

UNIFIED JUDICIARY INFORMATION TELECOMMUNICATION SYSTEM DEVELOPMENT STRATEGY

November 2019



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1. Introduction

1.1 Overview

This document contains initial recommendations on possible further activities for the development of the Unified Judiciary Information Telecommunication System (UJITS).

It includes the following sections:

- Section 2: overview of the judiciary information system development project and the main recommendations on improvements
- Section 3: Plan of Action for the UJITS development

1.2 Executive summary

We have analysed the state of play with the UJITS project and discovered following major issues:

1. State Enterprise Court Information Systems is responsible for different stages: management of development, setting of requirements, implementation of requirements, acceptance, rollout, and maintenance of the system. There is no segregation of duties in the development phase (management vs implementation) and within the overall system life cycle (IT development vs IT operations). Neither is there proper operational level progress monitoring or risk management. Such a setup allows conflict of interests and lack of transparency.
2. The key stakeholders of the court system are not systematically and institutionally involved in the process of management of business requirements and system acceptance. As a result, the interests, needs and requirements of judges and other key stakeholders are not well represented in the planning and management process of the UJITS development.
3. The development process of State Enterprise Court Information Systems is not transparent. As a result, the resources disbursed are remarkably higher than the visible development outputs.

We make the following key recommendations for the development of UJITS.

1. Clear segregation of main roles within the development process must be ensured. At least the following main roles should be separately presented in the UJITS development process:

1. Steering Committee – overall management of the UJITS development; this level should be associated with HJC



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2. Project Owner – resource mobilisation and contracts management; this should be implemented by SJA management
3. Project management function should be implemented by a dedicated unit in SJA
4. Project implementation should be outsourced through open and transparent tendering procedures
5. IT operations management should be implemented by the State Enterprise Court Information Systems

2. UJITS Steering Committee (SC) should be formally created and SC Charter should be prepared and approved. The Steering Committee should approve a Roadmap for the UJITS creation and monitor the implementation of the Roadmap.

3. SJA should have the capacity to fulfil the role of the UJITS Owner Organisation, i.e. manage requirements for the IT system, manage contracts for development work and acceptance of deliverables, and manage the necessary changes to roll out the system to all courts. UJITS Project Management Office (PMO) should be established for that.

4. State Enterprise ICS should focus on the implementation of the IT operations function only. SJA Project Management Office should be made responsible for the implementation of the IT development function. All developments should be sourced from local and/or international market through properly prepared transparent tendering processes.

5. In order to enable realistic planning and transparent monitoring, it is necessary to develop a comprehensive Requirements Document, which includes the description of the target system architecture, modules-level requirements, priorities for rollout, data migration strategy and monitoring indicators.

6. UJITS should be developed as a cloud-based platform with single unified secure access control for all types of users and with embedded support of digital signing for all types of transactions.

7. Planning should take into account all specific modules for all different UJITS stakeholders.

8. The Roadmap should be approved by the Steering Committee, and it should be the baseline for progress monitoring.

9. Planning should foresee delivery every six month to ensure smooth change management. First priority should be implementation of modern and user-friendly



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Back Office to ensure smooth working environment for judges and other courts personnel.

10. UJITS program management activities should be planned, coordinated and managed within 3 parallel domains: (1) UJITS system development, (2) infrastructure development and (3) change management.

1.3 Abbreviations

Abbreviation	Explanation
UJITS	Unified Judiciary Information Telecommunication System
CIS	State Enterprise “Court Information System”
SJA	State Judicial Administration
HJC	High Judicial Council
JSIs	Justice Sector Institutions
ME	Monitoring and Evaluation



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2. Current situation

2.1 Project description

In Ukraine, the integration of information technology and automation of court operations are provided for in the Justice Sector Reform Strategy for 2015-2020, which was approved by the Presidential Decree of May 20, 2015. In late 2017, amendments to the procedural legislation of Ukraine entered into force, one of the most innovative parts of which was e-justice to be implemented through the UJITS.

The UJITS aims to: (1) create a single information space for courts and other JSIs; (2) interagency exchange of information; (3) ensure maximum transparency and openness of the justice system; (4) speed up court proceedings and procedures; (5) automate the functioning of JSIs; (6) fully transition to electronic documentation in court proceedings; (7) digitize court records; (8) provide quick access to information for UJITS users, with due regard to access rights; (9) ensure confidentiality (in case of restricted information), integrity, and accessibility of information in the UJITS by protecting it from unauthorized activities; (10) equal application of substantive and procedural law and judicial proceedings practices by courts.

The UJITS also aims to improve the effectiveness of courts through modern technologies. The UJITS is supposed to be a performance-enhancing tool for real-time operation and easy access to courts by the public.

The UJITS will operate in courts, the HCJ, the Council of Judges, the High Qualification Commission of Judges, the SJA, the enterprises which are administered by the SJA, the National School of Judges of Ukraine (hereinafter referred to as JSIs).

Under procedural law, the UJITS was to become operational 90 days after the the publication of the announcement in the *Holos Ukrainy* (Voice of Ukrainy) newspaper and on the judiciary web portal. The announcement was published on December 1, 2018, and the launch of the pilot system was thus scheduled for March 1, 2019.

The procedural codes also stipulate the operation of the UJITS is governed by a relevant Regulation, which the SJA has to submit to the HCJ for approval after consultations. The draft UJITS Regulation was submitted by the SJA to the CoJ on February 5, 2019.

Due to multiple comments from judges, the HCJ remitted the draft Regulation to the SJA on February 28, 2019 for review with a recommendation to withdraw the announcement. Thus, on March 1, 2019, the Voice of Ukraine newspaper published a notice of withdrawal of the December 1, 2018 announcement.

Under the HCJ decision of May 10, 2018, a standing inter-agency commission on the UJITS was set up, while on March 6, 2019, a task force was established with purposes of thorough revision of the draft Regulation on the System.



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However, on December 22, 2018, under the SJA, a test mode of the UJITS “E-court” subsystem was launched in 18 pilot courts.

The postponement of the full-fledged deployment of the UJITS has not become an obstacle to the piloting.

Today litigants can submit electronically signed cases online through their user account, instead of submitting paper-based hand-signed procedural documents to court in person. This opinion was provided also in the Supreme Court ruling of September 10, 2019 in case No. 640/1374/19.

2.2 Situational analysis

The initial analysis of the project revealed the following weaknesses:

1. Weak sponsorship – there is no client-side top-management entity, which is fully involved in the project and its management
2. Ineffective governance – SJA as an organisation does not have the capacity to monitor progress, test outcomes and assess adequacy of deliverables against the cost of the project
3. Inadequate organisation – the state enterprise in charge of operating the current IT systems is not able to deliver the new system timely and in a cost-effective manner.

2.2.1 Sponsorship

The High Council of Justice was established to oversee and manage procedural matters of the judicial system in Ukraine. As such, it can be expected to be in the best position to provide the overall sponsorship to the judiciary IT system development project.

According to law the UJITS Regulation should be approved by the HCJ. To this end, the Standing Commission and the UJITS Task Force were established. The JSIs and other public authorities are involved in the work of the Commission.

The Commission is tasked to do the following: (1) identify the areas of UJITS development; (2) facilitate the interaction of the justice system bodies for the development and implementation of the UJITS; (3) make preliminary review of the draft UJITS Regulation and prepare the HCJ recommendations regarding the approval of the UJITS Regulation, (4) analyse the state of UJITS implementation and submit recommendations before the relevant justice sector authorities aimed at improvement of its work.



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2.2.2 Ownership

The SJA order of March 2, 2018 “On Ensuring the Creation and Functioning of the UJITS” designated the State Enterprise “Court Information System” as the administrator of the UJITS, owned by the SJA in the name of the State.

On April 13, 2018, the UJITS Development Concept was approved as elaborated by the SJA in cooperation with other judicial authorities. The Concept has become the basis for the development of the future e-justice system, and it is intended to address most of its structural and organizational issues.

When developing a huge IT System like UJITS, it is vital to have an organization who takes ownership of the product. This means that there is an organisation who actively sets requirements (what should be developed), manages contracts (who develops what and in which budget) and accepts deliverables (checks the developed product against requirements).

The product ownership is legally bound to SJA who is responsible for the overall development of the UJITS. However, having assessed the current situation, it was discovered that SJA doesn't perform its product ownership obligation, but rather delegates it to ICS.

2.2.3 Development

After a failed attempt to launch UJITS in March 2019, SJA performed an internal audit of ICS aiming to understand the reasons of the failure. The audit covered the period of Q1-2017 through Q1-2019, which basically includes the entire UJITS development time.

The audit revealed that:

1. ICS didn't properly perform the ownership function assigned to it by SJA.
 - Only 4 out of 13 modules that were supposed to be launched in March 2019 were developed by ICS: *Automatic Case Assignment*, *Statistics*, *Digital Archive* and *External Integrations*.
 - Development of *External Integrations* modules started only in March 2019, after the envisaged UJITS launch date.
 - The actual cost of *Automatic Case Assignment* is 181% in excess of the foreseen budget.
 - The remaining 9 modules were outsourced.
 - The median cost per module is only 31% of the foreseen budget.
 - Only 7% of the foreseen budget has been spent on *Electronic Cabinet* module, which was widely advertised as the users' point of entry.



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- 78% of the foreseen budget of *Executive Document Register* has been disbursed, but there has not been a rollout yet.
 - Development of *Open Data* module never started.
2. ICS used the UJITS development budget to cover their operational activities.
- The overall salaries paid to 211 ICS staff members related to UJITS development is 62Mln HRN. This is roughly 50% of the overall UJITS development budget.
 - The actual UJITS development department in the ICS included an average of only 13 persons. This is clearly indicating cross-subsidising of IT operations and ongoing systems support by the resources, which were allocated to development

2.2.4 Conclusion

As to the HCJ's role, one cannot but mention that (1) the decision to postpone the launch of the UJITS and (2) the establishment of the Standing Commission and the Task Force confirm that the HCJ is paying much attention to the issue of UJITS implementation.

At the same time, the UJITS is an extremely complex, strategic issue that requires a clear plan of action and distribution of functions among all relevant stakeholders. In order to cope effectively with the tasks set by the reform, there should be smooth interaction between all judicial self-governance bodies and heads of the respective institutions.

This requires improving the communication channels and interaction among JSIs. In order to respond quickly to challenges, it is important to set up a coordination mechanism with a key role in maintaining the operational connection among relevant institutions.

Due to abovementioned weaknesses in the project we can conclude that current project organisation is not sustainable, and one should not allocate resources to the project until improvements in the project governance structure is not implemented.

We recommend following improvements in the UJITS project.



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3. Plan of Action for UJITS Development

3.1 Governance

3.1.1 Governance structure

It is necessary to institutionalise/improve/strengthen HCJ's position of the HCJ as the leader of the system. Also, it is important to clearly position SJA as an accountable organisation with effective accountability mechanisms and institutional subordination allowing to channel overall stakeholders' requirements and aspiration toward digital future through HCJ to SJA.

Current situation:

Under the HCJ decision of May 10, 2018, the Standing Inter-agency Commission of the High Council of Justice on the UJITS was set up, which proved to be partly effective. In particular, it prevented the piloting of eight UJITS subsystems whose launch was scheduled for March 1, 2019, due to a series of organizational and technical issues related to its implementation. Otherwise, the UJITS chaotic operation may have led to the failure in implementation of all instruments envisaged in the new procedural codes and the mere idea of implementing e-justice.

Currently, under the HCJ ruling of June 3, 2019, the Task Force for finalization of the draft UJITS Regulation is established.

Considerations:

Against this background, the HCJ role as a system leader should be strengthened with clear mechanisms of responsibility and institutional subordination of the SJA to the HCJ being suggested.

HJC should have a mandate to steer IT development of judiciary system and SJA should have an obligation to report to HJC with regard to IT development.

Besides, it seems reasonable to strengthen the role of the Legal Reform Commission established under the Presidential Decree on August 7, 2019, in overseeing the UJITS development. One of the tasks of the Commission is to facilitate the coordinated implementation of legal reform in Ukraine and to monitor the effectiveness of its implementation.

At the international level, such a role could be played by the European Commission for the Efficiency of Justice of the Council of Europe (CEPEJ), established on September 18, 2002, under the resolution of the Committee of Ministers. Among other



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things, the aim of the CEPEJ is (1) the improvement of the efficiency of the justice system functioning to make it possible for everybody to protect their rights, thus increasing public trust in justice; (2) the development of the implementation of international instruments relating to the efficiency and fairness of justice.

Thus, using of best European practices on judicial system functioning would prevent problems that impede the introduction of innovative instruments, in particular, the UJITS, into Ukrainian judicial system.

Recommendations:

Clear segregation of main roles within the development process must be ensured. At least following main roles should be separately presented in the UJITS development process:

6. Overall supervision of the UJITS development should be done on HJC level
7. Project Owner – resource mobilisation and contracts management - this should be implemented by the SJA management
8. Project management function should be implemented by a dedicated unit in SJA
9. Project implementation should be outsourced through open and transparent tendering procedures
10. IT operations management should be implemented by the State Enterprise “Court Information Systems”

3.1.2 Steering Committee

In the UJITS development context a Steering Committee should be created based on the following principles:

1. Steering Committee is chaired by the High Judicial Council (HJC)
2. Steering Committee has its own formally established Charter with clearly defined mandate to approve IT requirements, accept delivery and guide rollout
3. The Steering Committee should include representatives from all stakeholders of the UJITS
4. The Steering Committee should be administrated by HJC and operationally supported by SJA

The Project Steering Committee (PSC) should be co-chaired by the top management of HJC and SJA and should be the key decision-making and issue-resolution body for the project. Any significant decisions that may affect the project or the team’s ability to deliver on the objectives should be escalated to the Project Steering Committee (PSC).



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Approval of all key documents, resolution of important project issues or significant change requests should be discussed and decided upon here.

Current situation:

The SJA covers organizational and financial support to the activities of the judiciary within the scope of powers defined in law. The SE “IJS” is appointed as UJITS administrator.

At the same time, the UJITS development has brought to light many problems relating to communication between the stakeholders that are involved in the software development and the UJITS Regulation drafting.

Recommendations:

UJITS Steering Committee (SC) should be formally created and SC Charter shall be prepared and approved. The Steering Committee should approve Roadmap for the UJITS creation and monitor implementation of the Roadmap.

3.1.3 UJITS Owner Organisation

IT management function should be strengthened in SJA. The administration today is responsible for the IT-development of the whole judicial system – this should be supported by effective IT management function.

Current situation:

SJA lacks capacity to be the UJITS Owner Organisation, passing this function to ICS. At the same time SJA holds legal responsibility for overall UJITS development.

Recommendations: SJA should be capable to fulfil the role of the UJITS Owner Organisation, i.e. manage requirements for IT system, manage contracts for development work and acceptance of deliverables and manage needed changes to rollout the system to all courts. UJITS Project Management Office (PMO) should be established for that.

Such PMO should have to have 3-4 Project/Contract Managers, who are capable to manage activities for UJITS implementation management (see Annex 2 for details on the PMO function).



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3.1.4 IT Operations vs IT Development

The UJITS project was launched to improve the judiciary system IT services in the context, where the judiciary system already had solid IT. It is thus necessary to clearly distinguish between IT operations and IT development:

- IT operations function concerns with maintenance of existing IT infrastructure and delivery of IT services to current users
- IT development function concerns with extending and improving of IT services

From the perspective of internal business processes those functions are completely different:

- IT operations processes should be aligned with ITIL (IT service delivery) and ISO27001 (security) requirements
- IT development function should include architecture management, budgeting and planning, product and systems development

For an organisation of the size of the Ukrainian judiciary system, IT development and IT operations should be completely separated in order to enable professional specialisation and efficiency.

Current situation:

ICS is responsible for IT operations function within Judiciary and performs it quite well. In reality ICS also manages IT development function, delegated from SJA. This leads to cross subsidization, when money intended to be spent on development are actually spent on operations.

Recommendations:

State Enterprise ICS should focus on implementation of the IT operations function only. SJA Project Management Office should be made responsible for the implementation of the IT development function. All developments should be sourced from local and/or international market through properly prepared transparent tendering process.

3.2 System

3.2.1 UJITS Scope

SJA should properly initiate the development project in the context of UJITS development: prepare Terms of Reference for the target system and through open multi-modular bidding process engage external vendors for parallel development and

integration of components of UJITS and continuous delivery of new functionality to customers within the Ukraine judicial ecosystem.

Terms of Reference for the target system should include at least the following:

- Modular architecture description of the UJITS
- Detailed requirements for each module of UJITS
- Priorities for rollout of different modules
- Legacy IT systems migration strategy
- Overall ME framework for the UJITS developments

Current situation:

Current Terms of Reference adopted back in 2018 lack information on rollout priorities, migration strategy and monitoring indicators. Module requirements lack details on test casing and acceptance procedure.

Recommendations:

To enable realistic planning and transparent monitoring it is necessary to develop a document with comprehensive requirements, which includes the description of the target system architecture, modules-level requirements, priorities for rollout, data migration strategy and monitoring indicators.

3.2.2 Architecture

New system architecture should be based on the cloud paradigm, where all courts and other judiciary system users are accessing one unified platform through secure access control layer. All transactions should be appropriately accommodated with digital signature to ensure legally binding acceptance of digital-only communication of parties.

Current situation: There is low level of actual acceptance digital-only processing. Also, new strategy approved by SJA foreseeing so called hybrid model instead of cloud-based model for courts Back Office system.

Recommendations: UJITS should be developed as a cloud-based platform with single unified secure access control for all types of users and with embedded support of digital signing for all types of transactions.



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3.2.3 UJITS Modules.

A detailed architecture of functional components of the overall Digital Justice ecosystem should be developed according to users' needs and specialisation of the 4 courts (commercial, administrative, criminal, civil).

For instance, the prosecutors' special status in criminal proceedings (appointment of prosecutors by heads of PPOs, irremovability of the prosecutor at all stages of pre-trial investigation and trial) and the peculiarities of the prosecutors' participation in civil/economic cases (possibility to join proceedings, challenge decisions before the appellate/cassation instance) should be duly taken into account.

The Roadmap should be prepared with detailed information on:

1. Type of components to be developed
2. How will migration be done
3. When and how will each organisational unit receive the new system

The main components of the Digital Justice ecosystem:

#	Module Name	Legacy System	UJITS Current	UJITS 2.0
1.	Channels			
1.1.	Self-service claim filling	-	+	+
1.2.	Digital hearing	+	-	+
1.3.	Online dispute resolution	-	-	-
1.4.	Step by step legal guide	-	-	-
1.5.	API for power users	-	-	-
1.6.	Contact Centre	-	+	+
1.7.	External integrations with Prosecutor's Office	+	-	+
1.8.	External integrations with other organizations (direct or via Trembita)	-	-	+
1.9.	Open Data	+	-	+
2.	Back Office processing environment			
2.1.	Automatic Case Assignment	+	+	+
2.2.	Digital Archive	+	+	+
2.3.	Comprehensive document and case management platform for all types of courts:	+	-	-
	1. Local court	+	-	-
	1.1. General (civil, criminal)	+	-	-



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	1.2. Administrative	+	-	-
	1.3. Commercial	+	-	-
	2. Appeal court (civil, criminal)	+	-	-
	3. Appeal Commercial court	+	-	-
	4. Appeal Administrative court	+	-	-
	5. Supreme Criminal court	+	-	-
	6. Supreme Administrative court	+	-	-
	7. Supreme Commercial court	+	-	-
	8. Supreme Civil court	-	-	-
	9. Supreme Anti-Corruption court	-		
	10. High Chamber of Supreme court	-		
	11. High Council of Judges	-		
	12. High Qualification Commission of Judges	-		
	13. National School of Judges	-		
	14. State Court Administration			
3.	Registries and Dashboards			
3.1	Unified Court Case Registry	+	-	+
3.2	Executive Document Register	-	-	+
3.3	Legal Positions Registry	-	-	-
3.4	Judiciary KPI in real time	-	-	-
4.	Support services			
4.1.	Payments and deposits	-	-	+
4.2.	HR management	+	-	+
4.3.	Budget and finance	+	+	+
4.4.	Statistics	+	+	+
4.5	Management services	-	-	-
4.6	CEPEJ reporting	-	-	-

Current situation:

List of modules doesn't reflect the real needs for the Digital Justice ecosystem. Modules are often too generic. There is no planning how generic modules will be adopted to specific courts (i.e. 1st level general, economic, administrative, 2nd level courts etc.).

Recommendations:

Planning should take into account all specific modules for all different stakeholders of the UJITS.



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3.2.4 Roadmap

After development and approval of the Roadmap, detailed requirements should be developed, and a tender initiated to engage vendors (see Annex 1 for detailed description of the system development methodology).

Current situation:

Roadmap is missing.

Recommendations:

Roadmap should be approved on the Steering Committee and it should be a baseline for the progress monitoring.

3.2.5 Milestones

Overall UJITS development project should be organised in the following way:

1. Roadmap development and engagement of vendors – 6 months
Roadmap preparation should include at least following steps:
 - 1.1. High level business processes analysis in all different types of courts
 - 1.2. Business processes improvements needs and opportunities analysis
 - 1.3. TO-BE business processes model design
 - 1.4. Business requirements analysis for approved TO-BE business processes
 - 1.5. Business requirements review and approval of the Steering Committee level for each model
2. All legacy Back Office systems should be replaced by the end of the first year of the implementation project
3. Comprehensive self-service channel should be operational by the end of the second year
4. Overall UJITS should be ready in three years

Current situation:

ICS considers 3-5 more years for proper UJITS development, detailed information on milestones is missing.

Recommendations:

Planning should foresee delivery every six month to ensure smooth change management. First priority should be implementation of modern and user-friendly Back Office to ensure smooth working environment for judges and other courts personnel.



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3.2.6 Program management

Overall UJITS development program should focus on the following parallel blocks:

1. System development (see methodology description in the Annex 1)
2. Infrastructure development based on requirements defined during the system design phase
3. Change management to ensure smooth migration from existing environment to the new system, including legal acts changes and training of all kind of users

SJA should be able to manage and coordinate developments in all 3 components and regularly report to the HJC managed Steering Committee.

Current situation:

ICS is focusing on infrastructure development, completely missing out crucial system development and change management blocks.

Recommendations:

UJITS program management activities should be planned, coordinated and managed within 3 parallel domains: (1) UJITS system development, (2) infrastructure development and (3) change management.

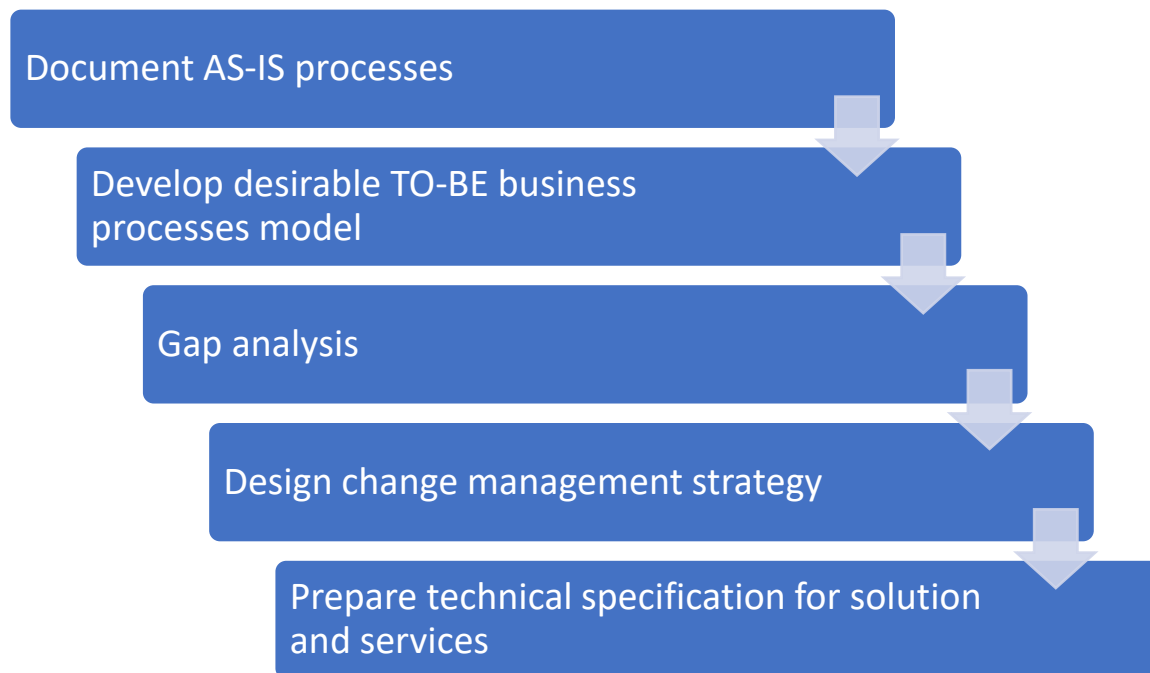


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Annex 1 – System Development Methodology

The comprehensive technical specification for the development of the UJITS should undergo the following steps:



AS-IS Situation Analysis

In order to understand the current situation it is necessary to document the AS-IS processes. For that the existing IT systems, business processes and organisational structure must be analysed. For each key stakeholder it is necessary to understand their needs and existing issues. During this data gathering phase special attention should be paid to:

1. Understanding the existing services and key performance indicators with regard to those services, including
 - a. Type of customers for all business areas
 - b. All major stakeholders
 - c. Known issues with regard to quality of services
 - d. Expectation of main stakeholders toward business services
2. Understanding the working processes for existing services and mapping the processes to the organisational structure
3. Readiness for change to achieve the desired objectives



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TO-BE Design

The design of the TO-BE vision for the target situation should lean on the following baselines:

1. All designed TO-BE processes should be reviewed and approved by key stakeholders from judiciary system
2. Best international practices for digitalisation, i.e. creation of major IT systems (incl. ISO 27001 standard for security management, ISO 31000 family of standards for risk management, ISO 42010 for IT architecture there etc.)
3. Management vision and expectations from main key stakeholders about the quality and effectiveness of digital judiciary
4. Actual capacity of the organisation to implement possible and desirable changes (including readiness of external customers)

Gap Analysis

During the Gap Analysis phase the shortcomings of the organisation, staff, processes and services should be identified against the potential TO-BE model. Special attention should be paid to the automation level of internal and external systems, users and behavioural patterns of customers.

It is necessary to check the status of governmental IT infrastructure and overall e-services consumption patterns in Ukraine (i.e. digital identity, digital signature, security management).

The identified weaknesses and opportunities should be reviewed and prioritised during the managerial workshop.

A detailed Gap Analysis allows to explore different options for modernisation and to select the most optimal path.

Planning of Change Strategy

One of the most important aspects to be addressed during the preparation of the UJITS development plan is the extent of change and innovation required and realistically achievable during the project period.

A set of workshops should be organised with the aim of unleashing drivers of innovation and modernisation, identifying fears and obstacles within organisations, and designing a realistic strategy for implementation of change during the project.

Also, during the planning phase of change management it is necessary to identify training needs of officials in the judicial sector as well as among external stakeholders.



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Technical Specification

The preparation phase of the technical specification should include:

1. A document mapping the existing technical infrastructure and the existing IT systems (based on available information, which should be validated with key stakeholders)
2. Prepare specific objectives for every specific functional area in the scope
3. Prepare non-functional requirements based on general governmental requirements in the country as well as judicial segment specific requirements, taking into account:
 - a. Usability requirements of all different customer types
 - b. Configurability of a solution with a flexible IT platform and appropriate time-to-market for IT development initiatives
 - c. Data quality level in existing IT systems and needs for integration with the existing systems
 - d. Requirements for replacement of existing IT systems and the related data migration
 - e. Project management and quality control mechanisms during the implementation of the project

Bidding documentation should be prepared after the Technical Specification is approved. It should be based on the formal tax administration requirements.

Complete specification structure should be prepared based on judicial sector requirements:

1. Background information (including inter alia, objectives, area of implementation and benefits of the system; general overview of the system, parties concerned and user roles);
2. Functional model /performance requirements of the system;
3. Non-functional requirements for the system and for the target (hardware/network) infrastructure;
4. Technical specifications (including inter alia, software specifications; service specifications (such as integration aspects with external systems; minimum requirements for the Supplier's technical team); data conversion, migration services, security specifications etc);
5. Acceptance requirements and tests;
6. Post implementation requirements (warranty services/user support/post-warranty maintenance services);
7. Project management and governance and Procurement requirements and rules.



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Annex 2 – Project Management Office

Objectives of the Project Management Office (PMO) in the Administration is to ensure smooth mobilisation of all required resources on Purchaser side (including in the Administration and courts if needed), preparation of contracts with vendors for service delivery needed for UJITS development, monitoring of implementation of all contracts and organising acceptance of deliverables from outsourcing contracts.

PMO should organise for each major module of UJITS a dedicate project with appropriate governance structure. Following is general structure, which must be presented in each project:

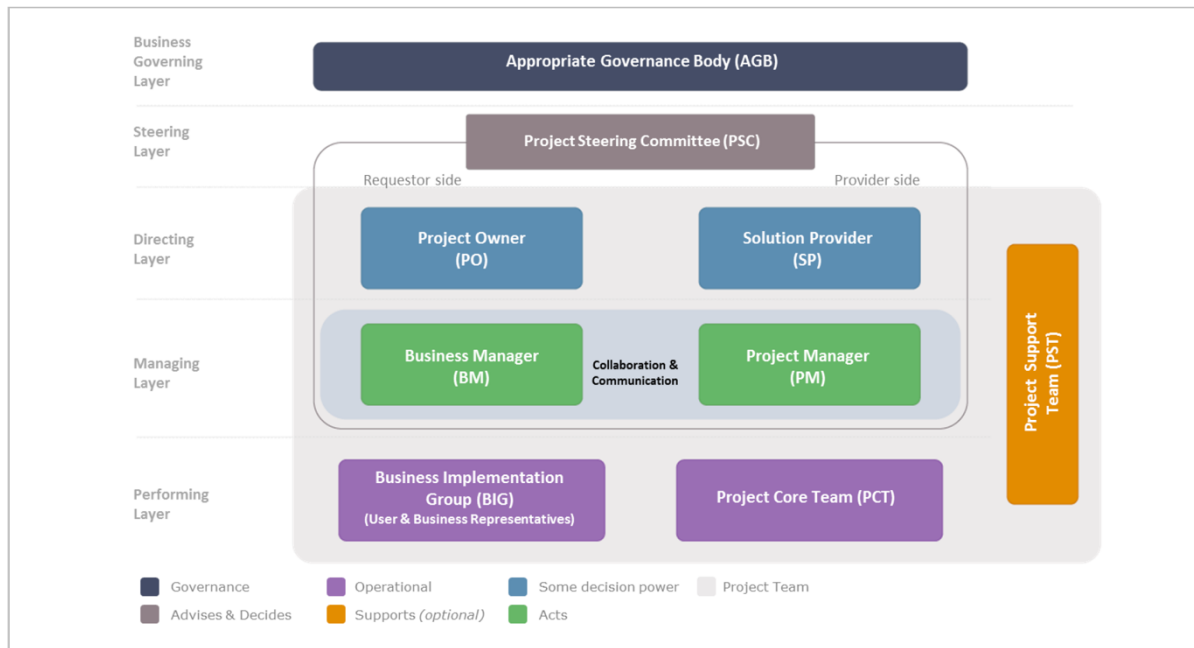


Figure 1 - Project organisation

The Business Governing Layer determines the vision and strategy for the judiciary system as a whole. It consists of one or more management committees operating at a high or the highest management level (The Administration and HJC). It is here that priorities are defined, investment decisions are made, and resources are allocated.

The Steering Layer provides general project direction and guidance. It keeps the project focused on its objectives. It reports to the Appropriate Governance Body (AGB). The Steering Layer is composed of the roles defined in the Directing and Management Layers plus other optional roles.

The Directing Layer champions the project and owns its Business Case. It mobilises the necessary resources and monitors the project's performance in order to realise

the project's objectives. The Directing Layer comprises the roles of Project Owner (PO) and Solution Provider (SP).

The Managing Layer focuses on day-to-day project management. It organises, monitors and controls work to produce the intended deliverables and implement them in the business organisation. Members of the Managing Layer report to the Directing Layer. The Managing Layer comprises the roles of Business Manager (BM) and Project Manager (PM). It is important for the success of the project that there is close collaboration and good communication between these two roles. BM role should be staffed by a person from Administration with deep knowledge of business domain and responsibilities to accept deliverables. PM role comes from the vendor side.

The Performing Layer carries out the project work. It produces the deliverables and implements them in the business organisation. Members of the Performing Layer report to the Managing Layer. The Performing Layer comprises the roles of the Business Implementation Group (BIG) and the Project Core Team (PCT).

Roles of the Project Owner and Business Manager are most important to provide by the PMO in each project. Following is description of responsibilities for those roles.

Project Owner

The Project Owner (PO) is the client of the project, and as such sets the business objectives and ensures that project outcomes are in line with business objectives and priorities. As the key Directing Layer role from the requestor side, the Project Owner (PO) is accountable for the overall project's success, and later becomes the owner of the project's outputs (product or service).

Responsibilities:

- Acts as the project champion, promoting the project's success.
- Chairs the Project Steering Committee (PSC).
- Provides leadership and strategic direction to the Business Manager (BM) and Project Manager (PM).
- Sets the business objectives and accepts the Business Case for the project.
- Owns the business risks and ensures that project outcomes are in line with business objectives and priorities.
- Mobilises the resources necessary for the project, in accordance with the agreed budget.
- Regularly monitors project progress.
- Coordinates the resolution of escalated issues and conflicts.
- Drives organisational change and monitors proper evolution and change implementation.



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- Approves and signs-off on key management milestone artefacts (Business Case, Project Charter, Project Handbook, Project Management Plans, Business Implementation Plan, etc.).

Business Manager

The Business Manager (BM) represents the Project Owner (PO) on a daily basis within the project and helps in defining the project's business objectives via the Project Initiation Request, Business Case and Business Implementation Plan. The Business Manager (BM) collaborates closely with the Project Manager (PM) and coordinates client-side activities and roles (e.g. user and business representatives), ensuring that the project's deliverables fulfil the business and user needs.

Responsibilities:

- Guarantees cooperation and an efficient communication channel with the Project Manager (PM).
- Coordinates the Business Implementation Group (BIG) and acts as a liaison between the User Representatives (URs) and the provider organisation.
- Ensures that the products delivered by the project fulfil the user's needs.
- Manages the activities on the business side of the project and ensures that the required business resources are made available.
- Decides on the best way to introduce business change or re-engineering actions, when needed.
- Ensures that the business organisation is ready to accommodate the project's deliverables when they are made available by the Solution Provider (SP).
- Leads the implementation of the business changes within the user community.
- Coordinates the schedule and delivery of any user training (and production of related material).

The Project Initiation Request is a project's starting point and formalises its initiation. By creating a Project Initiation Request, the project initiator ensures that the current context/situation (i.e. problem, need or opportunity) and the project's desired outcomes are formally captured and can be used as a basis for further exploration and elaboration.

The Project Initiation Request contains basic information about the estimated effort and cost of undertaking the project as well as the timeframe for its completion and the type of delivery. Specifically, the document describes the impact the project is expected to bring and summarises the success criteria against which it will be evaluated. Additionally, the Project Initiation Request outlines the project's relevance to the organisation's strategic direction and highlights the key assumptions, constraints and risks as assessed at this stage.



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The purpose of the Business Case is to capture the reasoning behind the project, to describe the project's alignment with the organisation's strategic objectives, to provide a justification for the investment in time and effort, and to set out the budgetary needs. For larger strategic projects, the Business Case may also include an assessment of impact and risks along with a more detailed cost-benefit analysis.

The Business Case provides decision-makers with the information they need to determine whether the project is worth doing. The Business Case is a living document and therefore should be re-examined at critical project milestones to check that the expected benefits are still achievable, the costs/schedule fall within the budget/timeline, and the project is still relevant to the organisation and should be continued.

The Business Implementation Plan aims to support achieving the project's desired outcomes and benefits. It documents an assessment of the project's impact on the organisation's processes, culture and people and outlines the change-management and communications activities that need to take place to ensure that the project outputs are effectively integrated into the organisation's environment.

The business implementation activities can be performed as part of the same project or as a separate one (implemented directly by the Administration). These activities become part of the Project Work Plan and are scheduled and controlled as part of the overall project.



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