

1. Project information

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 2021 – July 2022

2. About the grant recipient

2.1 Contact information

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 registry.me@undp.org	Website www.me.undp.org
Contact person Tomica Paović		Email tomica.paovic@undp.org	Telephone/mobile phone +382 20 447 465

3. About the project

3.1 Cooperating partner – any changes (if several changes in cooperating partners, use attachment)

Name Ministry of Justice		Contact person Mr. Drazen Radonjic, Head of Department for ICT in Justice	
Address Vuka Karadzica 3		Postal code 81000	City Podgorica
Country Montenegro			
Telephone +382 20 407 513	Email drazen.radonjic@mpa.gov.me		Website

For any new cooperating partners, describe briefly their competence and qualifications in relation to the project
N/A

3.2 Grant recipient's and cooperating partner's/partners' respective roles in the project

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 / Department 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 Head of the ICT Department 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 procurement 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. Also, turn-over of high-level positions in the Ministry of Justice twice in the past 12 months. We also have to note that the political stability remains fragile and had negative influence the project when it comes to high level support which is essential for successful finalization of this project. For these reasons, there is a delay for 2.2 (Courts sub-system developed, tested and implemented) and 3.2 (Web service platform for date exchange developed, tested and implemented). Close cooperation and partnership have been resumed by the beneficiary and software development experts. Successful finalisation expected in 2023.

Business Intelligence 4.2 TOR developed by the beneficiaries and a consultant. Tender for development of software will be issue in Q3 of 2022. with a plan to start development phase by the end of 2022. Business Intelligence module will provide analytics and statistics of all four subsystems of Judicial Information System (Courts, Prosecutor's office, Institute for Enforcement of Criminal sanctions and Ministry of Justice)

5.1 and 5.2 Software for the Institute of Enforcement of Criminal Sanctions finalised

The software was finalised and put in production in July 2021. All staff of the Institute for the Enforcement of Criminal Sanctions trained to use the new information system.

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.

There was a communication issue between vendor and beneficiary (Judicial Council) when it comes to beneficiaries' level of involvement in completion of individual phases of Court sub-system which has been resolved. Due to complexity of the software being developed which involves deep knowledge and understanding of legislation, there is a need for thorough involvement of beneficiaries' team from Judicial council ICT department. Involvement of the ICT team requires engagement beyond regular working hours which is not always possible due to the workload. UNDP Resident Representative raised this issue with the Minister of Justice. The Minister values importance of this project and will create necessary conditions for additional engagement of ICT team from Judicial Council to overcome this issue.

One of the indicators of the project is the employment of additional IT staff in the Ministry of Justice Department for ICT, thus having 6 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. During last 12 months, some initiatives/measures have been started, that may lead to short and long-term improvements. It is noticeable that new government and IT private sector are working on developing ways to create IT skilled labour, independently, but also through some joint measures. ICT private companies in Montenegro created cluster, ICT Cortex, that among other actions, is assisting Govt Education and Public administration sectors in creating IT academy with courses for Govt employees but also young population that should lead to increase of IT skilled labour for Montenegro market. In parallel Govt is analysing ways to become more attractive as employer

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.

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 (Prosecutor's office, courts, Institute for Execution of Criminal Sanctions - IECS, Ministry of Justice -MoJ) 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 judicial institutions (courts, prosecutor's office, IECS) to deal with the Judicial information system increased	# of IT staff with adequate ICT skills in target institutions	ICT Division empowered by two consultants	Two consultants supported the ICT Division of the Ministry of Justice by providing valuable support to the Ministry of Justice. Their role was essential for procurement, development, implementation and maintenance of the justice information system. One of them fully employed in the ICT Dept of the Ministry of Justice
2	Efficiency of Courts through implementation of Courts sub-system enhanced	Level of development of the fully digitalised new Courts sub-system	-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. Based on the Business Analyses developed the realization phase is ongoing with a plan to be finalised in the second quarter of 2023. The IT professionals from the Judicial Council are working closely with the contractor in order to precise develop all functionalities for the courts sub-system.

3	Electronic exchange of data between Courts and other judicial institutions established	Level of development and functionality of software for electronic data exchange	Business Analyses phases finalised and approved	As above
4	Analysis and statistics capacities of Judiciary strengthened through development of business intelligence module	% of the institutions in the justice sector generating reports according to CEPEJ guidelines (Council of Europe European Commission for the efficiency of justice)		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) TOR finalised by the consultant and tender for development of software being prepared to be issued.
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 customisation of sub-system for IECS.	Level of customisation of ICT sub-system for IECS donated by MoJ of Serbia	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 Prozone, Novi Sad was contracted in March 2020. Business Analyses and realization phase was finalised in June 2021. The software was finalised and put in production in July 2021. All staff of the Institute for the Enforcement of Criminal Sanctions (114) trained to use the new information system.
6	JIS security and protection of data ensured through appropriate policy and regulation	JIS security and protection of data policy regulation adopted	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 2023. Awaiting equipping location for Date Base Center which is not a part of this project.
7	Exit strategy developed	Exit strategy highlighting results and their sustainability developed (yes/no)		It will be finalised in Q2 of 2023

No.	PRODUCTS AND SERVICES (PLANNED <i>OUTPUTS</i>)	Results (indicators if relevant)	Comments
1.1	Organization and human capacity of the ICT Division in the MoJ reviewed	# rulebooks for job classification in MoJ revised	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 at least one professional in 2022. ICT Department of the Judicial Council has enough professionals employed. Prosecutor's office and Institute of Enforcement of Criminal Sanctions are still understaffed.

1.2	Training needs analysis for MoJ, courts, and Prosecutor's office performed	Training needs analyses report developed (yes/no)	<p>21 employees from the Ministry of Justice (MoJ), Prosecutor's 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. 24 trainings started in November 2021 and finalised in February 2022 for 12 IT professionals from the judiciary and it will be finalised in the first quarter of 2022.</p>
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1.3	Consultants hired to support functions of ICT Division of the MoJ provided with opportunity to participate in the competitive recruitment process	# of experts provided with opportunity to participate in the recruitment process of the ICT division of MOJ	<p>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. The experts will be provided with opportunity to participate in the recruitment process of the ICT division of MOJ.</p> <p>Due to moratorium on employment in public sector, there was not any new staff employed in the ICT Department since 2019. Latest information is that vacancies should be announced in the first quarter of 2022. Two consultants have spent three years supporting the ICT Department which recommends them for these future posts, but still regular procedure will be applied.</p> <p>One of the consultants from the project is employed in the ICT Department of the Ministry of Justice in July 2022 through regular competitive process.</p>
1.4	Best ICT practice in Judiciary learned through study trips	# of ICT professionals with knowledge about Judicial Information System and Business intelligence of the judicial system	<p>6 ICT professionals from the MoJ, Judicial Council and the Prosecutors office participated at the Estonia study trip in 2018. The Estonian experience was used for development of Judiciary Information system in MNE</p> <p>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 was to organise it as soon as the situation with the pandemic permits. The activity was partially cancelled by the Donor, due to prolongation of the project implementation.</p>

2.1	Specification for the software solution for the court sub-system developed	# of specification of the Courts Sub-system	Approved by Working group of Judicial Council consisting of judges/beneficiaries of courts ICT system as well as Working group in charge of Supervision and Coordination of Implementation of ICT Strategy in September of 2018
2.2	Courts sub-system developed and fully functional	# Courts sub-system	Business analyses developed and approved by the WG. Realization phase in development phase with up to 70 percent developed. Both teams – software developers/contactors and beneficiaries are working closely together in order to successfully finalise the realisation phase of the software for Courts. Completion of realization phase expected in the second quarter of 2023.
2.3	The ICT training methodology and the software user manual developed	# of ICT training methodology # user manual developed	Developed and approved by the working group.
3.1	Specification for the software solution for the exchange of data developed	Specification in place for the exchange of data (yes/no)	Approved by working groups in September of 2018
3.2	Web service solution platform for data exchange developed, tested and implemented	Platform solution for the exchange of data operational (yes/no)	It will be developed and in production Q2I 2023 (part of same contract as 2.2)
4.1	Specification for the software solution for the BI developed	# of specification in place	Development of Software for Business Intelligence will be developed and implemented once all four sub-systems are functional (Courts, Prosecutor's office, Institute for Enforcement of Criminal Sanctions and Ministry of Justice) TOR is revised by the consultant together with beneficiaries in second quarter of 2022 by the consultant and approved by the Working group. Tender for development of Business Intelligence module for Judiciary is being prepared to be issued in Q3

4.2	Business intelligence system developed	# software for business intelligence	It should be in production in 2023.
4.3	Capacities on business intelligence for users/managers and policy makers developed.	# of managers/policy makers in judicial institutions trained on business intelligence	It should be in production in 2023.
5.1	Specification for customization of software for the Institute for Enforcement of Criminal Sanctions developed	# of specifications	TOR drafted and approved by the WG
5.2	The software solution for IECS customised and functional	# of software customised	Company Prozone, Novi Sad was contracted in March 2020. Business Analyses and realization phase was finalised in June 2021. The software was finalised and put in production in July 2021. All staff of the Institute for the Enforcement of Criminal Sanctions trained to use the new information system. Warranty phase is about to expire therefore this component is fully and successfully finalised.
6.1	Business Continuity and Disaster Recovery Plan developed and adopted	# BC and DRP developed and adopted (yes/no)	BC and DRP plans to be produced and adopted for the MoJ. It will be developed for the Courts in second quarter of 2023 pending equipping location for Disaster Data Center by the judiciary.
6.2	Vulnerability of the data in the system of Judiciary assessed	Assessment report prepared (yes/no)	It will be developed for Courts in second of 2023.
6.3	Rulebook on the Categorisation, Storage and Use of Data in the court sub-system - Data Prevention Loss System developed	The Rulebook on Categorisation and use of data available (yes/no)	It will be developed for the Courts in second quarter of 2023.
7.1	Exit strategy developed	Exit strategy highlighting results and their sustainability developed (yes/no)	It will be finalised in Q2 of 2023

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 human capacity of the ICT Division in the MoJ reviewed	UNDP	August 2018	December 2018	August 2018	December 2018	
1.2	Training needs analysis for MoJ, courts, and Prosecutor's office performed	UNDP	August 2018	June 2020	August 2018	June 2020	
1.3	Consultants hired to support functions of ICT Division of the MoJ provided with opportunity to participate in the competitive recruitment process	UNDP	November 2018	December 2018	November 2018	December 2018	
1.4	Best ICT practice in Judiciary learned 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	MOJ, WG, UNDP	August 2018	September 2018	September 2018	October 2018	Short delay with approval
2.2	Courts sub-system developed and fully functional	MOJ, WG, UNDP	November 2018	December 2020	June 2020	June 2023	Realization phase of the Court sub-system will be finalised in second quarter of 2023 It will be piloted in 4 pilot courts in order to ensure inclusion of different level of courts - Basic Court in Podgorica, Higher Court in Podgorica, Commercial Court in Podgorica and Misdemeanour Court in Podgorica.
2.3	The ICT training methodology	MOJ, WG, UNDP	July 2019	December 2019	July 2019	December 2019	
3.1	Specification for the software solution for the exchange of data developed	MOJ, WG, UNDP	August 2018	December 2018	August 2018	December 2018	

3.2	Web service solution platform for data exchange developed, tested and implemented	UNDP	January 2019	December 2020	June 2020	June 2023	It will be developed in second quarter 2023 (part of same contract as 2.2)
4.1	Specification for the software solution for the BI developed	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 close to be functional (Couts, Prosecutor's office, Institute for Enforcement of Criminal Sanctions and Ministry of Justice) Tender for development of Business Intelligence module for Judiciary is being prepared to be issued in Q3
4.2	Business intelligence system developed	UNDP	August 2019	June 2020	March 2021	October 2021	As above
4.3	Capacities on busines intelligence for users/managers and policy makers developed.	MOJ, WG, UNDP	January 2020	December 2020	October 2021	December 2021	It will follow development phase of the BI
5.1	Specification for customization of software for the Institute for Enforcement of Criminal Sanctions developed	MOJ, WG, UNDP	October 2018	March 2019	August 2019	November 2019	TOR drafted and approved by the WG 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	The software solution for IECS customised and functional	UNDP	April 2019	December 2020	January 2020	July 2021	Company Prozone, Novi Sad was contracted in March 2020. Business Analyses and realization phase was finalised in June 2021. The software was finalised and put in production in July 2021. All staff of the Institute for the Enforcement of Criminal Sanctions trained to use the new information system. Warranty phase is about to expire therefore this component is fully and successfully finalised.

6.1	Business Continuity and Disaster Recovery Plan developed and adopted	MOJ, WG, UNDP	October 2018	June 2019	October 2020	December 2021	BC and DRP plan are to be produced and adopted for the MoJ. It will be developed for the Courts first quarter of 2023 pending equipping location for Disaster Date Center by the judiciary.
6.2	Vulnerability of the data in the system of Judiciary assessed	MOJ, WG, UNDP	April 2019	March 2020	January 2021	December 2021	It will be developed for the Courts in first quarter of 2023.
6.3	Rulebook on the Categorisation, Storage and Use of Data in the court sub-system - Data Prevention Loss System developed	MOJ, WG, UNDP	April 2019	March 2020	January 2020	December 2021	It will be developed for the Courts in first quarter of 2023.
7	Exit strategy developed	MOJ, WG, UNDP	October 2021	June 2022	January 2023	June 2023	It will be finalised in Q2 of 2023

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	Variance (4) – (3)	Variance between (3) and (4) in %	Budget for next period
	2018-2022	8/18-7/22	8/21-7/22	8/21-7/22			8/22-6/23
Project expenses – grant recipient Costs directly related to the implementation of the project	1.888,015	1.085,420	924,802	122,208	-802,594	13.21	807,058
Project expenses – cooperating partner(s) Costs directly related to the implementation of the project							
Overheads The organisation's indirect administrative costs	93,000	53,035	46,511	6,546	-39,965	14.11	40,099
Total expenses	1.981,015	1.138,455	971,313	128,753	-842,560	13.25	847,157
- Grant recipient's own financial contribution and contributions from other sources (mark the amounts with minus signs)	-1.195,639	-696,246	-565,952	-66,559	499,393	11.76	503,990
= Grant from MFA	785,376	442,209	405,361	62,194	-343,167	15.34	343,167

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

Justification/comment

Status of applications/grants from other sources

6. Additional information

Any other information of relevance for the report

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"/>		Detailed financial report and, if relevant, detailed budget for the next period (mandatory)
<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 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
September 2022

Name and signature
Gordan Ivanovic

DocuSigned by:

Gordan Ivanovic

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