MoJ, two from JC and two from PO)</p> <p>Internal auditor for information security management systems – 2 employees (one from MoJ and one from JC)</p> <p>Computer ethical hacking – 2 employees (one from MoJ and one from JC)</p> <p>Database administrator – 3 employees (two from MoJ and one from JC)</p> <p>Training for software system engineers - 7 employees (three from MoJ, two from JC and two from PO)</p> <p>The training plan/analyses approved by the working group on the level of Judiciary for the professionals of Courts, Prosecutor's office, Institute for Enforcement of Criminal Sanctions and Ministry of Justice</p>

1.3	Consultants hired to support functions of ICT Division	2 new persons engaged to support the ICT Unit in performing in development of the ICT system and standards in justice sector	Two consultants hired to support the ICT Division of the Ministry of Justice are providing valuable support to the Ministry of Justice. Their role is essential for procurement, development, implementation and maintenance of the justice information system.
1.4	Experience /knowledge shared through Study trips	2 study trips organized	Trip to Tallinn, Estonia November 2018 Second planned to be organised in 2020 on the topic of Business Intelligence but due to Covid 19 pandemic could not be organised. The plan to organise it as soon as the situation with the pandemic permits.
2.1	Review of the specification for the software solution for the court sub-system and selection of vendor	Specification approved by the Working group	Approved by both working groups in September of 2018
2.2	Courts sub-system developed, tested and implemented	Usage of the Courts sub-system approved by Commission	Software for court sub-system will be developed by June 2021 and implemented in 4 test courts.
2.3	Design of the methodology for trainings approved by the WG	Methodology for trainings developed	Developed and approved by the working group.
3.1	Specification for the software solution for the exchange of data developed and vendor selected	Specification approved by the Working group	Approved by working groups in September of 2018
3.2	Web service platform for data exchange developed, tested and implemented	Platform solution approved by Commission	It will be developed and approved by June 2021 (part of same contract as 2.2)
4.1	Review of the specification for the software solution for the BI and selection of vendor	Specification approved by the Working group	Development of Software fo Business Inteligence will be developed and implemented once all four sub-systems are functional (Couts, Prosecutor's office, Institute for Enforcement of Criminal Sanctions and Ministry of Justice) TOR developed and approved by the Working group.
4.2	Development, testing and implementation of the business intelligence system	Usage of the BI sub-system approved by Commission	It will follow development phase of the BI
4.3	Training of users to use the business intelligence system.	Training performed for selected representatives of judiciary	It will follow development phase of the BI



5.1	Review of the specification for the Institute for Enforcement of Criminal Sanctions and selection of vendor	Specification approved by the Working group	TOR drafted and approved by the WG
5.2	Development of solution, testing and implementation	Usage of the IECS sub-system approved by Commission	Business Analyses phase about to be finalised. The software will be developed by May 2021
6.1	Development of the Business Continuity and Disaster Recovery Plan	BC and DRP implemented	BC and DRP plan is produced and adopted for the MoJ. It will be developed for the Courts in 2021.
6.2	Preparation of an Assessment about the data in the court sub-system to be identified and specified as vulnerable data within the framework of the relevant legislation	Assessment delivered.	It will be developed for the Courts in 2021.
6.3	Preparation of a draft of the Rulebook on the Categorisation, Storage and Use of Data in the court sub-system - Data Prevention Loss System “	BC and DRP implemented	It will be developed for the Courts in 2021.

#### 4.2 The project's implementation plan with status (and, if relevant, details for next reporting period)

Based on the approved implementation plan, indicate actual (start and) end dates. Deviations from the approved plan should be explained in the comments field. Details for the next reporting period should be included if relevant. (It is not necessary to include all activities reported in previous reporting periods, for these, reporting on output-level is sufficient.) The implementation plan with status may be provided in a separate attachment to the report.

No.	RESULTS (OUTPUTS) ACTIVITIES	Responsible party	Planned start date	Planned end date	Actual start date	Actual end date	Comments
1.1	Organization and capacity of the ICT Division in the MoJ reviewed	UNDP	August 2018	December 2018	August 2018	December 2018	
1.2	Training needs analysis and trainings performed	UNDP	August 2018	June 2020	August 2018	June 2020	
1.3	Consultants hired to support functions of ICT Division	UNDP	November 2018	December 2018	November 2018	December 2018	
1.4	Experience /knowledge shared through Study trips	UNDP	November 2018	September 2019	November 2018	September 2019	

2.1	Specification for the software solution for the court sub-system developed and vendor selected	MOJ, WG, UNDP	August 2018	September 2018	September 2018	October 2018	Short delay with approval
2.2	Courts sub-system developed, tested and implemented	MOJ, WG, UNDP	November 2018	December 2020	June 2020	June 2021	Court sub-system will be developed and tested by June 2021 in 4 pilot courts. 12 months will be needed to have it implemented in all courts in Montenegro.
2.3	Design of the methodology for trainings approved by the WG	MOJ, WG, UNDP	July 2019	December 2019	July 2019	December 2019	
3.1	Specification for the software solution for the exchange of data developed and vendor selected	MOJ, WG, UNDP	August 2018	December 2018	August 2018	December 2018	
3.2	Web service platform for data exchange developed, tested and implemented	UNDP	January 2019	December 2020	June 2020	June 2020	It will be developed and implemented by June 2021 (part of same contract as 2.2)
4.1	Review of the specification for the software solution for the BI and selection of vendor	MOJ, WG, UNDP	January 2019	June 2019	December 2020	February 2021	Development of Software fo Business Inteligence will be developed and implemented once all four sub-systems are functional (Couts, Prosecutor's office, Institute for Enforcement of Criminal Sanctions and Ministry of Justice) TOR should be developed by the end of the year.
4.2	Development, testing and implementation of the business intelligence system	UNDP	August 2019	June 2020	March 2021	October 2021	As above
4.3	Training of users to use the business intelligence system.	MOJ, WG, UNDP	January 2020	December 2020	October 2021	December 2021	It will follow development phase of the BI

5.1	Review of the specification for the Institute for Enforcement of Criminal Sanctions and selection of vendor	MOJ, WG, UNDP	October 2018	March 2019	August 2019	November 2019	There was a delay due to awaiting of the software which Montenegro received as a gift from Serbia which could be customized for the use in Montenegro.
5.2	Development of solution, testing and implementation	UNDP	April 2019	December 2020	January 2020	December 2020	The Business Analyses phase close to be finalised. The software will be developed and implemented by May 2021
6.1	Development of the Business Continuity and Disaster Recovery Plan	MOJ, WG, UNDP	October 2018	June 2019	February 2020	October 2020	
6.2	Preparation of an Assessment about the data in the court sub-system to be identified and specified as vulnerable data within the framework of the relevant legislation	MOJ, WG, UNDP	April 2019	March 2020	January 2020	December 2020	As above
6.3	Preparation of a draft of the Rulebook on the Categorisation, Storage and Use of Data in the court sub-system - Data Prevention Loss System “	MOJ, WG, UNDP	April 2019	March 2020	January 2020	December 2020	As above.

## 5. Financial overview

The detailed financial report and (if relevant) detailed budget for the next period must be provided in a separate attachment. The financial report should include project accounts with related explanations, and must be presented according to the same structure and elements as in the approved, detailed budget. The financial report must be confirmed by the person being responsible for financial matters in the grant recipient's organisation.

Tick if amounts are given in 1000s

Currency: Euro

	(1)	(2)	(3)	(4)	(5)	(5) in %	(6)
	Approved total budget	Total charged as expenses	Approved budget for the period	Total charged as expenses for the period (state period)	Variance (4) – (3)	Variance between (3) and (4) in %	Budget for next period
	(8/18-1/21)	(8/18-7/20)	(8/19-7/20)				(state)
<b>Project expenses – grant recipient</b> Costs directly related to the implementation of the project	727,200	319,626	411,465	196,626	-214,839	47.78	407,574
<b>Project expenses – cooperating partner(s)</b> Costs directly related to the implementation of the project							
<b>Overheads</b> The organisation's indirect administrative costs	58,176	25,570	32,917	15,730	-17,187	47.78	32,606
<b>Total expenses</b>	<b>785,376</b>	<b>345,196</b>	<b>444,382</b>	<b>212,356</b>	<b>-232,026</b>	<b>47.78</b>	<b>440,180</b>
<b>- Grant recipient's own financial contribution and contributions from other sources</b> (mark the amounts with minus signs)	-1,041,139	-423,907	-408,632	-26,885	381,747	6.58	590,348
<b>= Grant from MFA</b>	<b>785,376</b>	<b>345,196</b>	<b>444,382</b>	<b>212,356</b>	<b>-232,026</b>	<b>47.78</b>	<b>440,180</b>

**Disbursement request for next period** (to be stated in semi-annual instalments)

Justification/comment

Status of applications/grants from other sources

Additional 150.000 Euro for the Business Intelligence part expected by the end of October 2020 from the Ministry of Justice.

## 6. Additional information

Any other information of relevance for the report

The project team together with the beneficiary / Ministry of Justice is envisaging a delay of twelve months due to the delay in the start of the project with low interest of software development companies, complexity of the project took more time in the Business Analyses phase than anticipated and the Covid 19 pandemic also slowed down the process of approval of the Business analyses phase and project implementation.

## 7. Attachments

Tick the boxes below if attached, and give each attachment a number. Any other attachment should also be listed.

Attached	Number	Attachment
<input checked="" type="checkbox"/>		<b>Detailed financial report and, if relevant, detailed budget for the next period (mandatory)</b>
<input type="checkbox"/>		Additional cooperating partners (only when changes)
<input type="checkbox"/>		Protocols for procurements and/or disposals effectuated during the reporting period (if relevant)
<input type="checkbox"/>		Goal hierarchy with preliminary results
<input checked="" type="checkbox"/>		Implementation plan with status
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

## 8. Date and confirmation

I am authorised to sign legally binding agreements on behalf of the grant recipient, and confirm that the information contained in this report is correct to the best of my knowledge.

Place and date  
30 September 2020.

Name and signature  
Gordan Ivanovic

*Gordan Ivanovic*

