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Section I – Narrative

Part I. Situation Analysis

Information Society in international and regional context

The Government of Italy (GoI) has made a concept of Humane Governance both its key objective and instrument while designing and implementing international development cooperation initiatives. This concept has a special priority for the Italian Government in Southeastern Europe (SEE) through the European integration lens. Humane Governance as an overriding strategic cooperation framework provides many benefits to advance development, trust and cooperation across national boundaries due to its main emphasis on linking people and institutions.

Electronic Governance – or e-Governance – is the core area of a wider concept of the Information Society that has been internationally recognized as a new rapidly emerging global development challenge following the recent meetings of the World Summit on the Information Society (WSIS) held in Geneva (2003) and Tunis (2005)[1]. Similarly, the concept of Information Society for All has been and remains a priority for the EU as embedded in the 2001 Lisbon agenda[2].

Most recently, understanding that more proactive policies are needed to respond to the constantly accelerating technological change and global competition, the EU has reaffirmed its commitment to the Information Society by adopting a new strategic framework i2010 – European Information Society 2010, laying out broad policy orientation[3]. It promotes an open and competitive digital society and emphasizes Information and Communication Technologies (ICT) as a driver of inclusion and quality of life. Against this background, SEE countries need to accelerate the process of building open information societies and knowledge economies in order to keep their pace on the way of European integration.

The use of ICT can significantly help meet the above challenges both in the area of economic development and democratic advancement. ICT being a powerful driver of globalization and international cooperation across frontiers have also become a powerful instrument of accelerated development. There are many examples of tangible results of the innovative use of ICT, for example, in raising productivity and improving interaction of governments with citizens and businesses in many European countries. Already now a quarter of EU GDP growth and 40% of productivity growth are due to ICT.

Nowadays, differences in economic performance between industrialized countries are largely explained by the level of ICT investment, research and use, as well as by the competitiveness of information society and media sector. ICT services, skills, media and content are a growing part of the economy and society. In recent years, ICT developments have gained pace to arrive at the threshold of massive growth in information society and media, made possible by widespread fast communications connecting multiple devises. Traditional content is now increasingly available in digital formats, and new services that are 'born digital' are constantly emerging. ICT is becoming smarter, smaller, faster, always connected, and easier to use, with content moving to multimedia Internet-based formats.

European integration challenge

SEE countries – Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Serbia and Montenegro (including Kosovo), Romania – have been increasing their European integration efforts and demonstrating strong political will and desire to join the EU. Whereas Romania and Bulgaria are expected to complete the EU accession process shortly, the Western Balkans countries – while making visible progress – will have to significantly improve their democratic governance practices and align them with European standards. People's participation in public policy making, fight against corruption, more effective, transparent and responsive to citizen's needs public administrations are the areas which will need to be significantly improved in each SEE country. Furthermore, the region's successful European integration, peace and prosperity require that the level of intra-regional collaboration between SEE countries is substantially increased, as well as the scope and depth of cooperation with wider Europe.

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1 More info on www.itu.int/wsis

2 Handled by the European Commission's INFSO DG

3 www.europe.eu.int/i2010

Both UNDP and the Italian government have been early and strong supporters of the use of Information and Communication Technologies in their development cooperation activities for at least a decade, with many success stories in various parts of the world. In 2003, during the Geneva phase of the WSIS, UNDP and GoI signed an agreement to implement e-government initiatives in two SEE countries – Albania and Macedonia[4]. In 2005, GoI decided to initiate a new SEE-wide regional e-Governance programme and asked Bratislava Regional Centre to implement it.

The programme is expected to promote a Humane Governance dimension of development in SEE, and, eventually, facilitate the region's European integration through better alignment with EU Information Society Technology (IST) policies, benchmarks and best practices. It is widely understood and accepted that without the ability to own, adapt, manage and generate modern technology, European integration will be hard to achieve in full given the already high level of ICT-based inter-operability of many public, social and business services across national boundaries and sectors in EU.

GoI and UNDP's work in the area of Information Society demonstrates that despite a dynamic ICT/telecom industry in SEE, there are significant challenges in the region to make ICT work better for the benefit of public sector, small businesses, media and population at large. In order to catch up quicker with EU Information Society developments, SEE countries should accelerate the use of ICT in governance, just as the majority of the new EU members states have successfully done over the past years[5]. Therefore, successful experience of the most ICT-savvy Eastern European countries, especially Estonia, Hungary, Slovenia, and the Czech Republic, will be identified for adaptation and replication in SEE.

One of the major obstacles in accelerating progress is lack of competencies on the part of leaders at various government and enterprise levels to design and implement successful e-Governance initiatives, particularly in a new area of e-Democracy, which specifically aims at strengthening Humane Governance. The absence of training and educational programmes and intra-regional knowledge transfer mechanisms are the key problems to address.

Therefore, a special focus needs to be placed on strengthening people's capabilities and institutional capacities in e-Governance and e-Democracy to create a growing pool of e-leaders who know how to use ICT-enabled solutions.

Electronic Southeastern Europe Initiative - eSEE

Notwithstanding of the above-mentioned challenges, there has been visible progress made over the past three years in almost all SEE countries as far as the Information Society policy development is concerned. In 2002, the Stability Pact for Southeastern Europe launched the Electronic Southeastern Europe Agenda Initiative (eSEE www.eseeinitiative.org), with the aim to improve cooperation within the Western Balkans region, on the one hand, and bring it closer to the EU, on the other, by benchmarking higher standards. The governments of Albania, Bosnia and Herzegovina (BIH), Croatia, FR of Yugoslavia, Macedonia, Moldova, Serbia and Montenegro signed the eSEE Agenda at the conference in Belgrade in October 2002. In essence, the eSEE Agenda was designed to align national information society developments in the Western Balkans with those of eEurope 2005+ Action Plan.

By signing the Agenda, the governments committed themselves to a commonly agreed regional cooperation process and a set of coordinated actions designed to encourage the development of the information society in their respective countries, along with a timetable for implementation. These commitments were divided between four headings in the Agenda towards implementation, nationally and regionally:

- Adoption of policy and strategy for the Information Society
- Adoption and implementation of European and other international instruments
- Establishment of regional co-operation and national implementation mechanisms
- Promotion of Information Society for development

UNDP has provided multifaceted support to eSEE, regionally and nationally, in close cooperation with other key supporters such as the Stability Pact, European Commission, bilateral and other donors.

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4 Managed by BDP/NY, also includes Jordan

5 According to the EU estimates, on the whole the 10 new EU member states have diminished an existing gap with the Western EU counties in the use of ICT in government up to two years, with Estonia being ahead in a number of areas.

Specifically, UNDP has been supporting the eSEE Secretariat hosted by the UNDP country office in Sarajevo, Bosnia and Herzegovina, as the executive and coordinating arm of the eSEE Initiative. It works under the direct supervision of the Belgrade-based eSEE Chairperson and the eSEE Working Group consisting of government officials and e-Envoys (the latter represent other stakeholders from the participating countries). The eSEE WG performs approving and supervisory functions in implementing eSEE Agenda.

Major emphasis so far has been placed on the formulation of National Information Society Policies (NISP) aligned with EU benchmarks and standards. The NISP formulation process in most of the countries has been led by UNDP country offices and been highly participatory engaging major national stakeholders, which created a platform for debate and consensus building. This valuable cooperation capital needs to be further strengthened and deepened.

Whereas eSEE has ensured the overall coordination and harmonization among senior policy makers and mid-level specialists, it does not have capacities to reach out to wider information society constituencies beyond national capitals and central governments. For example, there is no region-wide annual e-governance event which would serve as a forum for leaders and end-users to learn from each other about new e-governance trends and applications. Participation of the region in EU major and other international events in the area of Information Society is non-systematic, ad-hoc and limited in terms of representation, scope, regularity.

UNDP has led the development of the eSEE Common Guidelines aimed at assisting the eSEE countries in the formulation of their NISP. By now, all eSEE participating countries have formulated and adopted (except Serbia and Montenegro) their NISP. The recent external evaluation of the progress made (commissioned by UNDP) has been overall positive. Specifically, the report states that "Real progress has been recorded almost everywhere, beyond what is likely to have been the case in the absence of the eSEE Agenda. The quality and content of policies, strategies and action plans has also been influenced, in some cases strongly, by the eSEE Agenda often working closely with UNDP and other donors". The Report has also produced a set of recommendations for the nest generation of eSEE – eSEE Agenda Plus.

From policy formulation to implementation

As mentioned, while there has been a considerable progress made in prioritizing by SEE governments their information society agendas through adoption of national polices, little progress has been made yet in putting these policies into practice. The latter is being gradually addressed, with support from various donors such as Italy (Albania and Macedonia), Norway (Macedonia and BIH), EC (Albania, Serbia and Montenegro), USA (Macedonia), etc. Croatia has been the region's best performer generating over the past three years a number of good practices, with strong support from the government.

However, the Democratic and Humane Governance dimension of the use of ICT remains a serious challenge, with major progress still to be made. Such areas of e-Democracy as e-Participation, e-Inclusion, e-Transparency that are being emphasized by the EU i2010 strategic framework are not being properly addressed. This is partly because e-governance is not neither fully understood nor prioritized by policy makers, government senior executives, and development practitioners[6].

In this light, the main common challenge for the most SEE countries is to make the next step in the direction of policy implementation, both at the national and local level. This requires strong leadership skills, especially at the level of public service organizations and grass-roots communities. Whereas at the national level there has been enough political willingness to move forward exemplified by getting policies right, the absence of concrete knowledge in specific thematic areas of e-governance coupled with the lack of organizational competency to lead the ICT-enabled modernization presents a serious challenge.

Importance of capacity building

There is an urgent need to help SEE countries expand capacities of their institutions and organizations to design and implement e-governance initiatives by nurturing a growing pool of trained civil and municipal servants, executives, managers, and professionals possessing necessary e-leadership skills. Linking

6 One of the rare exceptions is Romania which has successfully implemented its e-Procurement system that has helped both reduce potential corruption and produced sizeable savings due to increased efficiency.

institutional capacity and knowledge with individual competencies by identifying and supporting e-leaders at all levels is the key to successful policy implementation.

There are few ongoing in SEE capacity building initiatives, especially in the area of competency and skill development, which would systematically and comprehensively help transfer ICT knowledge to the domain of public management. For example, there are no management schools and other educational institutions that offer regular e-Governance training for senior executives, civil and municipal servants, mid-level professionals. Yet, the example of Estonia where education of government officials in the use of ICTs in public management has been regular since the 90s, is a convincing case to replicate, for it has led to a high rate of successful e-initiatives in the Estonian public sector[7].

The e-Governance Academy (eGA) in Tallinn[8] has already shared an advanced Estonian expertise with almost all SEE counties, including the eSEE Working Group members. Training combined with study tours and field consultancies have generated a further demand for the acquisition of new competencies and skills. At the moment, this demand is not met locally by national educational institutions.

Thus there is an urgent need to help SEE countries expand the capacity of their institutions and organizations to design and implement e-governance initiatives by helping create a critical mass of local competence as the key to successful policy implementation across all governance levels and sectors.

Part II. Strategy

Role of UNDP

As mentioned above, UNDP has been one of the key players in supporting SEE countries to advance their national Information Society agendas through a variety of activities both at the national level implemented by respective UNDP field offices and regionally – through the support provided by Bratislava Regional Centre to the implementation of the eSEE Agenda and eSEE[9].

Project Definition

Strategic and immediate objectives.
The project strategic *goal is to strengthen people-centered Humane Governance in Southeastern Europe and whereby facilitate European integration and regional cooperation processes.* The immediate objectives are set to *encourage and support collaborative actions in Information Society*, especially in (a) e-Governance teaching, (b) e-Democracy promotion, and (c) e-Leaders networking and Best Practice exchange. Overall, the project aims at wider use of ICT to strengthen better governance policies and practices.

This strategy will be achieved by implementing three inter-related sets of activities with the purpose to link institutional capacities with individual leadership skills and professional competencies needed to lead an ICT-enabled change. eLEAD will also build on and further enhance eSEE – a major regional Information Society initiative, which has successfully created a well-functioning communication and coordination platform.

The first set of activities fall under the *e-Capacity immediate objective* to create new locally available training opportunities for central government and municipal officials in the acquisition of latest e-Governance knowledge at public administration and management schools. In addition to the e-Governance classroom teaching, specialized tailor-made training packages will be developed upon demand to meet specific competency needs of end-users – ICT professionals, media, civil society organizations, small businesses at the local level.

Training activities targeting primarily public administrators and managers will be supplemented by the creation of new opportunities for self-learning in digital form available for all in order to nurture potential e-

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7 It was done in partnership with the private sector

8 Initiated by and established with support of UNDP as a regional knowledge transfer support facility and a centre of excellence in e-Governance www.ega.ee

9 More information can be found in the Best Practice publication at http://europeandcis.undp.org/index.cfm?menu=p_book&BookID=89)

Leaders across the board – those individuals who would like to champion the use of ICT in the work of their own organizations.

The second set of activities will be implemented under the *e-Democracy immediate objective*, with the main focus on improving understanding of e-Democracy. It will be done by raising awareness about the use of ICTs in the area of government transparency, participatory democracy, and social and economic inclusion.

A third set of activities belongs to the *e-Networking immediate objective* that will cut across the other two through the use of the Internet-supported Best Practice exchange and transfer mechanism in order to ensure a constant update and sharing of e-Governance innovations. A dedicated Web-page will be created to facilitate Best Practice replication, which will also host a platform for virtual networking among e-Governance educators, ICT professionals and other e-leaders. The outcome of these activities will feed into training, learning and awareness activities under the first and second immediate objectives.

Defined Method of Approach
The project approach to support e-Leadership competency in Southeastern Europe is to:

1. Build capacity to teach e-Governance locally by educating lecturers at management/ public administration schools integrating Best Practice cases and lessons learned, nationally and regionally, into course curricula.
2. Help public administration schools develop local capacities in the delivery of regular training sessions for civil and municipal servants so as increase quality of design and implementation effectiveness of e-initiatives as a result of better knowledge on one hand and to ensure that a minimal level of institutional memory in e-Governance always exists in the government even in the circumstances of high levels of human resource turn-over on the other. Acquired new individual competencies will be thus closely linked with institutional building.
3. Make special attention to help e-Governance practitioners to become part-time lecturers, just as to facilitate the involvement of professional instructors in the practical work on e-Governance initiatives.
4. Extend education opportunities, for synergy effects, to cover needs of other key end-user groups, in addition to government officials, namely: IT professionals at local government, managers of Internet Public Access Points, telecenters, and citizen's information bureaus, entrepreneurs, and media representatives. The objective to expand beyond the target group of government officials is to create new demand for e-Governance knowledge and nurture a wider pool of e-Leaders, i.e. all those who advocate Information Society within their occupation area and place of work.
5. Use Best Practice focused approach as the core principle of intra-regional knowledge codification and dissemination to develop both training curricula and encourage networking among e-Leaders including via the Internet-based Marketplace. Selection of Best Practices will be judged on their transfer potential merits to encourage cross-country replication. How-to Guides will be issued to spread practical knowledge.
6. The use of Free/Open Software Source (FOSS) will be especially emphasized to increase replication and customization opportunities. FOSS will be highlighted as an area of focus whenever and wherever possible.
7. Introduce e-Democracy as a core area of e-Governance that constantly gains importance and that can stronger contribute to the promotion of Humane and Democratic Governance practices and policies. Anti-corruption and inclusive public and social services will be highlighted in the context of e-Democracy through the use of e-Transparency and e-Participation instruments.
8. Insure regional ownership and sustainability of e-LEAD through its integration into eSEEurope Agenda Initiative and wider regional cooperation processes supported by the EU and Stability Pact for Southeaster Europe.
9. Provide additional support to nationally implemented initiatives from the regional level.
10. Mobilize more resources by providing a good example of effectiveness and efficiency in accomplishing the desired goals and demonstrating visible and lasting impacts to accelerate the Information Society development in Southeaster Europe.

Expected results
The project main result will be the new, locally available, opportunities to acquire the latest and most comprehensive knowledge about e-Governance. A related additional result will be a growing network of e-Leaders whose increased competence will ensure higher quality of e-initiatives, as well as their success rate. Eventually, the pace of the Information Society development in the SEE region will accelerate.

Scope and thematic focus
The scope of the e-LEAD project includes capacity building improvements in the area of e-Governance and e-Democracy. These improvements include both individual-level skill development and organization-level capacity building.

Main thematic focus areas will be:

- Capacity and competency building in the application of e-Governance policies and practices including:
  - ICT-lead organizational change and modernization of the public
  - Central governance strategies and implementation
  - Local governance policies and implementation
  - e-Public Services and One Stop Shops
  - Access to Public Information
  - Privacy and security
- Awareness raising about e-Democracy benefit, including
  - e-Participation – civil society involvement in public policy making and debate;
  - e-Transparency – transparent and accountable government functions;
  - e-Inclusion – social services for disadvantaged and the poor.

These thematic areas will be coupled with training, awareness raising, knowledge exchange, and advocacy.

Main activity sets
The major set of e-LEAD activities includes the development of training curricula and teaching content in e-Governance for civil servants, other local level end-user groups, and general public via self-learning means. This activity set will include localization activities to reflect on the local context. Services for these activities will be procured through competitive bidding announced internationally. Collection, codification, generalization and diffusion of local and international best practices customized for the use in e-governance teaching will be central to the successful implementation of these activities.

The following activity instruments will be supported by the project:

- Training, teaching, curricula development;
- Best practice codification, generalization, adaptation;
- Inter-country joint collaborative actions;
- Advocacy and public awareness;
- Professional and inter-governmental networking;
- Pilot initiatives;
- Thematic region-wide and country-specific meetings;
- Publications;
- Web-based networking and activism.

Activity levels
The project will be active primarily at the region-wide and inter-country level, supplemented by select activities reaching out to local and international levels.

Gender sensitivity
UNDP has been a strong advocate of gender equality in the Information Society by initiating and issuing, jointly with UNIFEM, a first ever regional report on this issue in 2005. All project activities will be designed and implemented to ensure that they are gender responsive and support women's active and meaningful participation in the Information Society to avoid the gender and digital divide. Thus, the project will put emphasis on equal access of women, seeking to include women as leaders and decision makers in all planning processes. Furthermore, the participation of women in capacity building activities will be encouraged and facilitated at all stages of the project. Efforts shall be put as well in the development of gender-sensitive curricula.

Free/Open Source Software (FOSS)
FOSS will be mainstreamed into all activities of e-LEAD. TORs for e-Governance teaching, e-Democracy awareness campaigns, and exchange of best practice solutions will mention FOSS as one of the priority e-Governance instruments.

Partners

Government of Italy
The Italian Government is both the project's funding party and key stakeholder. Italy is known for its good record in supporting the use of ICT worldwide and has been working closely with UNDP to this end. At the moment, the Italian government is the main donor of e-government projects in Albania and Macedonia. In Albania, it also supports equipping schools with computer labs. While the Ministry of Foreign Affairs is the project principal counterpart, close coordination is planned with the Ministry of Public Function and the Ministry Innovation and Technology. The latter is UNDP's main partner in implementing e-government initiatives in Macedonia and Albania.

Italian competent organizations will be invited to become project partners sharing their best practices, innovative experience and concrete knowledge with SEE e-leaders. Such organizations as the Rome's University "La Sapienza", Catholic University of Milan, Formez[10] attended the launch of the e-Leadership for Humane Governance initiative organized by Formez in November 2005 for the Ministries of Foreign Affairs and Public Function, and expressed interest to contribute to project activities. Other Italian organizations and regional networks active in the region and willing to support the project will also be invited to become partners and contributors.

SEE Governments
It is expected that the project will be supported by the participating governments at central and local levels. The eSEE Working Group's Government Appointed Officials will be involved in coordination and other support required for the project progress.

eSEE Initiative Cooperation Process
The project will build on the foundations created by the successful implementation of the regional eSEE Agenda Initiative in the Western Balkans countries. Therefore, a close cooperation is envisaged with the eSEE Working Group. The eSEE Secretariat will be both one of the project beneficiaries and implementers. It is expected that all eSEE Appointed Officials will be involved in the project coordination and implementation.

Stability Pact for South Easter Europe (Office of the Coordinator)
The Stability Pact for South Eastern Europe has been an early and strong supporter of the information society advancement in the region viewing intra-regional cooperation in this area as an important contribution to peace, stability and prosperity.

e-Governance Academy (Estonia)
The e-Governance Academy (Estonia), which was established in 2002 jointly by UNDP, Open Society Institute (OSI) and the Estonian Government, is the major regional knowledge hub which has acquired sufficient experience in e-governance training and consulting the region's Information Society policy makers and experts at central and local level. It has also been developing and implementing a number of e-Democracy tools that can be applied in the region.

UNDP Country Offices
UNDP country offices in the all SEE countries will be integrated in the implementation process. There will be close cooperation with other relevant projects implemented by UNDP in the area of e-governance, public administration, and decentralization. UNDP

Public Administration schools/institutions
A select number of local training institutions that teach government officials and civil servants will be beneficiary partners in developing and delivering e-governance training content. The NISPAcee – the Association of Public Administration Schools and Institution in Central Europe – can be an important partner in working with member schools.

Public Internet Access Points (PIAP)/Telecenters
PIAPs and other forms of telecenters will be invited as the project partners, supporters and beneficiaries in select activities in order to reach out to the local/grassroots level, including assistance in information dissemination and serving as entry points for e-learning.

[10] Formez is the Italian government-owned organization that helps implement international cooperation projects.

Professional associations, private sector, public foundations, and media
The project will seek partnerships with associations representing ICT/telecom and media industries in each participating country with the purpose to contribute to the project outreach and to the implementation of its activities. Public foundations that support information society agenda will be invited to contribute as well.

European institutions and networks
Experience of competent European institutions and networks such as the European Institute of Public Administration in Maastricht will be sought to provide important inputs, especially in e-governance teaching. The relevant units of European Commission's INFSO DG will be invited to contribute to specific activities. Partners from other active regional and international networks can also provide inputs to the project goals.

International organizations and bilateral donors
The project will cooperate closely with other actors that are or will be active in the project focus areas. Cooperation with UNITAR, UNV and other UN agencies, as well IFIs such as EBRD and IBRD, can bring additional benefits to the project.

Timeframe

The project is planned to be implanted in two phases. The first phase will cover 2006-2007 with support of the funding provided by the Italian government and will focus primarily on building human capabilities and competencies in e-Governance through training and inter-country knowledge exchange of best practices and know-how solutions. The currently total available funding in the amount of some 550,000 USD will be used to budget activities of the first phase.

An additional budget of about 1,000,000 USD would be required to cover needs of the second phase during 2008-2009, which would capitalize on the first phase outcomes by focusing on actual training of civil servants and support to best practice replication. A transparent system of small e-Grants for local organizations and region-wide performance recognition awards for local e-leaders would be developed and used as an encouragement and support tool. More emphasis would be placed on developing joint standards and benchmarks and their enforcement mechanisms. Training, teaching and on-demand consultancy would remain a priority and will be expanded.

Description of Work packages

Work packages and outputs[11]

The e-LEAD implementation process is organized around the work packages which are split into key activities that lead to outputs – one per each work package. Each output has its annual targets to facilitate monitoring and results-based management. Key activities consist of tasks and milestones. Work plans and work schedules are organized by key activities. Work packages and corresponding output activities aim to:

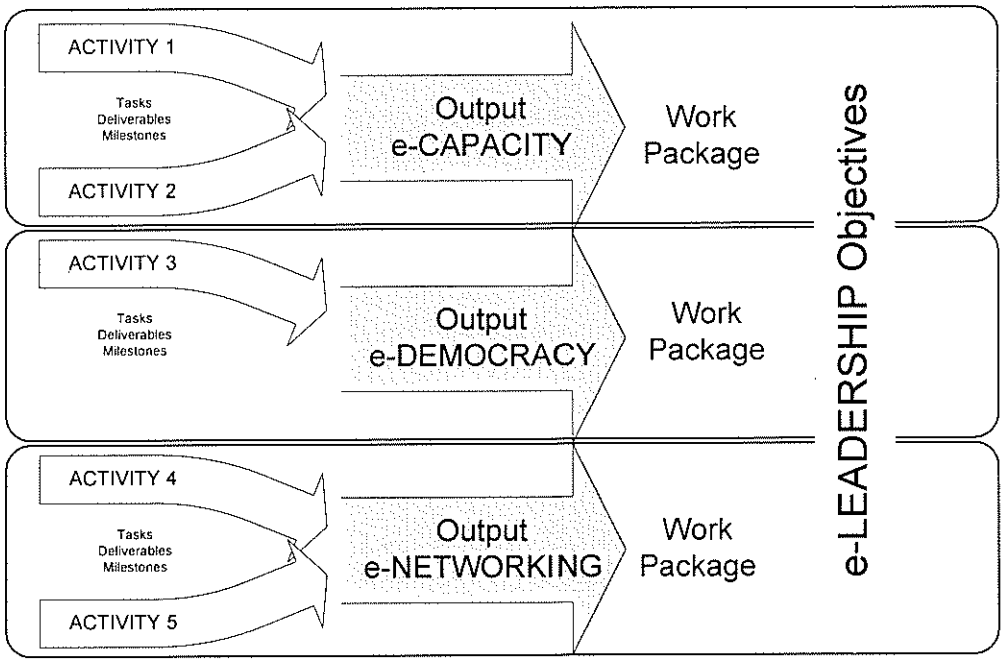
1. Build capacity of local educational institutions, especially public administraiton schools, to introduce and maintain e-Governance training courses designed for (a) central and local government officials, as well as for (b) wider audience from civil society, media, small business, local communities to champion e-Governance solutions in the work of their organizations.

2. Raise awareness about benefits of e-Democracy, nationally and locally, to encourage the wider use of ICT-enabled applications in support of democratic governance policies and practices in the areas of (a) civil society participation in public affairs (e-Participation), (b) increased transparency and accountability of government (e-Transparency), and (c) enhanced pro-poor and gender-responsive social services (e-Inclusion).

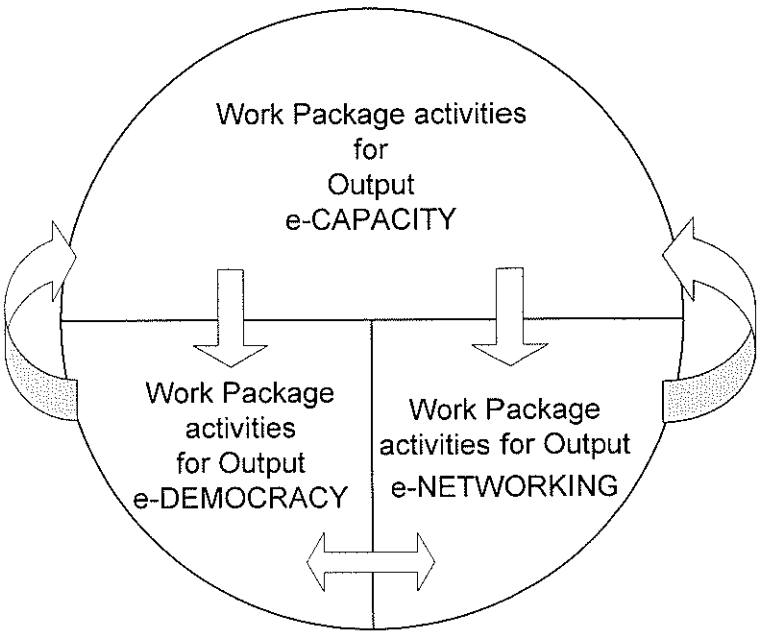
3. Facilitate knowledge exchange and virtual networking through the Internet-based Best Practice Marketplace among e-leaders to help replicate e-Governance Best Practices and innovative applications.

Charts below present graphically Work packages and their mutual interaction.

[11] All the outputs and related activities described in this project document can be implemented as designed on the assumption of the availability of a minimal budget no less than 570,000 USD of net programmable resources.



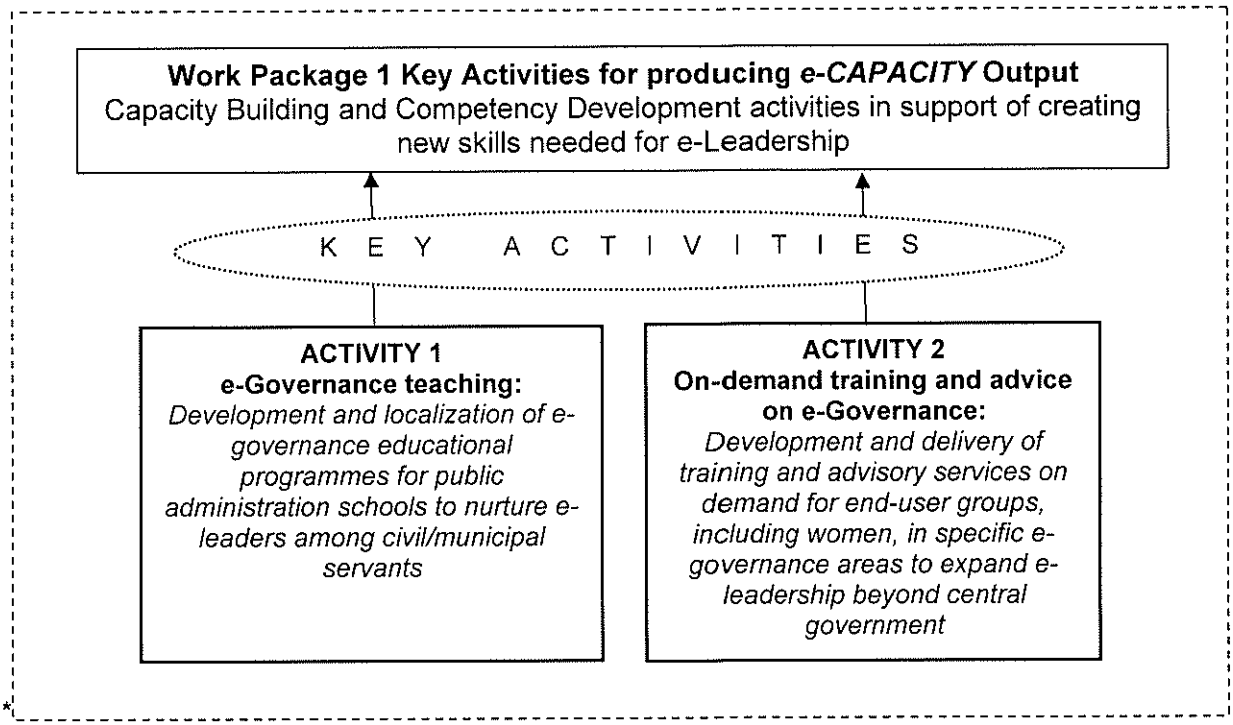
The work package activities will be mutually inter-linked during the implementation process when results of one work package provide inputs to the other two. For example, WP e-Capacity will especially benefit from WP e-Networking in terms of bringing local content and solutions to the training curricula. Whereas all work packages are crucial for the project success, the priority will be given to the e-Capacity work package.

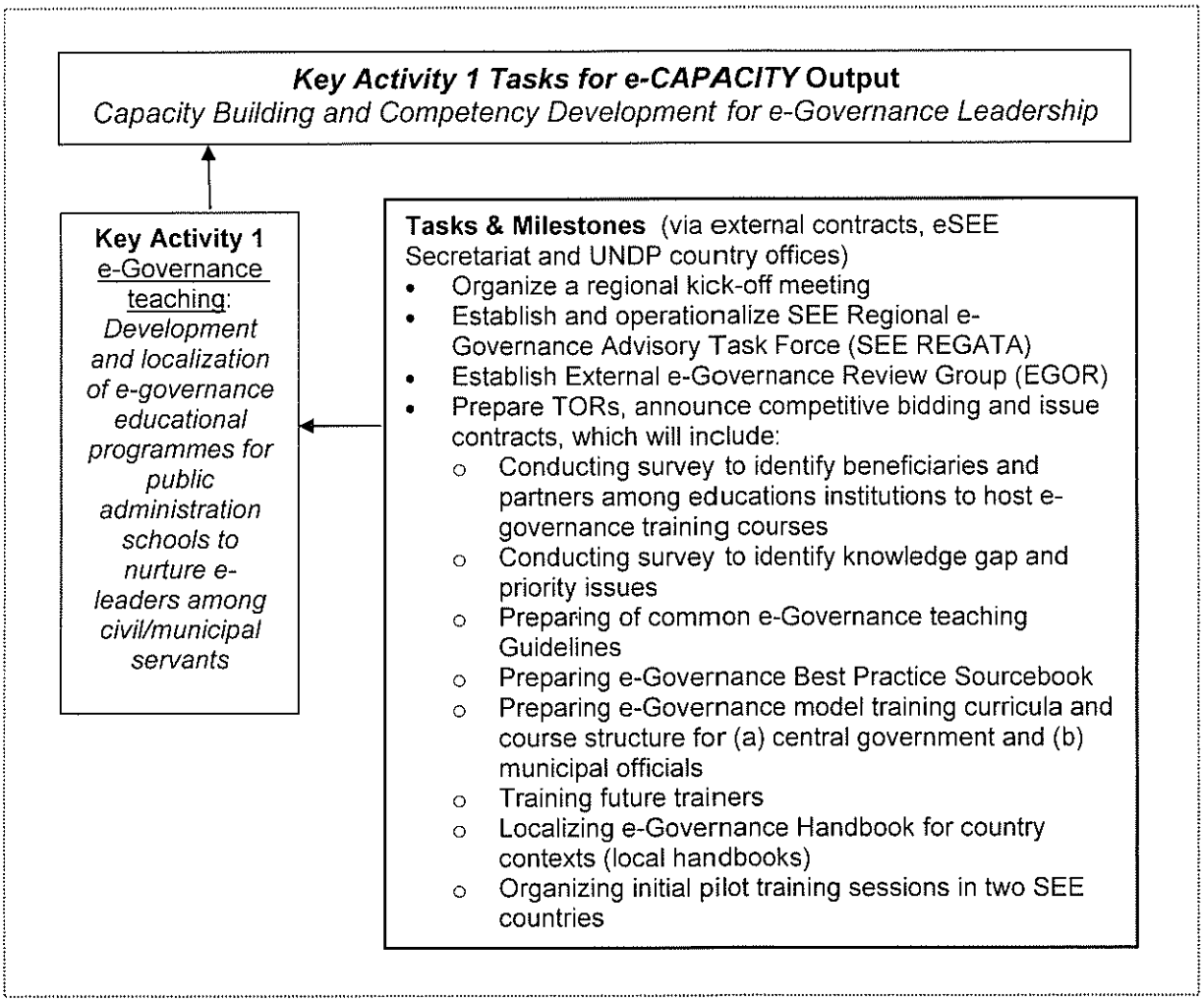


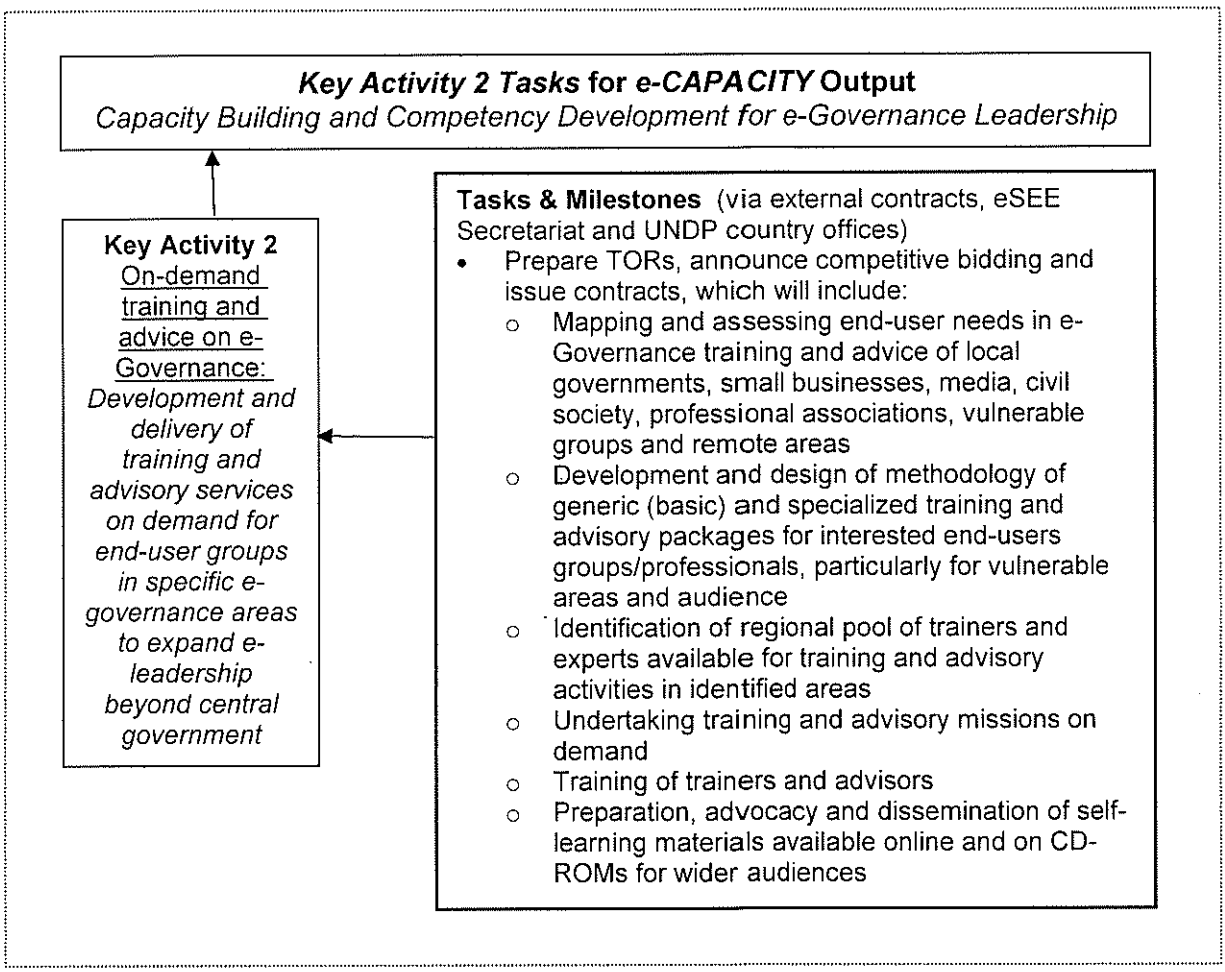
Relative volume of and linkages between Work Packages

There are five substantive e-LEAD outputs that when produced in full will indicate the accomplishment of the project goals. Two outputs fall under the work package 1 'e-Capacity', one belongs to the WP-2 'e-Democracy', and two outputs support the WP-3 'e-Networking'.

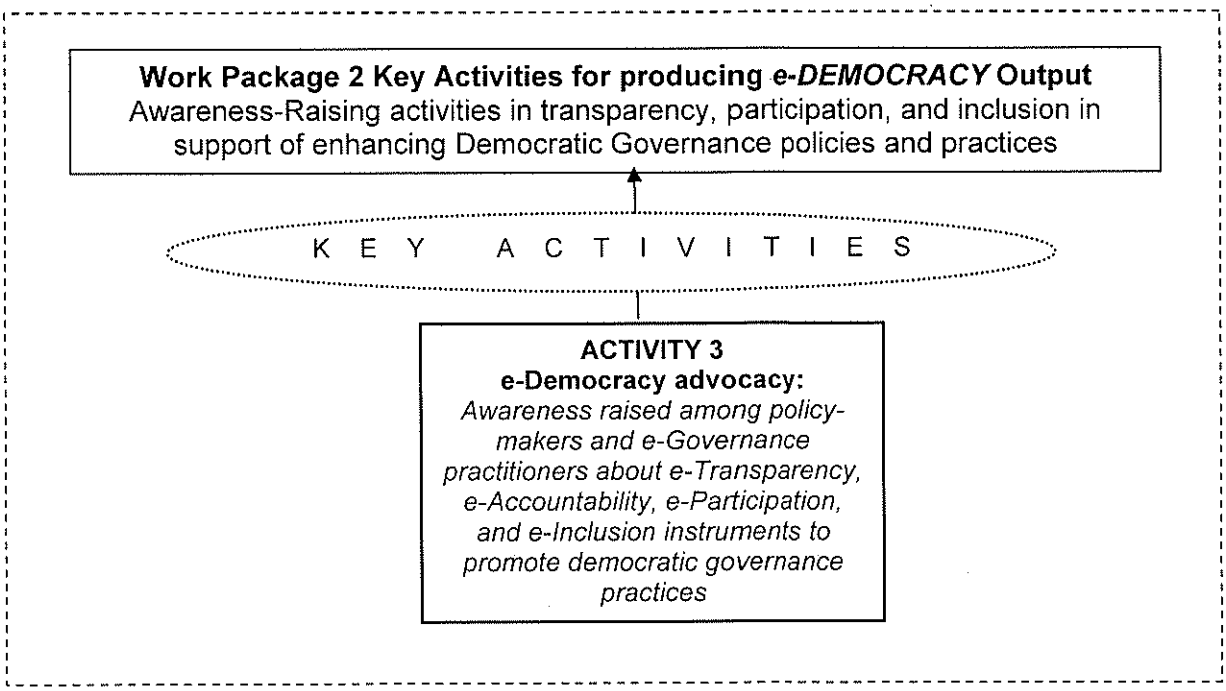
Work package 1 for 'e-Capacity' Output.
Its production will result in creation of institutional capacities and individual competencies for e-Governance teaching.

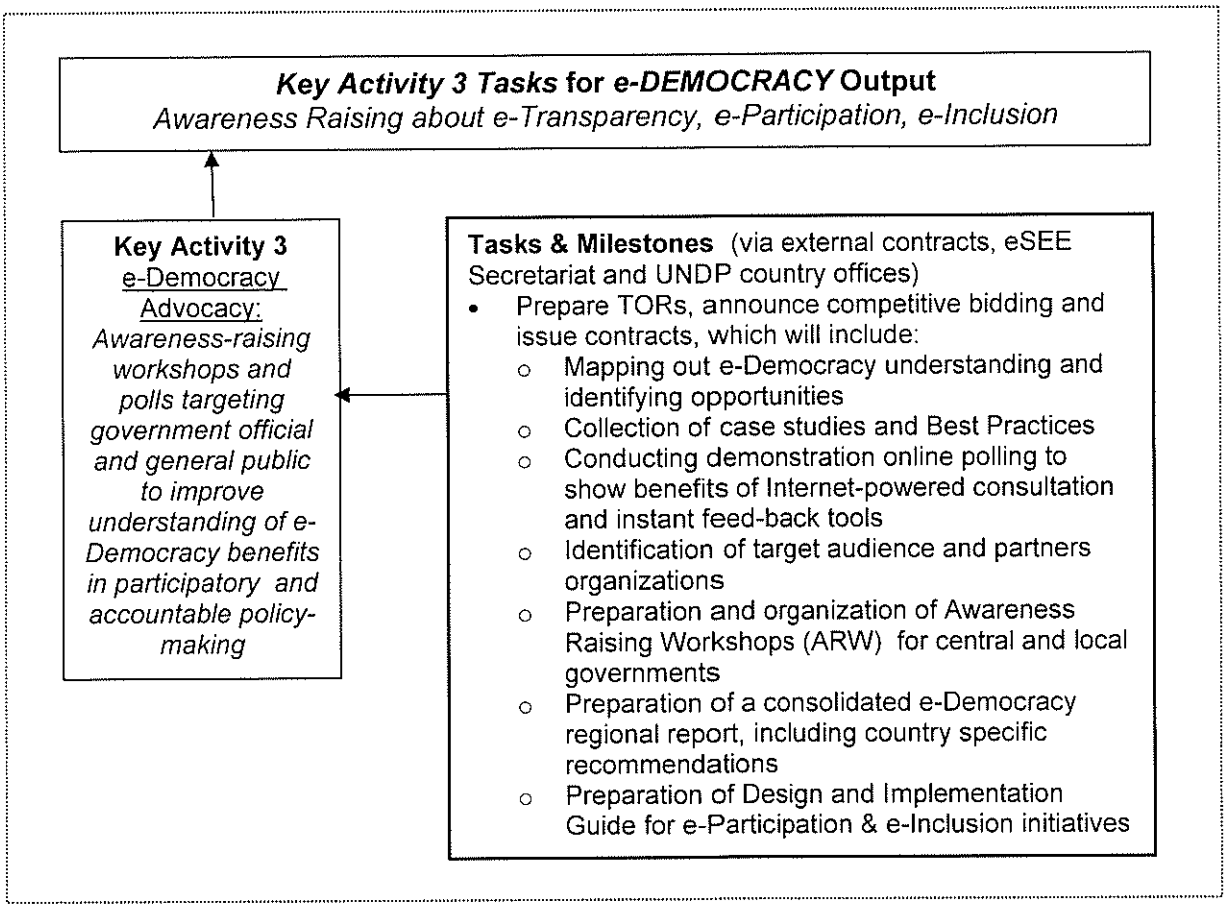



Key Activity 1 Tasks for e-CAPACITY Output
Capacity Building and Competency Development for e-Governance Leadership
Key Activity 1
e-Governance teaching:
Development and localization of e-governance educational programmes for public administration schools to nurture e-leaders among civil/municipal servants
Tasks & Milestones (via external contracts, eSEE Secretariat and UNDP country offices)
Organize a regional kick-off meeting
Establish and operationalize SEE Regional e-Governance Advisory Task Force (SEE REGATA)
Establish External e-Governance Review Group (EGOR)
Prepare TORs, announce competitive bidding and issue contracts, which will include:
Conducting survey to identify beneficiaries and partners among educations institutions to host e-governance training courses
Conducting survey to identify knowledge gap and priority issues
Preparing of common e-Governance teaching Guidelines
Preparing e-Governance Best Practice Sourcebook
Preparing e-Governance model training curricula and course structure for (a) central government and (b) municipal officials
Training future trainers
Localizing e-Governance Handbook for country contexts (local handbooks)
Organizing initial pilot training sessions in two SEE countries

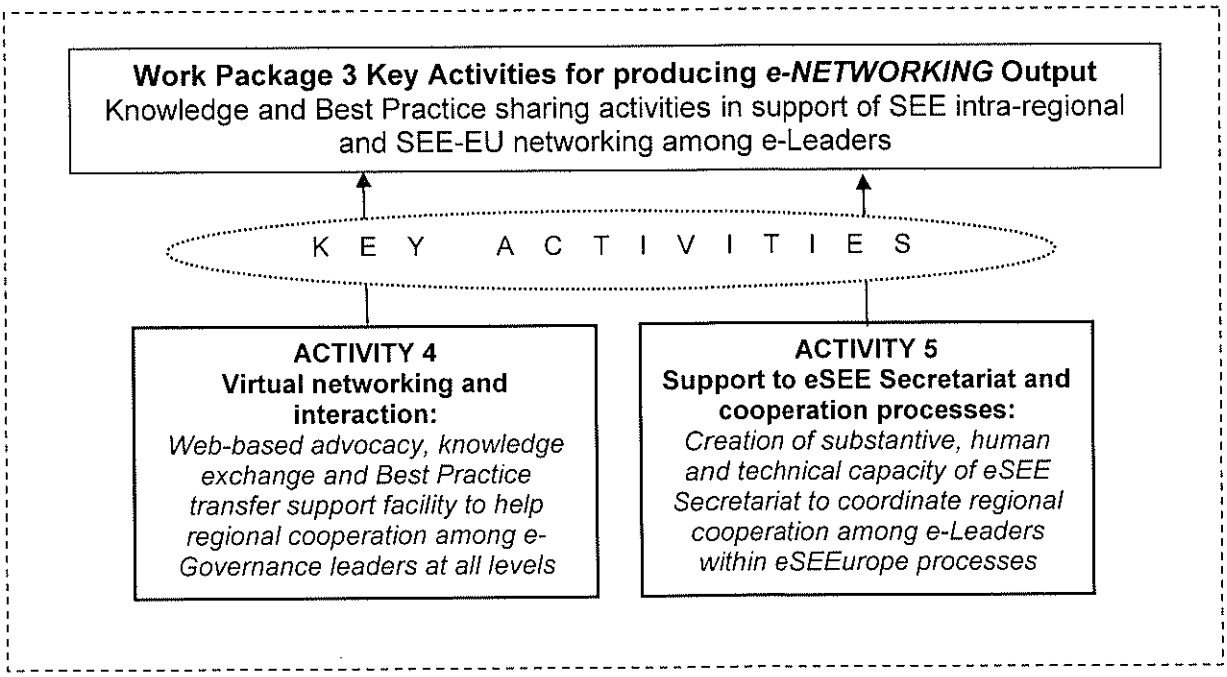


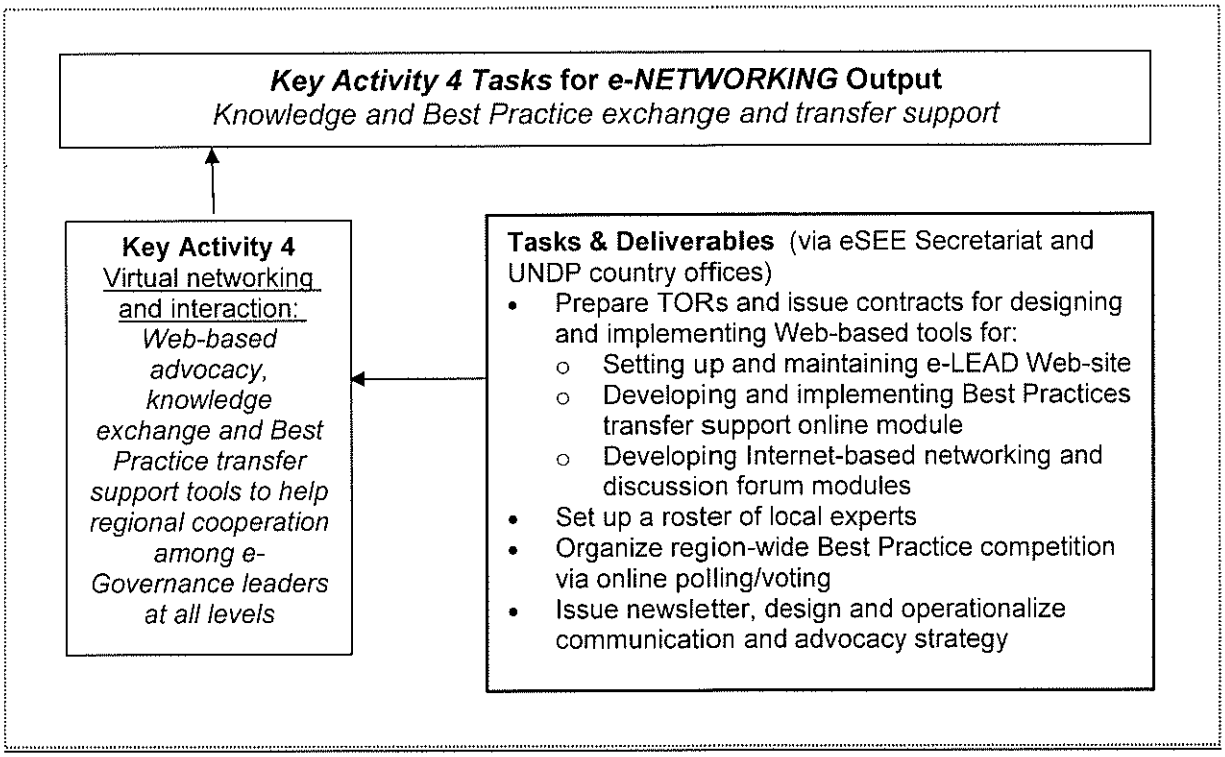
Work package 2 for 'e-Democracy' Output.
Its production will result in increased understanding of ICT-enabled solutions for participatory policy making and debate, social inclusion, and government transparency. This work package will be implemented with some allocation from UNDP TRAC and cost-sharing contribution provided by the Estonian government.

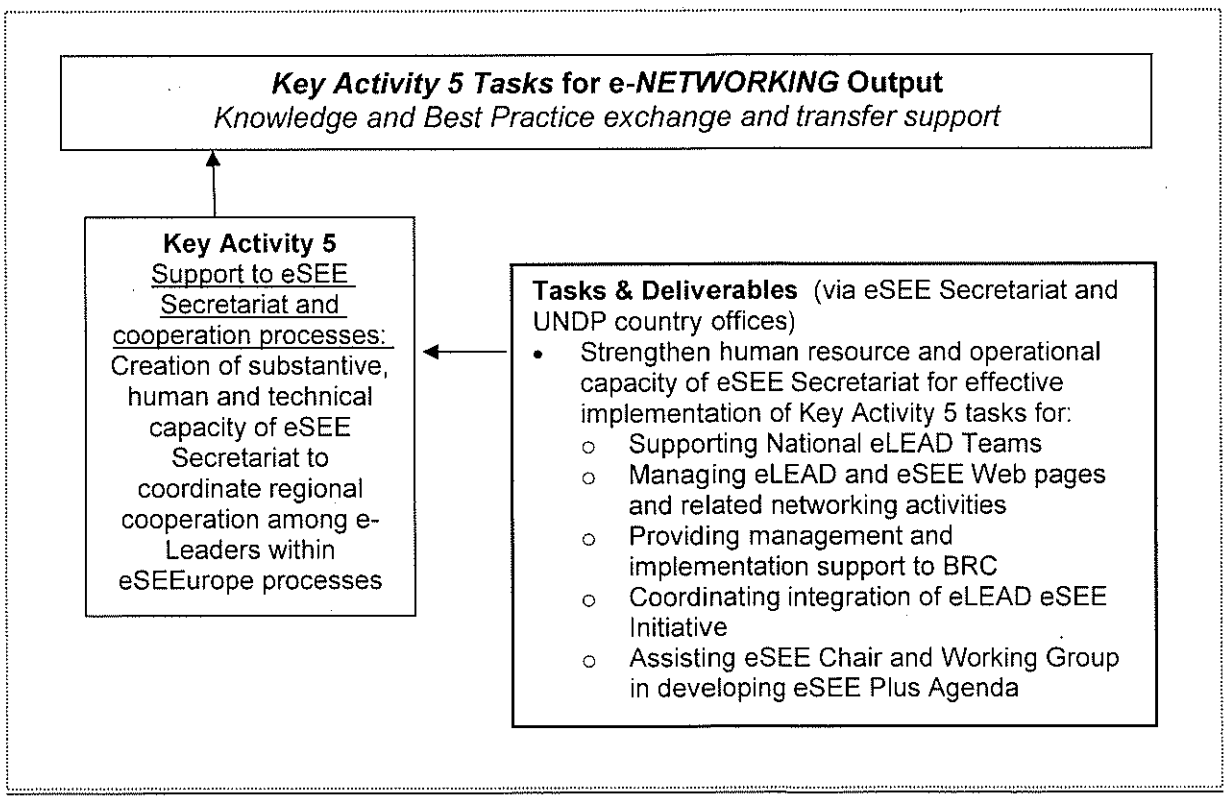




Work package 2 for 'e-Networking' Output.
Its production will result in creation of networking opportunities for best practices exchange and sharing and setting up a pool of local experts




Key Activity 4 Tasks for e-NETWORKING Output
Knowledge and Best Practice exchange and transfer support
Key Activity 4
Virtual networking and interaction:
Web-based advocacy, knowledge exchange and Best Practice transfer support tools to help regional cooperation among e-Governance leaders at all levels
Tasks & Deliverables (via eSEE Secretariat and UNDP country offices)
Prepare TORs and issue contracts for designing and implementing Web-based tools for:
Setting up and maintaining e-LEAD Web-site
Developing and implementing Best Practices transfer support online module
Developing Internet-based networking and discussion forum modules
Set up a roster of local experts
Organize region-wide Best Practice competition via online polling/voting
Issue newsletter, design and operationalize communication and advocacy strategy


Key Activity 5 Tasks for e-NETWORKING Output
Knowledge and Best Practice exchange and transfer support
Key Activity 5
Support to eSEE Secretariat and cooperation processes:
Creation of substantive, human and technical capacity of eSEE Secretariat to coordinate regional cooperation among e-Leaders within eSEEurope processes
Tasks & Deliverables (via eSEE Secretariat and UNDP country offices)
Strengthen human resource and operational capacity of eSEE Secretariat for effective implementation of Key Activity 5 tasks for:
Supporting National eLEAD Teams
Managing eLEAD and eSEE Web pages and related networking activities
Providing management and implementation support to BRC
Coordinating integration of eLEAD eSEE Initiative
Assisting eSEE Chair and Working Group in developing eSEE Plus Agenda

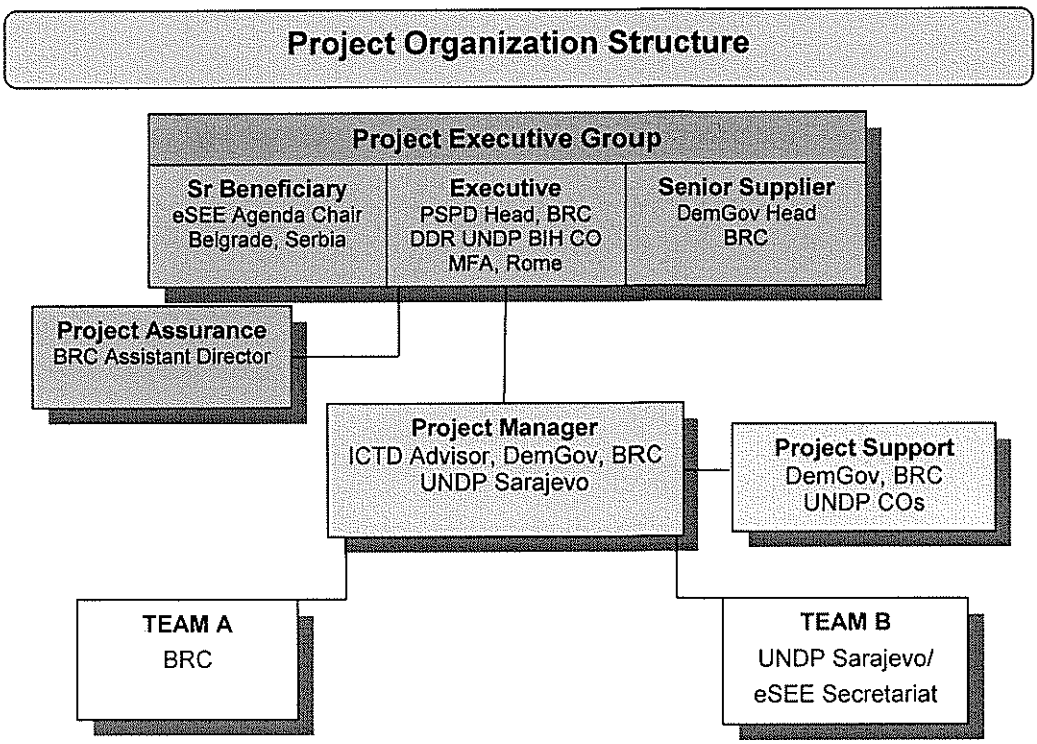
Part III. Management, Implementation and Coordination Arrangements

Project Organization Structure

Project Management – Main Responsibilities

The project will be managed and implemented jointly by UNDP Bratislava Regional Centre and UNDP country office in Sarajevo, Bosnia and Herzegovina, which hosts the eSEE Initiative's Secretariat and to which part of the Project Management functions will be decentralized. Accordingly, two teams will be established – one on Bratislava and the other on Sarajevo to ensure greater efficiency in coordination and communication with project beneficiaries and regional partners. The main implementation responsibility for the project results will remain with UNDP Bratislava. The execution modality will be DEX (Direct Execution).

Specific collaborative arrangements between the two teams will be made to guide roles and responsibilities. Other agreements with related projects and parties will be concluded to define inputs, intellectual property rights and use of logo on the project's products, as well as audit arrangements.



Acronyms: BRC – Bratislava Regional Centre; PSPD – Programme Support and Programme Development unit, BRC; DemGov – Democratic governance Practice, PSPD, BRC; MFA – Ministry of Foreign Affairs; BIH – Bosnia and Herzegovina, DRR – Deputy Resident Representative, CO – UNDP Country Office

e-LEAD management principles follow UNDP's new User's Guide for Management of Results. Project Executive Group (PEG)[12]. The personnel involved in managing the Project will be Head of PSPD unit, Manager of Democratic Governance Practice, Deputy Resident Representative of UNDP BIH, who will form the Project Executive Group (PEG). Regional ICTD Advisor will serve as Project Manager sharing

[12] The Project Executive Group is responsible for the overall direction and management of the Project. The Executive is ultimately responsible for the Project supported by the Senior Beneficiary and the Senior Supplier. The Senior Beneficiary represents the interests of those who will ultimately use the programme results, i.e. public administration and management schools, government Chief Information Officers, e-governance practitioners. The Senior Supplier represents the interests of those designing and developing the project deliverables and providing resources. Also, the Project Executive Group will be responsible for project assurance, but may decide to delegate this role to another person.

management responsibilities with Head of eSEE Secretariat[13]. BRC will hire Programme/Project Assistant to help project management.

Project Executive Group

1. Overall direction and guidance for the Project
2. Monitor and control progress
3. Review of each completed stage
4. Commitment of project resources (as required)
5. Delivery of Project results and objectives

Project Assurance (role to be assumed by the Project Executive Group, but may be delegated)

1. Adherence to the business case (on behalf of the Executive)
2. Monitor the compliance with user needs and expectations (on behalf of Senior User)
3. Supplier Assurance carried out by spot-check of deliverables and outputs
4. Review of Deliverables via Quality Reviews

Project Manager[14]

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Executive Group (PEG) within the constraints laid down by the Group. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the deliverables specified in the project document to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities would include:

Overall project management:

- Manage the production of the required deliverables
- Liaise with the PEG or its appointed Project Assurance roles to assure the overall direction and integrity of the project
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- May also perform Team Manager and Project Support roles

Project planning:

- Produce the Project Initiation Document
- Prepare Project Plans and agree them with the PEG

Project monitoring:

- Plan and monitor the project
- Record progress using the Tracker in the on-line Results Management Guide (RMG) Implementation Toolkit
- Manage the risks using the Risks log
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control

Project reporting:

- Report to the PEG according to agreed mechanisms and frequency
- Prepare any Follow-on Action Recommendations as required

The *Project Assurance* role supports the Project Executive Group (PEG) by carrying out objective and independent project oversight and monitoring functions, which are mandatory for all projects. Project Assurance is the responsibility of the PEG. It can be carried out by the PEG itself, or can be delegated.

[13] UNDP BIH will be responsible for the delivery of the Work Package e-Networking Output, and will participate in the implementation of other Work packages

[14] The Centre's ICTD Regional Advisor will perform the Project Manager's role under direct supervision of the Practice Manager

Project Assurance has to be independent of the Project Manager; therefore the Project Executive Group cannot delegate any of its assurance responsibilities to the Project Manager.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project.

- User/Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Business Case (as defined in the Project Document)
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the business need is maintained
- Internal and external communications are working
- Applicable standards are being used
- Adherence to quality assurance standards

The *Project Support* role provides project administration and management support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Some specific services of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Executive Group meetings

Project documentation management:

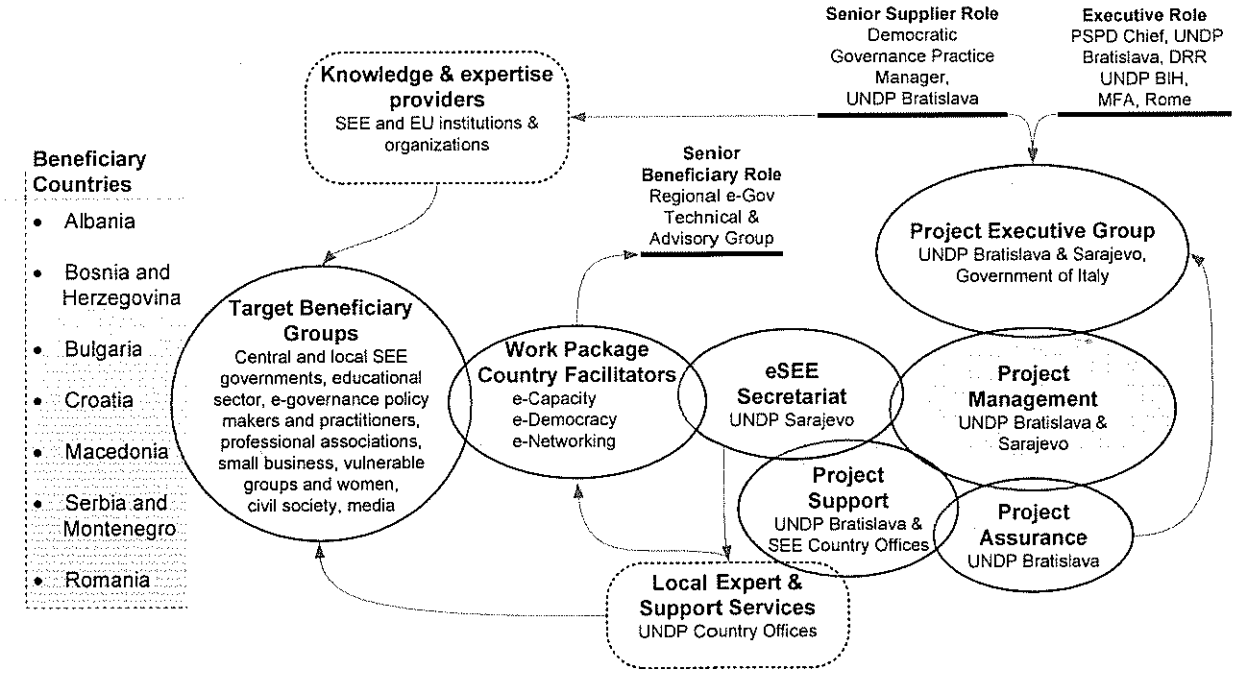
- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Central source of expertise in:

- Specialist knowledge (for example, estimating, risk management)
- Specialist tool expertise (for example, planning and control tools, risk analysis)
- Specialist techniques and standards

The chart below presents in a graphic form principal functional relationship links between responsibilities and roles.

The chart below presents in a graphic form principal functional relationship links between responsibilities and roles.



e-LEAD Functional Relations

Resource base and financial arrangements.
An equivalent of 450,000 Euro will be made available to UNDP Bratislava and UNDP BIH in 2006-2007 by UNDP BDP through the Democratic Governance Trust Fund (DG TTF) to implement the project.

Both UNDP BRC and UNDP BIH CO will enter projects in Atlas thus the present project document will have 2 separate project IDs in Atlas linked to one award.

The amount of General Management Services (GMS) fee attributable to the project implementation to Bratislava Regional Center and UNDP BIH will be covered additionally above the net programmable resources of the US dollar equivalent, and transferred to Bratislava and Sarajevo by the Bureau of Policy Development (BDP) in the agreed percentage amount based on the delivery. The Implementation Support Services (ISS) attributable to UNDP BRC and UNDP Bosnia and Herzegovina will be applied in the course of the project implementation in line with UNDP cost-recovery policies

Part IV. Monitoring and Evaluation

The project will be monitored and evaluated according to the UNDP rules and procedures spelled out in the Users' Guide on Results Management. Specifically, the standard Annual Work Plan Monitoring Tool will be applied each year to monitor the accomplishment of the project outputs. In addition, an independent external evaluation of the project performance will be undertaken at the end of 2007.

Part V. Legal Context

This regional project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Governments participating and the United Nations Development Programme.

Section II – Results and Resources Framework

PROJECT RESULTS AND RESOURCES FRAMEWORK

Year: 2006-2007
Project number: (Award ID)
Project title: Regional Cooperation for Human and Institutional Capacity Building in e-Leadership and e-Democracy to support Good Governance in Southeastern Europe – e-LEAD

Intended Outcome as stated in the Regional Programme Results and Resource Framework: More democratic, effective, and fair national and sub-national governance systems established in the countries of the region Assign a number to each outcome in the regional programme: 2				
Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets: Public administration improved, state corruption reduced, including in post-conflict countries. *Indicator.* Rankings in global and national surveys on corruption. Comprehensive national anti-corruption plans in place. Public confidence in the public service. Opportunity for meaningful public-central government interaction. *Baseline:* Some governments rank low in global corruption perception surveys, do not have national anti-corruption plans. Public confidence in public service is generally low. In many countries mechanisms promoting central government interaction with the public are weak. *Target:* 5-10% increase in national scores in corruption surveys. 90% of governments have good national plans. 1/3 of governments make progress towards adopting procedures for improved interaction with the public.				
Applicable MYFF Service Line: 2.8 e-Governance and Access to Information				
Partnership Strategy: There will be two main types of partnership relations established with various institutions: 1) partnerships with beneficiaries: the eSEE Agenda Working Group and Secretariat to ensure local ownership and regional coordination; local training institutions and public administration schools); 2) partnerships with suppliers of e-governance knowledge and competencies: e-Governance Academy will serve as the prime suppliers of knowledge services cooperating with other institutions and organizations;				
ATLAS Award ID): [to be added later]				
Intended Outputs, Indicators, Baseline	**Output Targets**	**Indicative Key Activities**	**Responsible parties**	Inputs
Work Package for e-CAPACITY Output				
Output				210500

New competencies acquired by public administration educators and development professionals to lead e-Governance-enabled policy and organizational change Baseline: • No local public administration schools and other educational institutions in SEE offer regular training for civil and municipal servants in e-Governance; • Almost all civil and municipal servants lack core competencies and knowledge needed for deeper and wider use of e-Governance solutions in public management; • No tailor-made generic e-governance training opportunities exist for professional end-user groups, especially for small business leaders, including women, local IT professionals and telecentre managers, and media.				
2006				
				143000
Indicators • Agreement of at least two management schools/ educational institutions in two countries to organize locally delivered e-Governance teaching • Approval by Regional e-Governance Advisory Task Force of common e-Governance Teaching Guidelines • Clearance by REGATA of a final draft of the e-Governance Handbook	1.1 Establish and operationalize Regional e-Governance Advisory Task Force (REGATA) and External e-Governance Review Group (EGOR) 1.2 Issue contracts for developing and localizing e-Governance Teaching Handbook 1.3 Select partner management schools 1.4 Produce common regional e-Governance teaching	**Activity ID 1** **e-Governance teaching:** Development and localization of e-governance educational programmes for public administration and management to train civil/municipal servants locally	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	

	Guidelines 1.5 Organize a regional kick-off and 1.6 1st REGATA meetings 1.7 Produce e-Gov Best Practice Sourcebook 1.8 Organize 2nd REGATA meeting 1.9 Obtain approval of REGATA of model e-Governance Training Handbook			
2007				
				67500
Indicators • Localized training materials in two countries • At least 15 lecturers trained at TOT course • Locally delivered first training sessions	1.10 Select future trainers and prepare Training-of-Trainers (TOT) course 1.11 on model e-Governance training 1.12 Organize TOT sessions 1.13 Create two country localization teams 1.14 Produce Handbook local versions 1.15 Organize 3rd REGATA meeting Organize first pilot training sessions at two schools	**Activity ID 1** **e-Governance teaching:** Development and localization of e-governance educational programmes for public administration and management to train civil/municipal servants locally	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	
Indicators • Availability of needs assessment mapping report • Availability of model specialized e-governance training package each professional end-user group • Availability of CD-ROM based multi-media generic self-learning on e-governance	2.1 Assess generic e-governance training needs among (1) managers of telecenters and IT specialists in local governments, (2) entrepreneurs, (3) media 2.2 Develop jointly with local	**Activity ID 2** **On-demand training and advice on e-Governance:** Delivery of specialized training and advisory services on demand to meet specific end-user groups' needs in regions	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	

	trainers standard specialized training packages for each end-user group 2.3 Test training with at least one end-user group in three countries 2.4 Design generic digital self-learning course available all local languages for general public			
Work Package for e-Democracy Output				
Output Awareness raised among policy-makers and e-Governance practitioners about e-Transparency, e-Accountability, e-Participation, and e-Inclusion instruments to promote democratic governance practices **Baseline:** • Little understanding among policy-makers of importance to apply e-Democracy instruments for accountable and inclusive policies • No guiding materials available to undertake e-Democracy initiatives				133000
2006				73000
Indicators • Positive feedback of 1st Awareness Raising Workshop participants on improved understanding of e-Participation and e-Inclusion for people-centered responsive social services • Drafted e-Participation and e-Inclusion Guide	3.1 Map out awareness levels about e-Participation and e-Inclusion through online polling demonstration tools 3.2 Collect existing case studies 3.3 Hold 1st e-Democracy Awareness Raising	**Activity ID 3** **e-Democracy advocacy:** Awareness-raising workshops and polls targeting central government executives to improve understanding of e-	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	

• Acceptance of provided country recommendations	Workshop on e-Participation and e-Inclusion to show benefits for responsive public services 3.4 Elaborate country-specific recommendations 3.5 Draft e-Participation and e-Inclusion Guide for policy makers	Democracy benefits in policy-making		
2007				60000
Indicators • Positive feedback of 2nd Awareness Raising Workshop participants on improved understanding of e-Transparency and e-Accountability for more effective anti-corruption policies • Acceptance of provided country recommendations	3.6 Map out awareness levels about e-Transparency and e-Accountability through online polling demonstration tools 3.7 Collect existing case studies 3.8 Hold 2nd e-Democracy Awareness Raising Workshop on e-Transparency and e-Accountability to show benefits for anti-corruption activities 3.9 Elaborate country-specific recommendations 3.10 Prepare regional consolidated e-Democracy report	**Activity ID 3** **e-Democracy advocacy:** Awareness-raising workshops and polls targeting central government executives to improve understanding of e-Democracy benefits in policy-making	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	
Work Package for e-Networking Output				
Output				150000

eSEE-led intra-regional networking strengthened among e-Leaders to stimulate knowledge exchange and Best Practice transfer Baseline: • Availability of eSEE Initiative Website • Absence of knowledge and Best Practices intra-regional exchange mechanism (marketplace) for replication and adaptation				
2006				
				70000
Indicators • Functioning e-LEAD Web-site • e-Governance Best Practice Regional Network accepted and created • Formulated e-LEAD Communication and outreach strategy	1.1 Design, launch and maintain e-LEAD Web site hosted by eSEE Initiative Webpage (managed by the eSEE Secretariat in Sarajevo, UNDP Bosnia and Herzegovina) 1.2 Design Web tools for Best Practice Marketplace interactive module (online polling, debate, feedback) 1.3 Establish e-Gov Best Practice Regional Network of e-Leaders 1.4 Start collection of Best Practices 1.5 Formulate e-LEAD communication and outreach strategy	**Activity ID 4** **Virtual networking and interaction:** Web-based advocacy, knowledge exchange and Best Practice transfer support tools to help regional cooperation among e-Governance leaders at all levels	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	
• eLEAD integrated into the work of eSEE Working Group process • Accepted eSEE Plus Agenda Initiative • eSEE Initiatives Newsletter contains regular information on eLEAD	1.1 Employ Head of eSEE Secretariat based in Sarajevo, Bosnia and Herzegovina 1.2 Coordinate integration of e-	**Activity ID 5** **Support to eSEE Secretariat and cooperation processes:**	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	

	LEAD with eSEE Initiative's Working Group processes 1.3 Establish communication mechanism with e-LEAD country partners 1.4 Hire experts to formulate eSEE Plus Agenda and facilitate formulation process 1.5 Provide management and administration support services to BRC and UNDP country offices in eLEAD implementation	Creation of substantive, human and technical capacity of eSEE Secretariat to coordinate regional cooperation among e-Leaders within eSEEurope processes		
2007				80000
Indicators • Functioning e-LEAD Best Practice Marketplace interactive online module containing description of at least 25 best practices rated for inter-country transfer • Best Practice Regional Network consisting of at least 200 subscribed members • Participants' positive feedback following Best Practice Sharing event	• Operationalize e-LEAD Web-based Best Practice Marketplace Online • Identify country Best Practice moderators • Prepare TOR for Best Practice collection and replication rating assignment among Network members • Organize Regional Best Practice Sharing event • Negotiate with the private sector outsourcing eLEAD Web page administration and content management	**Activity ID 4** **Virtual networking and interaction:** Web-based advocacy, knowledge exchange and Best Practice transfer support tools to help regional cooperation among e-Governance leaders at all levels	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	
• Established links between eLEAD and EU-based institutions and initiatives in Information Society • Positive feedback from partners and beneficiaries on eLEAD implementation	• Coordinate integration of eLEAD wider regional cooperation processes, including under the Stability Pact for SEE auspices	**Activity ID 5** **Support to eSEE Secretariat and cooperation processes:**	UNDP Bratislava Regional Centre, UNDP Bosnia and Herzegovina	

	• Provide management and administration support services to BRC and UNDP country offices in eLEAD implementation	Creation of substantive, human and technical capacity of eSEE Secretariat to coordinate regional cooperation among e-Leaders within eSEEurope processes		

Section III – The total Workplan and budget

The project estimated budget for will be 450,000 Euro for 2006-2007. Budget for 2006 is estimated at 350,000 including admin support costs.

PROJECT ANNUAL WORKPLAN FOR 2006

Project ID EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities	TIMEFRAME				PLANNED BUDGET			
		Q1	Q2	Q3	Q4	Fund	Donor	Budget Description	Amount
WP1 e-Capacity Output New competencies acquired by public administration educators and development professionals to lead e-Governance-enabled policy and organizational change	1. e-Governance teaching			X	X	DGTTF/ ITA		International consultants	2000
								Travel	20000
								Contractual services	88000
								Supplies	1000
								Miscellaneous expenses	2000
								Workshops and meetings	15000
								Local consultants	14000
								Printing, publications, audio, video	1000
	Sub-total:								**143000**
WP2 e-Democracy Output (*incl. GoE contribution*) Awareness raised among policy-makers and e-Governance practitioners about e-Transparency, e-Accountability, e-Participation, and e-Inclusion instruments to promote democratic governance practices	3. e-Democracy awareness events and campaign		X	X	X	DGTTF/ITA UNDP TRAC (USD 15K) GoE		International consultants	5000
								Local consultants	25000
								Travel	15000
								Contractual services	35000
								Supplies	1000
								Miscellaneous expenses	1000

							Workshops and meetings	5000
							Printing, publications, audio, video	1000
	Sub-total:							**88000**
WP3 e-Networking Output eSEE-led intra-regional networking strengthened among e-Leaders to stimulate knowledge exchange and Best Practice transfer **IMPLEMENTED BY BiH CO**	4. Interactive Web-site for virtual interaction			X	X	DGTTF/ITA	International consultants	5000
							Contractual services	7000
							Supplies	500
							Miscellaneous expenses	500
							Printing, publications, audio, video	1000
							Travel	2000
	5. Second generation of eSEEurope Agenda and Secretariat support			X	X	DGTTF/ITA	International consultants	5000
							Local consultants	38000
							Supplies	1000
							Miscellaneous expenses	1000
							Printing, publications, audio, video	2000
							Travel	7000
	Sub-total: (Implemented by BiH CO)							**70000**
Implementation and management support Output Management for results enhanced	6. Administrative and technical management, assessment and evaluation, reporting (Bratislava Centre, UNDP Sarajevo, other UNDP Country offices)		X	X	X	DGTTF/ITA	Local consultants	20000
							Programme Manager	20,000
							Equipment	2000
							Supplies	1000
							Miscellaneous expenses	2000
							Workshops and meetings	5000

							Printing, publications, audio, video	1000
							Travel	13000
	Sub-total:							**64000**
TOTAL:								**365000**
UNDP BRC – 295,000 (USD 15K – regional TRAC, USD 280K DG TTF) USD; BiH CO – 70,000								

TENTATIVE WORKPLAN for January – December 2007

Project ID EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities	TIMEFRAME				PLANNED BUDGET			
		Q1	Q2	Q3	Q4	Fund	Donor	Budget Description	Amount
WP1 e-Capacity Output New competencies acquired by public administration educators and development professionals to lead e-Governance-enabled policy and organizational change	1. e-Governance teaching	X	X	X	X	DGTTF/ITA		Contractual services	20000
								Supplies	1000
								Miscellaneous expenses	1000
								Workshops and meetings	2000
								Local consultants	7000
								Printing, publications, audio, video	5000
	2. On-demand training and advice on e-Governance	X	X	X	X			International consultants	9000
								Local consultants	5000
								Travel	10000
								Workshops and meetings	3000
								Supplies	1500
								Miscellaneous expenses	1000
								Printing, publications, audio, video	2000
	Sub-total:								67500
WP2 e-Democracy Output Awareness raised among policy-makers and e-Governance practitioners about e-Transparency, e-Accountability, e-Participation, and e-Inclusion instruments to promote democratic governance practices	3. e-Democracy awareness events and campaign	X	X	X	X	DGTTF/ITA		International consultants	2000
								Local consultants	5000
								Travel	18000
								Contractual services	25000
								Supplies	1000
								Miscellaneous expenses	1000
								Workshops and meetings	3000

							Printing, publications, audio, video	5000
	Sub-total:							60000
WP3 e-Networking Output eSEE-led intra-regional networking strengthened among e-Leaders to stimulate knowledge exchange and Best Practice transfer IMPLEMENTED BY BiH CO	4. Interactive Web-site for virtual interaction	X	X	X	X	DGTTF/ITA	Local consultants	5000
							Supplies	1000
							Miscellaneous expenses	1000
							Printing, publications, audio, video	7000
							Workshops and meetings	4000
	5. Second generation of eSEEurope Agenda and Secretariat support						Travel	14000
							Local consultants	36000
							Supplies	1000
							Miscellaneous expenses	1000
							Printing, publications, audio, video	3000
							Travel	7000
	Sub-total: (Implemented by BiH CO)							80000
Implementation and management support Output Management for results enhanced	6. Administrative and technical management, assessment and evaluation, reporting (Bratislava Centre, UNDP Sarajevo, other UNDP Country offices)	X	X	X	X	DGTTF/ITA	International consultants	10000
							Local consultants	25000
							Programme Manager	20000
							Supplies	1000
							Miscellaneous expenses	2500
							Workshops and meetings	1000
							Printing, publications, audio, video	3000
							Travel	11000
	Sub-total:							72500
TOTAL: UNDP BRC – 200,000 USD; BiH CO – 80,000 USD								280000

TOTAL 2006-2007:
UNDP BRC – 480,000
BiH CO – 150,000

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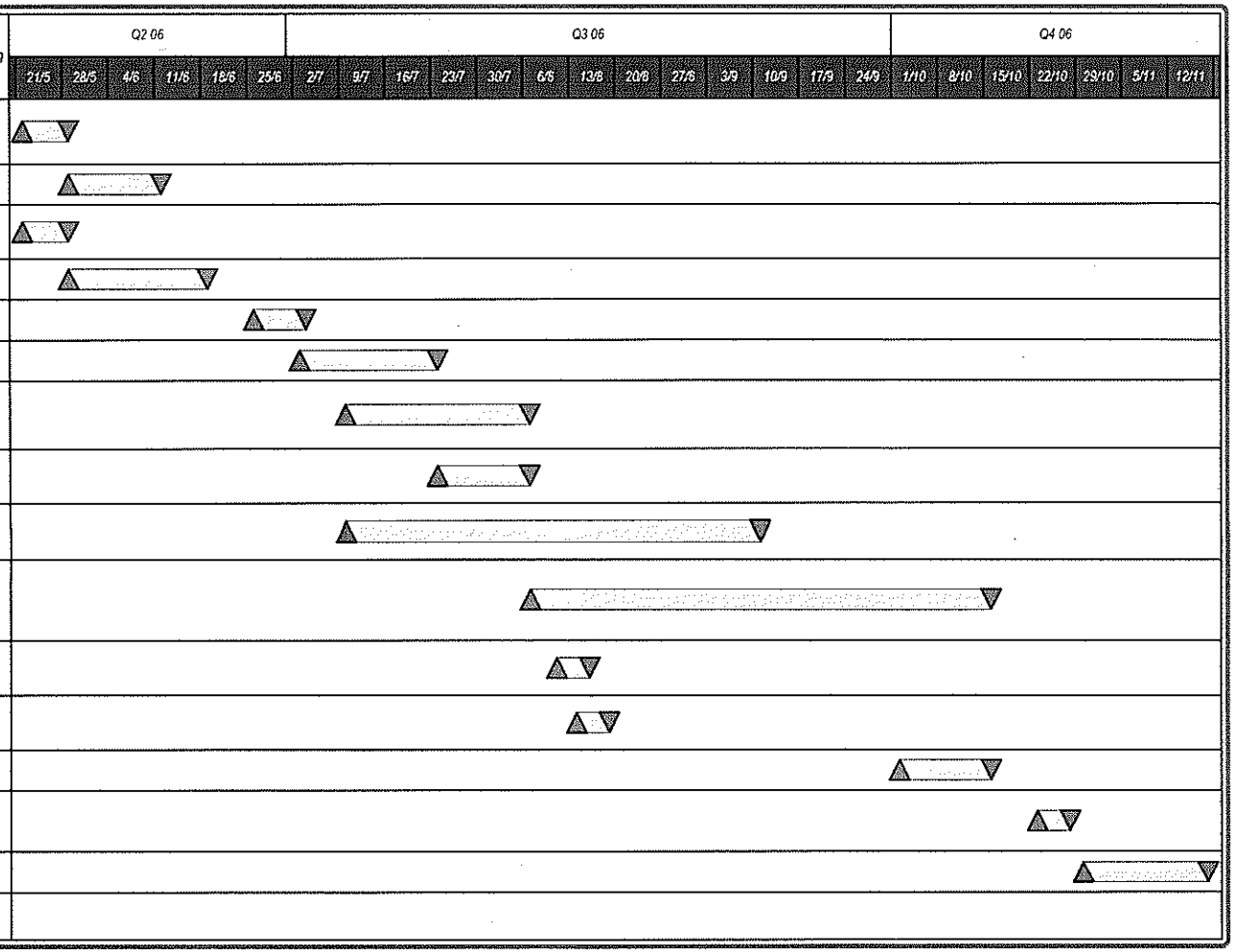
Annex1. Work schedules and Task Management Plans

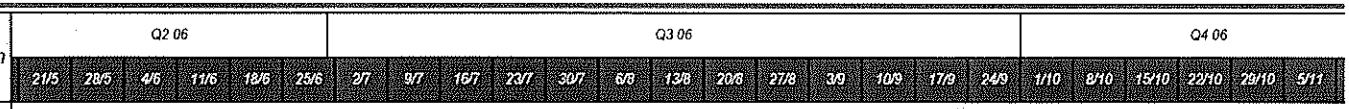
2006 Task Management Plan for Activity 1 'e-Governance Teaching', Output 'e-Capacity', WP1

ID	WP Output1, Activity1 *Task Name*	*Start*	*Finish*	*Duration*
1	Draft TOR for SEE Regional e-Governance Advisory Task Force - REGATA	5/22/2006	5/28/2006	1w
2	Identify REGATA members	5/29/2006	6/11/2006	2w
3	Draft TORs for coursework contract(s) and related Request for Proposals	5/22/2006	5/28/2006	1w
4	Announce RFPs	5/29/2006	6/18/2006	3w
5	Award winners and issue contract(s)	6/26/2006	7/3/2006	1.14w
6	Set up External e-Gov Review Group	7/3/2006	7/23/2006	3w
7	Undertake mapping of teaching activities and select partner management schools	7/10/2006	8/6/2006	4w
8	Prepare Common Teaching Guidelines and get approval of REGETA	7/24/2006	8/6/2006	2w
9	Map out Best Practices and prepare source book for course curricula	7/10/2006	9/10/2006	9w
10	Prepare model Handbook and teaching content (sourcebook, curricula, course structure)	8/7/2006	10/15/2006	10w
11	Organize eLEAD kick-off event, with back-to-back 1st REGATA meeting	8/11/2006	8/15/2006	.71w
12	Negotiate and sign cooperation agreements with partner schools	8/14/2006	8/18/2006	.71w
13	Obtain feedback from EGOR	10/2/2006	10/15/2006	2w
14	Organize 2nd REGATA meeting to review Handbook and obtain interim approval	10/23/2006	10/27/2006	.71w
15	Produce final draft of Handbook incl editing	10/30/2006	11/17/2006	2.71w
16	Obtain final approval of REGATA	11/20/2006	12/1/2006	1.71w



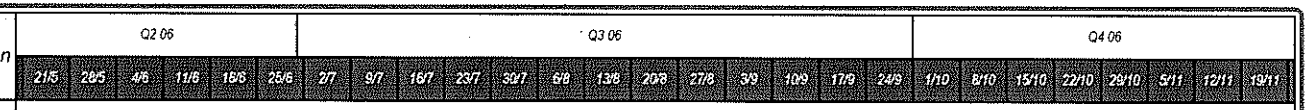
2006 Task Management Plan for Activity 3 'e-Democracy Advocacy and Campaign', Output 'e-Democracy', WP2

ID	WP Output 2, Activity 3 *Task Name*	*Start*	*Finish*	*Duration*
1	Draft TORs and related Request for Proposals (RFP) for (i) mapping out awareness level, (ii) organizing 1st Awareness Raising Workshop (ARW), (iii) drafting e-Participation Guide	5/22/2006	5/28/2006	1w
2	Announce RFPs	5/29/2006	6/18/2006	3w
3	Award winners and issue contract(s)	6/26/2006	7/3/2006	1.14w
4	Conduct online poll to reveal levels of understanding and using e-Democracy tools in government	7/24/2006	8/20/2006	4w
5	Prepare agenda, matrials and identify participants for 1st ARW	8/21/2006	9/3/2006	2w
6	Organize and hold 1st e-Democracy ARW	10/23/2006	10/27/2006	.71w
7	Issue workshop report	10/30/2006	11/19/2006	3w
8	Hire local experts to prepare materials for e-Participation & e-Inclusion Guide	8/21/2006	9/1/2006	1.71w
9	Prepare and discuss draft Guide online and during 1st ARW	9/4/2006	10/27/2006	7.71w
10	Finalize the Guide	10/30/2006	11/26/2006	4w



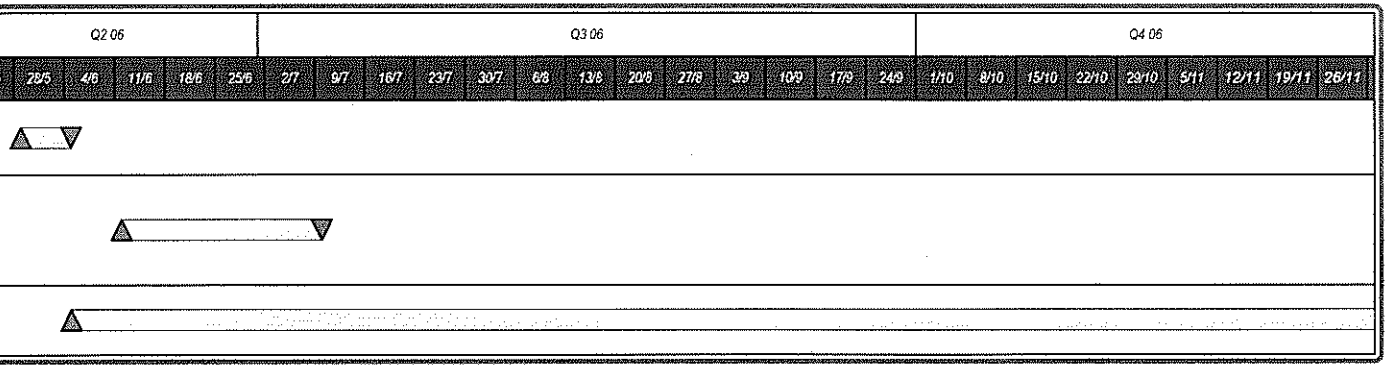
2006 Task Management Plan for Activity 4 'Interactive Web-site', Output 'e-Networking', WP3

ID	WP Output 3, Activity 5 *Task Name*	*Start*	*Finish*	*Duration*
1	Draft TOR for int'l expert on Web-based interactivity	5/29/2006	6/4/2006	1w
2	Identify and hire an int'l expert to guide Web site creation	6/5/2006	7/2/2006	4w
3	Draft TOR and related Request for Proposals (RFP) for interactive e-LEAD Website with Best Practice exchange support module	7/10/2006	7/16/2006	1w
4	Announce RFPs	7/17/2006	8/6/2006	3w
5	Award winners and issue contract	8/14/2006	8/27/2006	2w
6	Create SEE Best Practice Exchange Network and identify information sources	9/4/2006	11/5/2006	9w
7	Create and test e-LEAD website	9/4/2006	11/26/2006	12w



2006 Task Management Plan for Activity 5 '2nd generation of eSEEurope Agenda and Secretariat support', Output 'e-Networking', WP3

ID	WP Output 3, Activity 6 Task Name	Start	Finish	Duration
1	Issue contract to eSEE Secretariat Head	5/29/2006	6/4/2006	1w
2	Identify and hire an int'l expert to assist in formulation of eSEE Plus Agenda	6/12/2006	7/9/2006	4w
3	Coordinate eSEE Initiative activities	6/5/2006	12/31/2006	30w



Annex 2. Terms of Reference for Project /Programme Assistant

General information:

Post Title:	Programme/Project Assistant
Duration:	2006-2007
Duty station:	Bratislava Regional Centre, Bratislava, Slovakia
Starting date:	April
Ending date:	December 2007

Background Information:

Information and Communications Technologies (ICTs) are powerful tools of knowledge sharing, which enhance local and global development opportunities, promote political accountability, and improve the delivery of basic services. Without innovative ICT policies and initiatives however, deprived social groups may be left behind or further afflicted in the transition to knowledge societies.

UNDP views Information and Communication Technologies generally, and e-governance in particular, as important development tools for helping the region's countries to meet their Millennium Development Goals and decrease human poverty by strengthening democratic governance, improving public services, and creating new economic opportunities, especially for the most disadvantaged and vulnerable. Working in 166 countries, UNDP helps to draw on expertise and best practices to develop strategies that expand access to ICTs and harness them for development.

UNDP has prioritized electronic Governance – e-Governance – as its core area of programme activities which is reflected in the MYFF 2004-2007[15] in the Service Line 2.5 e-Governance and Access to Information. E-Governance is a wider concept of the Information Society that has been internationally recognized as a newly emerged and rapidly expanding global development priority following the recent meetings of the World Summit on the Information Society (WSIS) held in Geneva (2003) and Tunis (2005)[16]. Similarly, the concept of Information Society for All has been a priority for the EU embedded in the 2001 Lisbon agenda[17].

Most recently, understanding that more proactive policies are needed to respond to the constantly accelerating technology change and global competition, the EU has reaffirmed its commitment to the Information Society by adopting a new strategic framework i2010 – European Information Society 2010, laying out broad policy orientation[18]. It promotes an open and competitive digital society and emphasizes Information and Communication Technologies (ICT) as a driver of inclusion and quality of life. Against this background, South Eastern European countries need to accelerate the process of building open information societies and knowledge economies in order to keep their pace on the way of European integration.

To respond to these challenges UNDP Bratislava Regional Centre, in cooperation and with financial assistance, of the Government of Italy has initiated a new programme in South Eastern Europe (SEE) entitled "Cooperation for Human and Institutional Capacity Building in e-Leadership and e-Democracy to support Good Governance in Southeastern Europe" – eLEAD.

The programme will create new opportunities for better understanding and use of ICT-enabled e-Governance solutions that enhance democratic participatory practices, strengthen competency of public sector officials and educators, improve social service, encourages open government, and increase economic competitiveness. Current and potential leaders in government, local authorities, academia, media, civil society, and business community will be engaged through training and networking to champion e-Governance and ICT-based organizational change.

Duties and Responsibilities:

The key responsibility of the Programme Assistant will be to assist Regional ICTD Advisor to provide services in the area of e-Governance, with special focus on programme implementation/management. In this context, the Programme Assistant will ensure compliance with UNDP's User Guide on Management

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15 Multi-Year Funding Framework

16 More info on www.itu.int/wsis

17 Handled by the European Commission's INFSO DG

18 www.europe.eu.int/i2010

for Results, including Atlas management, as well as assist in research activities. Implementation of the e-LEAD will be the main area of duties. Specifically, he/she will:

- Monitor timely delivery of project inputs and outputs according to the Annual Work Plans; keeping track of the disbursement of project funds according to the Annual Work Plans
- Provide if necessary technical backstopping to the ICTD Advisor and UNDP Country Offices in the area of ICT and e-governance
- Conduct field visits, review of progress and event reports, and file notes
- Manage ICTD programme activities in Atlas
- Provide support to operationalization and functioning of the e-LEAD Project Executive Group
- Support the preparation of documents, reports, knowledge products and other materials as required and requested
- Initiate and provide comparative research findings on various topics within e-governance sector
- Assist in processing all project related documentation, including official correspondence, requests for payments, financial records, project inventory, staff records etc
- Liaise with partners and national counterparts
- Support project networking and partnership development with the aim to enhance coordination and cooperation among parties concerned
- Assist Programme Manager in interfacing with other UNDP projects implemented at the regional and national levels
- Provide both internal and external clients with timely and adequate support/information on programme activities
- Update and enrich the WIDE expert roster with quality consultants with specific experience in and sensitivity towards Europe and the CIS
- Carry out other duties as may be assigned by the ICTD Regional Advisor

Qualifications:

- Preferably university degree (BA, MA) in the following fields: law, public management, development studies
- At least 2 years of programme/project design and management skills
- Analytical thinking and research skills
- Fluency in English is a must
- Knowledge of e-governance, ICT and other e-related issues
- Knowledge of Russian and other language spoken in Europe and CIS is an asset
- Research experience is an asset

Key Competencies of the Assignment:

- Good knowledge of international development issues, with emphasis on good-governance and e-governance
- Confirmed ability to adjust to new situations quickly, to work efficiently under pressure and to meet deadlines
- Proven ability to work effectively with people of different national and cultural backgrounds
- Familiarity with the UN system, in particular with UNDP programme management rules (Management for Results, including new User's Guide and Atlas) and its mandate

5 May 2006