



MONTENEGRO

MINISTRY OF JUSTICE, HUMAN AND MINORITY RIGHTS

**ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY FOR THE
REFORM OF THE JUDICIARY 2021-2022**

INTRODUCTION

Implementation of reform activities in the field of judiciary is certainly a priority for Montenegro in the European integration process. On 12 September 2019, the Government of Montenegro adopted the Strategy for the Reform of the Judiciary 2019-2022 as well as the Action Plan for the implementation of the Strategy for the Reform of the Judiciary 2019-2020. In the previous period, reform activities were aimed at strengthening the independence, impartiality and accountability of the judiciary (Strategic objective I), strengthening the efficiency of the judiciary (Strategic objective II), harmonizing the Montenegrin judiciary with the European judiciary (Strategic objective III), strengthening accessibility, transparency and public confidence in the judiciary (Strategic objective IV) and development of the Ministry of Justice, the Centre for Training in Judiciary and State Prosecution, the Bar Association, notaries, bailiffs and court experts (Strategic objective V).

The Government of Montenegro adopted two annual reports on the implementation of this Action Plan for the year 2019 and 2020 in order to monitor the implementation of this strategic document. The said reports provide detailed statistical overview of the level of implementation of planned activities in the reporting periods, information on progress in achieving operational objectives, a tabular overview of the achieved strategic objectives, as well as appropriate recommendations for the next stages of implementation of the strategic document.

Here we have a new Action Plan for the implementation of the Strategy for the Reform of the Judiciary 2021-2022 which sets out activities, result and impact indicators, deadlines, competent authorities and funding sources needed to implement the strategic guidelines defined by the Strategy for the years 2021 and 2022. The Action Plan envisages 115 activities for the realization of strategic and operational goals.

The latest recommendations of relevant international reports were taken into account while developing the Action Plan for the implementation of the Strategy for the Reform of the Judiciary 2021-2022, so the planned activities were harmonized with these recommendations in order to improve reform results in the most problematic areas. Also, activities from the Action Plan for the implementation of the Strategy for the Reform of the Judiciary 2021-2022 that were not implemented, as well as partially implemented activities, were incorporated into the new Action Plan, with appropriate result indicators and new deadlines for their implementation.

The text of this Action Plan was prepared by representatives of the Ministry of Justice, Human and Minority Rights, judiciary, the State Prosecutor's Office, the Judicial and Prosecutorial Council and Centre for Training in Judiciary and State Prosecution. Representatives of the Bar Association, the Notary Chamber, the Chamber of Public Bailiffs and the Association of Court Experts of Montenegro also contributed to the development of the Action Plan.

For the implementation of this Action Plan, it is necessary to provide funds in total amount of 4,361,414.99 euros (out of which amount 1,386,913 euros from the budget of the judiciary, the State Prosecutor's Office and the Ministry of Justice, Human and Minority Rights, and 2,974,501.99 euros from donor funds).

Control over the implementation of activities from the Action Plan will be performed by the Council for Monitoring the Implementation of the Strategy for the Reform of the Judiciary, while tasks of data collection and processing and preparation of reports of competent bodies, and other administrative and technical tasks shall be performed by the Operational Team composed of representatives of the competent authorities for the implementation of activities from the Action Plan.

*Note: The beginning of the implementation of several activities in this Action Plan is set for the first and second quarters of 2021, although the adoption of this document is planned for the fourth quarter of 2021. Namely, the implementation of a small number of activities was started or completed before the adoption of this document, so their incorporation into this Action Plan was necessary due to their importance in measuring the degree of implementation of performance indicators of operational objectives.

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY FOR REFORM OF JUDICIARY 2019-2022 (for the period 2021-2022)

Strategic Objective 1 : STRENGTHENING OF THE INDEPENDENCE, IMPARTIALITY AND ACCOUNTABILITY OF THE JUDICIARY

a) Independence of Judiciary

Objective 1: Strengthening the independence and professionalism of the judiciary through the full implementation of the system of human resources' planning in the judiciary and state prosecution

<u>Indicator 1:</u> Independence and professionalism of the judiciary strengthened through the implementation of the system for appointment of judges and state prosecutors	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
	15 candidates for judges appointed and 9 candidates for state prosecutors appointed at the beginning of 2019 No president of courts/heads of state prosecution offices appointed at the beginning of 2019	14 candidates for judges and 7 candidates for state prosecutors underwent training 33 judges and 22 presidents of courts appointed 32 state prosecutors and 4 heads of state prosecution offices appointed	48 judges and 53 state prosecutors appointed at the end of 2022 25 presidents of courts appointed at the end of 2022 14 heads of state prosecution offices appointed at the end of 2022
<u>Indicator 2:</u>	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation

System for evaluation of the work and promotion of judges and state prosecutors is fully implemented			30% of judges and state prosecutors evaluated (of the total number subject to evaluation)		55,12% of judges and 79,2% of state prosecutors evaluated at the end of 2020 (of the total number subject to evaluation)	80% of judges and state prosecutors evaluated (of the total number subject to evaluation)
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
1.1.1 Adopt the plan of vacant judicial posts	Plan of vacant judicial posts adopted	JC	IV Quarter 2021	IV Quarter 2021	No additional budget funds required	Judicial Council Budget
1.1.2 Publish announcements and fill vacant judiciary job positions pursuant to the Plan	2 public announcements published 3 presidents of courts appointed 15 judges appointed.	JC	II Quarter 2021	IV Quarter 2022	523,275.00 EUR 2021: 200,000.00 EUR 2022: 323,275.00 EUR	Judicial Council Budget
1.1.3 Implement the evaluation system for judges and presidents of courts	80% of judges evaluated out of total number subject to evaluation	JC	III Quarter 2021	IV Quarter 2022	No additional budget funds required	Judicial Council Budget
1.1.4 Adopt the Plan of vacant prosecutorial positions	Plan of vacant prosecutorial positions adopted	PC	III Quarter 2021	IV Quarter 2021	No additional budget funds required	Prosecutorial Council Budget
1.1.5 Publish announcements and fill vacant prosecutorial positions pursuant to the Plan	1 internal and 8 public announcements published. 21 state prosecutors evaluated and 10 heads of state prosecution offices appointed.	PC	I Quarter 2021	IV Quarter 2022	671,200.00 EUR 2021: 335,600.00 EUR 2022: 335,600.00 EUR	Prosecutorial Council Budget
1.1.6 Implement the procedure for evaluation of state	80% of state prosecutors evaluated	PC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Prosecutorial Council Budget

prosecutors and heads of state prosecutions	out of total number subject to evaluation					
1.1.7 Adopt Proposal for the Law on Amendments to the Law on Judicial Council and Judges	Proposal for the Law on Amendments to the Law on the Judicial Council and Judges which will improve the legal provisions related to the election of judges and court presidents, appointment and transfer of judges, evaluation of judges and ethical and disciplinary liability adopted.	MJHMR	IV Quarter 2021	III Quarter 2022	No additional budget funds required	Ministry of Justice, Human and Minority Rights Budget
1.1.8 Adopt Proposal for the Law on Amendments to the Law on the State Prosecutor's Office	Proposal for the Law on the State Prosecutor's Office which will improve the legal provisions related to the election of state prosecutors and heads of state prosecutors, evaluation of state prosecutors, as well as ethical and disciplinary liability.	MJHMR	II Quarter 2021	IV Quarter 2022	No additional budget funds required	Ministry of Justice, Human and Minority Rights Budget
Objective 2: Strengthening the professional and personnel capacities of courts, state prosecutors' offices, the Judicial Council and the Prosecutorial Council and their Secretariats						
Indicator:			Baseline value	Value achieved after II. year of implementation of the strategic document		Targeted value in the end of the strategic document implementation

Strengthened professional capacities of courts, state prosecutors' offices, the Judicial Council and the Prosecutorial Council and their Secretaries through increased number of judges, state prosecutors and advisers in the judiciary, state prosecutors' offices and councils of those who underwent training			85% of judges and state prosecutors underwent trainings at the end of 2018		68% of judges and state prosecutors underwent trainings at the end of 2020	90% of judges and state prosecutors underwent trainings at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
1.2.1 Develop the Annual Training Plan for judicial office-holders.	Annual Training Plan developed	CTJSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution
1.2.2 Implement the trainings for judicial office-holders pursuant to adopted Annual Training Plan for judicial office-holders	Number of trainings, number and structure of the participants	CTJSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution
1.2.3 Implement the trainings for the employees in courts and state prosecutors' offices and Secretariats of the Councils	Number of trainings, number and structure of the participants	HRMA CTJSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Human Resources Management Authority Budget of the Centre for Training in Judiciary and State Prosecution
1.2.4 Training of judges and state prosecutors for carrying out the proceedings involving children in accordance with the standards of the judiciary fit for children	Number of trainings, number and structure of the participants	CTJSP	IV Quarter 2021	IV Quarter 2022	15,000.00 EUR 2022: 15,000.00 EUR	Support from international donors (Donor funds) UNICEF

Objective 3: Strengthening the financial independence of the judiciary						
Indicator: Improved system of financial independence of courts and state prosecution offices in the budget planning and implementation system, through the recognition of courts and state prosecution offices as separate budget units and through their independent management of financial resources in the amount of 1% of GDP to be provided			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			Courts and state prosecutors' offices not independently managing their own funds		Courts and state prosecutors' offices recognized as independent budgetary units In cooperation with the Ministry of Finance, and in anticipation of the introduction of program budgeting, state prosecutor's offices recognized as separate budget units within the internal program of the Ministry of Finance - through sub-programs.	Courts and state prosecutors' offices recognized as separate budget units Courts and state prosecutors' offices independently manage their own funds in the amount of 1% of GDP
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
1.3.1 Monitor budget execution by courts or state prosecutors' offices as a preparation for the introduction of separate budgets by courts or state prosecutors' offices	Submission of semi-annual reports on the budgetary funds spending per budgetary items to the Judicial Council or Prosecutorial Council by the presidents of courts or heads of state prosecutors' offices	JC PC MF	III Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary and State Prosecution Budget Judicial Council Budget
1.3.2 Provide for funds for the work of the judiciary and state prosecutors' offices in	Funds in amount of at least 1 % of GDP provided annually	MF JC PC	II Quarter 2021	I Quarter 2022		Judiciary and State Prosecution Budget

the budget, all according to the law						
1.3.3 Recognition of courts and state prosecutors' offices as independent budgetary units in the Law on Budget Law on budget	Courts and state prosecutors' offices recognizes as independent budgetary units	MF JC PC	II Quarter 2022	IV Quarter 2022	No additional budget funds required	Judiciary and State Prosecution Budget
1.3.4 Install the software for budget execution in all courts	Software installed in all courts	SC Courts	II Quarter 2022	IV Quarter 2022	80.000,00 EUR 2022: 80,000.00 EUR	Judiciary Budget

b) Impartiality of the judiciary and liability of judges and state prosecutors

Objective 4: Strengthening of impartiality and integrity of judicial office-holders through the consistent adherence to the principle of random allocation of cases, through the application of provisions for exemption and adherence to the codes of ethics

Indicator 1: Random electronic allocation of cases implemented in all courts	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
	Electronic allocation of cases not applied in misdemeanour courts	The new Judicial Information System (JIS), which is under development, will also cover misdemeanour courts. Implementation of the new system in misdemeanour courts which will enable random allocation of cases planned for the end of 2021	Electronic allocation of cases applied in misdemeanour courts
Indicator 2: Adherence to the code of ethics by judges and state prosecutors	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
	15 initiated procedures against judges/1 determined violation at the end of 2018	in 100% of initiated procedures against judges Commission made decisions at the end of 2020	in 100% of the proceedings initiated against the judges/state prosecutors Commissions made decisions at the end of 2022

			4 initiated procedures against public prosecutors/0 determined violations at the end of 2018		in 92% of initiated procedures against state prosecutors Commission made decisions at the end of 2020	
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
1.4.1 Adopt annual work schedules in misdemeanour courts in compliance with the principle of random allocation of cases	Annual work schedule adopted in misdemeanour courts	Misdemeanour courts	I Quarter 2021	I Quarter 2022	No additional budget funds required	Judiciary Budget
1.4.2 Conduct continuous monitoring of the system of random allocation of cases	Annual Report on the number of conducted supervisions and identified deficiencies	MJHMR	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Ministry of Justice, Human and Minority Rights Budget
1.4.3 Monitor the application of provisions on the exemption of judges and state prosecutors	Annual Report on the number of submitted and adopted requests for exemption by the parties, judges and public prosecutors.	JC SSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judicial Council Budget Budget of the State Prosecutors' Office
1.4.4. Implement procedures instituted upon the initiatives for establishing violations of the Code of Ethics by the judges and the state prosecutors	Number of initiated procedures for determining the violation of the Code of Ethics of judges and state prosecutors	JC PC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judicial Council Budget Prosecutorial Council Budget
1.4.5. Implement continuous education of judges and state	2 trainings on ethical codes of judges and state prosecutors and	CTJSP	III Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution

prosecutors and the members of the Judicial and Prosecutorial Councils on the Code of Ethics	members of the Judicial and Prosecutorial Council conducted					
1.4.6. The Code of Ethics Commission provides advisory opinions regarding violations of the Code of Ethics	The Code of Ethics Commission acted in 100% of the requests for advisory opinions	JC PC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judicial Council Budget Prosecutorial Council Budget
c) Liability of other professions in the judiciary						
Objective 5: Strengthen the system of liability of other professions in the judiciary through the promotion of ethics and professional conduct						
Indicator: By implementing accountability procedures and promoting ethics and professional behavior, the system of responsibility of other professions in the judiciary (lawyers, notaries, bailiffs and court experts) strengthened			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			Total of 10 initiated procedures for determining ethical /disciplinary liability of lawyers, notaries, bailiffs and court expert witnesses at the end of 2018		50% out of the total number of the initiated procedures for determining ethical /disciplinary liability of lawyers, notaries, bailiffs and court experts resolved at the end of 2020	90% out of the total number of the initiated procedures for determining ethical /disciplinary liability resolved at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
1.5.1 Monitor the implementation of the procedures for determining ethical/disciplinary liability of notaries, bailiffs, lawyers, expert court witnesses	Report on the number of initiated procedures and number and type of imposed sanctions drafted	Chamber of Notaries Chamber of Bailiffs Bar Association	I Quarter 2021	IV Quarter 2022		Notary Chamber Budget Public Enforcement Officers Chamber Budget Bar Association Budget Chamber of bailiffs budget

Connection with the activities: 5.3.4, 5.4.7, 5.5.5, 5.6.5		Court Expert Witnesses Association				
1.5.2 Raise citizens' awareness on the existence of supervision mechanism over the work of notaries, bailiffs, lawyers, court expert witnesses	1 information brochure for citizens developed and distributed 5 TV shows hosting notaries, bailiffs, lawyers, court expert witnesses	Chamber of Notaries	I Quarter 2021	IV Quarter 2022		Notary Chamber Budget Public Enforcement Officers Association Budget
		Chamber of bailiffs				Bar Association Budget Court
		Bar Association Association of Court Expert Witnesses				Expert Witnesses Association Budget

Objective 6: Strengthen the system of disciplinary liability of judges and public prosecutors

Indicator: By increasing the number of educational and promotional activities strengthened system of disciplinary liability of judges and public prosecutors	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
	Trainings on the disciplinary liability of judges and state prosecutors are part of the Annual Training Program for 2019 One training conducted	2 trainings on the disciplinary liability of judges and state prosecutors held at the end of 2020	4 trainings held at the end of 2022

Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
1.6.1 Conduct trainings on disciplinary liability of judges and state prosecutors	2 trainings held Number and structure of participants	CTJSP JC PC	III Quarter 2021	IV Quarter 2022	No additional budget funds required 4,000.00 EUR 2021: 4,000.00 EUR	Budget of the Centre for Training in Judiciary and State Prosecution Donor funds (CoE project "Accountability and professionalism in the judiciary in Montenegro" (HF 6))
1.6.2 Holding meetings of the presidents of the courts or heads of state prosecutors' offices on the topic of disciplinary liability	Conclusions from the meetings of presidents of courts or heads of state prosecutors' offices in relation to disciplinary liability of judges/state prosecutors	Courts State prosecutors' offices	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget State Prosecutors' Offices Budget

Strategic objective 2: STRENGTHENING THE EFFICIENCY OF THE JUDICIARY

a) Rationalisation of the judicial network

Objective 1: Improvement of the normative framework with the aim to rationalize the judiciary network

<u>Indicator:</u>	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
The judiciary network streamlined in line with the recommendations from the new Analysis for the needs of the rationalization of the judicial network	There is a need to change the territorial jurisdiction of the courts	Analysis for rationalisation of judicial network with recommendations developed at the end of 2020	Plan of rationalisation of judicial network prepared at the end of 2022

Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
2.1.1 Revision of the Analysis for the needs of rationalization of the judicial network, given the new circumstances that affect the efficiency of the judiciary (COVID-19 virus pandemic, lawyers' strike, vacancy of key functions and personnel changes in the judiciary).	Revision of the Analysis for the needs of rationalization of the judicial network	MJHMR SC SSP JC PC	I Quarter 2022	III Quarter 2022		Donor funds (EUROL III)
2.1.2. Develop Plan of rationalisation of judicial network	Plan of rationalisation of judicial network developed	MJHMR SC SSP JC PC	III Quarter 2022	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
						Donor funds (EUROL III)

b) Improvement of criminal and civil legislation

Objective 2: Alignment of criminal legislation with international standards and the EU acquis and the continuous education of judges and state prosecutors in accordance with changes of legislation

<u>Indicator:</u>	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
Criminal legislation in line with the commitments arising from the Programme of Accession of Montenegro to the EU (PAMNE) aligned with the EU acquis	Criminal legislation is 100% aligned with the EU acquis (according to the present Programme of Accession of Montenegro to the EU)	Criminal legislation 100% aligned with the EU acquis (according to the present Programme of Accession of Montenegro to the EU (PAMNE)) at the end of 2020	Criminal legislation 100% aligned with the EU acquis (according to the present Programme of Accession of Montenegro to the EU (PAMNE)) at the end of 2022

			(PAMNE)) at the end of 2018			
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
2.2.1 Adopt the Proposal for the Law on Amendments to the Criminal Code of Montenegro	Proposal for the Law on Amendments to the Criminal Code of Montenegro adopted, all in line with the recommendations of the European Commission and the acquis (acquis with the Council Framework Decision of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States and other international standards and the EU acquis), recommendations of relevant committees of the Council of Europe and the United Nations, legal standards of the European Court of Human Rights and other international documents	MJHMR	IV Quarter 2021	IV Quarter 2021	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
2.2.2 Establish the Proposal for the Law on Amendments	Proposal for the Law on Amendments to the Criminal Procedure					

to the Criminal Procedure Code	Code adopted, all in line with Directive (EU) 2016/343 of the European Parliament and of the Council of 9 March 2016 on the strengthening of certain aspects of the presumption of innocence and of the right to be present at the trial in criminal proceedings, and with other international standards and EU acquis	MJHMR	IV Quarter 2021	IV Quarter 2021	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
2.2.3 Conduct continuous monitoring of the application of criminal legislation	Analyses on case-law for criminal offences of trafficking in human beings drafted	SC	I Quarter 2021	I Quarter 2021	No additional budget funds required	Judiciary Budget
	Analyses of criminal policy of courts for most serious crimes for the period 2017 and 2018 developed	SC	III Quarter 2021	III Quarter 2021		
2.2.4 Adopt the Proposal for the Law on Treatment of Juveniles in Criminal Proceedings	Proposal for the Law on Amendments to the Law on Treatment of Juveniles in Criminal Proceedings adopted, fully harmonized with Directive 2016/800 -	MJHMR	IV Quarter 2021	IV Quarter 2021	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights

	Procedural safeguards for children who are suspects or accused persons in criminal proceedings and other international standards and the EU acquis					
2.2.5. Conduct continuous monitoring over the application of the Law on the Treatment of Juveniles in the Criminal Proceeding and capacity strengthening of professional services	Number of trained judges and state prosecutors and employees of professional services on treatment of juveniles in criminal procedures	CTJSP	IV Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution
Objective 3: Alignment of civil legislation with international standards and EU acquis						
Indicator: Civil legislation in line with commitments from the Programme of Accession of Montenegro to the EU (PAMNE) is aligned with the EU acquis.			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			Civil legislation 100% aligned with the EU acquis (according to the present Programme of Accession of Montenegro to the EU (PAMNE)) at the end of 2018		Civil legislation 100% aligned with the EU acquis (according to the present Programme of Accession of Montenegro to the EU (PAMNE)) at the end of 2020	Civil legislation 100% aligned with the EU acquis (according to the present Programme of Accession of Montenegro to the EU (PAMNE)) at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
2.3.1. Adopt the Proposal for the Law on Amendments to the	The Proposal for the Law on Amendments to the Law on Enforcement and	MJHMR	II Quarter 2021	IV Quarter 2021	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights

Law on Enforcement and Security	Security which is in line with Regulation (EU) No 655/2014 of the European Parliament and of the Council of 15 May 2014 establishing a European Account Preservation Order procedure to facilitate cross-border debt recovery in civil and commercial matters adopted					
2.3.2 Conduct continuous monitoring of the civil legislation application	Analyses on efficiency of the enforcement system drafted	MJHMR	II Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
2.3.3 Conduct continuous monitoring of the Family Law and strengthening capacities of judges and support staff	Report on implementation of the institute of the support staff to the child in family disputes developed	MJHMR	II Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
c) Reduction of the number of backlogs						
Objective 4: Improved efficiency of the work of courts						
Indicator 1: The efficiency of work of courts improved through the reduction in the number of backlog cases			Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation	
			10.304 of backlog cases at the end of 2018	11767 at the end of 2020 The number of backlog cases increased by 5.7% at the end	Reduced number of backlog cases by 5% at the end of 2022	

					2020	
Indicator 2: Adherence to the right to a trial within a reasonable time			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			According to the case law of the ECHR control requests and actions for fair redress are effective legal remedy		According to the case law of the ECHR control requests and actions for fair redress are effective legal remedy at the end of 2020	According to the case law of the ECHR control requests and actions for fair redress are effective legal remedy at the end of 2022
			Procedure before Basic courts lasts up to 3 months, in 59% of cases		Procedure before Basic courts lasts up to 3 months, in 60,1% of cases at the end of 2020	Procedure before Basic courts lasts up to 3 months, in 62% of cases at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
2.4.1 Statistic monitoring of backlog cases within the PRIS	PRIS generated report	SC JC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Supreme Court Budget Judicial Council Budget
2.4.2 Develop the plan for solving of backlogs in all courts	Published plans and annual reports on resolution of backlogs	Courts SC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget Supreme Court Budget
2.4.3 Monitor the application of the Law on Protecting the Right to Trial within a Reasonable Time through annual reporting of courts	Annual Report on the number of lodged control requests, number of notifications determining the deadline for undertaking certain procedural actions, number of actions for fair redress, number of decisions determining fair redress, number of decisions dismissing the actions for fair redress	Courts SC JC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget Judicial Council Budget

Objective 5: Strengthening of enforcement of court rulings						
Indicator: Increased number of enforced court rulings and reduced duration of enforcement proceedings			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			5.988 - 49,96% of enforced court rulings (total closed "I" and IV" cases") out of total number of enforcement cases received at the end of 2018		3.313 – 82,7% of enforced court rulings (total closed "I" and IV" cases") out of total number of enforcement cases received at the end of 2020	55% of enforced court rulings (total closed "I" and IV" cases out of total number of enforcement cases received at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
2.5.1 Statistical monitoring of duration of enforcement proceedings by courts	Annual Report on the duration of enforcement proceedings in courts	JC SC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Supreme Court Budget Judicial Council Budget
2.5.2 Statistical monitoring of the duration of enforcement proceedings by bailiffs	Annual Report on the duration of enforcement proceedings with the bailiffs	Chamber of bailiffs	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Chamber of Bailiffs Budget
2.5.3 Conduct continuous monitoring of the work of the bailiffs in accordance with the supervision plan	Number of performed supervisions, number of identified irregularities	MJHMR Chamber of bailiffs	I Quarter 2021	IV Quarter 2022	No additional budget funds required	MJHMR Budget Chamber of Bailiffs Budget

d) Improvement of the system of judicial management and administration						
Objective 6: Improvement of the system of judicial management and administration						
Indicator: Improved system of judicial management and administration through efficient planning and management of the budget and human resources			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			No trainings held for court presidents and heads of state prosecutor's offices for effective budget planning and management of human resources at the end of 2018		2 trainings held for court presidents and heads of state prosecutor's offices for effective budget planning and management of human resources at the end of 2020, in line with the needs assessment	4 trainings held for court presidents and heads of state prosecutor's offices for effective budget planning and management of human resources at the end of 2022, in line with the needs assessment
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
2.6.1 Implement the training programme for the improvement of the system of judicial management and administration for the presidents of courts, as well as the heads of state prosecutors' offices in reference to the human resources and budgetary funds management	2 trainings conducted	CTJSP	IV Quarter 2021	IV Quarter 2022	14,000.00 EUR 2021: 7,000.00 EUR 2022: 7,000.00 EUR	Support from international donors Donor funds (CoE project "Accountability and professionalism in the judiciary in Montenegro" (HF 6))

Strategic Objective 3 : MONTENEGRIN JUDICIARY AS PART OF THE EUROPEAN JUDICIARY

a) Further alignment of normative and institutional framework with the EU acquis

Objective 1: Judicial cooperation in criminal matters improved by aligning regulations with EU acquis

Indicator:			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
Legislation in the area of judicial co-operation in criminal matters aligned with the EU acquis in accordance with the Programme of Accession of Montenegro to EU (PAMNE)			4 of the regulations in the field of criminal legislation to be harmonized with the obligations from the PAMNE		3 of the regulations in the field of criminal legislation harmonized with the obligations from the PAMNE	4 of the regulations in the field of criminal legislation harmonized with the obligations from the PAMNE
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
3.1.1 Prepare the Proposal for the Law on Amendments to the Law on International Legal Assistance in Criminal Matters with EU member states in order to comply with the remaining part of the EU acquis in this area	Proposal for the Law on Amendments to the Law on Judicial Cooperation in Criminal Matters with the EU Member States adopted	MJHMR Government	III Quarter 2021	IV Quarter 2021	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights

b) Further development of bilateral, regional and multilateral judicial co-operation

Objective 2: Improvement of bilateral and regional cooperation

Indicator:			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
Improved co-operation and expanded conventional basis for judicial co-operation with the regional countries, including regular meet-ups of representatives of judicial institutions			Necessity for revision of 12 signed bilateral treaties with the regional countries		1 bilateral treaty amended by 2020	3 bilateral treaties amended/supplemented by 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
3.2.1 Organize regional forum on judicial cooperation	Forum organised	MJHMR	I Quarter 2022	IV Quarter 2022		Budget of the Ministry of Justice, Human and Minority Rights
					64.000,00 EUR 2022: 64.000,00 EUR	Donor funds
3.2.2 Sign treaties with the Republic of Kosovo	3 treaties signed with Republic of Kosovo (Agreement on mutual legal assistance in criminal matters, Agreement on extradition and Agreement on mutual enforcement of court decisions in criminal matters)	MJHMR	III Quarter 2022	IV Quarter 2022	No additional budget funds required	Ministry of Justice, Human and Minority Rights

Objective 3: Improvement of multilateral cooperation in the field of judiciary						
Indicator: Improved co-operation at the international level as well as the participation of representatives of Montenegrin institutions in the work of the European judiciary networks and of other international judicial networks and bodies			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			13 meetings of european judicial networks and bodies in 2018 attended by representatives from Montenegro		More than 20 meetings of european judicial networks and bodies at the end of 2020 attended by representatives from Montenegro	30 meetings of european judicial networks and bodies at the end of 2022 attended by representatives from Montenegro
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
3.3.1 Enable the entities from Montenegro (state organs, private organizations, international organizations, private-profit organizations...) to apply for projects of Justice programme	Entities from Montenegro participated in 1 project under the Justice Programme	MJHMR	I Quarter 2022	IV Quarter 2022	21,478.00 EUR 2022: 21,478.00 EUR	Ministry of Justice, Human and Minority Rights Budget
3.3.2 EUROJUST cases involving Montenegro through the work of appointed liaison prosecutors in EUROJUST	Annual Report on the number of cases involving Montenegro through the work of appointed liaison prosecutors in EUROJUST	State Prosecution Office	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the State Prosecutors' Office

3.3.3 Develop report on the participation of Montenegrin representatives in the work of the European judicial networks and authorities	Annual Report on the participation of Montenegrin representatives in the work of the European judicial networks and authorities developed	MJHMR	IV Quarter 2021	I Quarter 2022	No additional budget funds required	Ministry of Justice, Human and Minority Rights Budget
3.3.4 Sign new multilateral treaties in the field of judiciary	Signed and ratified treaties: Convention on criminal acts regarding cultural assets (CoE), Protocol on Law Applicable to Maintenance Obligations. (Hague Conference on Private International Law)	MJHMR MFSW	IV Quarter 2021	IV Quarter 2021	No additional budget funds required	Ministry of Justice, Human and Minority Rights Budget

c) Improvement of the capacities of judicial office-holders and employees in the judiciary in the field of implementation of the EU acquis

Objective 4: Improve the capacities of judges and prosecutors for the application of the EU acquis through trainings, including education in foreign languages, in all regions of Montenegro

Indicator:			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
Increased level of education for judges and state prosecutors for the application of EU acquis, including the education in foreign languages			2 trainings held from the beginning of 2019		In 2019 and 2020 total of 12 trainings held	17 trainings held by the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
3.4.1 Implement education of the judicial office-holders on the EU	Number of trainings and number and	CTJSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution

legal system pursuant to determined training plan	structure of participants				/	Donor funds
3.4.2 Improvement of knowledge of English language of judges/ state prosecutors	Number of participants	CTJSP MJHMR	III Quarter 2021	IV Quarter 2022	7,200.00 EUR 2021: 7,200.00 EUR	Donor funds (USA Embassy INL program)

Strategic objective 4 : STRENGTHENING OF ACCESSIBILITY, TRANSPARENCY AND PUBLIC TRUST IN THE JUDICIARY

a) Further development of uniformity and publication of the case law

Objective 1: Improvement of knowledge of judicial office-holders about the case law of the European Court of Human Rights and the harmonisation of the national case-law with the practice of that court.

Indicator: National courts apply the case-law and standards of the European Court of Human Rights to a larger extent			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			467 decisions in which the courts applied the case law and standards of the ECHR at the end of 2018		In the period 2019-2020 years the courts relied on the practice of the ECtHR in 258 decisions. The total number of decisions is 725 (An increase of 55% compared to the initial value)	The number of decisions in which the courts applied the case law and standards of the ECHR at the end of 2022 increased by 65% (pursuant to the PRIS data)
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
4.1.1 Publish decisions of the European Court of Human Rights on cases against Montenegro	Published decisions of the European Court of Human Rights on	SC Office of the Representative	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget Budget of the General Secretariat of the Government of Montenegro

	cases against Montenegro	of Montenegro before the European Court of Human Rights				
4.1.2 Prepare an Analysis of the Judgments of the European Court of Human Rights concerning Montenegro for 2020	Analyses prepared	SC Office of the Representative of Montenegro before the European Court of Human Rights	II Quarter 2021	II Quarter 2021	No additional budget funds required	Judiciary Budget
4.1.3 Distribute to all courts Analysis of the judgments of the European Court of Human Rights concerning Montenegro for the year 2020	Analysis distributed to all courts Number of decisions in which the courts relied on the case law of the European Court of Human Rights	SC	II Quarter 2021	II Quarter 2021	No additional budget funds required	Judiciary Budget
4.1.4 Deliver to judges information obtained through the Superior Courts Network on the case-law of the European Court of Human Rights and Convention Right	Delivered monthly reports on the latest case-law of the European Court of Human Rights to judges of the Supreme Court of Montenegro and the presidents of all courts Monthly reports on the website of the Supreme Court of Montenegro published	SC	IV Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget

4.1.5 Organize trainings for the judicial office-holders on the case-law of the European Court of Human Rights	Number of trainings and structure and number of participants	CTJSP SC SSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution
4.1.6 Prepare and publish semi-annual reports on the case-law of the European Court of Human Rights	Semi-annual reports prepared and distributed to all courts	SC	IV Quarter 2021	IV Quarter 2021	No additional budget funds required	Judiciary Budget
4.1.7 Organize expert meetings on the application of the European Convention on Human Rights and the case-law of the European Court	3 expert meetings organized	SC	I Quarter 2021	IV Quarter 2022	12,000.00 – 21,000.00 EUR 2021: 8,000.00 – 14,000.00 EUR 2022: 4,000.00 – 7,000.00 EUR	Donor funds (The AIRE Centre - London)
4.1.8 Continuous exchange of case – law information between the Supreme Court of MNE and the Superior Courts Network	Information received about the case –law of the European Court Answers to the “comparative requirements” of the European Court Participation of a contact person at the annual meeting of the Superior Courts Network	SC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget
4.1.9 Development of a handbook (Article 8 ECHR) - the right to respect for your family and private life): a guide to convention and national law and practice	Handbook prepared Handbook distributed to all courts in Montenegro	SC Protector of Human Rights and Freedoms	III Quarter 2021	III Quarter 2022	1,700.00 EUR 2021: 1,700.00 EUR	Donor funds

Objective 2: Improvement of knowledge of judicial office-holders about the legal system of EU, the role, competences and case-law of the EU Court of Justice						
Indicator: Increased number of trainings of judges and state prosecutors in legal system of the EU, the role, competences and case-law of the EU Court of Justice			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			10 trainings held at the end of 2018		Not performed because of the COVID 19 pandemics	12 trainings held at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
4.2.1 Organize expert meetings on the case-law of the European Court of Justice	Number and type of training and number and structure of participants per year	SC	IV Quarter 2021	IV Quarter 2022	6,000.00 – 7,000.00 EUR 2021: 0 EUR 2022: 6,000.00 – 7,000.00 EUR	Judiciary Budget Donor funds (AIRE Centre – London)
4.2.2 Compile an annual report on the case-law of the European Court of Justice	Annual Report compiled Report distributed to judges	SC	II Quarter 2022	II Quarter 2022	1,000.00 EUR 2022: 1,000.00 EUR	Donor funds (AIRE Centre – London)
b) Improvement of the system of legal aid						
Objective 3: Enhancement of the legal aid system through the improvement of legislative framework by recognising the new categories of legal aid beneficiaries and an increased number of users of legal aid						
Indicator: Increased number of beneficiaries of legal aid			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			560 beneficiaries at the end of 2018		Number of beneficiaries of free legal aid in 2019 was 487 Number of beneficiaries of free legal aid in 2020 was 365	Number of beneficiaries increased by 5% at the end of 2022 when compared to 2018

Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
4.3.1 Conduct training of lawyers for certain types legal aid, such as assistance to victims of domestic violence or family community and trafficking for sexual exploitation	1 training on assistance to victims of the crime of domestic or family violence, number of participants 10	Bar Association	IV Quarter 2021	I Quarter 2022		Budget of the Bar Association
4.3.2 Work on further strengthening the capacity of the Free Legal Service assistance, in cooperation with the Centre for Training in Judiciary and State Prosecution and the State Prosecutor's Office, through organizing trainings on international and national standards and national legal framework governing the right to free legal aid	Number of trainings and structure of participants	CTJSP Courts	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution Judiciary Budget
4.3.3 Improve cooperation between the Free Legal Aid Services in basic courts and law faculties, in order to affirm the system of free legal	Lawyers engaged in law clinics at the Faculty of Law to train students to provide free legal aid to vulnerable categories of the population	Bar Association Courts Law school	IV Quarter 2021	IV Quarter 2022	24,049.00 EUR 2021: 3,252.00 EUR 2022: 20,797.00 EUR	Donor funds ENELMOS project European Commission (ERASMUS+)

aid among law students						
4.3.4 Carry out promotional activities in order to affirm the institute of free legal aid among victims of domestic violence	Implemented campaign on the right to free legal aid for women victims of domestic violence and family community	MJHMR SC Association of judges NGO	III Quarter 2021	IV Quarter 2021		Donor funds CoE project ("Improvement of procedural rights in the judiciary system of Montenegro")
4.3.5 Include statistics on free legal aid in the annual Reports on the work of courts	Statistics on free legal aid included in the annual Reports on the work of courts.	Courts JC	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judicial Budget
4.3.6. Through the preparation of annual reports, continuously monitor the quality of provision of free legal aid	The Annual Report of the Bar Association on the quality of free legal aid prepared	Bar Association	I Quarter 2022	IV Quarter 2022		Budget of the Bar Association

4.3.7. Identify victims of torture, inhuman or degrading treatment or punishment as beneficiaries of the right to free legal aid	Proposal for the Law on Amendments to the Law on Free Legal Aid drafted	MJHMR	II Quarter 2022	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
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c) Improvement of the transparency of work of the judiciary institutions

Objective 4: Improve the transparency of the work of judicial authorities and other judicial professions by increasing the citizens' awareness about their work.

Indicator: Improved transparency of work of judicial bodies and of other judicial professions as well as the level of citizens' awareness about their work.	Baseline value	Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
	80 press releases and information for the public published on the web site of Judicial Council and courts at the end of 2018	Hundreds of press releases and information for the public published on the web site of Judicial Council and courts at the end of 2020	185 press releases and information for the public published on the web site of Judicial Council and courts at the end of 2022
	86 press releases and information for the public published on the web site of State Prosecutor's Office and Prosecutorial Council at the end of 2018	308 press releases and information to the public published on the web site of State Prosecutor's Office and Prosecutorial Council at the end of 2020	400 press releases and information for the public published on the web site of State Prosecutor's Office and Prosecutorial Council at the end of 2022

Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
4.4.1 Publish and update information on the manner in which a party may address judicial authority, procedural actions in the procedure, free legal aid, costs of the procedure, and conditions for exemption from the payment of costs	Information published and updated on the web sites and notice board	JC PC Courts SPO	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget
					No additional budget funds required	Budget of the State Prosecutors' Office
4.4.2 Regular publishing of final and enforceable decisions, updated regulations and information relevant to the work of the courts, State Prosecutors' Offices, the Judicial and Prosecutorial Councils	Number of published decisions, regulations and information per year	JC PC Courts State Prosecutors' Offices	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget Budget of the State Prosecution Judicial Council Budget Prosecutorial Council Budget
4.4.3 Promote the judicial inspection among the citizens and the manner in which citizens can address the inspection	Information about the work of the judicial inspection and the manner citizens may address published on the website of the Ministry of Justice, human and Minority Rights	MJHMR	III Quarter 2021	IV Quarter 2021	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
4.4.4. Regular publishing of standardized data on	Standardized data available through the JC/PC websites	JC PC Courts	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Judiciary Budget Budget of the State Prosecution

the work of courts and prosecutors' offices		State Prosecutors' Offices				Judicial Council Budget Prosecutorial Council Budget
4.4.5 Regular organization of press conferences, meetings with media representatives, NGO, etc.	Annual regular press conferences organized Report on number of meetings and other events	JC PC SC SSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budged for the judiciary Budget of the State Prosecution Judicial Council Budget Prosecutorial Council Budget
4.4.6. Education of media about court proceedings, rights of parties, jurisdictions of judicial institutions, their organization and constitutional principles	1 brochure developed 1 training held	SC SSP JS PC NGO's	IV Quarter 2021	IV Quarter 2022	No additional budget funds required	Budged for the judiciary Budget of the State Prosecution Judicial Council Budget Prosecutorial Council Budget
4.4.7 Continuous information of citizens about the role, obligations and responsibilities of the functioning of lawyers, notaries, bailiffs and court witness experts	Information published on the website of the Ministry of Justice, Human and Minority Rights, Bar Association, Chamber of Notaries, Chamber of the Bailiffs, Association of Court Witness Experts	MJHMR Bar Association, Chamber of Notaries, Chamber of the Bailiffs, Association of Court Witness Experts	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights Bar Association Budget Notary Chamber Budget Bailiffs Budget Court Expert Witnesses Association Budget

d) Improvement of the system of infrastructure and security of judicial facilities and the physical access to judicial institutions						
Objective 5: Improved infrastructure, accessibility and security of judicial facilities						
Indicator: Infrastructure, accessibility and security of judicial facilities improved			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			Analysis of spatial capacities drafted at the beginning of 2019		Single list of priority infrastructure projects 2019 contains infrastructure projects in the field of justice and human rights that have been identified as priority	Reconstruction/ adjustment of judicial facilities started at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
4.5.1 Setting further priorities for construction of new buildings and the development of feasibility study and preliminary designs for prioritised facilities	Priorities for the construction of new buildings and the development of feasibility study and preliminary designs for prioritised facilities set	SC SSPO JC PC MJHMR	IV Quarter 2021	IV Quarter 2022	No additional budget funds required	Budged of the judiciary Budget of the State Prosecution
4.5.2 Preparation of project documentation for the needs of adaptation of the building in which the Supreme Court, the Appellate Court and the High Court in Podgorica are located	The main project and revision of the main project for the adaptation of the building in which the Supreme Court, the Appellate Court and the High Court in Podgorica are located	SC Public Works Administration	II Quarter 2021	III Quarter 2022		Budged of the judiciary
4.5.3 Based on prepared project documentation, start the reconstruction/ adaptation of 6 judicial facilities	Reconstruction/ adaptation of 6 judicial facilities started:	JC SC MJHMR Public Works Administration	IV Quarter 2022	IV Quarter 2022	2,660,582.99 EUR 2022: 2,660,582.99 EUR	Donor funds IPA 2018 (EU Project for Improving Access to Justice and Fundamental Rights)

	1. Supreme/ Appellate /High Court in Podgorica; 2. High/ Basic Court in Bijelo Polje 3. Basic Court in Podgorica 4. Basic Court in Nikšić 5. Basic Court in Berane 6. Basic Court in Kotor					
4.5.4 Preparation of project documentation for the needs of the construction of the State Prosecutor's Office in Podgorica	Project documentation for the needs of the construction of the State Prosecutor's Office in Podgorica has been prepared	PC SSPO Public Works Administration	II Quarter 2022	IV Quarter 2022		Budget of the State Prosecution Donor funds
4.5.5 Continuously improve the security of judicial facilities and the adoption of protocols on the procedure for entering buildings	Number of court/ buildings of the State Prosecutors Office in which the security of judicial facilities has been improved Protocol on procedure adopted	SC SSPO	IV Quarter 2021	IV Quarter 2022		Budged of the judiciary Budget of the State Prosecution Donor funds

e) Judicial infrastructure fit for a child

Objective 6: Upgrade judicial infrastructure in the best interest of children

Indicator:			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
Number of building of courts and prosecution offices that have rooms fit for a child.			0		The adaptation of the first room for work with children/minors in the Basic State Prosecutor's Office in Podgorica. In 2020, the Supreme State Prosecutor's Office provided a system of audiovisual equipment for interrogation fit for needs of the child in the High State Prosecutor's Office in Bijelo Polje, from the funds of the Supreme State Prosecutor's Office.	6 child friendly rooms adapted to fit for a child
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
4.6.1 Adjust children's hearing rooms in judicial institutions	6 courts or prosecutors' offices in Montenegro equipped with audio-visual equipment and furniture for carrying out children's hearing	SC SSP	I Quarter 2021	II Quarter 2021	50.000,00 EUR 2021: 50.000,00 EUR	Donor funds UNICEF "Equitable Access to Justice for Children"

Strategic objective 5: DEVELOPMENT OF THE MINISTRY OF JUSTICE, HUMAN AND MINORITY RIGHTS, CENTRE FOR TRAINING IN JUDICIARY AND STATE PROSECUTION, LAW PRACTICE, NOTARIES, BAILIFFS AND COURT EXPERT WITNESSES

a) Ministry of Justice, Human and Minority Rights

Objective1: Improvement of professional and administrative capacities in the Ministry of Justice, Human and Minority Rights and continuous trainings of employees

Indicator:			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
Strengthened professional and administrative capacities of the Ministry of Justice, Human and Minority Rights and continuous training of employees conducted			69 civil servants and employees employed at the beginning of 2019 23 employees underwent trainings at the end of 2018		76 employed civil servants and employees in the Ministry of Justice at the end of 2020 38 employees underwent trainings at the end of 2020	105 employed civil servants and employees at the end of 2022 53 employees underwent trainings at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
5.1.1 Carry out training of employees of the Ministry of Justice, Human and Minority Rights pursuant Training Plan of the Human Resource Management Authority	5 trainings conducted	HRMA	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Human Resource Management Authority
5.1.2 Professional development of employees aimed at exchanging experience and good practices in relation to international standards	Number of seminars/workshops /visits to the international institutions Number of participants	MJHMR	I Quarter 2021	IV Quarter 2022		Donor funds

5.1.3 By hiring new staff, the administrative capacities of the Ministry of Justice, Human and Minority Rights strengthened	10 new/hired employees	MJHMR	IV Quarter 2021	IV Quarter 2022	90,960.00 EUR 2021: 27,288.00 EUR 2022: 63,672.00 EUR	Budget of the Ministry of Justice, Human and Minority Rights
b) Centre for the Training in Judiciary and State Prosecution (CTJSP)						
Objective 2: Organizational development and strengthening of the institution						
Indicator: Professional and administrative capacities of the Centre/Secretariats improved and professionally updated			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			The bodies of the Centre established and operating in full capacity, and the Secretariat of the Centre in capacity of 70% at the end of 2018		Newly elected members of the Centre's bodies underwent the necessary trainings in 2020 (due to COVID-19 pandemics situation), and administrative capacities of the Secretariat of the Centre established in the capacity of up to 85% at the end of 2020	Members of the Centre's bodies professionally trained (in terms the training curricula development, carrying out the supervision over the implementation and assessment of its quality), and the administrative capacities of the Secretariat established in the capacity of 95% at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
5.2.1 Strengthen the capacities of Programming Council of the Centre for training needs assessment, the planning process, improvement of training programs and methods	2 trainings conducted	CTJSP	III Quarter 2021	IV Quarter 2022	18.000,00 EUR 2021: 12,000.00 EUR 2022: 6,000.00 EUR	Donor funds CoE Project "Accountability and Professionalism in the Judiciary System in Montenegro" (HF 6)

5.2.2 Establish a distance learning platform (e-learning)	Platform established	CTJSP	I Quarter 2022	IV Quarter 2022	17.000,00 EUR 2022: 17.000,00 EUR	Donor funds (INL Program of the American Embassy)
5.2.3. Development of the Communication Protocol of the Centre	Communication Protocol of the Centre developed	CTJSP	IV Quarter 2021	I Quarter 2022	2.000,00 EUR 2021: 2.000,00 EUR	Donor funds (CoE Project “Accountability and Professionalism in the Judiciary System in Montenegro” (HF 6)
5.2.4 Provide for continuous training of employees in the Secretariat of the Centre	Report on number of trainings, at least 2 times annually	CTJSP	II Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution Donor funds
5.2.5 Conduct trainings of the employees of the Centre for the projects development and planning	1 training conducted	CTJSP	I Quarter 2022	IV Quarter 2022	5.000,00 EUR 2022: 5.000,00 EUR	Donor funds
5.2.6 Provision of budgetary funds for the work of the Centre in accordance with the law	Funds provided in the amount of 2% of the allocated budget for the judiciary and State prosecution	MF CTJSP	I Quarter 2021	I Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution
5.2.7 Continuously strengthen co-operation with judicial training institutions at the regional and international levels, in the form of facilitating the participation of judges and prosecutors in regional training and recruitment of experts	Number of judges and prosecutors going to participate in regional and international activities	CTJSP	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution

5.2.8 Strengthen co-operation with professional associations and the NGO's by signing memorandums of cooperation	Memorandums signed	CTJSP	II Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Centre for Training in Judiciary and State Prosecution
c) Lawyer's profession						
Objective 3: Strengthening of the system of liability of lawyers and professional capacities of the Bar Association						
Indicator: Strengthened system of liability of lawyers and professional capacities of the Bar Association			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			6 initiated procedures for determining ethical/disciplinary liability of lawyers at the end of 2018		3 disciplinary proceedings initiated, which are (100%) resolved, in 2020	100% out of the total number of the initiated procedures for determining ethical /disciplinary liability resolved by the Bar Association at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
5.3.1 Implement recommendations from the Analysis of the normative framework for establishing the ethical/disciplinary liability of lawyers	A new Code of Professional Ethics for Lawyers prepared	Bar Association	I Quarter 2021	IV Quarter 2021		Budget of the Bar Association
5.3.2. Conduct training of lawyers on standards of ethics and professional conduct	2 trainings conducted	Bar Association	I Quarter 2022	IV Quarter 2022		Budget of the Bar Association

5.3.3 Continue with the permanent education of lawyers in the area of protection of human rights and freedoms guaranteed by the Convention on Human Rights and Fundamental Freedoms.	Number and type of trainings Number of participants	Bar Association	IV Quarter 2021	III Quarter 2022		Budget of the Bar Association
5.3.4. Monitor the implementation of procedures for determining the ethical/disciplinary liability of lawyers Connection with activity 1.5.1	Number of implemented procedures and number and type of sanctions imposed per year	Bar Association	I Quarter 2021	IV Quarter 2022		Budget of the Bar Association
d) Notaries						
Objective 4: Improvement of the system of functioning, efficiency and liability of notaries						
Indicator: Notarial system is reinforced through the appointment of notaries, their continuous training, strengthened system of notaries' liabilities system and professional capacities of the Chamber of Notaries			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			53 notaries appointed at the end of 2018		Total of 57 notaries appointed	60 notaries appointed at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
5.4.1 Further development of notaries' profession directed to the appointment of notaries	Number of announcements for appointment of notaries	MJHMR	IV Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights

in all official seats envisaged by the law						
5.4.2 Adopt and publish Supervision plan	Annual Supervision plan adopted and published Report on number of performed supervisions, number of identified irregularities and number of initiated procedures compiled	MJHMR Chamber of Notaries	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights Notary Chamber Budget
5.4.3 Conduct annual analysis of the supervision of notaries work in accordance with the Supervision Plan	Analysis of supervision on the work of notaries drafted	MJHMR	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
5.4.4 Conduct training of notaries on standards of ethics and professional conduct	2 training conducted	Chamber of Notaries	IV Quarter 2021	IV Quarter 2022		Notary Chamber Budget
					17,350.00 EUR 2021: 13,850.00 EUR 2022: 3,500.00 EUR	Donor funds CoE Project "Accountability and Professionalism in the Judiciary System in Montenegro" (HF 6)
5.4.5 Monitor the implementation of procedures for determining the ethical/disciplinary liability of notaries Connection with activity 1.5.1	number of conducted procedures and number and type of sanctions imposed per year	Chamber of Notaries	I Quarter 2021	IV Quarter 2022		Notary Chamber Budget
5.4.6 Adopt Training plan for notaries with special emphasis on the EU law	Training plan adopted 2 trainings conducted	Chamber of Notaries	I Quarter 2021	IV Quarter 2022		Notary Chamber Budget

e) Bailiffs						
Objective 5: Improvement of the system of functioning, efficiency and liability of bailiffs						
Indicator: System of bailiffs strengthened within the continuous trainings of public enforcement officers, through reinforced system of their liabilities and of professional capacities of the Chamber of Bailiffs.			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			4 proceedings initiated for determining ethical/disciplinary liability of bailiffs at the end of 2018		83% out of the total number of the initiated procedures for determining ethical /disciplinary liability resolved by the Chamber of Bailiffs at the end of 2020	90% out of the total number of the initiated procedures for determining ethical /disciplinary liability resolved by the Chamber of Bailiffs at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
5.5.1. Continuous supervision over the work of bailiffs in accordance with the adopted and published Supervision Plan	Annual Supervision plan adopted and published Report on number of performed supervisions and number of identified irregularities, number of initiated procedures compiled	MJHMR	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
5.5.2 Conduct training of bailiffs standards of ethics and professional conduct	Report on number of trainings conducted and number of participants	Chamber of Bailiffs	I Quarter 2021	IV Quarter 2022		Budget of Chamber of Bailiffs
					30.000,00 EUR 2021: 15,000.00 + 11,500.00 EUR 2022: 3,500.00 EUR	Donor funds

5.5.3 Monitor the implementation of procedures for determining the ethical/disciplinary liability of bailiffs Connection with activity 1.5.1	Number of initiated procedures and number and type of sanctions imposed per year	Chamber of Bailiffs	I Quarter 2021	IV Quarter 2022		Budget of Chamber of Bailiffs
5.5.4 Implement software that will automatically distribute cases evenly to bailiffs and enable monitoring by the Chamber	Functional software which automatically distributes cases evenly and generates reports established by the Chamber	Chamber of Bailiffs	I Quarter 2021	IV Quarter 2021	4,500.00 EUR 2021: 4,500.00 EUR	Donor funds
5.5.5 Carry out continuous education of bailiffs with special emphasis on the EU law	2 trainings conducted	Chamber of Bailiffs	I Quarter 2021	IV Quarter 2022		Budget of Chamber of Bailiffs
5.5.6 Development and distribution of the Commentary on the Law on Enforcement and Securing of Claims, with examples of the case-law and forms of acts	Commentary developed and distributed to the bailiffs and enforcement judges	Chamber of Bailiffs	I Quarter 2022	IV Quarter 2022		Budget of Chamber of Bailiffs

f) Court Expert Witnesses						
Objective 7: Improvement of the system of functioning, efficiency and liability of court expert witnesses						
Indicator: The system of court expert witnesses is reinforced through the appointment of court expert witnesses, their continuous trainings, strengthened system of court expert witnesses' liabilities and of professional capacities of the Association of court expert witnesses.			Baseline value		Value achieved after II. year of implementation of the strategic document	Targeted value in the end of the strategic document implementation
			No proceedings initiated for determining ethical/disciplinary liability of court expert witnesses at the end of 2018		No proceedings initiated for determining ethical/disciplinary liability of court expert witnesses	90% out of the total number of the initiated procedures for determining ethical /disciplinary liability resolved by the Association of court expert witnesses at the end of 2022
Activity	Outcome Indicators	Competent institution	Beginning of realization	End of realization	Funds planned for the implementation of activities	Financial resources
5.6.1 Further development of the system of court expert witnesses directed to the appointment and re-appointment of court expert witnesses for particular professions	Number of announced public calls and number of appointed court expert witnesses per year	MJHMR	I Quarter 2021	IV Quarter 2022	No additional budget funds required	Budget of the Ministry of Justice, Human and Minority Rights
5.6.2 Conduct an analysis of the normative framework for determining the ethical/disciplinary liability of court expert witnesses with recommendations	Analysis of the normative framework for determining the ethical/disciplinary liability of court expert witnesses prepared	Court Expert Witnesses Association	I Quarter 2021	II Quarter 2021		Court Expert Witnesses Association Budget
					2,000.00 EUR 2021: 2,000.00 EUR	Donor funds European Union and Council of Europe "Horizontal Facility for the Western Balkans and Turkey 2019-2022"

5.6.3. Implement recommendations from the Analysis of normative framework for determining the ethical/disciplinary liability of court expert witnesses	A new Code of Ethics for court experts drafted	Court Expert Witnesses Association	III Quarter 2021	IV Quarter 2021	2,000.00 EUR 2021: 2,000.00 EUR	Court Expert Witnesses Association Budget Donor funds European Union and Council of Europe "Horizontal Facility for the Western Balkans and Turkey 2019-2022"
5.6.4 Conduct training of court expert witnesses on standards of ethics and professional conduct	Number of trainings conducted and number of participants per year	Court Expert Witnesses Association	I Quarter 2021	IV Quarter 2022		Court Expert Witnesses Association Budget
					4,620.00 EUR 2021: 1.120,00 EUR 2022: 3,500.00 EUR	Donor funds European Union and Council of Europe "Horizontal Facility for the Western Balkans and Turkey 2019-2022"
5.6.5 Monitor the implementation of procedures for determining the ethical/disciplinary liability of court expert witnesses Connection with activity 1.5.1	Number of conducted procedures and number and type of sanctions imposed per year	Court Expert Witnesses Association	I Quarter 2021	IV Quarter 2022		Court Expert Witnesses Association Budget
5.6.6 Carry out continuous education of court expert witnesses	Annual Training plan adopted Report on number of trainings and number of participant compiled	Court Expert Witnesses Association	I Quarter 2021	IV Quarter 2022		Court Expert Witnesses Association Budget
5.6.7 Strengthening the professional capacities of the Association of Court Experts regarding	A comparative analysis of EU member states and regions regarding	Association of Court Experts	I Quarter 2021	IV Quarter 2021	9,500.00 EUR 2021: 9,500.00 EUR	Court Expert Association Budget Donor funds European Union

the monitoring of the quality of their work and responsibilities	the status of court experts performed					and Council of Europe "Horizontal Facility for the Western Balkans and Turkey 2019-2022"
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