Project Document

"Supporting the Government of Albania to Improve ICT Infrastructure and e-Services in Albania"

Brief Description

This project will provide direct support to the institution of the Minister for Innovation and ICT and line Ministries to **(i)** better manage the national information society agenda; **(ii)** establish the national broadband network **(iii)** enhance the availability and use of e-services by citizens.

The project will support outcomes of improved ICT infrastructure and electronic services that will increase government's interaction with citizens and businesses.

UNDAF Outcome(s):	Outcome 1: A transparent and accountable government, developing and implementing effective policies
Expected CP Outcome(s):	Comprehensive integrated framework with RBM feedback mechanisms in place with Government effectively utilizing these tools to implement priority interventions for the achievement of MDGs
Expected Output(s):	Output 1.3: Public Administration effectiveness increased through deployment of e-services and system modernization
Implementing Partner:	UNDP Albania
Responsible Parties:	Minister for Innovation and ICT

Programme Period:	2011-2012	AWP budget:	USD 200,000
Key Result Area (Strategic Plan):	Foster capacities for Economic growth and human development	Total resources required: Total allocated resources:	USD 600,000 USD 200,000
Atlas Award ID: Start date: End Date PAC Meeting Date:	May 2011 May 2013	• Regular: • Other: Unfunded budget:	Coherence Fund USD 400,000
Management Arrangements	(NIM) National Implementation		

Agreed by the Minister for Innovation and ICT:

Genc Pollo, Minister   Date: 13 May 2011

Agreed by UNDP:

Zineb Touimi-Benjelloun   Date: 13 May 2011
UN Resident Coordinator and UNDP Resident Representative

I.   Project Context

The use of information and communication technologies (ICTs) is an essential component of modern societies and economies. ICT is required to modernize economies and governments to operate efficiently and enhance service delivery to public and private sectors. People require ICT to take advantage of these efficiencies and services in order to improve on their quality of life and become more self-sufficient. For a country to make beneficial use of these technologies there needs to be a balance between the capacity of government and of the private sector to supply these services and the capacity of the public to demand them and to make beneficial use of them. When ICT strategies are crosscutting and broad in their focus, the social and economic development goals are most likely to be successful in their contribution to national development goals.

ICT infrastructure, which is also known as connectivity has been the largest driver of growth in the past two decades for those economies that have invested in it. The introduction of broadband networks and services is having a transformational effect on economic activity and social inclusion across the globe, providing a foundation for long-term economic growth and competitiveness, especially for small countries. There is a significant positive relationship between broadband penetration and GDP growth.

Policy makers are increasingly focusing their attention on ICT infrastructure. The European Commission has set an objective of accelerating the roll-out of broadband and creating a competitive single market for information and media services within the EU. Under its i-2010 strategy, the EC targeted year 2010 for high-speed broadband lines being available everywhere in Europe, and in 2010 it set a new target of having a minimum of 30 Mbps available everywhere by 2020.

The Albanian government has understood the importance of ICT and has made ICT development as one of its top priorities. The government introduced the "Digital Albania" initiative which calls for an acceleration of ICT penetration in Albania. Achieving the objectives of "Digital Albania" will require infrastructure investment, institutional reforms, legislative improvements, capacity building and most importantly effective implementation of these policies. Widespread access to ICT by businesses and citizens, including those in rural areas, will provide a strategic input to the "new growth agenda" in a cross-cutting manner. To achieve higher penetration of high quality services at affordable prices, policy makers need to prepare the way for more intensive inter-network competition, especially on broadband.

Albania has made considerable progress in recent years in developing ICT infrastructure, although it still lags behind with regard to internet penetration. Accessibility and usage are still very low as compared to EU and neighbouring countries. The broadband internet penetration rate was only 2.5 percent in 2009, which is lower than in any other country in the region. Albania needs to accelerate the adoption of broadband, in particular if it wants to improve its competitiveness. Moreover, practically all of the 60,000 customers are in cities as the service is still underdeveloped in rural areas. Although broadband penetration picked up strongly in 2009, the gap remains immense. Whether the increase in broadband penetration will continue will depend upon whether the Government can maintain a transparent and competitive environment.

Prices remain high and this remains a major factor for the limited take up of this service by the population and small businesses. Monthly subscription for broadband internet in Albania is six times higher than in Croatia, almost double than in Montenegro, and 50 percent higher than in Kosovo. Experience from the neighbouring countries has shown that deep penetration of broadband

can only be achieved by lowering the price of the service. Also, without cheap internet service, people may not be aware of benefits from internet access.

As more and more firms are using mobile phones, email, websites and e-commerce, Albania's ICT infrastructure is increasingly perceived by firms as inadequate to support Albania's growth aspirations. The increase in the share of firms perceiving ICT to be a problem for their business does not signify deterioration in the infrastructure, but rather an increase in demand which has outpaced the development of ICT in the last few years. For example, the share of Albanian firms that use email for regular communications increased from 37 percent in 2002 to 71 percent in 2008[1]. Albania also has a very low ranking in the World Economic Forum Global Information Technology Report Networked Readiness index (World Economic Forum & INSEAD, 2009). With a ranking of 105 out of 134 countries worldwide, it is the lowest ranking in Europe apart from Bosnia and Herzegovina. Meanwhile, on the same index, Macedonia is ranked 79, Serbia 84, Croatia 49 and Slovenia 31.

The greatest progress in ICT development has been in the mobile market. By the end of 2009, the mobile penetration rate reached 129 percent bringing Albania very close to regional and EU comparators. Moreover, the growth in the sector continues as access expands to customers in rural areas. As of January 2011, 3G services are being offered to Albanian mobile users with one operator (Vodafone) offering the service. This service will become an important alternative broadband network and will allow Albania to leapfrog some existing ICT forms.

Institutional Arrangements in the Sector

It is believed that Albania has already in place most of the basic elements of a governing and regulatory framework for telecommunications.

In 2008, the government established an independent regulatory body, the Postal and Electronic Communications Authority (known as AKEP, Autoriteti i Komunikimeve Elektronike dhe Postare). AKEP is headed by a board of five directors appointed by, and accountable to the Parliament. It is a self-financing organization, mostly relying on spectrum and license fees.

In 2007, Government established the National Agency on Information Society to coordinate development, administration of state information systems and promotion of an information society. The National Authority for Electronic Certification (NAEC) was established in 2008 to supervise the enforcement of this law and to monitor the use of electronic signatures in Albania. The Commissioner for the Protection of Personal Data was established in 2008 to ensure that personal data is managed so as to protect personal privacy. The Minister for Innovation and Information and Communication Technologies was appointed for the management of the digitalization of the society, reforms in the information society and overseeing the implementation of the "Digital Albania Initiative". In May 2010, government approved a new policy paper for the electronic communication sector which lay forward the objectives for the ICT sector.

National Broadband Network (NBN)

Access to a modern, widespread and professionally managed broadband service is the foundation where communication infrastructure is based. The Government plans through the deployment of the National Broadband Network (NBN), to provide the country with a networking platform for a multitude of viable networking solutions ranging from IPvoice to IPTV and e-services, to the e-

---

[1] A Country Economic Memorandum (Document of the World Bank), 2 November 2010 (http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/11/21/000333037_20101121235513/Rendered/PDF/535990ESW0gray1e0o nly1910BOX353785B.pdf)

government and many critical commercial applications for the economy. The NBN can enable Albania to take full advantage of these technologies in order to assist the country in becoming a full member of the information economy and a knowledge based society. Because ICT is important to all business processes, its impact as a cross cutting issue is principal.

NBN will provide data exchange and internet access to all citizens, businesses and government entities in Albania and access for schools and other academic institutions. Broadband access provision will also help the government of Albania to reduce its expenses (in terms of the monthly fee) for internet access to all its public agencies. The deployment of a widespread broadband network will dramatically improve the value of these government online services and increase the efficiency of the government-citizen relationship.

The National Policy for Electronic Communications of the Government of Albania states that one of the principal objectives of the Government is broadband access for each Albanian Citizen. For this purpose, the Government of Albania will call a special Request for Proposal (RFP) to establish a Private Public Partnership (PPP) with a suitable private partner to develop, deliver, install, deploy and manage the National Broadband Network (NBN) infrastructure for Albania. The objective of that RFP will be to establish a PPP with a company or a consortium of companies, which will be granted concession for development, delivery, installation, deployment and management of the NBN.

The concession contract will be ratified by the Parliament and the Government of Albania will contribute to the PPP (REKAB/NBN) in the following ways:

a) The winner of the bid will be offered free of charge use for the entire period of concession.
b) The right of way for the construction of electronic communications network in the state property will not be charged any fees.
c) The Government will purchase from the winner at least 50% of the bandwidth Internet service required for its central institutions and public schools for a period of 5 years.

The winner will be expected to invest all the necessary costs associated with the development and operation of NBN, deploy high level technical expertise and make available in-depth experience necessary for the establishment of the networking infrastructure.

E-services in Albania

The availability of relevant and compelling content will be critical for demand of broadband services[2].

The portals of ministries and other institutions provide citizens with a wealth of information and are linked together, making it easy for the citizens to navigate from ministry sites.

But, the Government has only one major e-service and that is the tax application for citizens. As a result, citizens have a limited access to other types of e-services and thus, transactional services on the government sites are essentially non-existent. The government portals need to be strengthened in providing e-services and other transactional activities, such as downloading online forms, updating of citizens information and making online requests. With the exception of the Ministry of Finance, which has limited transactional activities, no other ministry has any transactional activities. Many Albanian citizens would receive primary information from the ministry sites, but are unable to obtain online permits, pay their bills online or have any financial transactions.

---

[2] "E-Government Assessment of Albania", UNDESA Mission Report of Advisory Services (Richard Kerby, 28 June 2010)

In addition, portals in Albania have little citizen engagement or interaction nor do they engage in social networking activities with their citizens. This prevents the government from receiving direct feedback from the citizens. There are no discussion forums at the national or local sites, nor are there any blogs or chat sessions, which could have provided governments the opportunity to dialogue effectively with citizens. As a result, the government of Albania is unable to tap the online feedback from its citizens.

EU has recognized 20 basic e-services that member and accession countries need to deploy. They include 12 government-to-citizen and 8 government-to-business services.

G-to-C: 1. Income taxes: declaration, notification of assessment; 2. Job search services by labour offices; 3. Social security benefits; 4. Personal documents: passport and driver license; 5. Car registration (new, used, imported cars); 6. Application for building permission; 7. Declaration to the police (e.g. in case of theft); 8. Public libraries (availability of catalogues, search tools); 9. Certificates (birth and marriage): request and delivery; 10. Enrolment in higher education/university; 11. Announcement of moving (change of address); 12. Health related services (interactive advice on the availability of services in different hospitals; appointments for hospitals.

G-to-B: 1. Social contributions for employees; 2. Corporate tax: declaration, notification; 3. VAT declaration, notification; 4. Registration of a new company; 5. Submission of data to statistical offices; 6. Customs declarations; 7. Environment-related permits (incl. reporting); 8. Public procurement.

ICT Development and Human Capital

The ambition of the Albanian economy to become knowledge based requires a more intensive usage of information technology. The economy has as its cornerstones knowledge, skills, innovation and enterprise. Its most valuable assets are knowledge and creativity. Therefore, possession of IT skills is becoming one of the most significant factors for successfully aligning it with the needs of the modern economy.

ICT sector in Albania has still limited availability of highly skilled human resources. It is estimated that currently only about 10 percent of students graduating from IT related programs are immediately employable. Consequently, ICT firms face high post-employment training costs. Two key reasons for this skills gap are (i) limited use of ICT in education generally, and (ii) limitations in university technical programs including outdated curricula and limited links with the private sector.

Since the gaining of IT knowledge and skills at the educational system level is not yet at the required level, or sometimes it is less or different from what is expected, continuing the IT education and re-qualification represents an important direction of human resource capacity development.

Enhancing awareness on the part of public officials about e-government issues to be addressed in a comprehensive manner remains a key task. Line ministries and other public agencies in charge of policy making and service delivery need to develop more e-content and enhancing their current national portals and web sites to make them more citizen-driven and create more opportunities for citizen engagement and e-participation.

Service delivery institutions need to become committed to developing their communication with citizens and attract their feedback through the use of blogs and other forms such as comments, reviews, opinions, etc. The impact of blogging upon the mainstream media has already been

acknowledged by governments worldwide as a common current thought of the majority. Also, the level of commitment for IT Managers needs to be increased to become more e-government oriented and to create possibilities of implementing citizen engagement.

II.   Project strategy

The project activities are organized in a way that they will contribute along the following directions:

1. Better management of the national information society agenda by the Government;
2. Improving the broadband penetration in Albania through the establishment of the national broadband network (NBN);
3. Enhancement of the availability and use of government e-services.

This project will impact directly improvements in the performance of the institution of the Minister for Innovation and ICT. The ICT agenda of Government will benefit of a more modern ICT infrastructure which can increasingly support the deployment of different e-services.

The National Strategy for Information Society that was approved by the Government of Albania in 2008 emphasizes the need to promote good governance through modern online services. This electronic government concept stems from the European initiative "e-Europe" (Electronic Europe), which means that the government will be the first to initiate the overall process in order to demonstrate the concept of information society.

During the project implementation phase, feasibility of introducing international standards of ICT infrastructure and e-services will be introduced to ensure these will match with the existing and required legislation.

The Government of Albania has committed to develop coherent policies that will facilitate the achievement of its strategic objectives in the area of ICT and lead to the establishment and delivery of electronic services that are unified, standardized, independent from platforms and technology, and easy to use.

The project will introduce the capacity development cycle and will comprise of the following steps: engaging all partner stakeholders in the CD process, assess the capacity assets and needs, formulate capacity development plans, implement and evaluate them.

The capacity assessment will consider capacity gaps at the three levels: individual capacities, organizational capacities, and the enabling environment / or policy capacity needs through a Systems' Approach:
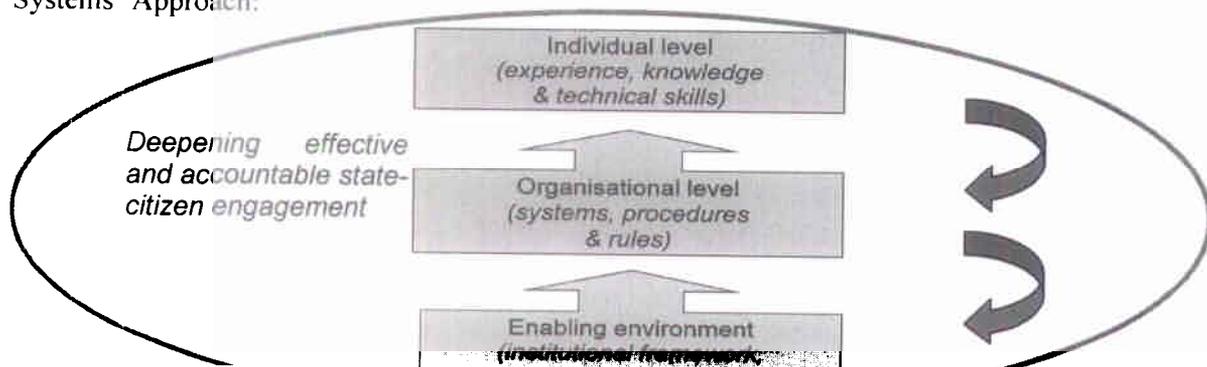
Capacity assessment will comprise of capacities for policy formulation, coordination, putting in place legislation, engaging in international cooperation, engaging in cooperation with civil society, enacting measures for policy implementation, monitoring and evaluation. Capacity development plan/s will contain concrete measures on how to scale up those capacities in order to address the demands for achieving better results.

This project is considered very complex and multi-faceted; therefore its implementation is extended in two phases:

Preparatory phase:

This phase of the project is already coming to a close and has consisted of preparing a Request for Proposal (RFP) with technical specifications and Terms of Reference for the NBN. UNDP has assisted the Government with development of an objective and transparent RFP to be used for the selection of an appropriate PPP partner/vendor for the broadband implementation. The government has issued a RFP seeking to engage international and national companies interested in planning, deploying, and operating the NBN. Through this competitive process, MIICT will issue a PPP contract/agreement on a competitive basis with a private company capable of implementing the connectivity to 96% of the Albanian marketplace addressing the needs of the government, businesses and all citizens of the country, men and women, and with capacity to invest, operate and sustain a national networking infrastructure and building e-services.

Implementation phase:

This phase will consist of (a) advisory services to the Government throughout the process of evaluation, classification and selection of the PPP partner for the NBN; (b) providing policy advice for managing the information society agenda of the government; (c) assisting the government with identifying and deploying e-services;.

UNDP will make sure to include in all Terms of Reference particular tasks with a view to integrate gender equality concerns in the course of project implementation.

III.   Partnership

UNDP will implement this project in close partnership with the institution of the Minister for Innovation and ICT, National Agency for Information Society, other line Ministries who will partner in this project.

III. WORK PLAN

May 2011 – May 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q5		Funding Source	Budget Description	Amount
Output 1: A NBN is established and offers connectivity nationwide *Baseline:* *a. Albania has a low level of broadband penetration nationwide* *b. GoA advertised a RFP seeking to engage e company to establish a NBN* *Indicators:* *a. A company is contracted by the GoA for the NBN* *b. The contracted company delivers according to a work plan approved by the GoA*	**Activity Result 1: NBN improves the ground for developing applications and deploying e-services**							One UN Coherence Fund		
	- Policy Paper on the development of broadband in Albania and its linking with electronic communication	X					UNDP and MITIK		International consultant	USD 20,000
	- Recruit international / national project staff	X					UNDP and MITIK		- Internat'l PM (1 year) - National proj. Staff	USD 175,000 USD 45,000
	- Support the process of evaluation of offers and contracting	X	X	X	X		MITIK and project staff		- Consultants	USD 25,000
	- Monitor the establishment of NBN			X	X	X	MITIK and project staff			

Targets:								
a. Complete the NBN evaluation and contracting process by Fall 2011								
b. Start the establishment of NBN in 2011								
c. Make the NBN operational in end of 2012								
Output 1 sub-total								**USD 265,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q5		Funding Source	Budget Description	Amount
Output 2: Key interventions are undertaken by MIITIC to enable the environment in the ICT sector *Baseline:* *Albania has still an incomplete ICT legislative and regulatory framework* *Indicators:* *Laws, by-laws, policies, etc. are adopted and implemented taking into account anticipated effects on both men and women* *Targets:* *Initiate improvements in the areas of RoW, GIS, etc. which are in line with international standards and requirements*	**Activity Result 1:** **Basic legislative and regulatory framework in the areas of RoW, GIS, Info-Poverty, etc. is created**							One UN Coherence Fund		
	- Capacity assessment covering 3-layers of CD: Individual, Organizat'nal, and Enabl. Environment levels. Prepare a CD plan	X					UNDP Albania RSC Bratislava MITIK		Travel and DSA	USD 5,000
	- Subcontract national / international company (ies) to prepare legislation, procedures, by-laws in the areas of GIS, RoW, etc. Conduct CD activities with the respective GoA institutions/agencies		X	X	X	X	UNDP and MITIK		Subcontract/s, seminars, round-tables, etc.	USD 140,000
	- Participation in various knowledge-based activities in cooperation with ITU, etc. (WSIS, ITU, meetings, Global Forum 2011, conferences on broadband, e-services, cyber security, info-poverty, etc.)		X	X	X	X	UNDP and MITIK		Seminars, workshops, study visits, etc.	USD 70,000
	- Equipment						UNDP and MITIK			USD 65,000
	Output 2 sub-total									**USD 280,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q 5		Funding Source	Budget Description	Amount
Output 3: Structures and skills are created in line Ministries for introducing increasingly e-services	**Activity Result 1: Availability and use of e-services is increased**							One UN Coherence Fund		
Baseline: _Albania has still a very limited number of e-services_ _Indicators:_ _Plans and timelines for deploying e-services with gender sensitivity are in place_	- Prepare a feasibility study on the institutional and HR profiles required to deploy the basic 20 services recommended by EU with particular attention to gender specific elements. Conduct a capacity assessment and prepare a CD plan			X	X	X	UNDP and MITIK		International / company /ies	USD 20,000
Targets: _Make all the required institutional arrangements to proceed with e-services with an underlying scope to make them equally accessible to both men and women_	- Pilot the deployment of e-services in a selected a number of ministries		X	X	X	X	UNDP and MITIK		National / international consultants; seminars, workshops, etc.	USD 25,000
	Output 3 sub-total									**USD 45,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q5		Funding Source	Budget Description	Amount
Communication				X	X	X	UNDP	One UN Coherence Fund		USD 5,000
Miscellaneous		X	X	X	X	X	UNDP	One UN Coherence Fund		USD 5,000

Total Programme Budget										USD 600,000
Gap										USD 400,000
Year 1							UNDP	One UN Coherence Fund		USD 186,000
							UNDP	One UN Coherence Fund	GMS (7%)	USD 14,000
							UNDP	One UN Coherence Fund		USD 200,000

IV. MANAGEMENT ARRANGEMENTS

The Project will be managed under the National Implementation (NIM) modality with implementation support provided by the UNDP project staff:

(a) Day-to-day project support
(b) Identifying expertise which is available in the international and domestic market
(c) Recruiting necessary international or local expertise
(d) Carrying out tenders for procuring services and/or goods as per the rules and regulations
(e) Issuing contracts and making payments related to expenses incurred as part of project implementation
(f) Preparing and distributing periodic reports including financial reports

The project organisation structure will be as follows:

Project Organisation Structure

Project Board

UNDP Country Director (Senior Supplier) | Minister of Innovation and ICT (Executive) | N A I S (Senior Beneficiary)

Project Assurance UNDP Albania (Governance Cluster) | Project Manager | Project Support

Project team | International / National Consultants | Sub-contractor/s
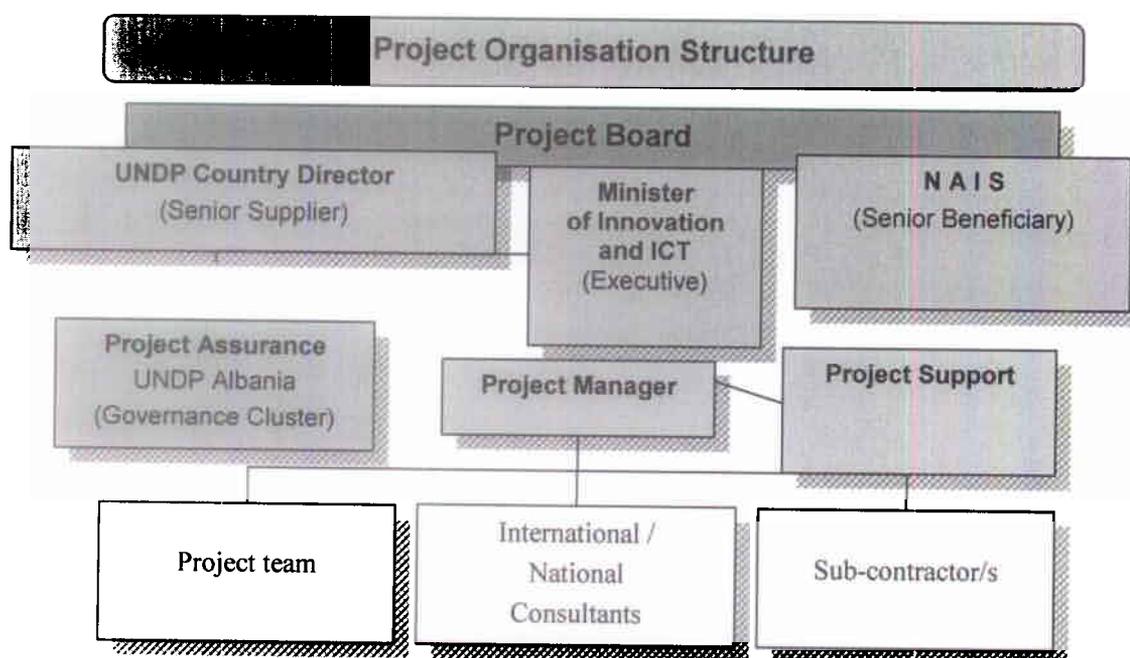
A Project Board – aimed to monitor and steer the strategic direction of the programme implementation – will be convened under the chairmanship of the Minister of Innovation and ICT (Executive), UNDP Country Director (Senior Supplier), and NAIS and line Ministry representatives as Senior Beneficiaries. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. The Senior Beneficiaries will be representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results. The Project Board will meet every six-months or upon need. The first board meeting will convene following the approval of the Project Document in order to discuss and agree on the following matters:

- How to ensure successful implementation with the cooperation among all the parties involved
- Agree on the following activities
- Adjusting and confirming the work plan and strategy of the project
- Making decisions on the direction of the project if needed
- How to ensure sustainability of the project

The UNDP Governance Cluster will be in charge of Project Assurance. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are properly managed and completed. Project Assurance will be independent from the Project Manager. Therefore, the Project Board will not delegate any of its assurance responsibilities to the Project Manager.

V. MONITORING FRAMEWORK AND EVALUATION

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

<u>Within the annual cycle</u>

o On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

o An Issue Log will be activated in ATLAS and updated to facilitate tracking and resolution of potential problems or requests for changes.

o Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect project implementation.

o Based on the above information recorded in ATLAS, Semi-annual Progress Reports will be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

o A project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

o A Monitoring Schedule Plan shall be activated in ATLAS and updated to track key management actions/events.

<u>Annually</u>

Annual Review Report: An Annual Review Report will be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report will consist of the ATLAS standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Evaluation

A formal UNDP evaluation may be conducted at the end of this project.

Quality Management for Project Activity Results

OUTPUT 1: A NBN is established and offers connectivity nationwide		
Activity Result **Atlas Activity ID**	Activity Result 1: NBN improves the ground for developing applications and deploying e-services	Start Date: 1 May 2011 End Date: 1 July 2013
Purpose	The purpose of this activity result is to help MITIK establish a NBN in a more efficient and effective manner	
Description	The activity result will enhance the capacities of MITIK to increasingly plan and carry out similar business processes in the future	
Quality Criteria	**Quality method**	**Date of Assessment**
Enhanced understanding by MIITIC of these processes	Evaluation and contracting procedures of international vendors	1st and 2nd quarters

OUTPUT 2: Key interventions are undertaken by MIITIC to enable the environment in the ICT sector		
Activity Result **Atlas Activity ID**	Activity Result 1: Basic legislative and regulatory framework in the areas of RoW, GIS, etc. is created	Start Date: 1 May 2011 End Date: 1 July 2013
Purpose	The purpose of this activity result is to help MITIK advance the ICT legislative and regulatory framework in a more efficient and effective manner	
Description	The activity result will enhance the capacities of MIITIC to continue pursuing this process in the future	
Quality Criteria	**Quality method**	**Date of Assessment**
Enhanced understanding by MITIK of these processes	Enhanced opportunities in the ICT sector	Mid-1st year until the end of the project

OUTPUT 3 : Structures and skills are created in line Ministries for introducing increasingly e-services		
Activity Result **Atlas Activity ID**	Activity Result 1: Availability and use of e-services is increased	Start Date: 1 May 2011 End Date: 1 July 2013
Purpose	The purpose of this activity result is to help MITIK, NAIS and line Ministries deploy more e-services in an efficient and effective manner	
Description	The activity result will enhance the capacities of MITIK, NAIS and line Ministries to pursue this process in the future	
Quality Criteria	**Quality method**	**Date of Assessment**
Enhanced understanding by MITIK of these processes	Enhanced number of e-services	Mid-1st year until the end of the project

VI. Legal Context

This document and the CPAP signed by the Government and UNDP which is referenced to constitute a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

The implementing partner shall:

a) Put in place an appropriate security plan and maintain the security plan, taking into account 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 this agreement.

UNDP Resident Representative alone can make project revisions with regard to budget and timeframe. On substantive revisions, the approval and signature of Government will be required.

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/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 1

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation

<p align="center">RISK LOG</p>

	Description	Date Identified	Type	Impact & Probability	Counter measures / Mngmt response	Owner	Submitted updated by
1	Little interest on some of the anticipated project results	Prior to project beginning	Operational	Probability: 3 Impact: 3	Continue to encourage and raise interest on all the project results	Project Board	Project Assurance
2	Delays in the contracting process of the NBN PPP						