United Nations Development Programme
Country: Montenegro
Project Document

Project Title E-governance project – Single Information System (SIS) for Electronic Data Exchange among State Bodies and Administrative Authorities

UNDAF Outcome(s): National legislative framework is harmonized with UN, EU and CoE standards and relevant secondary legislation regulating implementation is developed

Expected CP Outcome(s): Fostering a democratic society that fully respects, protects and fulfils human rights through rule of law, government transparency and accountability.

Expected Output(s):
1. Establishment of a single information system for the electronic data exchange among the state authorities and state administration bodies,
2. Implementation of two pilot e-services
3. Launch of Human development report on the topic of importance of e-services for sustainable human development in Montenegro

Implementing Partner: UNDP Montenegro
Responsible Parties:

Programme Period:	Sep 2015 - July 2018
Key Result Area (Strategic Plan):	Democratic governance
Atlas Award ID:	_____
Start date:	Sep 2015
End Date	July 2018
PAC Meeting Date	23.09.2015
Management Arrangements	DIM

Brief Description

The establishment of a single information system for the electronic exchange of information among state authorities and state administration bodies is the obligation stipulated by the Law on Electronic Governance. Recognizing the barriers to the further development of e-government in Montenegro, on the one hand, and the obligation to create an efficient administration, on the other hand, a systemic problem was identified that affected the efficiency of the administration relating to the provision of documents *ex officio*. Implementation of administrative jurisdiction will be significantly accelerated by the establishment of a single information system for the electronic exchange of data as the link between the single network and system infrastructure underlying the information system of state authorities and technologically divergent application solutions of particular state bodies or services, which will provide for the exchange of data among multiple systems, regardless of their compatibility.

The aim of the project is to improve the overall efficiency and transparency of the state administration in Montenegro through the use of ICT.

System will establish interoperability which is a set of horizontal IT systems that support the provision of public services to institutions (G2G), citizens (G2C) and businesses (G2B). By achieving this goal, preconditions will be created for communication among existing systems and faster exchange of information between citizens and officials, enabling the provision of services by electronic means and the automated exchange and use of large amounts of data stored in the state registers. The basic function of a central, interoperable system is to provide the institutions with a single communication platform for exchange of data and thus the quality and fast delivery of services.

YYYY AWP budget:	_____
Total resources required	€ 900,000
Total allocated resources:	€ 600,000
• Regular	_____
• Other:	
○ Government	€ 600,000
Unfunded budget:	€ 300.000
In-kind Contributions	

Agreed by (Implementing Partner):

_____

Agreed by UNDP:

_____

I.   SITUATION ANALYSIS

Rapid development of information and communication technologies in the last 20 years has led to the creation of a new space for managing, sharing and storage of data which is no longer just physical space, but it is increasingly virtual space. It is therefore of great importance for the functioning of the state to establish and use information resources, both technologically and organizationally and in terms of linking existing and new databases. Therefore, it is necessary to apply modern principles and methods of managing information resources, as well as computerization programs and projects, and to base management model(s) on the best global, regional and national practice.

The principles that have to be followed are reflected in the high degree of reliability, availability and configurability of information systems as well as the pursuit of automation of as many activities which implies clearly defined business processes in institutions. It is necessary to ensure that each piece of data in information systems is recorded only once and used wherever required. According to the United Nations survey (UN e-Government Survey 2014) on the level of development of e-Government, in 2012 Montenegro was ranked 57th with an index of 0.6218 (EGDI), while in 2014, Montenegro was ranked 12 places up and occupied 45th place with an index of 0.6346 (EGDI), in the list of 194 member states of the United Nations.

As for the countries in the region, Croatia (as an EU member state) is ranked 47th, Serbia 69th, Albania 84th, while FYR Macedonia and Bosnia and Herzegovina occupy 96th or 97th place respectively, which indicates that Montenegro is the leader in the region when it comes to the development of e-Government.

It is necessary to emphasize that Montenegro is also rated very highly in the area of e-participation, according to the latest report of the World Economic Forum in the field of ICT competitiveness, which further indicates its leading position in this field in the region. The survey measures the index of e-participation of citizens, which ranks Montenegro at a high 49th place, with an index of participation of 0.5882, i.e. occupying the highest position in the region once again, and a significant jump up is observed compared to 2010 (76).

One of the basic requirements for the use of e-Government services is the existence of adequate infrastructure, both on the side of service providers (government), as well as on the side of service users (natural and legal persons).

Percentage of households with Internet access has increased compared to previous year by 0.7% amounting to 63.6% according to MONSTAT's survey.

When it comes to companies, the survey showed that 93.9% of surveyed companies used computers in their business, and 98.1% of companies using computers had Internet access.
Therefore, when reviewing the data on the level of e-Government development and basic infrastructure (preliminary) requirements, it may be stated that Montenegro has been permanently on the rise since 2010, which shows that it makes sense to invest in digitalization of public administration as a precondition for creating a more efficient administration.

1.1 Requirements for the development of e-government

In order to provide conditions for the development of e-government in Montenegro, in 2010 the e-Government portal was created as a central point for a simple and user-friendly access to information and public administration services over the Internet for citizens and businesses.

As the e-Government web portal is a single point of access to the state administration services in order to use relevant electronic e-Services, access to the most-used electronic services of public administration is planned under the Information Society Development Strategy for the period 2012-2016, such as: access to 100 most commonly used services of state bodies and local self-government on the web portal of e-Government by 2014, i.e. 200 services by 2016.

The e-Government web portal supports electronic identification of users (citizens and legal persons), information, electronic interaction between the user and the administrative authorities, downloading and filling in electronic forms, submission of the required documents and more. The basic principles followed by the web portal design include security, control, simplicity, transparency, services designed to meet the user requirements, scalability, flexibility and adaptability of appearance, adapting to persons with disabilities, on personal and general basis, connectivity with other systems, etc. The portal currently covers 128 services provided by: Tobacco Agency, Agency for Protection of Personal Data and the Free Access to Information, Environmental Protection Agency, Ministry of Finance, Ministry of Science, Ministry of Sustainable Development and Tourism, Ministry of Education, Ministry of Labour and Social Welfare, Ministry of Interior, Ministry for Information Society and Telecommunications, Ministry of Agriculture, Metrology Office, Tax Administration, Customs Administration, Directorate for Anti-Corruption Initiative, Human Resources Administration, Administration for the Protection of Competition, the Statistical Office MONSTAT and others.

In July 2014, the Law on e-Government (Official Gazette of Montenegro, 32/14) envisaged that the state administration bodies and state authorities shall share data from records kept and information systems managed through a single information system for electronic data exchange. State authorities and state administration bodies shall provide data on registers and information systems which they are managing to the Ministry for Information Society and Telecommunications (hereinafter the Ministry), to coordinate and manage projects in the field of information society. The law provides that the competent authority (the Ministry) shall keep records of electronic registers and information systems of the state administration bodies.

The Law on e-Government was adopted with the aim of eliminating the resistance of the state administration to new and modern organization of the state administration, which, being available at any time and from any place, has to be in the service of citizens and the economy in the true sense of the word.

In addition to the Law on e-Government, which systemically regulates this area, a concrete step forward was taken with the adoption of the new Law on Administrative Procedure, making electronic communication equal with conventional means of communication.

The Ministry for Information Society and Telecommunications, pursuant to the Decree on the mode of operation and organization of the state administration, is responsible for proposing and implementing policy in the area of information society, as well as the management and coordination of projects in the area. Obligation of the state authorities and state administration bodies not to develop new information systems without the consent of the Ministry is stipulated by the Law on e-Government.

1.2 Public Registers in Montenegro

In the fourth quarter of 2014, the Ministry conducted a survey of state authorities, state administration bodies and local governments and collected information on whether the respondent authorities kept registers, the method of keeping registers (in written or electronic form), whether they had developed information systems, whether they exchanged data with other systems, and to what extent public registries were available on the Internet. On the basis of information collected from a number of institutions at the state and local level, which provided data on the number, method of keeping registers and information systems supporting the maintenance of registers, a large number of registers kept in state authorities and state administration bodies and local government units was recorded (630). Among them, original (basic) registers are especially important, making up the original material for other derived registers with upgraded data, specified by the establishing regulations. The bodies which are required to keep the registers are currently faced with the exponential growth of data, which is not accompanied by appropriate technological support in terms of interchange of data and the creation of new resulting services.

Insufficient information exchange among the existing information systems, i.e. insufficient government interoperability, in terms of the capacities of the Ministries, has been identified as a major obstacle for further advancement of e-government through the use of information and communication technologies. Based on the experiences from other countries that have already introduced a single information system, this gap can be addressed through establishment of an information system that would be able to collect data from the source and disseminate data to end users.

II.   STRATEGY

Digitalization of public administration means the design of electronic services that better suit the requirements of users and the provision of flexible and personalized ways of interacting and performing transactions with public administrations. E-government is in fact a digitized public administration that serves as an instrument for continuously improving the overall performance of organization of the public administration through process improvement and cost reduction, i.e. improvement of organizational capabilities. Improving the quality of the IT environment and raising the level of digital literacy in the public sector institutions will improve operations of the administration, increase the availability of services and contribute to the creation of e-society, which is the most important segment of e-Government development, for example, to monitor allocation of permits or benefits, enrolment in schools and universities, online search and awarding certificates, filing tax return and so on.

In addition, the use of and access to e-government services has to be improved by the availability of electronic services through different technologies (Internet TV, smart-phone, mobile phone, info-kiosk or where required by traditional methods of delivery - mail).

Increasing the transparency of the Government of Montenegro, free access to data and information within the competence of state authorities and state administration bodies, the use of data taking into account the protection of personal data, will strengthen public trust in the work of state administration and improve accountability of policy makers.

The establishment of a single information system for the electronic exchange of information among state authorities and state administration bodies is the responsibility stipulated by the Law on Electronic Governance. Recognizing the barriers for further development of e-government in Montenegro, on the one hand, and the obligation to create an efficient administration, on the other hand, a systemic problem was identified that affected the efficiency of the administration relating to the provision of documents ex officio. In this regard, there is standardized obligation of state authorities and state administration bodies to obtain documents or information through the information system for the exchange of information among state authorities, i.e. obligation of the Ministry for Information Society and Telecommunications to establish a system within the period of 24 months from the entry into force of the Law on Electronic Governance (July 2016).

Implementation of administrative jurisdiction will be significantly accelerated by the establishment of a single information system for the electronic exchange of data as the link between the single network and system infrastructure underlying the information system of state authorities and technologically divergent application solutions of particular state bodies or services, which will provide for the exchange of data among multiple systems, regardless of their compatibility.

The aim of this system is to establish interoperability which is a set of horizontal IT systems that support the provision of public services to institutions (G2G), citizens (G2C) and businesses (G2B). By achieving this goal, preconditions will be created for communication among existing systems and faster exchange of information between citizens and officials, enabling the provision of services by electronic means and the automated exchange and use of large amounts of data

stored in the state registers. The basic function of a central, interoperable system is to provide the institutions with a single communication platform for exchange of data and thus the quality and fast delivery of services.

The main guidelines in the implementation of the Action Plan for the Development of e-Government by 2016 relate to improving the delivery of electronic services to various target groups, and improving business cooperation and transactions carried out by the Government with various organizational institutions. The single system for electronic exchange of data needs to address issues related to direct application of electronic commerce in the public administration and thus enable Montenegro, as a candidate country for EU membership, to reach the current level of the Member States and to be subsequently involved equally with them in the implementation of further goals.

To achieve this very ambitious goal, it is necessary to improve interoperability, and create conditions for the existing systems to exchange, properly interpret and process information. It is not just a technical challenge, as it involves legal, organizational and semantic aspects of handling data. Interoperability is an essential pre-condition for open and flexible delivery of e-Government services and enabling cooperation among state authorities and state administration bodies. National interoperability framework has to ensure harmonization of business processes within the public administration in order to comply with the European dimension of public service delivery, respecting the security policy, privacy, storage and archiving of each of these public services and electronic records, without imposing specific technical solutions. This can be achieved through a "smart" use of available information and application of the principle of "one-only" data record, thus collecting the necessary information from citizens only once, provided that the requirements for the protection of personal data are met.

In order to eliminate unnecessary administrative burdens, it is necessary to define unique source of data from and for all registers kept by the state authorities and state administration bodies, regardless of whether they are digitized or not.

Project objectives are reflected in the commitments that modern public administration is expected to reach, as follows:
- Automation of state institutions and technical and technological modernization of operations;
- Achieving a high level of security and reliability in data exchange;
- Obtaining documents ex officio quickly and efficiently.

The fulfilment of these objectives fully respecting the above principles is recognized in the Economic Reforms Programme for 2015 as one of the key steps to improve the business environment together with the growth of electronic services that will be available on the web portal of electronic government.

Best practices from the application of electronic services, based on the modernization of public registries and application of interoperability, enhance efficiency of the state authorities and state

administration bodies thus helping the economic development of the country. Electronic services for citizens and businesses are based on business process reengineering and implementation of interoperability, minimizing the time and costs for citizens and businesses in the exercise of the rights and duties before the administration.

System interoperability has a special role under the Directive on the re-use of public sector information, as well as the system of open data in order to accelerate the creation of the preconditions for developing the market of information society services, resulting in new budget revenues, and earnings generated in the private sector from data from public registers.

In this context it is important to note the level of interoperability and the need for inter-institutional agreement as a precondition for the success of the Social Welfare Information System (SWIS). Inter-institutional agreement itself is a cornerstone and the main starting point for the establishment of legal interoperability, which would then determine relevant legal boundaries and interconnections, and define responsibilities of connected institutions in the exchange of data and rights of access to individual information systems. Clearly, the exchange of data between institutions must be based on the fact that: (i) institutions are obliged by law to submit data, (ii) the exchange of information can be coordinated from the central level, and (iii) that institutions have basic capacity to technically implement exchange of data.

Thus, organizational interoperability is defined in the form of inter-institutional agreement, which then regulates the implementation methods, necessary technical requirements, budgets, and individual responsibilities in the actual exchange of data. After these first two steps we come to semantic interoperability, which ensures understanding and uniformity in communication and implementation of the process between the participants. Semantic framework represents an agreement of all the connected institutions which harmonizes semantic fields of organizations and defines new semantic rules needed to satisfy the very process of data exchange.

Finally, we come to technical interoperability, which represents coordination and implementation of common standards and elements of the system for data exchange, and represents technical foundation for the development of specific systems/modules for interaction and communication of interconnected applications/information systems within various institutions of the system of social and child protection.

The following figure provides a basic framework of three main domains of impact of Interoperability Framework.
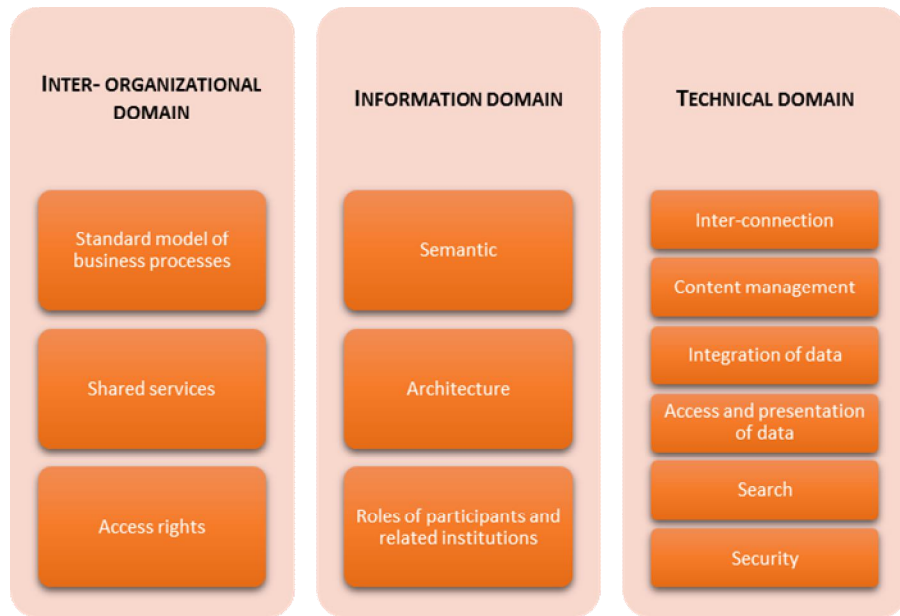
Project Output: Improvement of the overall efficiency and transparency of the state administration in Montenegro through the use of the ICT

Expected Results:
- More effective and efficient public administration,
- Public administration that works on the basis of transparent and open procedures
- Public administration that serves the citizens / businesses in a quality and less costly way,
- Public Administration, which fulfils the necessary conditions on Montenegro's path towards EU integration

Activities:

The Project has three components which are interlinked and correlate with the expected results:
 (1) Establishment of a Single Information System (SIS) for the electronic data exchange among the state authorities and state administration bodies,
 (2) Implementation of two pilot e-services,
 (3) Launch of Human Development Report on the topic of importance of development of e-services for sustainable human development in Montenegro;

Component (1): Establishment of a Single Information System (SIS) for the electronic data exchange among the state authorities and state administration bodies. Following activities are envisaged:

- Analysis and defining the elements of SIS;
- Analysis of participants and connected institutions and accompanying information systems;
- Development of legal and organizational segments of Interoperability Framework;
- Defining and signing inter-institutional agreements/contracts;

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- Development of a semantic and technical segment of Interoperability Framework ad SIS;
- Analysis and specification of functional requirements for the development of specific systems/modules for interaction and communication with interconnected applications/information systems within various institutions of the system of social and child protection;
- Preparation of tendering documentation for the procurement of Software;
- Technical specification of subsystems for data exchange with other institutions (as part of the technical specification of the two pilot e-services).

Component (2): Implementation of two pilot e-services

The following e-services will be implemented after installation of SIS:

1. Documentation of the public procurement procedure - documents issued by the state authorities and state administration bodies will be obtained from the authorities with no requirement for submission by the bidders, which implies a connection among the Ministry of Justice, Tax Administration, including the Central Registry of the Commercial Court (CRCC) and the Ministry of Interior, as well as an improvement aimed at businesses.
2. Enrollment of children in educational institutions of all levels - data issued by the state authorities and state administration bodies will be obtained among authorities by mutual exchange not requiring parents or guardians to obtain information from the Ministry of Interior, Ministry of Education, Ministry of Health, which is an improvement aimed at the citizens.

In both cases it is necessary to anticipate amendments to the legislation in order to implement the defined benefits for citizens and businesses.

Component (3): NHDR on e-governance for human development

NHDR is the most important instrument of UNDP for policy analysis and advocating positions on human development. It is an independent and objective analysis where the perspective of human development is applied to the priorities of national interests and forms the policies and programs by providing options and broad recommendations in important areas. These reports have proven to be powerful instruments for addressing the central aspects of poverty eradication and human development. It is important to note that these reports represent the culmination of inclusive consultations that help to build consensus among the representatives of different groups. NHDR publishing is actually the central event of a dynamic process that involves participatory preparation, extensive distribution and representation of results, sustainable activities undertaken as a result of the report (follow-up) and monitoring the impact.

Development strategies of developing countries are focused on the use of information and communication technologies (ICT). In this domain, countries have created rules to promote the

use of information technology for development; radically changed their communication policy; invested a lot in strengthening the ICT infrastructure; and launched a number of e-government initiatives.

The belief that the use of ICT can speed up the pace and improve the quality of development is the common denominator of all these processes. ICT contributes to increasing the efficiency of public administration in the areas of health, education and related SDG (Sustainable Development Goals) areas.

In the framework of the Single Information System for Electronic Data Exchange Project, the key report of UNDP (Human Development Report) will address the issue of ICT importance for greater transparency and efficiency of the state administration in order to improve the quality of life of all citizens of Montenegro. The report will open discussion on ways in which technology can be used for sustainable human development. The report will identify different ways of using technology in specific areas of human development and evaluate its potential as a tool for breaking barriers to create and spread knowledge, citizen participation and the creation of new economic value for the society.

Gender mainstreaming

In the aim of a successful implementation of any project, it is necessary to conduct gender analyses that will serve as a ground for meaningful intervention and gender mainstreaming work that will respond to particular contexts, environment and project scope. To successfully mainstream gender issues in any public policy area requires long-term policy planning, commitment, time and resources. This is no less important in the context of the digitalization of the society and automatisation of public institutions.

Preliminary analyses of gender dimension of this Project's intervention looked in a number of related areas of research that may inform the question of the relevance of the reform of the information systems in Montenegro in a gender equity discourse. As a result of the research, it has been decided that a particular consideration will be given to proportional participation of men and women, working in the area of ICT, in the implementation of the planned project's activities. That said, a significant care will be taken about including of the gender component in all phases of the Project's implementation.

When it comes to the utilization of SIS when it becomes operations, the Project team will work on equal involvement of men and women in the relevant trainings. This will specifically apply to the use of the Single Information System (SIS) in daily work, having in mind that this knowledge will affect their job performance and, possibly, their future career opportunities. With that in mind, the planning of trainings will involve a consideration about equal number of both female and male holders of judicial position, who will participate. Thus, the selection of participants in the trainings and all other project activities will be conducted on a non-discriminatory basis.

Sex disaggregated data will be collected, in particular for the pilot e-service related to the enrolment of children in education system on all levels, in order to determine how much ICT is used by both men and women for the purpose of enrolling the child into the education system.

Timeframe:

2015		2016				2017				2018	
III	IV	I	II	III	IV	I	II	III	IV	I	II
System Design											
	Interoperability and inter-institutional connectivity framework										
		Development of system platform and application for interconnectivity and data exchange									
			Testing and implementation of the application for interconnectivity and data exchange								
		Infrastructure capacity development									
				Drafting Human Development Report on the topic of ICT							
			Implementation								

III.   RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Goal 2: Fostering a democratic society that fully respects, protects and fulfils human rights through rule of law, government transparency and accountability**.**	

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator 2.2: Improvements in perception of quality of state services, (Survey: "Transparency of the State Administration");

Baseline: Rating 6/10 on quality (2010); **Target:** Rating 7/10 by 2014.

Applicable Key Result Area (from 2013-17 Strategic Plan): fostering democratic governance

Partnership Strategy Key partners in Project implementation are Ministry of Information society and Telecommunications

Project title and ID (ATLAS Award ID): ICT for Development – E-gov

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
1. Establishment of a Single Information System (SIS) for the electronic data exchange among the state authorities and state administration bodies **Baseline:** No Single information system **Indicator: Selected Public institutions connected to and using the Single information system for the data exchange** 2. Implementation of two	**Year 2015:** 1. Analysis on SIS done, SIS designed and conceptualized, and overall concept of the "SIS" defined. **Year 2016:** 2. SIS elements produced and installed 3. Technical and institutional preconditions for the launch of two e-services created **Year 2017:**	**1. Component 1 - Design and conceptualization of the system** • Vacancy announced for international consultant • Analysis prepared and the elements of SIS designed including the two pilot e-services • Preparation of tendering documentation for the procurement of Software **2. Component 2 - SIS implementation and inter-institutional connectivity**	*UNDP*	**Total activity 1 200,000 eur** **Total activity 2 600,000** **Activity 3 100,000**

pilot e-services **Baseline:** Two e-services not existing **Indicator: Citizens and companies using the two pilot e-services** 3. Human development report on the topic of importance of development of e-services for sustainable human development in Montenegro published; **Baseline:** No NHDR on e-governance **Indicator:** Number of policy analyses and programming documents developed	4. NHDR launched 5. Two pilot services launched **Year 2018:** 6. 3 new policy papers developed, based on the recommendations form NHDR 7. Additional institutions which are technically ready connected to SIS	• Analysis of participants and connected institutions and accompanying information systems • Development of legal and organizational segments of Interoperability Framework • Defining and signing inter-institutional agreements/contracts • Development of a semantic and technical segment of Interoperability Framework • Analysis and specification of functional requirements for the development of specific systems/modules for interaction and communication with interconnected applications/information systems within various institutions of the system • Completed a comprehensive assessment of training needs (Training Needs Assessment) as a basis for the preparation of a detailed and customized training plan. • Technical specification of subsystems for data exchange with other institutions (as part of the technical specification of the two pilot e-services). • Local consultant hired for the training needs		

		• Analysis of requirements for the institutions which are the source for the pilot services • Implementation of SIS and related components – ongoing • Analysis of institutional readiness for the potential new e-services to be implemented • Implementation of SIS and related components - ongoing Evaluation of Project **3. Component 3 - NHDR on e-gov for human development** • Lead author of NHDR hired • Steering committee formed • First round of consultations organized • Second round of consultations organized • Peer review • Launch		

IV. ANNUAL WORK PLAN

PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
	Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount 2015 EUR	Amount 2016 EUR	Amount 2017 EUR	Amount 2018
					UNDP	30071 GoM	71200 Intern. consultants for design & conceptualization of system	10000.00	5000.00	5000.00	0.00
					UNDP	30071 GoM	71300 Local consult. for IT, Inst.setup, interoperability	0.00	4500.00	4000.00	0.00
					UNDP	30071 GoM	71300 Local consult. Legal framework	0.00	4000.00	4000.00	0.00
Design of SIS and interoperability					UNDP	30071 GoM	72100 Contractual services (Development of the SIS system)	0.00	525000.00	53,805.00	
					UNDP	30071 GoM	71300 Local consultant .for Interoperability Framework &interinstitutional connections	0.00	5000.00	0.00	4000.00
					UNDP	30071 GoM	71200 Intern. consultants for Interoperability Framework &interinstitutional connections	0.00	5000.00	0.00	3050.00
					UNDP	30071 GoM	72100 Contractual services (Development of the software for the services)	0.00	30000.00	31000.00	0.00
Two pilot e-services					UNDP	30071	72800 Equipment	0	0		46,702.00
					UNDP	30071 GoM	71300 Local consult. (Lead author)	0.00	0.00	8000.00	4266.00
NHDR					UNDP	30071 GoM	71300 Local consult. (Contributor)	0.00	0.00	5000.00	
					UNDP	30071 GoM	71400 Contractual services individuals	6500.00	25000.00	25000.00	29000.00
Project management											

					UNDP	30071 GoM	71600 Travel	0	3000.00	2000.00	1000.00
					UNDP	30071 GoM	73100 Rental&Maintenance -Premises	780.00	5500.00	7200.00	4906.00
					UNDP	30071 GoM	74200 Communication 1%	180.00	3000.00	3000.00	2250.00

GMS 7 %		1,240.00	42,980.00	10,444.00	3323.04
TOTAL FUNDED BY GOVERNMNET OF MONTENEGRO		18,700.00	570,000.00	212,805.00	138,498.00
TOTAL UNFUNDED			100,000	100,000	100,000
TOTAL FOR ALL YEARS			900,000.00		

V. PROJECT MANAGEMENT STRUCTURE

Institutional framework

The Project partners are the Ministry of Information society and telecommunications, and UNDP. The Project will be implemented based on Direct Execution modality (DEX) in accordance with UNDP rules and regulations as set forth in the Manual for Programme Implementation, which will be tailored to the particular programme based on the UNDP Manual for Programming and the general UNDP DEX Guidelines.
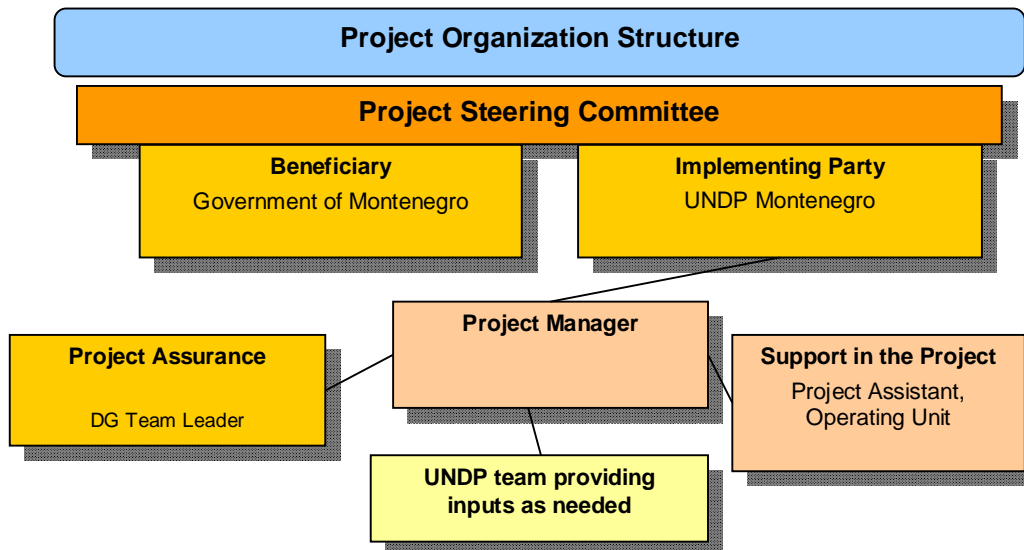
The Project Steering Committee will be composed in consultation with the Government and there will be representatives of the Government (Ministries) and UNDP.

All responsibilities of managing daily activities of the Project will be conducted by the Project Manager appointed by UNDP, under the supervision of Assistant UNDP Resident Representative (ARR). Roles and responsibilities related to the implementation of the Project will be in accordance with the UNDP Guidelines for Results Management which defines the minimum requirements that must be fulfilled so that UNDP can accept responsibility for utilization of resources during the implementation of the activities of the Programme.

UNDP Project Manager will perform the following activities:

1) coordinate technical, administrative and financial activities of the Project;

2) provide for monitoring and control;

3) address the bottlenecks, and

4) prepare material and financial reports for the Project Committee and UNDP.

Project Organization Structure and Project Committee is shown in the following diagram

The UNDP Project Manager will submit progress reports on regular basis to the Project Steering Committee when they convene a meeting. The Project Manager will provide regularly organizing of meetings of the Steering Committee.

Employees of the UNDP Office in Montenegro will provide strategic advice and administrative support, and will be responsible for the disbursement of funds, financial control and reporting. Project Beneficiary: Government of Montenegro/Ministry of Information society and telecommunications

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle
  ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
  ➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
  ➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. VISIBILITY

In order to inform citizens about the progress of the Project and to encourage active participation in the Project, building and maintenance of demand on the user/beneficiary side, the Project Management will distribute information - whenever appropriate - through traditional communication channels, as well as through the most modern digital and social media and through other public relations activities.

VIII. LEGAL CONTEXT

CPAP/UNDAF Action Plan countries where the country has signed the Standard Basic Assistance Agreement (SBAA)

[NOTE: The following Legal Context section contains the general provisions and alternative texts for the different types of implementation modalities for individual projects under the CPAP. The respective AWP for the individual projects will refer to the appropriate Alternative that applies to that project's implementation modality]

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this

document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

[UNDP] [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

[UNDP will] [Name of UN Agency agrees to] undertake all reasonable efforts to ensure that none of the [project funds]1 [UNDP funds received pursuant to the Project Document]2 are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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[1] To be used where UNDP is the Implementing Partner

[2] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

IX.   ANNEXES

Risk Analysis. There are number of risks, which can be identified. Their level of criticality is relatively low. Their realization would not diminish the impact of the project, but requires additional inputs and time. Those risks and measures to be taken for their management are set out below

Project Title: SIS					Award ID:			Date: Sep 15th 2015	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Low capacity of Institutions to receive the technical assistance due to the limited human resources-	15/09/2015	Political/ Operational	The coordination of the data sharing between institutions could be a challenge. *Medium*	The Project will carefully plan the dynamic for the design of the system and assessment of the training needs.	Project Board, PM	Project manager		
2	High expectations of beneficiaries	15/09/2015	Operational	Expectations from the beneficiary institutions, the general public may exceed the actual capacity of the project. Quality changes in the public institutions require time to take effect. *Low*	It is, therefore, essential that the Project Management run a pro-active continuous reporting and advocacy strategy to ensure that those outputs produced find adequate recognition by both the official institutions and the general public	Project Board, PM	PM		