

UNITED NATIONS DEVELOPMENT PROGRAMME

**PROJECT DOCUMENT (REVISION)****Republic of Serbia****Project Title:** Serbia at Your Fingertips – Digital Transformation for Development**Project Number:** 104516**Implementing Partner:** Office for Information Technologies and Electronic Government**Start Date:** 1 Nov 2017**End Date:** 31 Mar 2023**LPAC Meeting date:** 20 Oct 2017**Brief Description**

*Three year into project implementation, this project revision reflects an expanded result framework, as well as increased Government funding for existing activities. The multi-year work plan is updated through regular development of Annual World Plans.*

*Over the past 10 years, Serbia has made progress in modernizing its strategic and regulatory framework to support development of the information society. However, these advances in the legal framework and significant investment in ICT systems have not been sufficient to ensure a competitive business environment or efficient state administration.*

*With digital transformation of the national economy and public administration high on government's agenda, Serbia now has a good chance for future-proofing its administration's capabilities for rapid deployment of cost-effective, secure and citizen-focused e-services, and coordinated implementation of ICT policies. First steps have been made with the establishment of the central Office for IT and e-Government (ITE), strengthening of the ministerial Council for IT and Innovative Entrepreneurship and establishment of the ministerial Council for Creative Industries, but expectations from these institutions run high and they need an initial push to meet the expectations and demonstrate the ability of the government to deliver.*

*This project aims to support the efforts to build internal capacities of the ITE for effective coordination and implementation of the digital government strategy, providing support to other institutions in introducing e-services, building common ICT infrastructures and shared services, maintaining close relations with the key stakeholders and the public and support the establishment of the Center for the Fourth Industrial Revolution in Serbia, as well as the development of 4IR technology governance frameworks. As the ITE has also received additional mandate for operationally delivering parts of the IT Council's and Creative Industries Council's agendas, this project will also support these efforts aimed at enhancing digital transformation of Serbia's economy and ensuring its most dynamic and innovative elements continue to grow and benefit all segments of society.*

*Ultimately, this will enable the Government of Serbia to provide more transparency and accountable digital services that meet the expectations of citizens and the needs of the economy.*


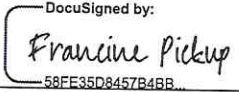

*The revisions of the project are as follows:*

- 1) Revision of the project budget to USD 14,209,059.19, due to the additional funding in December 2021 from Government for the new Output 6 Improved business environment for the implementation of 4IR technologies. Total amount received from the UK GGF with the final tranche in November 2020 is USD 2,427,661.00, from the Government USD 11,601,586.65 and USD 179,811.54 from UNDP. The project budget increased by USD 1,675,409.00.*
- 2) Revision of the Multi-Year Annual work plan for 2017- 2023, due to the new GoS tranche*
- 3) Revision of the project Result framework with set up of the target for 2021 and with addition of the new Output 6.*

<b>Contributing UNDAF Outcome:</b> Governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy.	<b>Total resources required:</b>	14,209,059.19	
	<b>Total resources allocated:</b>	<b>UK GGF:</b>	2,427,661.00
		<b>Government:</b>	11,601,586.65
		<b>UNDP:</b>	179,811.54

<b>Indicative Output(s):</b> Governance institutions operate in a more open and effective manner.			
	<b>Unfunded:</b>		-

Agreed by (signatures):

Government / Office for IT and E-Government	UNDP
Mihailo Jovanović 	Francine Pickup 
	13-Dec-2021



## I. DEVELOPMENT CHALLENGE

### Problem/Challenge to be Addressed and Progress to Date:

The fast pace of technological change poses a new set of challenges before nations worldwide. It is no longer sufficient to deploy computers in schools or establish data exchange between institutions. Government policies must take into account wider societal trends influenced by the global technological shifts (such as the changes in communication and consumption habits, emergence of new business models and payment services, expansion of ubiquitous mobile devices and services, transition of infrastructural services into the Cloud, advances in Big Data analytics and Artificial Intelligence etc.) and ensure adequate capacities for effectively leveraging new technologies for digital transformation. The importance of meeting these challenges of digital transformation was recognized in a number of international and regional fora, such as the OECD, EU and RCC.

Over the past 10 years, Serbia has made **progress in modernizing its strategic and regulatory framework to support development of the information society**. The strategic frameworks for Development of the Information Society, Public Administration Reform and Development of e-Government have been adopted. The laws on e-signature, e-document and e-commerce, adopted between 2004 and 2008, provided for full legal recognition of electronic documents, signatures and contracts. This legislation also introduced the national electronic ID framework, in line with the EU framework. In 2010, the national e-Government Portal was established. The portal enables state institutions to easily create new e-services and provides for electronic data exchange via the Government Service Bus, while citizens and businesses have the possibility of electronic ordering, payment and delivery of government services. Unfortunately, the portal was not put to full use, as illustrated by the low number of services implementing modules for e-payment and e-delivery. Despite these setbacks, the portal and its service bus provided for introduction of the first integrated e-government services, such as the possibility of citizens to extend car registration (2011) or register child birth (2016). In the meantime, progress was made in many individual sectors. For example, the business registry was digitized (2005), as well as the registry of compulsory social insurance (2013). Between 2010 and 2016 all schools in Serbia were equipped with computer labs and connected to the Internet. Electronic reporting of all tax forms via the e-Taxes Portal has been rolling out since 2014. Work on establishing the Integrated Health Information System and the system of e-Justice are also underway. In 2016, the new Law on Administrative Procedure was adopted, mandating exchange of data between institutions in administrative processes. To implement this law, the government initiated the eZUP project, which involved establishing a provisional regime for key registry interoperability and use of the existing government service bus for exchange of data between institutions. Finally, in 2017 the National Education Council decided to include computer science as mandatory subject in all elementary schools.

However, these advances in the legal framework and significant investment in ICT systems have not been sufficient to ensure a competitive business environment or efficient state administration. For example, The Global Competitiveness Report 2017-2018 by the World Economic Forum ranks Serbian public sector's performance at 98<sup>th</sup> place and burden of government regulation at 122<sup>th</sup> place among 137 countries. The same report lists inefficient government bureaucracy as the third most problematic factor for doing business. According to the UN e-Government Survey for 2016, Serbia is in good standing overall in a global perspective, ranking 69<sup>th</sup>. However, in comparison to other European countries, Serbia lags, ranking 38<sup>th</sup> among 43 countries, 11<sup>th</sup> among 14 Southern European countries and 10<sup>th</sup> among 14 neighbouring countries. In preparing the Strategy for Development of the New Generation Networks in 2017, Serbian Ministry of Trade, Tourism and Telecommunications calculated DESI (Digital Economy and Society Index) and its components for Serbia.<sup>1</sup> The analysis showed that Serbia would be ranked 28<sup>th</sup> among 29 European countries overall. In the Connectivity category Serbia would take the last place, while in the Human Capital and Public Digital Services categories Serbia would take 26<sup>th</sup> place out of 29 European countries.

The evidence presented shows that Serbia is progressing slowly and **not taking full advantage of digital transformation and emerging technologies potentials**. Key factors preventing faster public administration reform and rollout of new e-services include: lack of strong central coordination of e-Government development, lack of key data registries (e.g. Citizens Registry, Address Registry), lack of key common services (e.g. e-payment of fees and taxes) and absence of legal framework for compulsory data exchange between institutions, including robust data protection and information security (e.g. Law on e-Government and stronger mechanisms for ensuring interoperability). This has led to a situation where each institution managing a

<sup>1</sup> The Digital Economy and Society Index (DESI) is a composite index that summarizes relevant indicators on Europe's digital performance and tracks the evolution of EU member states in digital competitiveness. As a candidate-country, Serbia is still not officially included in monitoring of DESI indicators.



significant amount of data would establish its own information system (both hardware and software), determine how it works and dictate conditions for data exchange. This **institution-focused, instead of user-focused approach**, resulted in poor user experience for citizens and businesses, who were forced to seek e-services on several different state portals, each of which functions in a specific way, often providing partial service due to lack of data exchange with other institutions or inability to use means of electronic payment. Additional consequence of such approach was that **traditional problems with functioning of government institutions were often just transferred into the digital realm and did not translate into increases in efficiency or savings for citizens and businesses**. Furthermore, chronic lack of IT competencies in individual institutions led to their e-government software solutions being not only technically too complicated for the average citizen, but also delivered in an **insecure** way and without any support for people with disabilities, thus leading to **exclusion of entire groups** from using the services mandated by the law, **erosion of confidence in government** and increased aversion to electronic services, which combined introduced new levels of complexity, instead of making everyday life and business easier.

When it comes to **digital transformation of the economy**, key problems have been tied to lack of coordinated government ICT policy, unfinished legal framework and unadjusted educational system. The outcome was wasteful public spending, spread over many unconnected, often duplicated and poorly monitored initiatives in the fields of education, research and employment. Also, the legal framework, which is still adapted to the traditional way of doing business, burdens companies and entrepreneurs with bureaucratic procedures (e.g. often insisting on papers and stamps), while at the same time does not provide adequate conditions for cross-border e-payments, implementation of new business models (e.g. platform economy, fintech etc.) or access to finance (e.g. VC funds, crowdfunding etc.). Finally, unadjusted educational system results in insufficient number of IT professionals capable of meeting the needs of digital economy and administration, as well as lack of entrepreneurial skills and outlooks. Despite this, Serbian IT sector has been growing at a rate of 10% per year, while software exports have been growing at a rate of 20% annually – making tech one of the healthiest and most promising branches of the Serbian economy. **In consequence, investment into policy solutions that would support rather than hinder its further growth has the potential to significantly impact development outcomes for Serbia.**

A backdrop to these challenges is that Serbia continues to face relatively high levels of corruption, with rule of law still among the top reform priorities. UNDP's Corruption Benchmarking Survey from December 2016 showed an increase in both perceived corruption (which was, for the first time since 2012, ranked among the top three problems recognized by citizens) and the incidence of actual corruption (with direct and indirect experience of corruption at 10% and 26%, respectively). The national Anti-Corruption Strategy and Action Plan (2013-18) recognize digitalization as an important element in curbing corruption, albeit primarily through scattered commitments in specific domains such as procurement, construction permits, land registry, etc.

The Government of Serbia, elected in June 2017, has **heavily prioritized digital transformation of the national economy and state administration**. The Prime Minister's Keynote Address before the Parliament stressed digitalization and education as the most important catalysts of innovations, competitiveness and growth for Serbia in the coming years. It also stressed the need for rapid digitalisation of public administration and provision of integrated, secure and citizen-focused electronic services. Finally, e-governance and open data have been highlighted as important contributors in fighting organised crime and corruption.

This political support has materialized in August 2017, when the government formed Office for Information Technologies and Electronic Government (ITE) and appointed the Prime Minister as head of the ministerial Council for Innovative Entrepreneurship and Information Technologies (IT Council). Soon thereafter, two additional top-level councils were established – Coordination Council for e-Government and ministerial Council for Creative Industries, both presided by the Prime Minister.

The ITE, which was previously a directorate under the Ministry of Public Administration and Local-Self Government, was raised to the Cabinet-level body, responsible directly to the Prime Minister. It received all necessary competencies for consolidating government's ICT resources, deploying shared infrastructures and IT services (e.g. Government Network, Government Cloud, shared apps and services) and coordinating major e-government initiatives across the administration. ITE is also well positioned to provide policy advice and influence adoption of strategic and legal acts, even though it currently has no explicit policy-making mandate.

The IT Council was formed in late 2016 to coordinate and support policies of the various government institutions in the field of ICTs and innovation, including initiatives related to improvements in the legal framework, national education system, research and business support infrastructure, allocation of state aid etc. With the appointment of the Prime Minister as head of the IT Council, this body also gained in prominence.



At the end of 2017, the government formed Coordination Council for e-Government, gathering representatives of more than 35 institutions and presided by the Prime Minister and Director of ITE. The Council is set to improve planning and coordination in rolling out major e-government initiatives, but also facilitate public-private dialogue, as it also includes representatives of the private sector and academia.

Ministerial Council for Creative Industries was established in early 2018, as a multi-stakeholder body to discuss public policy issues related to development of the creative industries in Serbia. The council will cover wide range of activities spanning multiple sectors, including digital content production (e.g. movies, music, gaming, 3D printing etc.).

After many years of slow advances in digital transformation, Serbia has a good chance for future-proofing government's capabilities for rapid deployment of cost-effective, secure and citizen-focused e-services, and coordinated implementation of ICT policies. First steps have been made with establishment of the ITE and various ministerial councils, but expectations from these institutions run high and they need an initial push to meet the expectations and demonstrate the ability of the government to deliver. For this opportunity to translate into actionable results for citizens and businesses, it is crucial to ensure that ITE and other key institutions rapidly establish their capacities and begin implementing priorities behind the overall vision.

Therefore, this project will support efforts to build internal capacities of ITE for effective coordination and implementation of the government's digital strategy, assisting other institutions in introducing e-services, building common ICT infrastructures and shared services, and maintaining close relations with the key stakeholders and the public. As ITE has also received an additional mandate for operationally delivering parts of ministerial councils' agendas, this project will also support efforts aimed at enhancing digital transformation of Serbia's economy and ensuring its most dynamic and innovative elements continue to grow and benefit all segments of society.

---

## II. STRATEGY/THEORY OF CHANGE

Serbia, as an EU candidate-country, has a key political goal of joining the European Union and its single (digital) market, being developed in accordance with the strategy for smart, sustainable and inclusive growth – Europe 2020. To achieve this vision, it is necessary to strengthen the capacities of Serbian economy and administration, and make advances in many areas, such as the rule of law, accountable and transparent governance, development of infrastructure, human capital and increased employment in globally competitive sectors, balanced regional development and social inclusion, protection and improvement of the environment etc.

As elaborated in the development challenge, Serbia must overcome prolonged delays in adapting to digitalization, leveraging modern technologies in public administration reforms, and offering adequate response to the needs of innovative industries.

### **Theory of Change (diagram on page 6):**

If the ITE is provided early support in rapidly establishing capacities and begins implementing priorities behind the overall vision of Serbia's digital transformation, it will enable the government to rapidly deploy cost-effective, secure and citizen/business-focused e-services, while ensuring coordinated implementation of ICT policies.

### **Proposed Response (diagram on page 7):**

This project will approach the development challenge holistically, by:

- 1) Building capacities of the ITE for effective coordination and implementation of the government's digital strategy;
- 2) Supporting establishment of ICT platforms for provision of user-focused e-services;
- 3) Improving e-government services based on user feedback and engagement with key stakeholders;
- 4) Supporting growth of the IT, innovative and creative industries in line with the ministerial councils' agendas;
- 5) Improving ICT infrastructure to support digital transformation of the public administration
- 6) Improved business environment for the implementation of 4IR technologies



### Discussion of the Proposed Response:

- 1) This project will support capacity building of the ITE for effective coordination and implementation of the government's digital strategy, providing policy support regarding strategic and regulatory frameworks for digital transformation to the Prime Minister's Office and relevant ministries, providing support to other institutions in implementing e-government (Outcome 1). To this effect, the project will also support further recognition of the contribution of digitalization to broader social and developmental goals, including anti-corruption. Development of horizontal ties between different policy domains will be encouraged.
- 2) The project will support establishment of a robust digital government stack (Outcome 2), comprising physical infrastructure (including Government Network and data centres), virtual infrastructure/Government Cloud (including computing and storage resources provided as Infrastructure-as-a-Service, shared modules provided as Platform-as-a-Service and common apps provided as Software-as-a-Service), key registries and databases (including the Meta Registry, interoperability standards and Government Service Bus for data exchange), portals and integrated services (including the central e-Government Portal, sector portals and standalone apps). In addition, the project will support introduction of additional horizontal components related to ensuring information security, data protection and a system for collection, processing and analysis of data regarding the usage of government digital infrastructures and services. The first steps in realizing Outcome 2 will include providing expertise in evaluating the current state of government ICT systems, identifying gaps and needs of institutions, which will then serve as inputs for implementation of concrete solutions and further resource mobilization (including under Outcome 5).
- 3) Having in mind that one of the key project outcomes is the increased use of e-government services by citizens and businesses, one project component will be dedicated to improving engagement with the key stakeholders and end users (Outcome 3). This will be done either directly (through social media, feedback forms on government portals etc.) or through targeted campaigns on digital and traditional media platforms. Also, it is essential that the needs and concerns of different user groups are identified and addressed, so several user experience and satisfaction surveys will be commissioned within this project. These surveys will be performed at the beginning of the project to provide a baseline and will be periodically conducted as a means of monitoring progress and verifying the overall strategy. Finally, this project will contribute to shaping Serbia's approach to regional cooperation in the sphere of digitalization, in particular through the Western Balkans Six process.
- 4) In addressing development priorities of the IT, innovative and creative industries (Outcome 4), this project will provide ITE with policy advice, implementation support and access to international expertise. This will provide for effective delivery of the ministerial councils' agendas, generating growth in IT, innovative and creative industries, due to increased human capital (including motivating girls and woman for taking IT education), enhanced regulatory framework and rollout of innovative solutions (e.g. through public-private partnerships). Effective implementation of the ministerial councils' agendas will also demonstrate the ability of the administration to deliver, thus increasing confidence in institutions and expanding the scope of future public-private partnerships.
- 5) As many components of the digital government stack are currently not in place (e.g., Government Cloud, disaster recovery locations, Meta Registry, shared modules and common apps), rollout of long-term and capital-intensive ICT projects will be supported through Outcome 5.
- 6) Finally, ITE will be supported in the establishment of the Center for the Fourth Industrial Revolution in Serbia, as well as the development of 4IR technology governance frameworks (Outcome 6). C4IR RS will be established in ITE and function as part of the WEF's global C4IR Network. The center will bring together government institutions, the business community, civil society, academia and international experts, to address common challenges and co-create harmonized frameworks for deploying 4IR technologies, testing their effectiveness and scaling them. Initially, C4IR RS will focus on three thematic areas (C4IR Network's platforms), which align with the existing Government priorities: 1) Artificial intelligence and machine learning, 2) Autonomous and urban mobility, and 3) Precision medicine. It is expected that C4IR RS's work will contribute to the creation of a better business environment for the implementation of 4IR technologies in Serbia, open opportunities for new jobs, investments and economic development. This work is grounded in the cooperation agreements between the UN and WEF,<sup>2</sup> as well as Serbian Government and WEF.<sup>3</sup> It is also aligned with the Serbian strategic framework (e.g. Industrial Policy Strategy 2021-2030),<sup>4</sup> the Digital Agenda for Europe, the Declaration on Common Regional Market of the Western Balkans Six and the digital workstream within the Open Balkan initiative.

<sup>2</sup> [UN-WEF Strategic Partnership Framework](#)

<sup>3</sup> [Memorandum of understanding signed with World Economic Forum](#), Government of Serbia

<sup>4</sup> [Industrial policy strategy of the Republic of Serbia for the period 2021-2030](#), Official Gazette of the Republic of Serbia, No. 35/2020.



## ***Expected Results***

This approach has been informed by an accumulated institutional experience of UNDP Serbia in working on issues affecting digitalization for many years, including through work on public administration reform for over a decade, initiating and supporting the introduction of national open data policy, developing many software solutions for government institutions, contributing to e-government development, collaborating with the tech and start-up communities, advising on policy coordination, as well as supporting the design and piloting of specific priority measures launched by the government's IT Council. In addition, an inception stage assessment of the Serbian digital governance landscape was commissioned by the UNDP in August 2017. This assessment, which also informed the overall strategy, was performed by the Estonian e-Governance Academy, in close cooperation with the national partner (ITE) and involved consultations with all key stakeholders in the Serbian Government (e.g. Prime Minister's Office, Ministry of Public Administration and Local Self-Government, Ministry of Trade, Tourism and Telecommunications, and other major operators of the government IT systems and registries), ICT infrastructure operators and members of the National Alliance for Local Economic Development's e-Government Alliance (gathering representatives of major Serbian banks, retailers and IT system integrators).



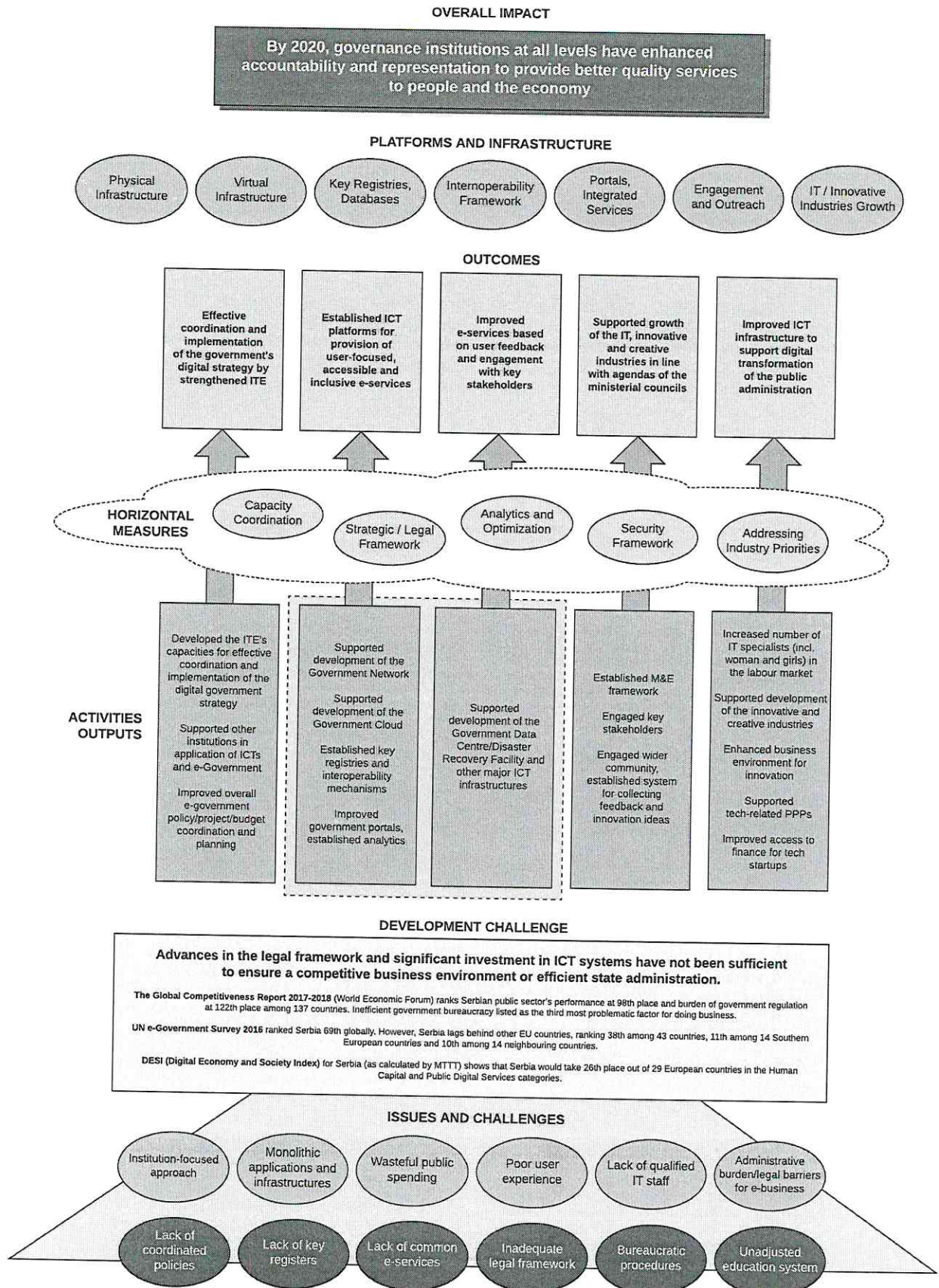


Figure 1 – Theory of Change diagram



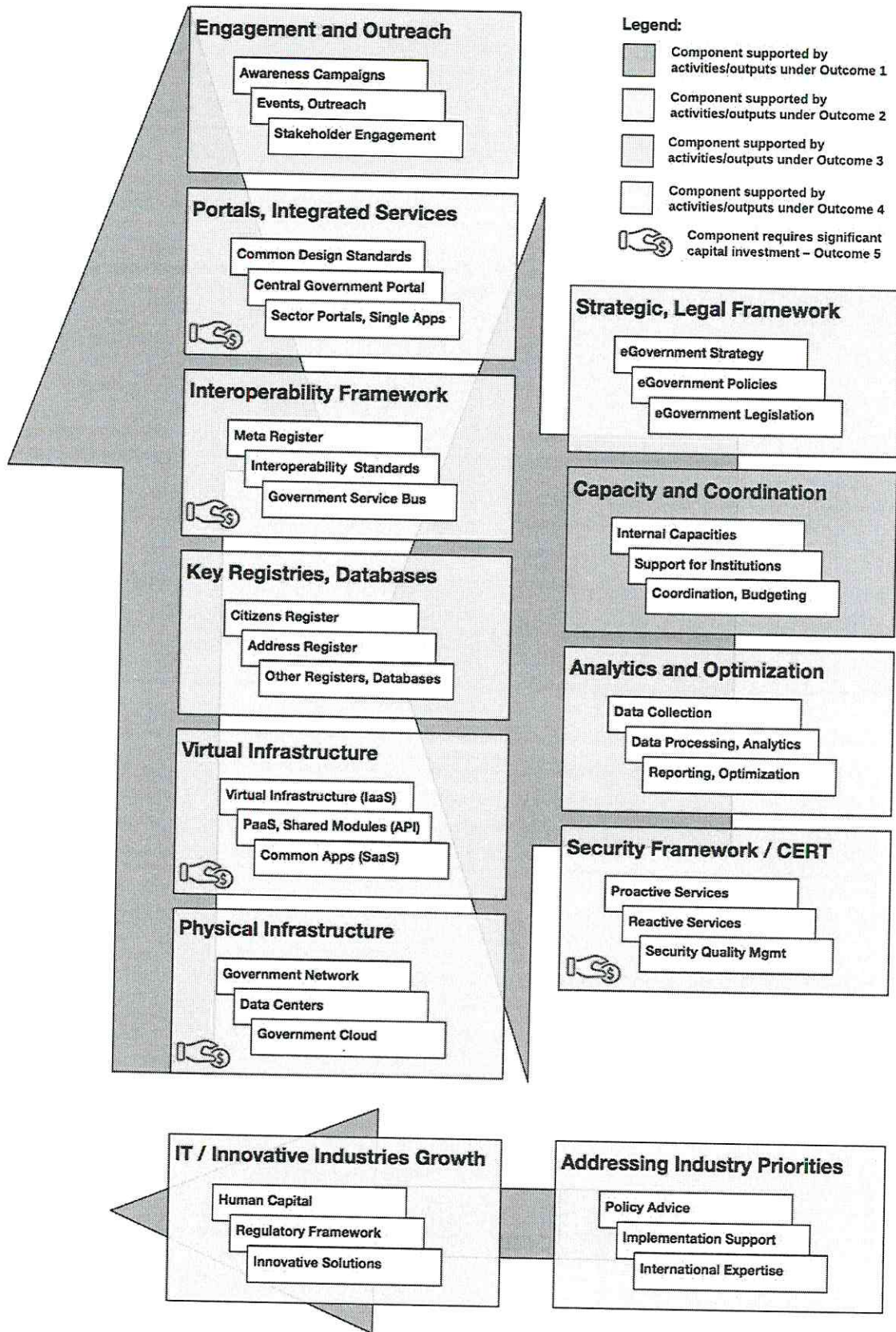


Figure 2 – Proposed Response diagram, illustrating the government digital stack and its components in more detail (infrastructures and platforms, horizontal measures and component linkages in the Theory of Change diagram)



### **Evidence that actions will result in outcomes:**

Serbia has recognized the global trends and the need to invest into digital transformation and education capacities. This has explicitly been included in the Prime Minister's Keynote Address to the Parliament and continuously repeated over time. It is crucial that Serbia is supported in accelerating its efforts towards these global trends in order to catch up and integrate into the EU's Single Digital Market and attain a globally competitive position with the modern innovation-based economy. Centralization of policies and management of digital infrastructures, coupled with a user-centric approach in designing government services, is a common trend evident in different country approaches to digital transformation. This has proven to work well in Great Britain, Estonia, United States of America and Italy, to name a few examples. Precisely these experiences have informed this project design. The specific comparative approach, coupled with the political will and momentum displayed by the highest-level officials, represent the key enabling pillars of this project, which is designed as an accelerator for Serbia's digital transformation. Such an enabling environment was also the key factor missing in all previous attempts.

### **Assumptions:**

Key assumptions the project will work against are as follows:

- A central coordination and implementation unit, with a clear mandate and sustained high political support (such as the ITE), given sufficient capacity support, will be able to deliver an ambitious agenda of transforming the way government uses technology to address the needs of citizens and businesses and ensure efficiency;
- Sustained cooperation between the ITE and other state institutions, especially the operators of large e-government systems;
- Ability of key government data holders and e-service providers (including ITE) to retain qualified staff;
- Secured funding for capital investments in ICTs;
- Effectiveness of additional investments in infrastructure;
- Continued EU accession agenda and sustained will to align to international standards;
- Continued interest of citizens and business for using e-government services;
- Continued government efforts on improving digital services and literacy will result in greater impact and sustainability of this project's outcomes.

### **Social/Gender concerns:**

According to Serbian Statistical Office data,<sup>5</sup> in 2017, 68% of Serbian households had access to the Internet and over 3.3 million people used the Internet every day, out of which some 32% had used e-government services. The same survey showed there was no significant gap between male and female users (73% and 67% respectively). However, the survey showed a drop of Internet service use in the 55-74 age group (40% male and 31% female). Looking at the IT industry, the picture changes quite a bit. In the latest SEE ICT survey of Serbian IT experts,<sup>6</sup> only 12% were female. More than half of them declared themselves as junior and earned on average 400 EUR less than their male counterparts. Having in mind these figures, this project will seek to address the needs and ensure equal participation of men and women in all activities, such as production of training materials, organizing community events, promotional campaigns, user interface design, e-service redesign etc. Also, gender indicators will be tracked and analysed in all surveys performed within this project. Within the e-government components specifically (Outcomes 1-3 and 5), the focus will be on contributing to a higher quality of life and enabling wider availability of government services to men, women, elderly and people with disabilities. For example, parents will be able to perform administrative procedures for themselves and their children from home or work, quickly, cheaply and using any available device (including mobile phones). This now involves, in most cases, mandatory visits to counters of many institutions for collecting or submitting paper documentation. Even when the existing government portals are used, this requires complicated technical setups on a limited number of platforms, while fees and taxes in most cases must be paid at the bank counters and proof of payment produced in paper form. All this requires a considerable effort and consumes a lot of time, which parents can hardly afford. Also, the elderly and people with disabilities will benefit from improved availability and accessibility of the government portals, which are now almost entirely not adjusted to their needs. There is a potential to expand work on access to digital services and digital literacy within this component, subject to availability of funding.

---

<sup>5</sup> "Usage of Information and Communication Technologies in the Republic of Serbia, 2017", Serbian Statistical Office.

<sup>6</sup> "Survey of the Serbian IT experts, 2017", SEEICT.



#### **Social and environmental standards:**

The project has been assessed as not having any negative impact on social and environmental standards.

#### **Impact on achieving Sustainable Development Goals (SDGs):**

Going digital, being a horizontal measure, is an accelerator for the attainment of all SDGs. This project directly falls under the SDG 16, with e-governance contributing to building stronger institutions – effective, accountable and transparent at all levels. The shift to more digitalized and automated governance systems will contribute to reducing opportunities and increase the risks of engaging in corruption. Also, introduction of new data exchange platforms and capabilities will facilitate public administration reform and help institutions in successful implementation of the national strategic frameworks for combating corruption and suppressing grey economy. This project will also contribute to SDGs 4.4 (by 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship), 8.3 (promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation) and indirectly to 9.B (support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities). Finally, this project directly contributes to the Inclusive and Effective Democratic Governance priority area of the UNDP global Strategic Plan.

---

### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

**The overall objective of the project is to prepare and support Serbian public administration and the economy for digital transformation, enabling the Government of Serbia to provide more transparency and accountable digital services that meet the expectations of citizens and the needs of the economy.** Attainment of the objective will be supported through delivery of outcomes, outputs and activities listed below. The first three outcomes refer to the system of digital governance, Outcome 4 addresses digital society and economy, while Outcome 5 extends to infrastructure and other capital investments needed, while Outcome 6 aims to support ITE in the establishment of the Center for the Fourth Industrial Revolution in Serbia, as well as the development of 4IR technology governance frameworks.

#### **Outcome 1 – Built capacities for effective coordination and implementation of the digital government strategy:**

- **Output 1.1 – Capacity building of ITE conducted on coordination and digital strategy implementation**, by producing training materials and conducting trainings/certification for the ITE staff, implementing internal quality management standards, organizing team building/planning retreats and best practice exchanges (study tours, regional/international conferences etc.);
- **Output 1.2 – Provided support for other institutions in application of ICTs and e-government**, by producing training materials and conducting trainings for other institutions in application of ICTs, e-Government and information security.
- **Output 1.3 – Improved overall e-government policy/project/budget coordination and planning**, by supporting the ITE, Prime Minister's Office, Coordination Council for e-Government and line ministries in policy/project/budget coordination and planning, organizing planning retreats etc.

#### **Outcome 2 – Established ICT platforms for provision of user-focused e-services and improved government efficiency:**

- **Output 2.1 – Supported development of the Government Network**, by conducting a study on the development of the Government Network and improving the ITE's procedures, practices and systems for network monitoring, equipment management, service provision and customer support.
- **Output 2.2 – Supported development of the Government Cloud**, by preparing studies for the development of the Government Cloud and disaster recovery location(s), drafting related legislation, supporting establishment of a Government Cloud Service Centre, producing cloud readiness assessments for the existing e-government systems and developing a pilot Platform-as-a-Service for e-government applications, deploying/leasing of the cloud infrastructure.



- **Output 2.3 – Supported establishment of the key registries, interoperability mechanisms, reliable Government Service Bus and new integrated e-services**, by providing technical assistance for establishment of key registries and interoperability mechanisms (Citizens Registry, Meta Registry and Address Registry), conducting a study on improving scalability and resiliency of the Government Service Bus, developing a roadmap for introduction of new high-impact integrated (one-stop-shop) e-services for citizens and businesses, and providing technical assistance in making more registries and databases available over the Government Service Bus.
- **Output 2.4 – Improved design, accessibility and functionality of the government portals and established a system for data collection, analytics and continuous improvement**, by implementing functional redesign of the Central e-Government Portal (CEGP), developing a set of Common Design Standards (CDS) for government portals and e-services, improving existing modules for e-service generation and e-participation, developing new modules with open API for user authorization, e-document delivery etc., supporting implementation of the CDS and the open API modules on other major government portals, establishing a system for continuous collection of data related to use of the government portals, Government Cloud and Government Network, providing software tools and training for Big Data processing, analytics and feeding the results back into the continuous improvement loop.

**Outcome 3 – Improved e-services based on user feedback and engagement with key stakeholders:**

- **Output 3.1 – Established an M&E framework**, by developing key indicators (gender responsive) and conducting a baseline study on the use of e-government services by citizens and businesses.
- **Output 3.2 – Engaged key stakeholders**, by supporting organization of annual conference „e-Government Day” and other stakeholder engagement activities (e.g. round table discussions and other collaboration activities with key stakeholders, such as the Digital Serbia Initiative, NALED's Alliance for e-Government, tech/start-up community etc.), contributing to shaping of Serbia's approach to regional cooperation in the sphere of digitalization, including through Western Balkans Six initiative.
- **Output 3.3 – Engaged wider community, established a system for collecting feedback and innovation ideas**, by establishing a system for collecting and processing customer feedback on government portals, supporting continuous engagement with the public in the digital sphere (including via social networks), organizing thematic brainstorming sessions, hackathons and/or innovation challenges.

**Outcome 4 – Supported development of the innovative and creative industries:**

- **Output 4.1 – Increased number of IT specialists in the labour market**, by implementing a pilot program for provision of employment-focused training in IT skills for junior programmer positions, analysing market needs, developing a national curriculum for informal education in major programming languages, developing a model for IT student groups in high schools, supporting curriculum development, providing policy advice for establishing compensation mechanism for IT instructors.
- **Output 4.2 – Supported development of the innovative and creative industries**, by providing policy advice and other support in implementation of the ministerial IT Council's and Council for Creative Industries' agendas.
- **Output 4.3 – Enhanced business environment for innovation**, by providing policy support for developing an enabling legal environment, particularly for e-business, start-ups and the emerging technologies (e.g. artificial intelligence, blockchain, smart city programs, etc.).
- **Output 4.4 – Supported tech-related public-private partnerships (Internet of Things, Big Data)**, by providing technical and legal assistance in setting up public-private partnerships, especially on the local level, providing inputs for development of an adequate legal framework at the national level.
- **Output 4.5 – Improved access to finance for tech start-ups**, by providing policy support for improving access to finance and assessing models of public support to investment funds specialized in IT start-ups, biotech, fintech, agritech, etc.

**Outcome 5 – Improved ICT infrastructure to support digital transformation of the public administration:**

- **Output 5.1 – Supported development of the Government Data Centre/Disaster Recovery Facility**, by providing expert support and specialized services in managing the project, developing technical documentation, building and equipping the facility.



## **Outcome 6 – Improved business environment for the implementation of 4IR technologies**

- **Output 6.1. Supported ITE in the establishment of the Center for the Fourth Industrial Revolution in Serbia, as well as the development of 4IR technology governance frameworks.** C4IR RS will be established in ITE and function as part of the WEF's global C4IR Network. The center will bring together government institutions, the business community, civil society, academia and international experts, to address common challenges and co-create harmonized frameworks for deploying 4IR technologies, testing their effectiveness and scaling them. Initially, C4IR RS will focus on three thematic areas (C4IR Network's platforms), which align with the existing Government priorities: 1) Artificial intelligence and machine learning, 2) Autonomous and urban mobility, and 3) Precision medicine. It is expected that C4IR RS's work will contribute to the creation of a better business environment for the implementation of 4IR technologies in Serbia, open opportunities for new jobs, investments and economic development.

### ***Resources Required to Achieve the Expected Results***

The project has been developed with high ownership of national counterparts that will engage their resources in implementation of the project and quality assurance. In addition, the IT and Entrepreneurship Team of the government's Delivery Unit will be engaged in providing support in some of the project activities.

This project is part of a wider UNDP Accountable Governance portfolio and shall benefit from well-established lines of communication with all key stakeholders and routine management practice. The UNDP Program Analyst, Portfolio Manager – Innovation, Public Policy and Rule of Law, and Technical Advisor – Digital Governance will provide quality assurance, oversight and support from the angle of UNDP's rules and procedures. Project management and quality assurance will be cost-shared with other portfolio initiatives.

External expertise will be outsourced for conducting of in-depth studies and gap analyses, development of the technical specifications, analysis of potential service providers, system analysis, system design and programming services.

Further resources required for capital investments in infrastructure will be determined based on the needs assessment, analysis of potential service providers and means of service provision.

### ***Partnerships***

UNDP is often called upon to support development coordination mechanisms at country level, assist countries to formulate their national development strategies and align them with the Sustainable Development Goals. This is facilitated by long-standing UNDP partnerships at the highest levels of government, including with ministries of planning and finance, law-making bodies, such as parliaments and constitutional authorities.

The key operational partner on this project will be the Office for IT and e-Government. Close support will be provided by the IT and Innovation Team of Delivery Unit and the Prime Minister's Office. Regular communication will be established with the other government stakeholders, active in the IT Council. Attention will be given to building partnership with major government data holders and service providers, gathered in the Coordination Council for e-Government.

Outside of government, contacts will be established with the major infrastructure/IT service providers and IT experts. Business and professional associations will also have a significant role in the process, in particular the National Alliance for Local Economic Development (NALED) and Digital Serbia Initiative (DSI).

Given that the project is firmly linked to other initiatives implemented by the UNDP's Istanbul Regional Hub, including those that are regional in nature, our team in Serbia will fully utilize opportunities created for cooperation with peers in the region as well as global networks and centres of excellence.



This project will explore possibilities for applying the best practices of Great Britain, that is, the Government Digital Service (GDS), as the European and world leader in the field of digital transformation of public administration.

This is the only project specifically designed to support central coordination of e-government initiatives and rollout of the common ICT platforms to date. However, it is aligned with several other sector-specific initiatives which include e-government components. For example:

- Ongoing UNDP projects, such as the cooperation with the Ministry of Public Administration and Local Self-Government under the “Accelerating Change in Public Administration” project, Ministry of Economy under the “e-Starting a Business” project, Office for IT and e-Government under the “Open Data – Open Opportunities” project, Public Procurement Office and Public Debt Administration of the Ministry of Finance, both under the “Advancing Accountability Mechanisms in Public Finances” project and the National Assembly of the Republic of Serbia, along with a set of local assemblies at subnational level, under the “Strengthening the Oversight Function and Transparency of the Parliament” project;
- Ongoing “Serbia Business Environment Advisory Services Project”, funded by UK GGF and implemented by IFC in partnership with the line ministers and the Public Policy Secretariat. This project contains two components dedicated to reducing costs and time for businesses by simplifying administrative procedures at the central government level;
- Other UK GGF-funded projects, such as “Towards a paperless administration” implemented by NALED;
- Forthcoming World Bank loan for development of e-government in Serbia (EDGE project);
- Forthcoming EU technical assistance for e-Government Strategy implementation, which will be implemented as complementary to the Sector Budget Support for Public Administration Reform;
- Ongoing development of the new Public Procurement Portal supported by GIZ;
- Ongoing development of the national digital geo-spatial infrastructure supported by the Government of Norway;
- Ongoing e-Justice projects supported by the USAID (Judiciary Reform and Government Accountability project) the EU and other donors;
- Ongoing e-Health projects (e.g. establishment of the Integrated Health Information System – IZIS), implemented by the Ministry of Health;
- Ongoing work of the Ministry of Trade, Tourism and Telecommunications on adopting and implementing the Strategy for Development of the New Generation Networks, which aims to improve the national broadband infrastructure and increase the Connectivity component of DESI. This effort is supported by the EBRD project “Serbia: National Broadband Implementation Programme – Analysis, Costing, Feasibility Study and Implementation Planning”;
- Recently established cooperation between the Ministry of Trade, Tourism and Telecommunications and Ministry of Education, Science and Technology on building and maintaining the ICT infrastructure and connectivity in primary and secondary education institutions. This initiative, started in August 2017, will be financed by the Republic of Serbia, but also include private donors and companies;
- Public Policy Secretariat’s expert support to the IT Council, established within the framework of the World Bank’s “Competitiveness and Jobs” project and implemented by the Public Policy Support Team for Innovation-Based Entrepreneurship and IT;
- Ongoing construction of R&D facilities (such as the IT parks and innovation centres) to enhance knowledge capacity and scientific excellence in Serbia, supported by an EIB Western Balkans Infrastructure Framework project.

Donor coordination will be addressed through existing mechanisms (sector working group on Public Administration Reform), under the auspices of the Ministry for EU Integration. In addition, UNDP has a signed Memorandum of Understanding with the Government of Serbia, which has led to establishment of a joint UNDP-GoS Project Coordination Council. This Council includes representatives of the key ministries and UNDP and meets at least twice per year to review all new project initiatives and discuss potential for synergy with initiatives supported by other donors. Indirect coordination of donor-supported projects will be achieved through supporting the work of the Coordination Council for e-Government (which gathers government CIOs and CTOs) in strengthening cross-government coordination for planning, budgeting and implementing large IT projects. In addition, the UNDP, donors and national partners will organize knowledge sharing sessions in several instances throughout the duration of the project.

A more extensive list of stakeholders with whom partnerships are either well established or will be sought, is provided under the Stakeholder Engagement section.



## Partnership in establishing the C4IR RS

**Office for IT and e-Government will establish the Center for the Fourth Industrial Revolution in Serbia, in partnership with the World Economic Forum. This center will function as a part of the WEF's global C4IR Network.** Upon signing of the Collaboration Agreement with the WEF, ITE will obtain the license to use the official designation of "WEF's Affiliate Center for the Fourth Industrial Revolution in Serbia". Activities related to establishing the Center will include hiring core staff, initiating and conducting work on developing technology governance frameworks (in the thematic areas outlined in the Strategy section), work on testing and scaling the frameworks, as well as interfacing with the global C4IR Network and paying the affiliation fee for membership in the network. **UNDP will support through this project (Outcome 6) the activities related to setting up and operating the center.** Respective costs have been reflected in the budget.

## Risks

Risks or uncertain events or a set of circumstances may occur and have adverse effects on the achievement of project goals. Many them have been identified at the project development stage, with corresponding risk mitigation measures, as presented in the annexed Risk Log. UNDP maintains an electronic risk log throughout project implementation and updates it at frequent intervals, notifying the project board members of any possible risks and potentially seeking their support in preventing or addressing them.

Serbia has faced frequently shortened electoral cycles, contributing to an extent to political instability and delayed reforms. While such developments seriously constrain the higher/management positions in the executive and legislative branches, the present project also relies on technical staff and civil servants, which are not greatly influenced by elections and political changes. This project is designed to interact with a series of institutions, thereby embedding the project goals in mainstream work, which should ensure continuity regardless of political shifts.

Additional problems that weaken the government's capacities include a substantial staff turnover and ban on further employment in the public sector. Wages in the central government administration are not competitive and do not correspond with the complexity of work that is required, especially considering increased pressure from the EU accession process. However, the Office for IT and e-Government is a newly established body that has the possibility to employ new staff. Also, the core mission of the Office to break new grounds in development of e-government in Serbia is highly motivational and provides a competitive basis for career development. The project itself is designed as a capacity building initiative, providing training that can attract career builders, while opening doors for transforming the business of government and introducing new models that can attract more skilful staff.

Application of ICTs in government are expected to reduce corruption by promoting transparency, opening government data to public scrutiny, automating government processes, restricting discretion of officials and limiting citizens' interaction with gatekeepers to access key services. Despite these high expectations and global investments, evidence of impact is mixed and limited so far.<sup>7</sup> One may claim that the introduction of e-government is like any other restructuring of government procedures, aimed at identifying potential points of risk, neutralizing them and thus decreasing the opportunities for corruption. While being an important factor, e-government on its own cannot create miracles, without the overall political will to identify and neutralize points of risk. While this initiative, like most other e-government initiatives, is not primarily and explicitly aimed at addressing corruption challenges, there are many expected anti-corruption benefits, such as:<sup>8</sup>

- Reducing information asymmetries between office holders and citizens, enabling the latter to assert their rights without corruption interfering;
- Limiting the discretion of office holders, reducing their opportunities to extract bribes;
- Streamlining and automating specific processes to reduce interactions between office holders and citizens that can create opportunities for the development of corrupt networks;
- Removing intermediaries that often facilitate bribery;
- Reducing red-tape in public bureaucracies and thus remove potential entry points for corruption;
- Increasing the transparency of transactions with public officials, making them audit-able to deter corrupt behaviour;

<sup>7</sup> "Literature review: The use of ICTs in the fight against corruption", U4 Anti-Corruption Resource Centre.

<sup>8</sup> World Bank 2016; Dupuy and Serrat 2014; Zinnbauer 2012.



- Providing a growing repertoire of collective action tools and platforms for citizens to organise, report and mobilise against corruption;
- Receiving feedback and reports from service users to regularly track satisfaction, identify problems, report corruption and improve service quality.

## **Stakeholder Engagement**

Key stakeholders and target groups are identified as follows:

- **Decision makers (high-level appointees, CIOs, CTOs) and civil servants (IT admins, e-service admins) in central and local government institutions.** The main avenue for engagement with decision makers will be through the IT Council and Coordination Council for e-Government (gathering government CIOs and CTOs). Also, direct contacts with major government data holders and service providers will be maintained throughout the project. This project will seek to strengthen capacities of civil servants by providing trainings, producing materials and providing tools.
- **Infrastructure providers (telecommunications operators, ISPs, cloud service providers etc.), providers of IT services (hosting providers, system integrators, web developers) and IT experts** are key for successful implementation of e-government projects supported by this project. These stakeholders will be engaged through direct contact and industry events.
- **Business and professional associations** will be consulted on many policy and implementation issues. Some of the most important are: ICT Association of the Serbian Chamber of Commerce, Foreign Investors Council (FIC), regional IT clusters, e-Government Alliance of the National Alliance for Local Economic Development (gathering representatives of major Serbian banks, retailers and IT system integrators), Digital Serbia Initiative (gathering fast-growing tech start-ups and prominent IT companies). These stakeholders will be engaged through direct contact and thematic round tables, brainstorming sessions, workshops and similar events.
- **General public (citizens and businesses),** as the main users of e-government services, will be engaged throughout the project – either directly (e.g. through social media, feedback forms on the government portals etc.) or through targeted campaigns on digital and traditional platforms. It is essential that the needs and concerns of these groups are identified and addressed, so several user experience and user satisfaction surveys will be commissioned within this project. These surveys will be performed at the beginning of the project to provide a baseline and will be conducted periodically as a means of monitoring progress and verifying the overall strategy. Indicators and surveys will be developed in cooperation with the national partners and communications professionals. All data collection will be directly related to the project objectives, while implementation of certain project activities will be informed by the results of the conducted surveys (e.g. introduction of new e-services). The project will also explore possibilities of introducing incentives for wider use of e-government services in the target groups (e.g. introducing discounts, free delivery or other incentives for stimulating e-government over traditional means for requesting government services).

It is important to stress that all key stakeholders, such as the Prime Minister's Office, the Office for IT and e-Government and all major e-government service providers are strongly in favour of the government's digital agenda. They are fully aware of the needs for a better cooperation and cross-government coordination, building common ICT platforms, adopting standards and increasing data exchange between institutions. Moreover, an increasing number of institutions have been approaching the ITE with numerous requests for support ever since this institution was established (e.g. requests for moving hardware into more safer government data centres, implementing e-payment solutions, accessing information from other institutions' databases etc.). This illustrates that many institutions have a clear need and interest in supporting the ITE and the proposed digital reform push.

However, every reform process brings changes that are not always welcomed by all involved stakeholders. Institutional inertia and vested interests may try to introduce obstacles in the process of digital transformation proposed by this project. Therefore, this project will work on introducing changes, in close coordination with all involved parties, through incremental/phased approach and careful risk management on every step. For example, the first focus will not be on touching the existing production systems and legacy applications, but on establishing common hardware and software platforms (i.e. Government Network, Government Cloud, Meta Registry, Government Service Bus, common visual standards for state portals, open API modules for e-payments, e-delivery etc.). Moving on, all changes to the existing systems will be introduced incrementally. First, major e-government service providers (e.g. Tax Administration, Public Procurement Office, Serbian Business Registrars Agency etc.) will be able to move their existing hardware equipment into the newly established government data centre facilities. Later, they will be able to benefit from the common virtual



infrastructure and common modularized services (e.g. they will be able to “containerize” legacy applications for execution from the cloud, start using data feeds from other institutions via the Government Service Bus, start using modules for e-payments and e-delivery, benefit from centralized service security/monitoring etc.). Such phased approach will allow for controlled and incremental change, but also provide space for evaluating risks and developing mitigation strategies. It will also allow the large e-government service providers to gradually build trust in the new platforms and capacities of the ITE, and experience concrete benefits (e.g. in terms of reduced cost of ownership, increased service availability etc.). Therefore, we expect that implementation of this project will be seen as a key driver in the public administration reform and breathe a new life into this process.

A more detailed stakeholder engagement plan for each project activity will be developed in the inception phase. The Project Board will be involved in this process.

### ***South-South and Triangular Cooperation (SSC/TrC)***

The project design was informed by comparative practice from the region, particularly Croatia and Slovenia. These experiences will also be valuable in mitigating potential risks that may occur during the project implementation. Also, national digital governance strategies of Italy and the UK were consulted for overall direction guidance.

In early August 2017, UNDP commissioned an inception stage assessment of the Serbian digital governance landscape, which also informed this project. The assessment was performed by the Estonian e-Governance Academy, in close cooperation with the national partner (ITE) and involved consultations with all key stakeholders in the Serbian government (e.g. Prime Minister's Office, Ministry of Public Administration and Local Self-Government, Ministry of Trade, Tourism and Telecommunications, operators of the state network and major operators of state IT systems, key registries), ICT infrastructure operators and members of the National Alliance for Local Economic Development's e-Government Alliance (gathering representatives of major Serbian banks, retailers and IT system integrators).

### ***Knowledge***

Many knowledge products will be produced within the project, including studies, reports, training materials, best practice documents, technical documentation, databases and software applications. Reports and studies will be shared with partners and key stakeholders within the government and discussed with partners outside of government. Dissemination of training materials and best practices will be organized within the capacity building activities. Technical documentation will be available to all who need to perform technical tasks through a web-based document repository. Key knowledge products will also be shared through the UNDP online platforms (web, open.undp.org etc.).

### ***Sustainability and Scaling Up***

The project objectives are based on the existing national legislative and strategic documents, such as the strategic frameworks for Development of the Information Society, Public Administration Reform, Development of e-Government, and others outlined in the Development Challenge section. Such an approach ensures inherent ownership over the project's interventions and targets the core needs of the administration, contributing much to sustainability.

The project's design includes interventions that have a built-in sustainability element:

- A series of legislative changes and alignment thereto will be supported throughout the project, ensuring new institutes remain well-grounded beyond the project's lifecycle;
- Technical solutions will be carefully designed ensuring interoperability, which inherently extends the lifetime of a technical solution, and no, or limited maintenance, based on capacities of the national partners;
- Any comparative experience will be transposed paying attention to the national contexts and well adapted prior to implementation.



In addition, sustainability will be ensured through a dedicated capacity-building component, aimed both at the capacities of ITE to coordinate and lead implementation of the government's ICT policies, and capacities of other institutions to implement e-government solutions, provide e-services and ensure information security.

A significant part of project activities is aimed at supporting the establishment of long-term sustainable e-government platforms that will provide for lower maintenance costs, greater reliability and security, easier extensibility and scalability.

The project includes an important component of establishing a system for monitoring all key e-government systems and portals, collecting of usage data and customer feedback, as well as their analytics. The conclusions of these analyses will be used to provide for system stability, further improvements and scaling up.

Finally, the initiative to launch the C4IR RS is firmly rooted in, and aligned with, national, regional and global strategic frameworks (as outlined in the Strategy section). This provides a solid ground for a longer-term sustainability. To further ensure alignment with government's priorities and secure high-level support, C4IR RS will receive policy and strategic advice and nationally driven support from the Government's Council on Digital Economy. This Council gathers representatives of all line ministries and other institutions, as well as representatives of the Serbian tech ecosystem and civil society organizations.<sup>9</sup> The Council will meet once a year with representatives of the C4IR RS to provide guidance in project implementation and ensure full buy-in of relevant stakeholders. After first two years of operation, the stakeholders in the Council will begin evaluating the work and results of the C4IR RS and engage in discussion with UNDP on its future. The outcome of this discussion will provide input for a decision on future of the Center. UNDP and partners will develop options to ensure sustainability of the achieved results and benefits

---

## IV. PROJECT MANAGEMENT

### *Cost Efficiency and Effectiveness*

One of the project's main objectives is to decrease time and costs of citizens and businesses associated with interfacing with the public administration. This aspect will be closely monitored during the project implementation. Successful implementation of the project will also lead to streamlined processes of providing government services and consequently to huge time and money savings. The administration will also be relieved, as integrated services and one-stop shops, enabled by data exchange between institutions, will eliminate the risks of mistakes associated with manual filling of paper-based forms and submission of incomplete, invalid or outdated supporting documentation by customers. Also, the shift to more digitalized and automated governance systems will contribute to reducing opportunities and increase the risks of engaging in corruption.

As it has been said, a significant part of project activities are aimed at supporting the establishment of long-term sustainable e-government platforms. Gradual transition to the Government Cloud will ensure that ICT projects and infrastructures are not duplicated, scarce human resources are optimally used, and that scalable and reliable infrastructure is in place to support rapid provision of user-focused services in a secure, scalable and cost-effective manner.

A portfolio management approach is foreseen for implementing the proposed activities, to improve cost effectiveness by leveraging activities and partnerships with other initiatives and projects. In its approach, UNDP relies heavily on national capacities and uses its 'national implementation modality' where possible (i.e. where government procedures and capacities exist, and are applicable/appropriate for implementation of activities). Apart from contributing to sustainability of results, such an approach decreases operational costs, but ensures a robust monitoring and assurance of both financial and operational performance.

---

<sup>9</sup> Decision on the formation of Council for supporting development of the digital economy, innovation, hi-tech entrepreneurship and digitalization of the business, Official Gazette of the Republic of Serbia, No. 38/2021 .



## ***Project Management***

Project management will be seated at the UNDP Serbia office. The management costs are calculated on a cost-sharing basis between the donors contributing to the overall portfolio. This ensures more efficient and effective implementation at less cost per donor. The project is a part of the Accountable Governance program at UNDP Serbia and will rely on synergies with other associated initiatives (e.g. Advancing Accountability in Public Finances, the parliamentary portfolio, and the range of projects contributing to public administration reform), as well as coordination with other program clusters.

As mentioned in the previous sections, UNDP Program Analyst, Portfolio Manager – Innovation, Public Policy and Rule of Law, and Technical Advisor – Digital Governance will provide technical and managerial support from the angle of UNDP's rules and procedures. UNDP will also provide support for procurement of goods and services.



## V. RESULTS FRAMEWORK<sup>10</sup>

Note: Please refer to "Logframe matrix" in Annex 4 for further details.

<p><b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>                  Governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy.</p>
<p><b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b></p> <p>Indicator: Governance effectiveness index                  Baseline (2013): -0.10                  Target: 0.1 by 2020</p> <p>Indicator: Regulatory effectiveness index                  Baseline (2013): 0.15                  Target: 0.44 by 2020</p>
<p><b>CPD Output 1: Governance institutions operate in a more open and effective manner</b></p> <p>Indicator: Public administration reform action plan implemented (Y/N)                  Baseline: No (Public administration reform strategy adopted, action plan to be adopted in 2015)                  Target: Yes</p> <p>Data source, frequency: Ministry of Public Administration and Local Self-Government (annual)</p> <p>Indicator: Percentage of implemented e-governance strategy                  Baseline: Strategy for development of e-governance drafted, pending adoption in 2015                  Target: At least 25% of the strategy measures implemented by end 2017; 75% implemented by 2019</p> <p>Data source, frequency: Ministry of Public Administration and Local Self-Government, Office for IT and e-Government (annual)</p>
<p><b>Applicable Output(s) from the UNDP Strategic Plan:</b>                  2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions</p>
<p><b>Project title and Atlas Project Number:</b>                  Serbia at Your Fingertips – Digital Transformation for Development (104516)</p>

<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	2018	2019	2020	2021	2022	2023		
Output 1.1 Capacity building of ITE conducted on coordination and digital strategy implementation	Developed and adopted new e-government policy document and action plan (2019-2021)	Government report	Policy document and action plan not adopted	2017	Initiated work on drafting the documents	e-Government policy document and action plan adopted	e-Government action plan for 2020 implemented	Action plan revised and adopted				Observation
Output 1.2 Provided support for other institutions in application of ICTs and e-Government	Developed procedures and implemented measures for alignment of ITE's operations with information security and data protection legislation and standards <sup>11</sup>	ITE data, Government report	Procedures do not exist, measures not in place	2017	Procedures do not exist, measures not in place	Procedures developed; measures implemented to some extent	All procedures and measures fully implemented	ITE staff trained on GDPR and information security				Observation, field visit
Output 1.3 Improved overall e-government policy/project/budget coordination and planning	e-Government Support Centre established and e-services supported	ITE data	e-Government Support Centre does not exist	2017	e-Government Support Centre established, supported 3 e-services	Supported 6 e-services	Supported 8 e-services	Supported 10 services				Observation, field visit
	e-Government Capacity Building Framework developed	ITE and NAPA data	No framework in place	2017	No framework in place	Framework adopted	/	/				Observation
	Number of training curricula developed	Training materials developed	0	2017	0	2	7	10				Observation
	Number of civil servants trained per year in application of e-government solutions, provision of e-services and information security within the project	Field visit reports, training evaluations	0	2017	0	350	700	1500 trained in design thinking, service take up, methodology for measuring and eGov building blocks				Observation, field visit

<sup>11</sup> Law on Information Security (ISO 27001 compliance), Law on Personal Data Protection (GDPR compliance)



	(disaggregated by gender, institution)							(eID, ePayment, eDelivery, eSignature)			
Output 2.1 Supported development of the Government Network	Supported establishment of ITE's Infrastructure and Applications Monitoring and Operations Centre, improved resilience of government ICT infrastructures	ITE data	Operations centre does not exist	2017	Operations centre does not exist	Operations Centre established, partly operational (procedures developed, staff trained, core IT systems installed)	Operations Centre fully operational				Observation, field visit
Output 2.2 Supported development of the Government Cloud											
Output 2.3 Supported establishment of the key registries, interoperability mechanisms, reliable Government Service Bus and new integrated e-services	ITE capable to operate government ICT infrastructures at scale – number of government institutions hosting their applications/systems in the Government Cloud facilities	ITE data	0	2017	3	20	50	60			Observation
Output 2.4 Improved design, accessibility and functionality of the government portals and established a system for data collection, analytics and continuous improvement	Supported establishment of the Government Data Centre/Disaster Recovery Facility – data centre concept produced, operational aspects analysis conducted	ITE data, documents developed	Data centre concept not in place, operational aspects not analysed	2017	Initiated work on producing data centre concept	Produced data centre concept and operational aspects analysis	/	/			Observation
	Cloud readiness assessment methodology for government apps developed, app migration roadmaps produced	ITE data, reports produced	No cloud readiness assessment methodology in place	2017	No cloud readiness assessment methodology in place	Cloud readiness assessment methodology adopted, 10 app migration roadmaps produced	50 app migration roadmaps produced	60 app migration roadmaps produced			Observation



	High-level architecture of the key registries and interoperability platforms for e-government developed, and implementation supported	ITE data, documents developed	High-level architecture not defined	2017	High-level architecture not defined	High-level architecture defined, supported implementation of key system components (Meta Registry and other components - TBD)	High-level architecture fully implemented and operational	High level architecture implemented with BPM DMS and eRegistry			Observation
	Number of optimized government services digitalized	ITE data	0	2017	0	5	15	20			Observation
	Guidelines for building government web sites updated, information security and accessibility aspects implemented	ITE data, reports produced	Guidelines not updated	2017	Guidelines not updated	Guidelines updated, information security and accessibility assessments produced for 2 government portals	Assessment recommendations implemented; assessments produced for 2 additional government portals	assessments produced for 5 additional government portals			Observation
	Developed system for data collection, analytics and continuous improvement of government web sites	Field visit reports	System not in place	2017	System not in place	System developed, 1 government web site/portal included, and product roadmap developed	3 additional government web sites/portals included, and product roadmaps developed	3 additional government web sites/portals included, and product roadmaps developed			Field visit
Output 3.1 Established an M&E framework	Established methodology for measuring quality, efficiency and take-up of e-government services (gender responsive)	Baseline study and subsequent measurements	No methodology established	2017	No methodology established	Methodology established, baseline determined	Progress measured	Assessment done for 10 eServices through methodology			Survey
Output 3.2 Engaged key stakeholders	Communications strategy developed and implemented	Document developed	No strategy in place	2017	No strategy in place	Strategy developed	Strategy activities implemented to some extent - TBD	Communication plan for 2021 developed and implemented			Observation



system for collecting feedback and innovation ideas	Number of e-services improved based on user feedback and engagement with key stakeholders	ITE data	0	2017	0	TBD	TBD	5			Observation
Output 4.1 Increased number of IT specialists in the labour market	Number of participants having completed informal IT education	Filed visit reports	100	2017	800	1200	TBD	220			Field visit
Output 4.2 Supported development of the innovative and creative industries	Percent of the trainees employed within 9 months of attending the training	Field visit reports	0	2017	40%	40%	240	50%			Field visit
Output 4.3 Enhanced business environment for innovation	Defined program, financial and organizational framework of the New Drama Festival	Program defined	Program does not exist	2019	N/A	Program defined; first edition of the festival held					Observation, Field visit
Output 4.4 Supported tech-related public-private partnerships	Creative Hub Lozionica conceptual solution design	Program defined	Competition not started	2020	N/A	N/A	N/A	Competition for Creative Hub Lozionica finished, and winning ideas rewarded			Observation
Output 4.5 Improved access to finance for tech start-ups.	Creative Hub preparatory examination for Technical documentation done and reports developed	Documentation for the preparatory examination	Preparatory examination done and technical reports developed	2020	N/A	N/A	N/A	Preparatory examination done			
	Creative Hub technical documentation developed	Technical documentation	Development of the Technical documentation not started	2020	N/A	N/A		Development of the technical documentation started	Technical documentation developed		
	New, young authors and artists gained new knowledge and established new contacts	Monitoring visit reports	No non-academic education of new actors in performing arts scene	2019	N/A	Two master classes held	2 events organized	5 events organised			Observation, field visits



<b>Output 5.1</b> Supported development of the Government Data Centre/Disaster Recovery Facility	<i>Developed technical documentation and supported building of the Government Data Centre/Disaster Recovery Facility</i>	Documentation developed, field visit reports	No	2017	Documentation development initiated	Documentation development completed, building permit issued	Supported building of the facility	/				Observation, field visits
	<i>Data center certified</i>	Certification report	No certificate in place	2020	/	/	/		Certification process finished and certificate obtained			Observation
	<i>Data center legal entity established</i>	Documentation developed and approved	No documentation in place	2020	/	/	/		Documentation developed and adopted			Observation
	<i>Data centre staffing plan developed</i>	Staffing plan and	No staffing plan in place	2020	/	/	/		Documentation developed and adopted			Observation
	<i>Platform for advanced technology established in Data Centre</i>	Field visit	No platform in place	2020	/	/	/		Platform established			Observation
	<i>Application migrated to Data Center</i>	Field visit	No applications in DC	2020				60				Observation
<b>Output 6.1</b> Supported ITE in the establishment of the Center for the Fourth Industrial Revolution in Serbia, as well as the development of 4IR technology governance frameworks	Staffing plan of the Center developed	Staffing plan document	No	2021	/	/	/	/	Yes	/		Observation
	Core team of the Center hired	Project reports	No	2021	/	/	/	/	Yes	/		Observation, Field visit
	Landscaping studies conducted to map the thematic area	Published studies	0	2021	/	/	/	/	3	/		Observation
	Number of multi-stakeholder groups of C4IR RS fellows formed	Project reports	0	2021	/	/	/	/	3	/		Observation, Field visit
	Number of technology governance frameworks drafted	Project reports	0	2021	/	/	/	/	0	3		Observation

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Field visits will be conducted by project assurance to ensure managerial and project accountabilities and delivery of planned results. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		



<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e. project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

**Evaluation Plan<sup>12</sup>**

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output</b>	<b>UNDAF/CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
<b>Final Evaluation</b>	Office for IT and e-Government	2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions	Governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy.	2023	As per "Stakeholder engagement" and "Partnerships" sections	20,000

<sup>12</sup> Optional, if needed

## VII. MULTI-YEAR WORK PLAN <sup>13,14</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020	2021	2022	2023		Funding Source	Budget Description	Amount
OUTPUT 1: Built capacities for effective coordination and implementation of the digital government strategy  Gender marker:	1.1 Capacity building of ITE conducted on coordination and digital strategy implementation	\$0.00	\$0.00	\$0.00	\$9,787.13	\$1,414.41	\$0.00	\$0.00	UNDP	GoS	Communication and media	\$11,201.54
	1.2 Provided support for other institutions in application of ICTs and eGovernment	\$0.00	\$0.00	\$73,962.00	\$170,714.87	\$85,757.10	\$0.00	\$3,808.30	UNDP	GoS	Company contracts	\$334,242.27
	1.3 Improved overall e-government policy/project/budget coordination and planning	\$0.00	\$18,600.00	\$63,500.00	\$21,630.00	\$80,114.46	\$0.00	\$0.00	UNDP	UK GGF	Company contracts	\$163,844.46
		\$0.00	\$108.84	\$97,280.01	\$6,273.26	\$22,111.26	\$11,525.83	\$228.50	UNDP	GoS	Contractual services (individuals)	\$137,527.70
		\$0.00	\$23,538.17	\$40,574.87	\$33,577.57	\$8,509.39	\$0.00	\$0.00	UNDP	UK GGF	Contractual services (individuals)	\$106,200.00
		\$0.00	\$9,885.86	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	Contractual services (individuals)	\$9,885.86
		\$0.00	\$0.00	\$8,374.78	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	GoS	Grants	\$8,374.78
		\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	Grants	\$20,000.00
		\$0.00	\$3,727.50	\$2,387.05	\$6,419.72	\$1,819.83	\$0.00	\$0.00	UNDP	UK GGF	Miscellaneous	\$14,354.10
		\$0.00	\$205.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	Miscellaneous	\$205.00

<sup>13</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32.

<sup>14</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



		\$0.00	\$0.00	\$0.00	\$7,290.60	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	National Consultants	\$7,290.60
		\$0.00	\$1,813.95	\$83,641.89	\$38,204.66	\$30,409.25	\$0.00	\$0.00	UNDP	GoS	National Consultants	\$154,069.75
		\$0.00	\$46,150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	National Consultants	\$46,150.00
		\$0.00	\$69.60	\$7,660.32	\$12,892.94	\$10,607.04	\$5,863.28	\$152.33	UNDP	GoS	Policy advice, backstopping and coordination	\$37,245.51
		\$0.00	\$3,000.00	\$14,500.00	\$14,500.00	\$4,000.00	\$0.00	\$0.00	UNDP	UK GGF	Policy advice, backstopping and coordination	\$36,000.00
		\$0.00	\$0.00	\$743.92	\$2,499.68	\$0.00	\$0.00	\$0.00	UNDP	GoS	Printing and translation	\$3,243.60
		\$0.00	\$0.00	\$25,987.72	\$16,000.50	\$24,465.49	\$0.00	\$0.00	UNDP	GoS	Training, workshops and conferences	\$66,453.71
		\$0.00	\$21,229.94	\$40,164.33	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	Training, workshops and conferences	\$61,394.27
		\$0.00	\$0.00	\$6,893.29	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	GoS	Travel	\$6,893.29
		\$0.00	\$0.00	\$27,008.03	\$1,462.29	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	Travel	\$28,470.32
	MONITORING											
	Sub-Total for Output 1											\$1,253,046.76
OUTPUT 2: Established ICT platforms for provision of user-focused e-services and improved government efficiency	2.1 Output Supported development of the Government Network	\$0.00	\$28,610.72	\$78,900.67	\$32,000.00	\$105,069.30	\$0.00	\$3,800.00	UNDP	GoS	Company contracts	\$248,380.69
	2.2 Supported development of the Government Cloud	\$0.00	\$61,500.00	\$279,000.00	\$519,523.13	\$11,250.00	\$0.00	\$0.00	UNDP	UK GGF	Company contracts	\$871,273.13
	2.3 Supported establishment of the key registries, interoperability mechanisms, reliable Government Service Bus and new integrated e services	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	Company contracts	\$30,000.00
	2.4. Improved design, accessibility and functionality of	\$0.00	\$3,836.28	\$9,037.20	\$5,127.68	\$80,345.35	\$14,096.96	\$228.00	UNDP	GoS	Contractual services (Individuals)	\$112,671.47

the government portals and established a system for data collection, analytics and continuous improvement		\$0.00	\$22,840.12	\$52,611.11	\$203,609.41	\$39,539.36	\$0.00	\$0.00	UNDP	UK GGF	Contractual services (individuals)	\$318,600.00
		\$0.00	\$25,540.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00	UNDP	GoS	Grants	\$45,540.00
		\$0.00	\$3,523.65	\$4,142.91	\$3,735.95	\$3,888.34	\$0.00	\$0.00	UNDP	UK GGF	Miscellaneous	\$15,290.85
		\$0.00	\$0.00	\$0.00	\$0.00	\$479.96	\$0.00	\$0.00	UNDP	GoS	Miscellaneous	\$479.96
		\$0.00	\$3,127.50	\$2,291.30	\$9,699.60	\$32,043.59	\$0.00	\$0.00	UNDP	GoS	National consultants	\$47,161.99
		\$0.00	\$0.00	\$34,433.01	\$57,419.59	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	National consultants	\$91,852.60
		\$0.00	\$2,296.46	\$3,366.68	\$1,000.00	\$1,500.00	\$9,805.00	\$152.00	UNDP	GoS	Policy advice, backstopping and coordination	\$18,120.14
		\$0.00	\$12,000.00	\$38,500.00	\$38,500.00	\$19,000.00	\$0.00	\$0.00	UNDP	UK GGF	Policy advice, backstopping and coordination	\$108,000.00
		\$0.00	\$261.95	\$225.65	\$255.95	\$0.00	\$0.00	\$0.00	UNDP	GoS	Printing and translation	\$743.55
		\$0.00	\$0.00	\$0.00	\$217.60	\$18,399.89	\$0.00	\$0.00	UNDP	GoS	Training, workshops and conferences	\$18,617.49
		\$0.00	\$6,440.36	\$0.00	\$0.00	\$148.28	\$0.00	\$0.00	UNDP	GoS	Travel	\$6,588.64
		\$0.00	\$0.00	\$0.00	\$444.40	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	Travel	\$444.40
MONITORING												
<b>Sub-Total for Output 2</b>												\$1,933,764.91
OUTPUT 3: Improved e-services based on user feedback and engagement with key stakeholders  Gender marker:	3.1 Established an M&E framework	\$0.00	\$0.00	\$0.00	\$9,980.00	\$18,507.52	\$0.00	\$0.00	UNDP	GoS	Communication and media	\$28,487.52
	3.2 Engaged key stakeholders	\$0.00	\$130,466.23	\$192,679.43	\$115,343.41	\$229,845.04	\$30,000.00	\$3,500.00	UNDP	GoS	Company contracts	\$701,834.11
	3.3 Engaged wider community, established a system for collecting feedback and innovation ideas	\$0.00	\$0.00	\$3,996.29	\$60,022.79	\$91,196.65	\$0.00	\$0.00	UNDP	UK GGF	Company contracts	\$155,215.73
		\$0.00	\$13,273.92	\$1,264.04	\$8,714.50	\$125,747.66	\$67,720.34	\$210.00	UNDP	GoS	Contractual services (individuals)	\$216,930.46
		\$0.00	\$0.00	\$23,230.85	\$66,709.69	\$16,259.46	\$0.00	\$0.00	UNDP	UK GGF	Contractual services (individuals)	\$106,200.00



		\$0.00	\$0.00	\$0.00	\$0.00	\$43,780.00	\$0.00	\$0.00	UNDP	GoS	Grants	\$43,780.00
		\$0.00	\$0.00	\$9,943.29	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	Grants	\$9,943.29
		\$0.00	\$17,592.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	GoS	International consultants	\$17,592.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$21,190.46	\$0.00	\$0.00	UNDP	GoS	Equipment	\$21,190.46
		\$0.00	\$0.00	\$0.00	\$7,200.00	\$7,200.00	\$0.00	\$0.00	UNDP	UK GGF	M&E	\$14,400.00
		\$0.00	\$585.59	\$223.65	\$0.00	\$85.97	\$0.00	\$0.00	UNDP	GoS	Miscellaneous	\$85.97
		\$0.00	\$0.00	\$4,801.27	\$5,292.37	\$5,488.92	\$0.00	\$0.00	UNDP	UK GGF	Miscellaneous	\$15,582.56
		\$0.00	\$51,324.67	\$718.64	\$25,146.32	\$253,522.52	\$24,056.00	\$0.00	UNDP	GoS	National consultants	\$354,768.15
		\$0.00	\$0.00	\$0.00	\$20,388.47	\$5,311.65	\$0.00	\$0.00	UNDP	UK GGF	National consultants	\$25,700.12
		\$0.00	\$9,288.80	\$4,611.76	\$7,000.00	\$30,383.15	\$7,863.26	\$140.00	UNDP	GoS	Policy advice, backstopping and coordination	\$59,286.97
		\$0.00	\$15,000.00	\$9,500.00	\$9,200.00	\$2,300.00	\$0.00	\$0.00	UNDP	UK GGF	Policy advice, backstopping and coordination	\$36,000.00
		\$0.00	\$3,002.78	\$448.77	\$5,920.22	\$9,393.74	\$0.00	\$0.00	UNDP	GoS	Printing and translation	\$18,765.51
		\$0.00	\$0.00	\$1,399.92	\$400.00	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	Printing and translation	\$1,799.92
		\$0.00	\$12,690.62	\$1,231.75	\$14,898.92	\$15,973.38	\$0.00	\$0.00	UNDP	GoS	Training, workshops and conferences	\$44,794.67
		\$0.00	\$0.00	\$20,562.84	\$19,434.42	\$0.00	\$0.00	\$0.00	UNDP	UK GGF	Training, workshops and conferences	\$39,997.26
		\$0.00	\$13,961.05	\$60,608.62	\$2,408.98	\$45,087.96	\$0.00	\$0.00	UNDP	GoS	Travel	\$122,066.61
	MONITORING											
	Sub-Total for Output 3											\$2,035,230.55
OUTPUT 4: Supported development of the innovative and creative industries Gender marker:	4.1 Increased number of IT specialists in the labor market	\$0.00	\$0.00	\$732.01	\$0.00	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	Communication and media	\$732.01
	4.2 Supported development of the innovative and creative industries	\$0.00	\$0.00	\$6,673.65	\$0.00	\$12,585.73	\$0.00	\$0.00	UNDP	GoS	Communication and media	\$19,259.38
	4.3 Enhanced business	\$0.00	\$0.00	\$61,696.08	\$28,425.62	\$0.00	\$0.00	\$0.00	Heartefact	GoS	Company contracts	\$90,121.70

environment for innovation 4.4.Supported tech-related public private partnerships) 4.5 Improved access to finance for tech start-ups									foundation			
	\$0.00	\$0.00	\$0.00	\$0.00	\$31,800.00	\$0.00	\$0.00	UAS	GoS	Company contracts	\$31,800.00	
	\$56,850.00	\$770,802.16	\$349,952.14	\$307,240.54	\$510,824.11	\$568,663.12	\$4,000.00	UNDP	GoS	Company contracts	\$2,568,332.07	
	\$0.00	\$31,354.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	Company contracts	\$31,354.00	
	\$0.00	\$0.00	\$28,438.20	\$2,406.41	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	Contractual services (individuals)	\$30,844.61	
	\$3,411.00	\$64,014.58	\$58,998.13	\$45,888.07	\$221,219.58	\$96,576.00	\$240.00	UNDP	GoS	Contractual services (individuals)	\$490,347.36	
	\$0.00	\$9,600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	Contractual services (individuals)	\$9,600.00	
	\$0.00	\$427,453.00	\$453,127.50	\$12,310.29	\$0.00	\$0.00	\$0.00	UNDP	GoS	Grants	\$892,890.79	
	\$0.00	\$0.00	\$3,916.90	\$0.00	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	International consultants	\$3,916.90	
	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	UNDP	GoS	International consultants	\$30,000.00	
	\$0.00	\$0.00	\$0.00	\$0.00	\$76,160.00	\$0.00	\$0.00	UAS	GoS	Innovation Prizes Individuals	\$76,160.00	
	\$0.00	\$0.00	\$1,881.45	\$3,750.00	\$0.00	\$0.00	\$0.00	UNDP	GoS	M&E	\$5,631.45	
	\$0.00	\$0.00	\$4,326.54	\$449.84	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	Miscellaneous	\$4,776.38	
	\$0.00	\$340.40	\$690.54	\$1,508.10	\$4,001.28	\$0.00	\$0.00	UNDP	GoS	Miscellaneous	\$6,540.32	
	\$0.00	\$0.00	\$17,082.26	\$11,634.10	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	National Consultants	\$28,716.36	
	\$0.00	\$0.00	\$0.00	\$0.00	\$19,210.00	\$0.00	\$0.00	UAS	GoS	National Consultants	\$19,210.00	
	\$0.00	\$1,804.91	\$81,393.91	\$192,075.15	\$130,272.40	\$0.00	\$0.00	UNDP	GoS	National consultants	\$405,546.37	



		\$2,274.00	\$42,111.66	\$11,565.08	\$17,000.00	\$12,500.00	\$94,999.03	\$160.00	UNDP	GoS	Policy advice, backstopping and coordination	\$180,609.77
		\$0.00	\$6,960.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	Policy advice, backstopping and coordination	\$6,960.00
		\$0.00	\$0.00	\$29,950.70	\$6,683.12	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	Printing and translation	\$36,633.82
		\$0.00	\$0.00	\$0.00	\$0.00	\$6,100.00	\$0.00	\$0.00	UAS	GoS	Printing and translation	\$6,100.00
		\$0.00	\$0.00	\$115,255.65	\$27,112.64	\$62,301.80	\$0.00	\$0.00	UNDP	GoS	Printing and translation	\$204,670.09
		\$0.00	\$0.00	\$16,568.07	\$4,049.44	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	Training, workshops and conferences	\$20,617.51
		\$0.00	\$12,391.03	\$18,839.26	\$23,651.48	\$54,865.25	\$0.00	\$0.00	UNDP	GoS	Training, workshops and conferences	\$109,747.02
		\$0.00	\$0.00	\$18,209.34	\$3,813.30	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	Travel	\$22,022.64
		\$0.00	\$12,831.12	\$38,578.13	\$12,474.87	\$55,793.81	\$0.00	\$0.00	UNDP	GoS	Travel	\$119,677.93
		\$0.00	\$0.00	\$2,038.07	\$0.00	\$0.00	\$0.00	\$0.00	Heartefact foundation	GoS	Exchange Rate loss	\$2,038.07
		\$0.00	\$0.00	\$0.00	\$0.00	-\$333.75	\$0.00	\$0.00	UAS	GoS	Exchange Rate gain	-\$333.75
	MONITORING											
	Sub-Total for Output 4											\$5,454,522.80
OUTPUT 5: Improved ICT infrastructure to support digital transformation of the public administration  Gender marker:	5.1 Supported development of the Government Data Centre/Disaster Recovery Facility	\$0.00	\$0.00	\$328,053.74	\$2,814.71	\$471,992.84	\$12,430.00	\$6,046.18	UNDP	GoS	Company contracts	\$821,337.47
		\$0.00	\$0.00	\$20,966.02	\$0.00	\$52,893.79	\$42,317.45	\$362.77	UNDP	GoS	Contractual services (individuals)	\$116,540.03
		\$0.00	\$0.00	\$50,318.39	\$0.00	\$228,604.13	\$32,787.00	\$0.00	UNDP	GoS	National consultants	\$311,709.52
		\$0.00	\$34,559.53	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	UNDP	National consultants	\$34,559.53
		\$0.00	\$0.00	\$257.86	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	GoS	Miscellaneous	\$257.86

		\$0.00	\$0.00	\$0.00	\$15,279.00	\$2,500.00	\$30,797.66	\$241.85	UNDP	GoS	Policy advice, backstopping and coordination	\$48,818.51
		\$0.00	\$0.00	\$0.00	\$0.00	\$2,079.00	\$0.00	\$0.00	UNDP	GoS	Printing and translation	\$2,079.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$41,724.73	\$0.00	\$0.00	UNDP	GoS	Training, workshops and conferences	\$41,724.73
		\$0.00	\$0.00	\$0.00	\$0.00	\$42.00	\$0.00	\$0.00	UNDP	GoS	Travel	\$42.00
	MONITORING											
	Sub-Total for Output 5											\$1,377,068.65
Outcome 6: Improved business environment for the implementation of 4IR technologies  Gender marker: GEN1	6.1 Supported ITE in the establishment of the Center for the Fourth Industrial Revolution in Serbia, as well as the development of 4R technology governance frameworks	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	UNDP	GoS	National Consultants	\$20,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	UNDP	GoS	International Consultants	\$20,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$168,000.00	\$0.00	UNDP	GoS	Contractual Services - Individuals	\$168,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00	\$0.00	UNDP	GoS	Miscellaneous	\$3,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,154,736.98	\$0.00	UNDP	GoS	Company contracts	\$1,154,736.98
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	UNDP	GoS	Training, workshops and conferences	\$30,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,000.00	\$0.00	UNDP	GoS	IT Equipment and Software Licences	\$11,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.00	\$0.00	UNDP	GoS	Communications and Media	\$70,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00	\$0.00	UNDP	GoS	Printing and Translation	\$2,000.00
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$88,724.22	\$0.00	UNDP	GoS	Contractual Services - Individuals	\$88,724.22
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$59,149.48	\$0.00	UNDP	GoS	Policy advice, backstopping and coordination	\$59,149.48
	Sub-Total for Output 6											\$1,626,610.68
Evaluation (as relevant)	EVALUATION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	UNDP	GoS		\$0.00



DocuSign Envelope ID: 8AA8B4F8-3437-451C-85F0-115BC15A633C

General Management Support		\$1,876.00	\$77,165.89	\$124,935.70	\$124,116.57	\$119,739.25	\$80,283.33	\$698.10	UNDP	GoS, GGF		\$528,814.84
TOTAL												\$14,209,059.19

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

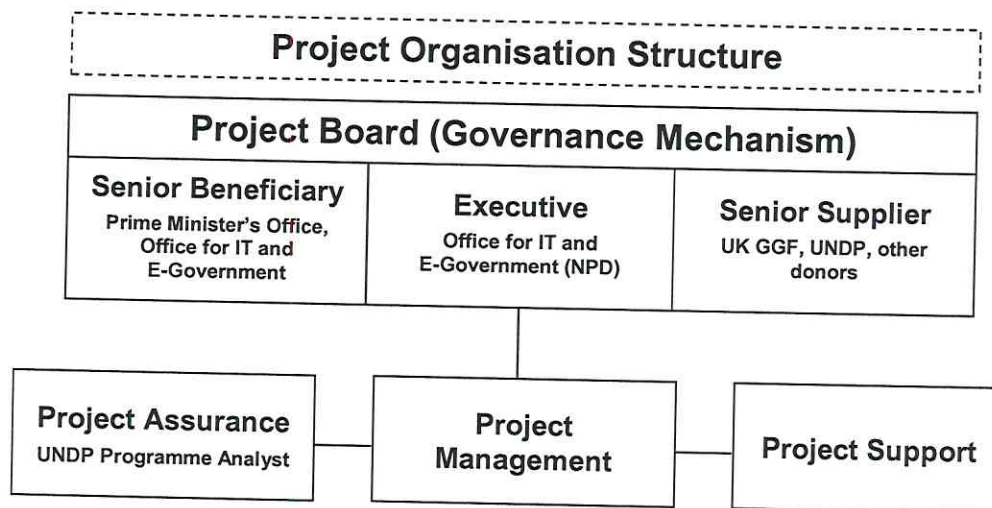
A **Project Board** will be formed with representatives of the donors and partner organizations – GGF, UNDP, ITE and the Prime Minister’s Office – as illustrated in the diagram below. The Project Board is the group responsible for making management decisions by consensus for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. Project Board decisions should be made in accordance to standards<sup>15</sup> that shall ensure best value in terms of money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (normally in terms of time, budget and quality) have been exceeded and in the event of any necessary revisions to the objectives of the project as well as the budget. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

**Project Assurance** is the responsibility of each Project Board member; however, this role will be delegated to the UNDP program analyst to perform on behalf of the Project Board. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

The **Project Manager** role has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. 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 results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The **Project Support** role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

All deliverables produced during the project term, will bear the **logos of the Government, of GGF, UNDP, or other donors**, depending on the sources of funding, and, where appropriate, the standard **UNDP disclaimer**.



<sup>15</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.



---

## **IX. LEGAL CONTEXT AND RISK MANAGEMENT**

### **1. Legal Context:**

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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](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/further to this Project Document".

### **2. Implementing Partner:**

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

---

## **X. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Report**
- 3. Risk Log**
- 4. Logframe Matrix**

## Annex 2: Social and Environmental Screening Report

### Project Information

Project Information	
1. Project Title	Serbia at your Fingertips – Digital Transformation for Development
2. Project Number	104516
3. Location	Serbia

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### **QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

*Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The project supports and incorporates the human-rights based approach in its objectives. The initiative aims to empower governments, citizens, and civil society to engage on better outcomes for development, including human rights, through ensuring open and free access to government services in a variety of sectors that impact human rights. Digital governance leads to better access to public services in general, while more equitable access will be prioritized through the project component aimed at ensuring the government portals are accessible for persons with disabilities and elderly. The project is expected to have a stronger impact on youth by focusing on creating economic opportunity in the technology and innovation sectors.

*Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

ICT can be a powerful catalyst for political and social empowerment of women, and a tool to promote gender equality. This project will seek to address the needs and ensure equal participation of men and women in all activities, such as production of training materials, organizing community engagement events, promotional campaigns, user interface design, e-service redesign etc. Also, gender indicators will be tracked and analysed in all surveys performed within this project. At an outcome level, the project will contribute to a higher quality of life and enable wider availability of government services to men, women, elderly and people with disabilities.

*Briefly describe in the space below how the Project mainstreams environmental sustainability*

The project harnesses the technological advances, such as cloud computing, that enable governments to reduce the number of data centres in use and avoid duplication of datacentre equipment, thus optimizing energy use, reducing carbon emissions and electronic waste. Development of government digital services through this project will support and encourage both the institutions and citizens to rely on digital tools and reduce their environmental footprint. For example, the integrated services and one-stop shops, enabled by data exchange between institutions, will eliminate the need for filling of paper-based forms and submission of incomplete, invalid or outdated supporting documentation by customers. Since the services are provided electronically, citizens and businesses will not have to commute between the counters of different public institutions to collect and submit various documents, which will have a positive impact on the environment.



**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b></p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b></p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
---	---	--

Risk Description	Impact and Probability (1-5)	Significance	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
No risks identified				N/A
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
Select one (see SESP for guidance)			Comments	
Low Risk	<input checked="" type="checkbox"/>		This is primarily a policy project with limited involvement of ground-level activities.	
Moderate Risk	<input type="checkbox"/>			
High Risk	<input type="checkbox"/>			
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>				
Check all that apply			Comments	
Principle 1: Human Rights	<input type="checkbox"/>		No requirement	

	<b>Principle 2: Gender Equality and Women's Empowerment</b>	<input type="checkbox"/>	No requirement
	<b>1. Biodiversity Conservation and Natural Resource Management</b>	<input type="checkbox"/>	No requirement
	<b>2. Climate Change Mitigation and Adaptation</b>	<input type="checkbox"/>	No requirement
	<b>3. Community Health, Safety and Working Conditions</b>	<input type="checkbox"/>	No requirement
	<b>4. Cultural Heritage</b>	<input type="checkbox"/>	No requirement
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	No requirement
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/>	No requirement
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	No requirement

**Final Sign Off**

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		Daniel Varga
QA Approver		Steliana Nedera, DRR



**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Checklist: Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>16</sup>	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5.	Are there measures or mechanisms in place to respond to local community grievances?	N
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	N
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
3.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N

<sup>16</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.



1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>17</sup> greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect, and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N

<sup>17</sup> In regard to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]



<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? <sup>18</sup>	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	N
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	N
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	N
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

<sup>18</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

### Annex 3: OFFLINE RISK LOG



Project Title: Serbia at Your Fingertips – Digital Transformation for Development	Award ID: 104516	Date: 20 October 2017
---	------------------	-----------------------

#	Description	Date Identified	Type	Impact & Probability 1 low/unlikely – 5 high/certain	Countermeasures / Mgmt. response	Owner	Submitted, updated by	Last Update	Status
1	Political instability (e.g. extraordinary elections, government reshuffle)	Project development phase	Political	P = 2 I = 2	Better organization and more networks; Existing mechanisms for coordination between the UNDP and host country	Project developer	Project developer		
2	Change of general political orientation against EU accession reforms	Project development phase	Political	P = 2 I = 1	Advocacy in favour of international standards; orientation towards achieving already set national strategic priorities	Project developer	Project developer		
3	Digital transformation demoted as government priority, leading to weaker government support for the work of ITE	Project development phase	Political	P = 3 I = 4	Advocacy focusing on benefits of digital transformation for the administration (e.g. increased productivity, more efficient administration etc.) and society (youth employment, contribution to GDP etc.); orientation towards achieving already set national strategic priorities	Project developer	Project developer		
4	Delays with adopting required legislation	Project development phase	Regulatory	P = 2 I = 1	Adjusted approach to beneficiaries and advocacy pointing out benefits for early movers; emphasizing existing unrestrictive regulatory framework	Project developer	Project developer		



#	Description	Date Identified	Type	Impact & Probability 1 low/unlikely – 5 high/certain	Countermeasures / Mgmt. response	Owner	Submitted, updated by	Last Update	Status
5	National implementation modality	Project development phase	Operational	P = 3 I = 3	UN Harmonized Approach to Cash Transfers (HACT) policy, National Implementation Modality (NIM) audit, regular quality assurance and spot checks	Project developer	Project developer		
6	Institutional weaknesses in implementing partners and their coordination may undermine progress despite strong political support for digital transformation	Project development phase	Operational	P = 3 I = 4	UNDP support services; increased networking activities	Project developer	Project developer		
7	Lack of funding for capital investments in ICTs	Project development phase	Operational	P = 3 I = 5	Active Government participation and monitoring; Special support by the Government for strategic projects	Project developer	Project developer		
8	Continuing large staff turnover	Project development phase	Operational	P = 3 I = 4	Sustainable trainings and active vertical communication	Project developer	Project developer		
9	Exchange rate fluctuations	Project development phase	Operational	P = 3 I = 3	Longer term budget planning in close coordination with national partners; Consider tranches in USD instead of local currency	Project developer	Project developer		
10	Resistance to change within parts of the administration due to digitalization leading to a reduction in the number of areas with risk to integrity	Project development phase	Operational	P = 3 I = 4	Leveraging top decision makers' interest in digitalization for introducing operational changes; Emphasizing strong linkages between progress in e-government and the national strategic framework for combating corruption and the grey economy, as well as facilitating public administration reform and improvement in integrity standing	Project developer	Project developer		

#	Description	Date Identified	Type	Impact & Probability 1 low/unlikely – 5 high/certain	Countermeasures / Mgmt. response	Owner	Submitted, updated by	Last Update	Status
11	Traditional problems with functioning of government institutions are just transferred into the digital realm and do not translate into increases in efficiency or savings for citizens and businesses	Project development phase	Operational	P = 2 I = 3	Business process optimization as a mandatory step in the planning phase of designing new e-government services	Project developer	Project developer		



## Annex 4: Logframe Matrix

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	External Factors (Assumptions & Risks)
Impact (Overall Goal)	Impact Indicators		
<p>Governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy<sup>19</sup></p>	<p><i>Public Administration Reform Action Plan: implemented by 2019</i></p> <p><i>Action Plan for e-Government for the period 2017-2018: adopted and implemented</i></p> <p><i>UN e-Government Development Survey for 2018 and 2020: improved position of the Republic of Serbia</i></p> <p><i>The World Economic Forum – The Global Competitiveness Report for 2018, 2019 and 2020: improved position of the Republic of Serbia for the following components:</i></p> <ul style="list-style-type: none"> <li>• <i>First Pillar, Institutions: Public Sector's Performance</i></li> <li>• <i>Most problematic factors for doing business: Inefficient government bureaucracy</i></li> </ul> <p><i>The World Bank – The Worldwide Governance Indicators: improved position of the Republic of Serbia for the Government Effectiveness indicator</i></p>	<p>State reports on the implementation of the Strategies and Action Plans</p> <p>UN e-Government Development Survey</p> <p>The World Economic Forum – The Global Competitiveness Report</p> <p>The World Bank – The Worldwide Governance Indicators Report</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> <li>• Continued EU accession agenda and sustained will to align to international standards;</li> <li>• High priority for digital transformation sustained;</li> <li>• Sustained prominent level of government support for the work of the ITE;</li> <li>• Sustained cooperation between the ITE and other state institutions, especially the operators of large e-government systems;</li> <li>• Secured funding for capital investments in ICTs.</li> </ul> <p>Risks:</p> <ul style="list-style-type: none"> <li>• Political instability</li> <li>• Change of general political orientation against EU accession reforms</li> <li>• Digital transformation demoted as government priority, leading to weaker government support for the work of ITE</li> </ul>

<sup>19</sup> The overall goal is extracted from the UNDP Country Program Document 2015-2019, agreed upon with the Government of the Republic of Serbia. The needs of both men and women will be considered in all stages of project implementation, including monitoring and evaluation.

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	External Factors (Assumptions & Risks)
			<ul style="list-style-type: none"> <li>• Delays with adopting required legislation</li> <li>• National implementation modality</li> <li>• Institutional weaknesses in implementing partners and their coordination may undermine progress despite strong political support for digital transformation</li> <li>• Lack of funding for capital investments in ICTs</li> <li>• Continuing large staff turnover</li> <li>• Exchange rate fluctuations</li> <li>• Resistance to change within parts of the administration due to digitalization leading to a reduction in the number of areas with risk to integrity</li> </ul>

Outcomes	Outcome Indicators		
<b>Outcome 1</b> – Effective coordination and implementation of the government’s digital strategy by strengthened ITE	<ol style="list-style-type: none"> <li>1. Extent of e-Government Action Plan (2018-2019) implementation</li> <li>2. Number of civil servants trained in application of e-government solutions, provision of e-services and information security within the project (disaggregated by gender, institution)</li> </ol>	<ol style="list-style-type: none"> <li>1. Observation</li> <li>2. Field visit</li> </ol>	



Outcomes	Outcome Indicators		
<b>Outcome 2 – Established ICT platforms for provision of user-focused, accessible and inclusive e-services</b>	<ol style="list-style-type: none"> <li>1. Number of registries and databases in the Meta Registry</li> <li>2. Number of government institutions hosting their applications/systems in the Government Cloud facilities</li> <li>3. Number of registries and databases available over the Government Service Bus with ensured quality/consistency of data exchange</li> <li>4. Number of government portals implementing the common design standards and shared modules (single sign-on, e-payment, e-delivery etc.)</li> <li>5. Number of integrated services (one stop shops)</li> <li>6. Number of government ICT systems included in the framework for data collection, analytics and continuous improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Observation</li> <li>2. Observation</li> <li>3. Observation</li> <li>4. Field visit</li> <li>5. Observation</li> <li>6. Field visit</li> </ol>	
<b>Outcome 3 – Improved e-services based on user feedback and engagement with key stakeholders</b>	<ol style="list-style-type: none"> <li>1. Number of users of e-government services per year (citizens/businesses)</li> <li>2. Level of user satisfaction with e-government services, as measured through the project</li> <li>3. Number of government portals included in the framework for collection and processing of customer feedback</li> <li>4. Number of e-services improved based on user feedback and engagement with key stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Observation</li> <li>2. Survey</li> <li>3. Observation</li> </ol>	
<b>Outcome 4 – Supported growth of the IT, innovative and creative industries in line with agendas of the ministerial councils</b>	<ol style="list-style-type: none"> <li>1. Number of participants having completed informal IT education</li> <li>2. Percent of the trainees employed within 9 months of attending the training</li> </ol>	<ol style="list-style-type: none"> <li>1. Field visit</li> <li>2. Field visit</li> </ol>	

Outcomes	Outcome Indicators		
<b>Outcome 5</b> – Improved ICT infrastructure to support digital transformation of the public administration	1. Developed technical documentation for the Government Data Centre/Disaster Recovery Facility	1. Field visit	

Outputs (per outcome)	Output Indicators	
<p><b>Output 1.1</b> – Capacity building of ITE conducted on coordination and digital strategy implementation</p> <p><b>Output 1.2</b> – Provided support for other institutions in application of ICTs and e-Government</p> <p><b>Output 1.3</b> – Improved overall e-government policy/project/budget coordination and planning</p>	<ul style="list-style-type: none"> <li>Internal training materials produced and trainings for the ITE staff conducted; Internal quality management standards implemented; ITE team buildings/planning retreats, study tours and attendance at the important regional/international conferences supported</li> <li>Training materials for other institutions produced and trainings in application of ICTs, e-government and information security conducted</li> <li>Supported policy development, project coordination and budget planning work of the ITE, Prime Minister's Office, Coordination Council for e-Government and line ministries, planning retreats organized</li> </ul>	<p><b>Data Sources/Means of Verification:</b></p> <ul style="list-style-type: none"> <li>Project progress reports</li> <li>ITE website</li> <li>Training materials and evaluations</li> <li>Study tour reports and evaluations</li> <li>Team building reports and evaluations</li> <li>Planning retreat reports and evaluations</li> </ul>
<p><b>Output 2.1</b> – Supported development of the Government Network</p> <p><b>Output 2.2</b> – Supported development of the Government Cloud</p> <p><b>Output 2.3</b> – Supported establishment of the key registries, interoperability mechanisms, reliable Government Service Bus and new integrated e-services</p> <p><b>Output 2.4</b> – Improved design, accessibility and functionality of the government portals and established a system for data collection, analytics and continuous improvement</p>	<ul style="list-style-type: none"> <li>Conducted a study on development of the Government Network; ITE procedures, practices and systems for network monitoring, equipment management, service provision and customer support improved</li> <li>Studies for the development of the Government Cloud and disaster recovery location(s) conducted; Related legislation drafted; Government Cloud Service Centre established; Cloud readiness assessments for the existing e-government systems produced; Pilot Platform-as-a-Service for e-government applications developed</li> <li>Provided technical assistance for establishment of the key registries and interoperability mechanisms (Citizens Registry, Meta Registry and Address Registry); Conducted a study on improving scalability and resiliency of the Government Service Bus; developed a roadmap for introduction of new high-impact integrated (one-stop-shop) e-services for citizens and businesses; provided technical assistance in making registries and databases available over the Government Service Bus</li> <li>Implemented functional redesign of the Central e-Government Portal (CEGP), developed a set of Common Design Standards (CDS) for government portals and e-services; improved existing modules for e-service generation and e-</li> </ul>	<p><b>Data Sources/Means of Verification:</b></p> <ul style="list-style-type: none"> <li>ITE web site</li> <li>Government portals</li> <li>Project progress reports</li> <li>Published studies, assessments, standards and best practices</li> <li>Adopted primary and secondary legislation (Official Gazette)</li> <li>Adopted internal rules and procedures</li> <li>Deployed ICT solutions and platforms (acceptance reports, project documentation)</li> </ul>



Outputs (per outcome)	Output Indicators	
	participation; developed new modules with open API for user authorization, e-document delivery; supported implementation of the CDS and the open API modules on other major government portals; established a system for continuous collection of data related to use of the government portals, Government Cloud and Government Network; provided software tools and training for Big Data processing, analytics and feeding the results back into the continuous improvement loop	
<p><b>Output 3.1</b> – Established an M&amp;E framework</p> <p><b>Output 3.2</b> – Engaged key stakeholders</p> <p><b>Output 3.3</b> – Engaged wider community, established a system for collecting feedback and innovation ideas</p>	<ul style="list-style-type: none"> <li>• Developed key indicators (gender responsive) and conducted a baseline survey on the use of e-Government services by citizens and businesses</li> <li>• Supported organization of an annual conference on e-government and two other stakeholder engagement events; supported participation of Serbian government in the Western Balkans Six initiative (Digitalization Pillar)</li> <li>• Established a system for collecting and processing customer feedback on government portals; Supported continuous engagement with the public throughout the project; Organized a thematic brainstorming session, hackathon and/or innovation challenge</li> </ul>	<p><b>Data Sources/Means of Verification:</b></p> <ul style="list-style-type: none"> <li>• Project progress reports</li> <li>• ITE web site</li> <li>• ITE social media accounts</li> <li>• Published survey results</li> <li>• Published campaign materials</li> <li>• Media clipping</li> </ul>
<p><b>Output 4.1</b> – Increased the number of IT specialists in the labour market</p> <p><b>Output 4.2</b> – Supported development of the innovative and creative industries</p> <p><b>Output 4.3</b> – Enhanced business environment for innovation</p> <p><b>Output 4.4</b> – Supported tech-related public-private partnerships</p> <p><b>Output 4.5</b> – Improved access to finance for tech start-ups</p>	<ul style="list-style-type: none"> <li>• At least 900 people participate in informal IT education in 2018; At least 40% of trainees employed within 9 months of attending training; Market needs analysis conducted; Developed a national curriculum for informal education in major programming languages; Developed a model for IT student groups in high schools and supported curriculum development; Provided policy advice for establishing compensation mechanism for IT instructors</li> <li>• Provided policy advice and other support in implementation of the ministerial IT Council's and Council for Creative Industries' agendas</li> <li>• Provided policy advice for developing an enabling legal environment for e-business, start-ups and the emerging technologies (artificial intelligence, blockchain, smart city programs, etc.)</li> <li>• Provided technical and legal assistance in setting up public-private partnerships (Internet of Things, Big Data) at the local level; Provided inputs for development of an adequate legal framework at the national level</li> <li>• Provided policy advice for improving access to finance and assessing models of public support to investment funds specialized in IT start-ups, biotech, fintech, agritech, etc.</li> </ul>	<p><b>Data Sources/Means of Verification:</b></p> <ul style="list-style-type: none"> <li>• Training materials and evaluations</li> <li>• Project progress reports</li> <li>• Published materials and media reports</li> <li>• Analyses produced</li> </ul>
<p><b>Output 5.1</b> – Supported development of the Government Data Centre/Disaster Recovery Facility</p>	<ul style="list-style-type: none"> <li>• Provided expert support and specialized services in managing the project, developing technical documentation, building and equipping the facility</li> </ul>	

List of activities (per output)	External Factors and Inputs
<p><b>List of activities for Outputs 1.1-1.3:</b></p> <ul style="list-style-type: none"> <li>• <b>Activity 1.1:</b> Produce training materials and conduct trainings/certification for ITE staff, implement internal quality management standards, organize team building/planning retreats and best practice exchanges (study tours, regional/international conferences etc.)</li> <li>• <b>Activity 1.2:</b> Produce training materials and conduct trainings for other institutions in application of ICTs, e-Government and information security.</li> <li>• <b>Activity 1.3:</b> Support project coordination and budget planning work of the ITE, Prime Minister's Office, Coordination Council for e-Government and line ministries, organize planning retreats etc.</li> </ul> <p><b>List of activities for Outputs 2.1-2.4:</b></p> <ul style="list-style-type: none"> <li>• <b>Activity 2.1:</b> Conduct a study on the development of the Government Network and improve the ITE's procedures, practices and systems for network monitoring, equipment management, service provision and customer support</li> <li>• <b>Activity 2.2:</b> Prepare studies for the development of the Government Cloud and disaster recovery location(s), draft related legislation, support establishment of a Government Cloud Service Centre, produce cloud readiness assessment for the existing e-government systems and develop a pilot Platform-as-a-Service for e-government applications, finance deployment/lease of the cloud infrastructure</li> <li>• <b>Activity 2.3:</b> Provide technical assistance for establishment of the key registries and interoperability mechanisms (Citizens Registry, Meta Registry and Address Registry), conduct a study on improving scalability and resiliency of the Government Service Bus, develop a roadmap for introduction of new high-impact integrated (one-stop-shop) e-services for citizens and businesses, and provide technical assistance in making more registries and databases available over the Government Service Bus</li> <li>• <b>Activity 2.4:</b> Implement functional redesign of the Central e-Government Portal (CEGP), develop a set of Common Design Standards (CDS) for government portals and e-services, improve existing modules for e-service generation and e-participation, develop new modules with open API for user authorization, e-document delivery etc., support implementation of the CDS and the open API modules on the other major government portals, establish a system for continuous collection of data related to use of the government portals, Government Cloud and Government Network, provide software tools and training for Big Data processing, analytics and feeding the results back into the continuous improvement loop</li> </ul> <p><b>List of activities for Outputs 3.1-3.3:</b></p> <ul style="list-style-type: none"> <li>• <b>Activity 3.1:</b> Develop key indicators (gender responsive) and conduct a baseline study on the use of e-government services by citizens and businesses</li> <li>• <b>Activity 3.2:</b> Support organization of annual conference „e-Government Day“ and other stakeholder engagement activities (e.g. round table discussions and other collaboration activities with key stakeholders, such as the Digital Serbia</li> </ul>	<p><b>External Factors:</b></p> <p>Activities need to be tailor made to the target groups to assure active participation of the most relevant staff and generate the most benefit to involved institutions and organizations</p> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• International Consultants</li> <li>• National Consultants</li> <li>• Contractual Services Individuals</li> <li>• Company contracts</li> <li>• Training, workshops and conferences</li> <li>• Grants</li> <li>• Policy Advice &amp; Backstopping</li> <li>• Travel</li> <li>• M&amp;E</li> <li>• Communication &amp; Media</li> <li>• Printing and translation</li> <li>• Miscellaneous</li> </ul>



List of activities (per output)	External Factors and Inputs
<p>Initiative, NALED's Alliance for e-Government, tech/start-up community etc.), contribute to shaping of Serbia's approach to regional cooperation in the sphere of digitalization, including through Western Balkans Six initiative</p> <ul style="list-style-type: none"> <li>• <b>Activity 3.3:</b> Establish a system for collecting and processing customer feedback on government portals, support continuous engagement with the public in the digital sphere (including via social networks), organize thematic brainstorming sessions, hackathons and/or innovation challenges</li> </ul> <p><b>List of activities for Outputs 4.1-4.5:</b></p> <ul style="list-style-type: none"> <li>• <b>Activity 4.1:</b> Implement a pilot program for provision of employment-focused training in IT skills for junior programmer positions, analyse market needs, develop a national curriculum for informal education in major programming languages; Develop a model for IT student groups in high schools, support curriculum development, provide policy advice for establishing compensation mechanism for IT instructors</li> <li>• <b>Activity 4.2:</b> Provide policy advice and other support in implementation of the ministerial IT Council's and Council for Creative Industries' agendas.</li> <li>• <b>Activity 4.3:</b> Provide policy support for developing an enabling legal environment, particularly for e-business, start-ups and the emerging technologies (e.g. artificial intelligence, blockchain, smart city programs, etc.)</li> <li>• <b>Activity 4.4:</b> Provide technical and legal assistance in setting up public-private partnerships (Internet of Things, Big Data) especially on the local level, provide inputs for development of an adequate legal framework at the national level</li> <li>• <b>Activity 4.5:</b> Provide policy support for improving access to finance and assessing models of public support to investment funds specialized in IT start-ups, biotech, fintech, agritech, etc.</li> </ul> <p><b>List of activities for Output 5:</b></p> <ul style="list-style-type: none"> <li>• <b>Activity 5.1:</b> Provide expert support and specialized services in managing the project, developing technical documentation, building and equipping the facility.</li> </ul>	