

**REPUBLIC OF CROATIA  
MINISTRY OF JUSTICE**

**JUSTICE SECTOR SUPPORT PROJECT  
Loan No. 7888-HR**

**QUARTERLY PROGRESS REPORT  
for the 1st quarter 2012**

**Zagreb, April 2012**

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## **I Key Activities Report for the 1stquarter 2012**

### **Foreword**

The project objective is to improve efficiency of Croatia's justice system. This is proposed to be accomplished through support for implementation of key reforms related to Croatia's justice sector as well as strengthening the efficiency and adjustment of the Croatian judicial system to the European Union standards.

During the reporting period MoJ continued with management of contracted civil works, procurement and installation of IT goods, as well as with preparations necessary for advertising further activities envisaged by Procurement Plan.

The following events and developments have significantly affected the Project implementation during the reported period:

#### **a) New management at the Ministry of Justice**

Following the parliamentary elections in Croatia held on December 7, 2011, new government was elected and took offices during December 2011 and January 2012.

One of the first actions of the new government was to change the legal framework which regulates structure and operations of the Cabinet of Ministers and line ministries. Among other, changes included abandoning of the positions of State Secretaries and Directors of directorates in the ministries.

At the Ministry of Justice this was reflected in new management structure, headed by the Minister of Justice, one Deputy Minister, five Assistant Ministers heading five Directorates (for Organization of Judiciary, Criminal Law and Probation, Civil and Commercial Law, EU and Intl. Cooperation, and for Prison System), and Secretariat.

The Ordinance on Internal Structure and Operation of the Ministry of Justice was issued by the Cabinet of Ministers on February 23, 2012.

This situation inevitably had an impact on the management structure and operation of the JSSP Project. The new Project Manager (Deputy Minister) was appointed on February 10, while the persons authorized for signing all documents related to JSSP Project (both from MoJ and MoF) were appointed on February 16. However, the official document on appointment was received only on February 27, 2012.

Therefore before February 27 it was impossible to sign any significant document/decision related to JSSP Project implementation.

This resulted in almost complete halt of majority of the planned JSSP activities (including the ones envisaged under the Action Plan for speeding up the JSSP implementation), therefore the PIU concentrated on managing existing contracts and preparation (to the extent possible) of the planned ones. In that it must be mentioned that the new MoJ management took some time

to get informed and review all MoJ's activities, thus there was some uncertainty during the reporting period regarding some of the planned activities (for example on the future of the whole ICMS project, including the planned JSSP G-12 "ICMS Upgrade").

As an illustration, all draft contracts envisaged under the Action Plan, that were prepared and signed by other parties by mid December 2011, were finally signed by the MoJ at the end of February 2012.

Another event that had an effect on JSSP Project was adoption of the new Law on VAT which increased the VAT rate from 23% to 25%, effective from March 1, 2012. In practice this meant that all signed contracts had to be re-calculated (amounts invoiced till 29. 02. with 23% VAT; and amounts left for payment after 01. 03. with 25% VAT) and changed through Addendums.

In short, majority of the described situations were not resolved before mid-March, which is when PIU was able to slowly regain the regular pace of activity.

## **Procurement**

The following procurement activities during the reporting period were carried out:

### **I Improving the Efficiency of the Court System (EUR 15.98 m)**

Preparation of design documentation, BQs and BDs for civil works in Split and Karlovac sites:

#### **CW-1 Reconstruction and Adaptation of the ex-Standa Building for Split Municipal Court**

- In line with the "Action Plan" publication of IFB for CW-1 was planned for **February 28, 2012**. For that design documentation should have been updated under CS-36 contract, and all designs (including the updated parts) translated into English.
- Contract on Additional designing (CS-36) was signed on December 9, 2011.
- **CS- 36 Contract** on Additional Designing was negotiated, approved by the Bank (9. 12. 2011), signed by other contracting party, and submitted for MoJ signature on December 15, 2011. It was finally signed on **February 26, 2012**.
- The existing design documentation was submitted to translators for translation into English 5. 1. 2012. Added/improved parts of designs shall be sent for translation once they are delivered under the CS-36 contract (delayed due to late signing of the contract).
- In the meantime the safeguard issue with an existing tenant at the CW-1 building – Café Bar "Svaguša" was finally solved. Tenant will vacate the premises on first call made by MoJ.

- The fact that **CS-36 Contract** was not signed before the end of the reporting period resulted in additional delays with initiating the procurement of works under CW-1 Split.
- New target date for advertising the IFB for CW-1 is May 15, 2012.
- **CS-10 “Supervision”** procurement and contracting will be coordinated with procurement of CW-1

#### **CW-2 Court Building in Karlovac**

- According to “Action Plan” IFB for Karlovac was planned for **February 19, 2012**.
- Additional designing under **CS-33 Contract** was **contracted on November 25, 2011**.
- Additional designs were received on time – by the end of December 2011.
- Approval of Changes and Updates of Main Design was requested from local authorities in Karlovac on December 27, 2012, and was **issued on March 29, 2012**.
- Additional analysis of the problem with underground waters (basement/archives) was ordered.
- New target date for advertisement of IFB for CW-Karlovac is May 15, 2012.
- **CS-12 Supervision** procurement and contracting will be coordinated with procurement of CW-2

Modernization of operational IT systems for decision-making and performance monitoring in courts:

#### **G-2 Generic Cabling (local computer and telephony network)**

- **G-02 Contract**, approved by the Bank and signed by other contracting party, was submitted to the Minister for signature on November 29, 2011.
- **G-02 Contract** was signed by the MoJ on **February 21, 2012**.
- Change Order procedure was immediately initiated for adding additional 3 locations for installation of LAN network – i.e. for 3 Municipal Courts – as a precondition for IPA 2009 “ICMS Roll-out” project.
- **CS-2 Supervision of works under G-2** – negotiations with the awarded Bidder were initiated. To be coordinated with the G-2 Addendum to contract signature.

#### **G-10 Supply of IT Equipment and Packaged Software**

- Delivered, installed and operationally accepted.

- Final payments were made during the reporting period. Completed.

### **G-12 ICMS Upgrade**

- Functional requirements and bidding documentation were sent for Bank's review on November 29, 2011 and additional comments and recommendations were received from the Bank on December 27.
- WB no-objection letter on Bidding Documents was received on February 7, 2012.
- However, (direct) contracting was put on hold until the MoJ completes the review of the overall IT strategy for the judiciary.

## **II Improving the Efficiency of the State Attorney's Office (EUR 8.34 m).**

During this period efforts were continued on managing civil works contracts on reconstruction and building of premises needed for State Attorneys' Offices in Zagreb (CW-3) and Pula (CW-4), as well as on managing IT systems contracts in place.

### **CW-3 Reconstruction and Extension of the State Attorney's Office in Zagreb (Gajeva 30a)**

- The contract for Reconstruction and Extension of the State Attorney's Office in Zagreb (Gajeva 30a) was signed with the lowest evaluated bidder - Zagorje Tehnobeton d.d - on March 31, 2011.
- Likewise, the contract for **CS-15 Services of Expert and Financial Supervision** during the Reconstruction and Extension of the State Attorney's Office building in Zagreb was awarded to Investinženjering d.o.o. and signed on March 29, 2011.
- The works have started on May 11, 2011.
- In line with the Action Plan, additional designing (**CS-35**) was to be contracted by December 9, 2011.
- CS-35 Contract was **signed on February 26, 2012.**
- In spite of these delays works on the site have been progressing.
- However, due to expected changes in designs arising from CS-35, negotiations with Contractor have begun re. impacts of these on Completion Date and Contract Price.
- Photo of SAO Zagreb site below:



#### **CW-4 Renovation and Adaptation of the ex Military Base “Istarske Brigade”, Pula**

- The contract for civil works has been signed with the lowest priced bid submitted by Lavčević d.o.o. on March 16, 2011.
- The contract CS-16 for Services of Expert and Financial Supervision during the renovation and adaptation of the ex Military Base “Istarske Brigade” Building was awarded to Jurcon Projekt d.o.o. and signed on 10 March 2011.
- The works have started on 13 April 2011.
- According to the Action Plan the **CS-34 Additional designing** was to be contracted by December 9. However, same as with other contracts, it was signed by MoJ only at the end of this reporting period.
- At the same time meetings were held with Contractor’s management on the topic of their claims for additional costs (not envisaged by original BQs) due to additional/unforeseen works. Parts of these problems were mutually resolved through Addendum no. 1 (still not signed by the MoJ), and disputed issues were forwarded to Adjudicator, as stipulated in the CW-4 contract. Adjudicator has reviewed the issues and has issued a decision. Decision was accepted by both parties.
- Works are progressing, but very slowly.

- This situation will certainly have an effect on both the contract price and duration. However, it is impossible to quantify them at this moment, for they will depend on new Design documentation, Contractor's estimates, and Supervising Engineers' analysis.
- Photo of Pula site below:



#### **G-7 USKOK HW & SW**

- Evaluation completed. BER approved by the Bank (NOL of October 17, 2011), with CIP/EXW prices.
- During the negotiations the awarded supplier agreed to perform the import and customs formalities with no extra costs. Therefore VAT was added to contract price.
- On **December 8**, WB was informed that contract price will differ to the one stated in the NOL due to the fact that now it will include the VAT, and was requested to approve this difference.
- WB approval was received on February 7. 2012.



- However, due to certain changes to the scope – defined in the Minutes of Contract Negotiations – the Change Order procedure was initiated.

#### **G-11 Upgrade and adjustment of the SAO Case Tracking System (CTS)**

- Following lengthy negotiations this contract was signed on 28 June 2011.
- Implementation of the activity is progressing – HW and Standard SW were delivered and accepted. However, Milestone 2 “Defined CTS Requirements and CTS Architecture” took longer than planned. The problem is that Ministry does not have a re-newed contract with hosting and communications provider – FINA – therefore it is not possible to test the deliverables by users on their sites. Rather, the testing is performed at IBM site for the time being, which somewhat slows down the development.
- Contract for hosting services with FINA was not signed during the reporting period.

### **III Strengthening MOJ Management Functions (EUR 1.58 m)**

In this component the following has been achieved during the reporting period:

#### **CS-5 Inmate IT System – Upgrade of the application**

- Due to changes in Directorate for Prison System the work on acquiring exact data and information on the status and functioning of the existing Inmate IT System and on detailed Technical Requirements was halted.

#### **CS-8 DMS Functionality Revision and Upgrade**

- Analysis of existing status of the MoJ’s DMS system was prepared, first draft of the Technical Specification was prepared by the PIU and, as agreed beforehand, forwarded to MoJ Secretariat for review and approval.
- No decisions were made.

#### **G-3 IT Asset Management System**

- Technical specifications completed. Draft BD completed.
- No decision was made.

#### **Zagreb Judicial Square**

One of the activities envisaged for financing through the JSSP Project is assisting the MoJ in continuing with preparations for development of a future Judicial Complex (Square) in Zagreb. Namely, most judicial bodies in the City of Zagreb are notoriously lacking space, while at the same time these courts participate with some 35% (in average) in all case-load related data (including the backlog) on the national level.

To that end, the following activities were undertaken during this reporting period:

1. Consulting services on “**Analysis of Options for Financing the Zagreb Judicial Square**” is pending. This activity shall be financed from the NL Grant and is administered by the World Bank;

- Consultants have started this activity with a series of meetings with MoJ and other stakeholders (City of Zagreb), and a “kick-off” meeting at the end of reporting period.
- 2. The Bank has contracted consultants for performing “**Preliminary geotechnical site feasibility analysis**“ for future Zagreb Judicial Square site. This activity is also financed from the Dutch Grant and administered by the Bank.
- In progress.

#### **IV Project Governance and Implementation (EUR 1,20 m)**

##### **PIU**

The new PIU Project Administrator - Procurement Assistant has (CS-26-2) has commenced her engagement and has offered good performance.

##### **Project Steering Committee Sessions**

No Project Steering Sessions were held during this period.

##### **WB Mission and Joint Portfolio Review**

- During the reporting period a Joint Portfolio Review (WB – MoF – MoJ) was held at the Ministry of Finance (7. and 12. March 2012). During the Review MoF was informed of the problem of insufficient amounts planned for JSSP implementation for year 2012. No feedback on the possible solutions to the problem was received during the reporting period.
- WB mission was in Croatia in the period March 17 – 23.

## II Intermediate Outcome Indicators

### Data collecting and reporting:

In analysis of the data submitted by Project stakeholders, it became apparent that some inconsistency in data collecting and/or interpreting has occurred.

Following discussions on this issue held on December 21, 2011 the system of data collecting has improved. KPIs for 4.Q 2011 was received by the PIU on time, both from ICMS and from individual courts and SAO.

However, the question re publishing the statistic data from ICMS on MoJ web site (under JSSP project) remains unsolved.

### a) Case-load and case-flow data

Project Outcome Indicators	Baseline	Target Values					Data Collection and Reporting		
		YR1	YR2 1 & 2 Quarter	YR2 3 Quarter	YR2 4 Quarter	YR3 1 Quarter	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
1. Aggregate case backlogs covering 74 courts and 55 SAO offices.	Aggregate case backlog volume: For 74 courts: 384,038 (2009)  For SAO offices & USKOK: 9,705 (2009)	For 74 courts: 387,775 (2010)  For SAO offices & USKOK: 9,994 (2010)	For 74 courts: 351,033  For SAO offices & USKOK: 8,396 <sup>1</sup>	For 74 courts: 386,126  For SAO offices & USKOK: 978	For 74 courts: 376,056  For SAO offices & USKOK: 1,722	For 74 courts: 364,051  For SAO offices and USKOK: not received	Quarterly	ICMS E-statistics	MOJ
2. Case disposal	Case disposal						Quarterly	ICMS	MOJ

<sup>1</sup> For period starting January 1, 2011 ending May 31, 2011.

<sup>2</sup> For period starting January 1, 2011 ending May 31, 2011.

Project Outcome Indicators	Baseline	Target Values					Data Collection and Reporting		
		YR1	YR2 1 & 2 Quarter	YR2 3 Quarter	YR2 4 Quarter	YR3 1 Quarter	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
rates covering (a) 74 courts and (b) 55 SAO offices & USKOK.	rate (as percentage): For 74 courts: 102 (2009)  For SAO offices & USKOK: 83.3 (2009)	For 74 courts: 97.2 (2010)  For SAO offices & USKOK: 90.7 (2010)	For 74 courts: 100,05%  For SAO offices & USKOK: 73,8% <sup>2</sup>	For 74 courts: 91,5%  For SAO offices & USKOK: 96,4%%	For 74 courts: 83%  For SAO offices & USKOK: 84,5%	For 74 courts: 94,8%  For SAO offices & USKOK: not received		E-statistics	
3. Number of days, in pilot courts financed by the project, for service of notice to parties	Average number of days for service to parties of hearing in general civil cases (after case assignment):  Pula MC: 73 (2009)  Split MC: 110 (2009)  Karlovac MC: 8.75 (2009)	Pula MC: 70 days (2010)  Split MC: 110 (2010)  Karlovac MC: 7.9 days (2010)	Pula MC: 4,87 days  Split MC: 60 days  Karlovac MC: 3,78 days	Pula MC: 24  Split MC: 50 days  Karlovac MC: 13,1 days	Pula MC: 15  Split MC: 40 days  Karlovac MC: 3,29 days	Pula MC: 10 days  Split MC: 40 days  Karlovac MC: 2.51 days	Quarterly	ICMS E-statistics	MOJ
4. Number of	Average						Quarterly	ICMS	MOJ

Project Outcome Indicators	Baseline	Target Values					Data Collection and Reporting		
		YR1	YR2 1 &2 Quarter	YR2 3 Quarter	YR2 4 Quarter	YR3 1 Quarter	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
days, in pilot courts financed by the project, between first and final hearings	number of days between first and final hearings in general civil cases: Pula MC: 302 days (2009) Split MC: 700 (2009) Karlovac MC: 551.8 days (2009)	Pula MC: 95 days (2010) Split MC: 700 days (2010) Karlovac MC: 379.1 days (2010)	Pula MC: 238,07 days Split MC: 178 days Karlovac MC: 110.76 days	Pula MC: 373 Split MC: 165 days Karlovac MC: 178 days	Pula MC: 240,1 days Split MC: 165 days Karlovac MC: 151,29 days	Pula MC: 266,6 days Split MC: 165 days Karlovac MC: 183,7 days		E-statistics	
5. Number of days, in pilot courts financed by the project, for testimony of expert witnesses	Average number of days for testimony of expert witnesses in general civil cases: Pula MC: 160 days (2009) Split MC: 150	Pula MC: 152 days (2010) Split MC: 120 (2010)	Pula MC: 29,22 days Split MC: 90 days	Pula MC: 131 days Split MC: 90 days	Pula MC: 63,7 days Split MC: 165 days	Pula MC: 65,4 days Split MC: 60 days	Quarterly	ICMS E-statistics	MOJ

Project Outcome Indicators	Baseline	Target Values					Data Collection and Reporting		
		YR1	YR2 1 & 2 Quarter	YR2 3 Quarter	YR2 4 Quarter	YR3 1 Quarter	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
	(2009)  Karlovac MC: 82.8 days (2009)	Karlovac MC: 75.2 days (2010)	Karlovac MC: 40,82 days	Karlovac MC: 38,5 days	Karlovac MC: 63,0 days	Karlovac MC: 68,9 days			
6. Improved user ratings for efficiency for project-financed courts	Average user rating: 3.5 (2010)  Pula: 3.8 Split: 3.2 Karlovac: 4.0	Not applicable	Not applicable	Not Applicable	Not applicable	Not applicable	Bi-annual	Surveys	MOJ

Data for Reporting Period – 1. 10. 2011 – 31. 12. 2011.

## b) Intermediate Outcome Indicators - Narrative

(Arrangements for JSSP Results Monitoring in Attachment I.)

### Component A: IMPROVING THE EFFICIENCY OF THE COURT SYSTEM

- a) **Consolidation of the Court Network** – Due to delays caused by Parliamentary elections in Croatia contracting of Additional Designing for CW-1 Split and CW-2 Karlovac was delayed. Therefore expected dates for completing all preliminary works and for advertising the IFBs were not met. Based on the current status of these activities new target dates for advertising were set for mid-May 2012.
- b) **Improved Court Resource Management** – This sub-component is closely linked to Justice Sector Public Expenditure and Institutional Review (JSPEIR). After the period of intensive data gathering during the previous reporting periods, the MoJ expects the finalized JSPEIR document (not received during the period) as a basis for numerous activities planned in this segment of JSSP project.

- c) **Upgraded and Updated Operational Information Systems to Improve Court Efficiency** – Except for work on contracts in place, other activities in this segment have been halted due to a) MoJ's efforts on a detailed review of existing status of IT systems in justice sector and future strategy; and b) uncertainties connected with the fact that JSSP implementation was under-planned in State Budget for 2012.

#### **Component B. IMPROVING THE EFFICIENCY OF THE STATE ATTORNEY'S OFFICE**

- a) **Consolidation of the State Attorney's Office Network** – Reconstruction of both SAO buildings envisaged under the JSSP – SAO Headquarters in Zagreb (CW-3) and SAO offices in Pula (CW-4) - have been contracted, works have begun in early May, and are progressing. Due to the fact that excavation and demolition revealed some discrepancies between the actual state of buildings and the state defined in design documents, as well as following user's requests based on new Criminal Procedure Act, additional designing will have to be contracted. However, these contracts were signed by MoJ only at the end of the reporting period, therefore deliverables under these two contracts will be submitted during the 2.Q 2012. Due to this the increase in pace of construction works at the sites – which was expected to occur in this quarter – will take effect during the next quarter. At the same time numerous other (daily) issues and problems on sites were being solved by PIU and Supervising Engineers. Works are progressing, albeit slowly (especially under CW-4 in Pula).
- b) **Upgraded and Updated Operational Information Systems to Improve SAO efficiency** – The CTS Upgrade (G-11) has been signed on June 28, 2011 and implementation is progressing. One issue that had to be solved by the MoJ during the reporting period - re-newing of contract with FINA for hosting and communications – was not solved.

#### **Component C. STRENGTHENING MANAGEMENT FUNCTIONS OF THE MINISTRY OF JUSTICE**

- a) **Strengthened Resource and Performance Management** – Same as under A.b) above, this component is closely linked and dependent of the JSPEIR review which is expected to path the way for further improvements and better efficiency in sector-wide resource management. Partly based on JSPEIR findings and recommendations some additional TOR's in this area will be drafted – especially for JSSP activities CS-13 “Improving court resource and performance management capacity” and training activities under TR-1.

On top of this, services titled “Analysis of Financing Options for Zagreb Judicial Square Complex” - contracted by the World Bank – have begun, and it may be expected that this activity shall have numerous side-effects on the manner in which “resource management” is presently being approached within the MoJ, especially in regards to the infrastructure.

- b) **Strengthened Information Systems and Information System Management** – The PIU IT Specialist is actively involved in assisting the MOJ to develop an efficient and sustainable structure and organization needed for management of all IT systems within the judicial sector.

Unfortunately, for the reasons already mentioned earlier, these activities (i.e. ICMS Upgrade, IT Asset Management; Prison System IT System, and MoJ Document Management System) have been significantly slowed down (even have stopped).

**Component D.SUPPORT FOR PROJECT MANAGEMENT AND IMPLEMENTATION**

- a) **User Surveys** – The first (baseline) User Survey was conducted by a reputable local agency during Summer/Autumn 2010. The MOJ was actively involved in drafting relevant questionnaires. The Survey results have revealed some interesting data. Results of this user Survey was presented and discussed at the II Steering Committee Session in Pula, in November 2010. The following user survey shall be conducted during the mid-Project, with an accent on trends analysis.
  
- b) **Project Governance, Management and Administration** – During the previous reporting periods the PIU has been fully equipped, and Project administration and management systems and channels within the MOJ well established and stabilized. However, for most part of this reporting period these systems were under change (due to personal and organizational changes within the MoJ) with unclear effects in some segments connected with JSSP implementation.

**A GENERAL REMARK:**

Since the Loan Agreement on JSSP Project came into effect on July 12, 2010, and due to the fact that all changes described above took place in this, very sensitive time of the Project life-cycle (some activities contracted, majority under preparation) major tangible effects on trends in the justice sector as measured by selected performance and outcome indicators, will also be delayed.

**PUBLICATION OF PROJECT RELATED INFORMATION ON WEB PAGES OF INVOLVED ENTITIES:**

Information on activities and status of the Project implementation (procurement, notices, news, photo documentation, etc) are regularly published and updated on MOJ website – JSSP project information page. Improvements in Project visibility within the MOJ web-page (i.e. a direct link to Project site) have been implemented – including direct links to JSSP Project from all involved entities’ websites. One issue that still needs a general decision by MoJ is publication of court performance data from ICMS on the MoJ web-page.

c) Courts’ Expenditures and Energy Efficiency



OS

Ka-Expndt-01-03-201



OS

Split-Expndt-01-03-11



OS

Pula-Expndt-01-03-201



**III Payments Made During Reporting Period – IV Quarter 2011  
Against Contracts Subject to Bank’s Prior Review**

<b>Contract Number</b>	<b>Supplier</b>	<b>Contract Data</b>	<b>Data of Bank's No Objection to Contract</b>	<b>Data of payment to Supplier</b>
CS - 21	Nenad Vukadinović	01.03.2011	22.02.2011	I-III 2012.
CS - 23	Brzo oko d.o.o.	01.09.2011	16.09.2011	I-III 2012.
CS - 24	ZI5 d.o.o.	11.11.2010	10.11.2010	I-III 2012.
CS - 25	Mate Ugrina	23.12.2010	20.12.2010	I-III 2012.
CS - 26	Dijana Ivašćanin	01.03.2011	22.02.2011	I-III 2012.
CS - 30	Ana Krnić	01.01.2011	20.12.2010	I-III 2012.
CS - 16	JURKON projekt d.o.o	10.03.2011	04.03.2011	I-III 2012.
CS - 15	Investinženjerig d.o.o.	30.03.2011	25.03.2011	I-III 2012.
CS - 33	APG – Inženjering d.o.o.	24.11.2011	23.11.2011	I-III 2012.
3-8-1	TESCOM d.o.o.	25.02.2011	09.02.2011	I-III 2012.
OC-CW-4	Indikator d.o.o.	07.04.2011.	24.03.2011	I-III 2012.
3-11	IBM d.o.o.	28.06.2011.	15.06.2011.	I-III 2012.
OC-CW-3	ZIRS d.d.	18.04.2011	24.03.2011	I-III 2012.

## **IV Procurement Plan**

## **V Financial Report for 1th quarter 2012**

**Attachment I.**  
**Arrangements for JSSP Results Monitoring**



Arrangements for  
Results Monitoring.doc