Standard Summary Project Fiche – IPA centralized programmes

Project fiche: 9

1. Basic information

Background:

1.1 CRIS Number: 2010/022-154

1.2 Title: Strengthening administrative capacities in information society

1.3 ELARG Statistical code: 02.10 – Information society and media

1.4 Location: Montenegro

Implementing arrangements:

1.5 Contracting Authority (EC)

Delegation of the European Union to Montenegro

1.6 Implementing Agency:

N.A.

1.7 Beneficiary (including details of project manager):

Ministry for Information Society (MIS)
Podgorica
Montenegro
phone: +382 20 482 131,
fax +382 20 241 790

Project manager:
Ivan Lazarević, (advisor in the ministry)
phone +382 20 482 423,
mobile +382 67 642 785
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1.8 Overall cost:

€ 625,000.00

1.9 EU contribution:

€ 500,000.00

1.10 Final date for contracting:

Two years from the conclusion of the Financing Arrangement

1.11 Final date for execution of contracts:

Two years from the final date of signature of the contract

1.12 Final date for disbursements:

One year from the final date of execution of the contract

2. Overall Objective and Project Purpose

2.1 Overall Objective:

The development of information society in Montenegro in accordance with EU and international standards.

2.2 Project purpose:

To strengthen the administrative capacities of the Ministry for information society in order to increase the quality of information society services and to stimulate access and usage of on-line government services.

2.3 Link with AP/NPAA / EP/ SAA

Information society is recognized in the *Stabilization and Association Agreement* where it is stated that further cooperation and gradual alignment of policies and legislation is to be done, as well as preparation of the whole society for the digital age.

2.4 Link with MIPD

In *MIPD 2009 – 2011*, in section 2.3.1.3 Priority axis 3 - Ability to assume the obligations of membership mentioned a possible area of support, as it is stated in objective 11 of this section, the progressive development of an information society. Also, potential results are that an understanding and the institutional capacities for the development of the "information society" are in place.

2.5 Link with National Development Plan

n/a

2.6 Link with national/ sectoral investment plans

Information society development in Montenegro is recognized in 2002, when Government of Montenegro, together with other countries from region, signed Joint Statement of Internet, for information society development. This document, together with Electronic South East Europe (hereinafter: eSEE) Agenda, signed in the same year, have resulted in a *Strategy for Information Society Development* – which represents a path towards knowledge based economy, which was adopted by Government of Montenegro for four year period until 2007. Information society and electronic services development both for public and private sector has begun by defining strategic priorities. The strategy clearly defines goals and activities to be carried out.

 In the course of a continual progress and the development of society, a need for a new strategy emerged.. This new strategy, adopted in early 2009 was a result of newly signed regional document eSEE Agenda Plus (signed at a ministerial regional conference in October 2007). The Government also defined the annual Action Plan for year 2009 in order to implement priorities of this new strategy such as the creation of a relevant registry and also awareness rising on the necessity for knowledge based economy. The implementation of the Strategy is based on the annual Action Plan implementation.

2.7 Link with National Program for Integration (NPI)

National program for integration of Montenegro into EU clearly emphasizes strengthening of administrative capacities as midterm priority (section 3.10.2.3 Mid-term priorities).

3.   Description of project

3.1 Background and justification:

Information and Communication Technologies (ICT) has a capacity to influence on society structure, and also social and communication networks. All innovations are being analyzed and have significant importance on everyday life, or more on the way that societies accept them. Looking at the number of internet users and other services shows how big its influence is and how much internet is incorporated in all life spheres. Internet made possible to whole societies, both individuals and companies, to broader their view, and to get out of local, national and regional frames. Societies became a part of global electronic networks, and thus took more active part in creation of reality. In that sense the Ministry for information society takes actions in raising awareness on the necessity of gaining knowledge on new achievements in information society and their usage.

Development of new technologies also caused a creation of new global markets with clear standards and game rules. In order to achieve economic growth, necessity for using new technologies emerges, which, again, represents economic and technological development both of individual and society. Ministry for Information Society has direct impact on these issues by creating new on-line services, which enable each relevant stakeholder to do personal and business activities in much easier, quicker and more efficient way.

The EC progress report for 2009 recognizes that "There have been further developments regarding **information society services"** as well as establishment of new Ministry for Information Society. Regarding legislation and human resources EC progress report stipulates that certain legislative act have been adopted, but they still need to be aligned with EU directives and "Electronic signature legislation is in the process of implementation". Human resources are "still weak", as its stated in the Progress report for 2009.

Montenegro is a small country with limited resources. Having this in mind the development of knowledge based economy is of essential importance, as well as creation of efficient public administration and involvement of all citizens and other relevant stakeholders in these tasks is highly advisable and welcome.

Today, one of strategic priorities of Montenegro is usage of ICT in all development strategies, because ICT gives endless possibilities and has huge influence on national economies and global competitiveness.

Montenegro has high penetration of mobile communications. At the end of January 2009 number of mobile phone users was 1.144.072, which equals 184,48% of penetration (based on the number of sim-cards sold). Increase in relation to same period in 2008 is 5,67%. This high percentage shows the necessity to develop mobile service equally as internet services. Challenge for Montenegro is to reach high level of mobile service usage (for example, paying reservation via mobile phone). According to InternetWorldStats[1] statistics number of internet users is 41.30%. This number includes subscribers, as well as users which are not subscribers, but use internet at work, school, internet corners, etc). Montenegro must reach the EU level of broadband users, which is around 40%.

Information society development, as well as proper usage of ICT for increasing efficiency of economic and social process, demands coordination of efforts and activities of all public institutions. In that sense, coordination of information society development and implementation of strategy and action plans is in responsibility of the Ministry for Information society. Also, in process of implementation, goals set out in the strategy will be accomplished only by coordinated activities of all member of the society, both public and economic subjects. In that sense improving administrative capacities of the Ministry is of essential importance.

To realize the potential that ICT has, government therefore has to adopt ICT means and ICT based methods in all branches and levels of public sector. Only this ICT enabled public administration oriented toward citizens and business provides an environment that can adequately answer to the needs and challenges of the future information society and knowledge based economy. Besides basic knowledge of ICT, preconditions for long-lasting and stable functioning of government information system are good network infrastructure, and also high quality, state-of-art functional services. This is also a necessary support in the integration process. Because of above mentioned, the functionality and stability of the system completely depends on the expertise of the staff which is responsible for maintenance and development procedures.

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[1] www.internetworldstats.com

The Ministry for information society must function as one logic and organizational whole, and provide unique development and maintenance of system. By this, higher functionality and cost reductions is achieved and also full integration of government information system of Montenegro.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

The Project will have a large impact on public administration, citizens and economy by providing citizens and companies the appropriate information and active participation in society through connected information system. Achieving development goals, providing new services, raising awareness on ICT advantages, etc, will strengthen and connect Montenegrin economy, and also provide exchange of information and experiences in the business world and entrepreneurship, as well as making the state administration a quick, efficient and transparent service. ICT provides for the organization of production and providing of services to citizens and business in a completely different way (more efficient, easier, quicker and cost effective).

This project will enable the state administration to take full advantage of ICT for communication and services, and thus make relations with citizens more transparent and efficient.

In all relevant strategies for state administration improvements, ICT is recognized as one of the most important factors in state administration reform. Many reform aspects are impossible to meet without ICT, which is a very important *catalyst* of changes and gives advantages in a sense of productivity and in providing quality services.

ICT also facilitates faster economic growth through GDP increase, export increase, reduction of trade deficit and also employment increase. Practically all projects results envisage strong involvement of civil servants within the ministry. Know how will be transferred to civil servants performing daily tasks and the sustainability of the achieved outcomes will be guaranteed in accomplishing annual action plans, training programs, interoperability and safety standards.

Furthermore, once the adequate services are developed and provided, they will become the daily operational facilities and tool for the government institutions in question.

By confirming the importance of the regional eSEE Initiative and accepting information society as basis for faster development of region, through reduction of differences of development throughout the region and EU, governments of the region countries have agreed on further goals and tasks defined in eSEE Agenda Plus for period 2008 – 2012. Having this in mind, improved capacities of Ministry for Information society will lead to better implementation of eSEE Agenda Plus and will be able to better cooperate with countries that signed this document in achieving goals and task set in the Agenda.

3.3 Results and measurable indicators:

Result 1: Capacity to prepare and implement legislation for information society development in accordance with EU acquis is strengthened.

Measurable indicators: Standards, procedures and rules on legislation implementation adopted by Government; At least 2 (two) employees of the Ministry are trained on implementation of information society legislation.

Result 2: Level of awareness of all relevant stakeholders on importance of information society has been increased.

Measurable indicators: At least five promotion campaigns are organized; A set of indicators for measuring development of information society is adopted by Government; At least 4 (four) employees of the Ministry are trained on measuring indicators of information society development.

Result 3: Framework and standards for developing eGovernment services are defined.

Measurable indicators: At least 5 (five) eGovernment services will be implemented (defined in work plan); At least 4 (four) employees of the Ministry are trained in developing and maintaining e-government services; Standards, procedures and rules for e-government services are adopted by Government.

Result 4: Infrastructure capacities for the implementation of the information society services are strengthened.

Measurable indicators: Government network capacity (intranet) is increased by 100% in 2012; Number of upgraded personal computers for public servants is increased by 20% in 2012; At least 4 (four) employees of the Ministry are trained on infrastructure for information society services.

3.4 Activities:

Activities related to result 1:

1.1 Assessing legislative framework for the information society services;
1.2 Preparation of relevant amendments on the existing laws and preparation of relevant sub-laws;
1.3 Define and create the set of procedures, standards and rules for implementation of legislation;
1.4 Define manual for inspection procedures in accordance with legislation if necessary;
1.5 Prepare and implement training programs for inspectors which will ensure proper implementation of legislation;

Activities related to result 2:

2.1 Prepare and define the list of indicators for measuring the level on development and sophistication of information society services;

2.2 Define the methodology for evaluation and monitoring of the suggested indicators and prepare a user's manual;

2.3 Prepare the plan for long term promotion of the information society services;

2.4 Organize promotional pilot project to describe importance of information society;

2.5 Prepare and implement training programs with emphasis on increasing promotional skills for the employees of the Ministry dealing with promotion of information society;

Activities related to result 3:

3.1 Prepare the measures for promoting and support in research and development process of information and communication technologies in public sector;

3.2 Define the set of minimum standards for interoperability based on comparative experiences of other countries in area of e-Government;

3.3 Identifying, monitoring and analyzing of the fields, functions and processes of the e-Government services;

3.4 Prepare and implement training programs for the staff of department for e-Government development in order to ensure proper establishment and implementation of e-government services;

3.5 Define and create the set of procedures, standards and rules for each e-government service;

Activities related to result 4:

4.1 Optimization and plan for enlargement and maintenance of the Government information system and information society services;

4.2 Prepare and implement training programs for the staff of department for informatics infrastructure;

4.3 Procurement of the necessary equipment according to the plan of enlargement and maintenance of the Government information system and information society services;

3.5 Conditionality and sequencing:

Full commitment and support of the beneficiary, including their readiness to establish and take active part in a Steering Committee that will coordinate the implementation of the technical assistance project is one of key preconditions to assure sound implementation of this project.

The beneficiary institutions should in particular:

- Appoint the counterpart personnel;
- Appoint the relevant staff to participate in capacity building and training activity in accordance with the approved training programme;
- Allocate working space and facilities;

As far as sequencing is concerned, implementation of the two contracts is not mutually dependent, i.e. implementation of twinning contract could be initiated prior to implementation of supply contract and vice versa.

3.6 Linked activities

Work plan for Ministry for Information Society defines set of activities for implementation in following years. Priorities defined in Strategy for Information Society Development will be implemented through annual action plans. The goal of Action plan for development of information society until end of 2009 is to continue realization of major infrastructure projects, realization of smaller projects with impact for citizens, economy and public administration, as well as promotion of information society, in order to increase awareness of ICT in everyday life.

IPA 2009 project "Support to the Digitalisation of the Montenegrin Public Broadcasting" which overall objective was to support development of the information society and electronic media in Montenegro by providing added value services and faster access to new technologies to citizens of Montenegro that will ultimately contribute to an improvement of their standard of living and of citizens/consumers' rights.

In the education system there are a lot of efforts to introduce ICT solutions. As result of these efforts around 90% of all elementary schools have computer classrooms. Until end of 2009 all elementary schools will have trained ICT schools coordinators who are teachers responsible for implementation of ICT solutions on the school level.

UNDP organized a training programme for public servants dealing with ICT issues in Tallin, Estonia. Training was about Estonian experiences on e-Government and ICT policy. Participants on this training were from Deputy Prime Ministers Cabinet, Ministry of Education and Science and Secretariat for Development (Ministry for Information society is legal successor of this secretariat).

3.7 Lessons learned

Information and communication technologies have significant impact on economic growth, employment and human resources. According to "i2010 – A European Information Strategy for growth and employment" around 25% of GDP goes to ICT, and around 40% of productivity growth in EU. In order to achieve these results, on its path towards EU, Montenegro needs to develop up-to-date ICT solutions for public and private sector. This creates clear picture about creation of information society as a strategic goal of Montenegro in its social, economic and political development.

Montenegro, as any other state on their integration path, faces a problem of administrative capacities. An experience shows that solving this issue is a time consuming process. State reform process shows certain improvement, but there is a still open question on how to establish efficient, professional, independent and transparent public administration. In EU integration process information society development is one of the obligations to be fulfilled, and Ministry for information society must improve its administrative capacities in order to meet all the requirements set upon Montenegro. Ministries staff through everyday work, and also by organizing various courses for public administration staff contribute to faster reforms in information society area. Having in mind speed of progress and changes in this area,

keeping the level of qualifications of public administration staff in accordance with this progress is very important. Through seminars, workshops, trainings, study trips etc public administration staff will be motivated, not only to improve their knowledge, but also to contribute to better functioning of this sector.

For eGovernment programmes to be successful a genuine inter-activity among government bodies is needed. Key lesson for various experiences is that putting public service on line is not enough to achieve efficiency gains, on line processes complement and do not replace off-line processes.

Finally, which is applicable to all part of this project, is that specific training and increased digital literacy is necessary both for operator and users of the services.

4. Indicative Budget (amounts in €)

| | | | TOTAL EXP.RE | SOURCES OF FUNDING | | | | | | | | |
| | | | | IPA COMMUNITY CONTRIBUTION | | NATIONAL CONTRIBUTION | | | | | PRIVATE CONTRIBUTION | |
ACTIVITIES	IB	INV	EUR (a) = (b) + (c) + (d)	EUR (b)	%	Total EUR (c)= (x) + (y) + (z)	%	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	%
Activities of results 1, 2, 3, 4 and activity 1 of result 5												
contract 1	x		500 000	500 000	*100%*							–
Activity 2 of result 5												
contract 2		x	125 000			125 000	*100%*	125 000				
TOTAL IB			500 000	500 000	*100%*							
TOTAL INV			125 000			125 000	*100%*	125 000				
TOTAL PROJECT			**625 000**	**500 000**	*80%*	**125 000**	*20%*					

Amounts net of VAT

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1 – twinning (IPA)	Q4 2010	Q2 2011	Q1 2012
Contract 2 – supply (NC)	Q4 2010	Q1 2011	Q1 2011

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA.

6. Cross cutting issues

6.1   Equal Opportunity

Equal opportunity issues legislation in Montenegro is extensive. The Project will ensure, as far as is practicable, that the internal policies, structure or operating procedures of the beneficiary will conform to relevant EU directives and/or laws related to the promotion of equal opportunity.

Education and training core activities will be conceived and implemented with special attention to fair and non-discriminatory practices towards minority groups and women whose access to, and participation in training activities should be facilitated.

6.2   Environment

Through extensive usage of ICT solutions and information society service using of paper will be reduced. Other aspects of this project do not present negative impacts on the environment.

6.3   Minorities

The proposed project will, as far as is practicable, take the required steps to assure that the internal policies, structure or operating procedures of the beneficiary will conform with or promote minority issues.

Annex I – Logical Framework Matrix

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number:	
Strengthening administrative capacities in information society		**Contracting period expires:** two years from the signing of the Financing Agreement	**Disbursement period expires:** One year after the final date for execution of the contract
		Total budget: **625 000 Euro**	IPA budget: **500 000 Euro**
Overall objective	**Objectively verifiable indicators**	**Sources of Verification**	
Development of information society in Montenegro in accordance with EU and international standards	Number of broadband users will be increased by 5% by 2013. At least 20% of the citizens will use electronic commerce by 2013. At least 50% of legal entities will use electronic commerce by 2013	Annual report of the Agency for electronic communications and postal services. Annual report of Ministry for Information society	
Project purpose	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions**
To strengthen administrative capacities of Ministry for information society in order to increase the quality of information society services and to stimulate access and usage of on-line government services	Annual Action plan of the Strategy for Development of Information society in Montenegro for year 2012 will be completely fulfilled At least 40% of public administration services at central and local level will be done in electronic way by 2012. At least 90% of state administration staff will use electronic communication in everyday work by the end of 2012.	Annual Government report. EC progress report. Annual report of Ministry for Information society	Awareness of the Government of Montenegro of the importance information society development. Continuity of the staff in the Ministry. Readiness of ICT private sector to cooperate with Government of Montenegro in the process of information society development. Willingness of the private sector to take part in financing of ICT projects.

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. Capacity to prepare and implement legislation for information society development in accordance with EU directives is strengthened 2. Level of awareness of all relevant stakeholders on importance of information society has been increased 3. Framework and standards for developing eGovernment services are defined 4. Infrastructure capacities for the implementation of the information society services are strengthened	Standards, procedures and rules on legislation implementation adopted by Government At least 2 (two) public servants are trained on implementation of information society legislation. At least five promotion campaigns are organized A set of indicators for measuring development of information society is adopted by Government At least 4 (four) public servants are trained on measuring indicators of information society development At least 5 (five) eGovernment services will be implemented (defined in work plan) At least 4 (four) public servants are trained in developing and maintaining e-government services Standards, procedures and rules for e-government services are adopted by Government Government network capacity (intranet) is increased by 100% in 2012 Number of upgraded personal computers for public servants is increased by 20% in 2012 At least 4 (four) public servants are trained on infrastructure for	Official Government sessions conclusions. Certificates from trainings. Project implementation reports	Implementation of the government annual working plan. Sustainability of the stuff of the Ministry. Public interest for usage of information society services and internet is adequate Frequency of interaction between business, citizens and public administration is adequate Procurement plan of the Ministry will be implemented.

Activities:	Means:	Cost:	Assumptions
information society services At least 1 (one) operating provider issuing qualified electronic signature certificates			
1.1. Assessing legislative framework for the information society services 1.2. Preparation of relevant amendments on the existing laws and preparation of relevant sub-laws 1.3. Define and create the set of procedures, standards and rules for implementation of legislation 1.4. Define manual for inspection procedures in accordance with legislation if necessary 1.5. Prepare and implement training programs for inspectors which will ensure proper implementation of legislation 1.6. Define procedures and provide training to establish an appropriate supervision system of providers of qualified electronic signature certificates (art. 3.3 of Directive 1999/93/EC). Provide guidelines to foster the establishment of such providers. 2.1. Prepare and define the list of indicators for measuring the level on development and sophistication of information society services 2.2. Define the methodology for evaluation and monitoring of the suggested indicators and prepare a user's manual 2.3. Prepare the plan for long term promotion of the information society services 2.4. Organize promotional pilot project to describe importance of information	Activities of results 1, 2, 3 and activity 1 and 2 of result 4 will be implemented through – IPA (contract 1). - twinning Activity 3 of result 4 will be national contribution in the form of supply contract (contract 2).	IPA – 500 000 € National contribution – 125 000 € total = 625 000 €	Adequate staff availability. Public interest for usage of information society services and internet is adequate Readiness and willingness of the public sector for cooperation. Selection of the country with best practice case applicable to our case. Annual action plain for development of information society will be implemented. Procurement plan of the Ministry will be implemented.

society 2.5. Prepare and implement training programs with emphasis on increasing promotional skills for the public servants dealing with promotion of information society 3.1. Prepare the measures for promoting and support in research and development process of information and communication technologies in public sector 3.2. Define the set of minimum standards for interoperability based on comparative experiences of other countries in area of eGovernment 3.3. Identifying, monitoring and analyzing of the fields, functions and processes of the eGovernment services 3.4. Prepare and implement training programs for the staff of department in order to ensure proper establishment and implementation of e-government services 3.5. Define and create the set of procedures, standards and rules for each e-government service 4.1. Optimization and plan for enlargement and maintenance of the Government information system and information society services 4.2. Prepare and implement training programs for the staff of department 4.3. Procurement of the necessary equipment according to the plan of enlargement and maintenance of the Government information system and information society services			
			Preconditions

ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project

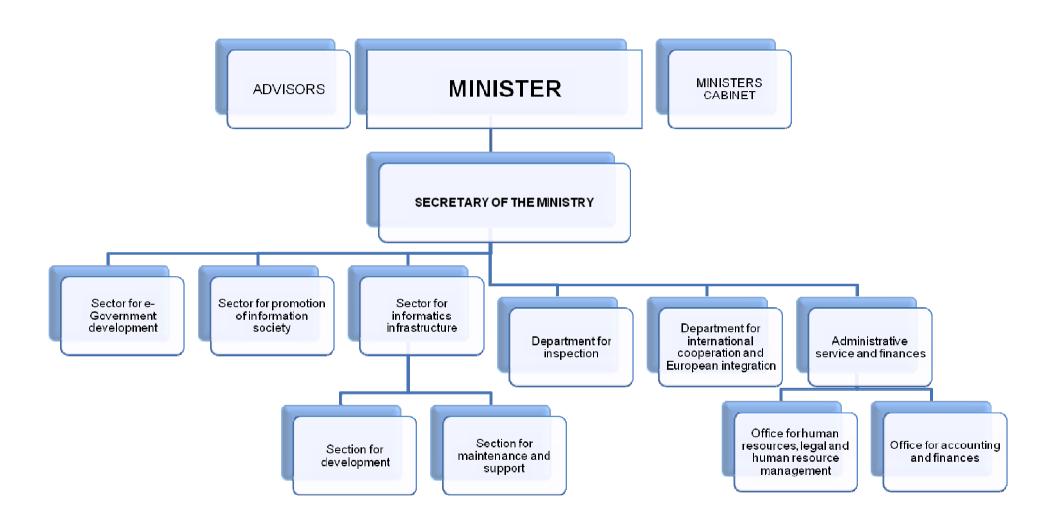| Contracted	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012
Contract 1 (twinning)		500.000			
Cumulated		**500.000**			
Disbursed	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012
Contract 1 (twinning)		400.000			100.000
Cumulated		**400.000**			**500.000**

ANNEX III: Description of Institutional Framework

Internal organization and responsibilities of Ministry for Information Society were defined in Rulebook on internal organization and systematization of Ministry for Information society adopted by Government on session held on 5th of February 2009 and it has 59 employees. According to this Rulebook Ministry has following organizational units:

1. Sector for e-Government development

2. Sector for promotion of information society

3. Sector for informatics infrastructure:

    a) Section for development;

    b) Section for maintenance and support;

4. Department for inspection

5. Department for international cooperation and European integration

6. Administrative service and finances

    a) Office for human resources, legal and human resource management;

    b) Office for accounting and finances

7. Ministers cabinet

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Organizational chart of the Ministry for Information Society

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                    ┌──────────┐   ┌──────────┐   ┌──────────┐
                    │ ADVISORS │   │ MINISTER │   │ MINISTERS│
                    │          │   │          │   │ CABINET  │
                    └──────────┘   └────┬─────┘   └──────────┘
                                        │
                              ┌─────────────────────┐
                              │ SECRETARY OF THE     │
                              │ MINISTRY             │
                              └─────────────────────┘
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- ADVISORS
- MINISTER
- MINISTERS CABINET
- SECRETARY OF THE MINISTRY
  - Sector for e-Government development
  - Sector for promotion of information society
  - Sector for informatics infrastructure
    - Section for development
    - Section for maintenance and support
  - Department for inspection
  - Department for international cooperation and European integration
  - Administrative service and finances
    - Office for human resources, legal and human resource management
    - Office for accounting and finances

ANNEX IV: Reference to laws, regulations and strategic documents

Reference list of relevant laws and regulations

- Law on Electronic Communications (Official Gazette Of Montenegro No broj 50/08)

- Law on Electronic Signature (Official Gazette of Montenegro No 55/03 i 31/05)

- Law on Electronic Commerce (Official Gazette of Montenegro No 80/04)

- Law on the Central Population Registers (Official Gazette of Montenegro No 49/07)

- Law on Elective Lists (Official Gazette of Montenegro No 14/2000)

- Law on Electronic Document (Official Gazette of Montenegro No 5/08)

Reference to AP/NPAA/EP/SAA

Article 105. of **Stabilisation and Association Agreement** *states* "Co-operation shall be developed in all areas related to the Community acquis regarding the information society. It will mainly support Montenegro's gradual alignment of policies and legislation in this sector with those of the Community. The Parties shall also co-operate with a view to further developing the Information Society in Montenegro. Global objectives will be preparing society as a whole for the digital age, attracting investments and ensuring the interoperability of networks and services.*"***Reference to MIPD**

MultiAnnual Indicative Planning Document for 2009 – 2011 in section 2.3.1.3 Priority axis 3 - Ability to assume the obligations of membership says in *Objectives and choices part*: "In view of the above and in collaboration with donors and Government, possible areas of support are as follows.... electronic communications and information technology" and also in the same part of MIPD "...the progressive development of an information society;". In the *Expected results and indicators* part of the MIPD it is clearly stated that one of the results is "The understanding and the institutional capacity for the development of the "information society" are in place"

Reference to National Development Plan

n/a

Reference to national/sectoral investment plans

(see 2.6)

ANNEX V: Details per EU funded contract (*) where applicable:

Twinning contract

The technical assistance should be provided through one twinning contract. A Steering Committee should be established to supervise the project, and provide guidance in the implementation of the technical assistance.

Experts to be engaged for the project shall be professionals with a thorough knowledge and understanding of EU legislation, system and best practice in regard to information society development. As know-how transfer is at the centre of this project, international experts need to be accomplished practitioners, proficient writers and capable of delivering inputs to beneficiaries both through written recommendations and oral trainings. To that aim they should have a pronounced ability to speak in public, convey messages by using modern communication technology, appraise beneficiaries' staff, provide corresponding training on the job and design training programmes to close the skill gaps observed. Development of training programmes and awareness-raising activities.

A Resident Twinning Adviser will be responsible for managing the whole experts' team, for advising the beneficiaries, for maintaining the liaison with the partner teams and for managing and overseeing the specific tasks, e.g. organization of seminars, study visits, promotion material printing, etc.

Finally, a pool of specific **short term experts** in highly specialized areas will be included in the project.

Supply contract

Supply contract to be financed by National contribution includes procurement of ICT hardware to support development of e-Government services, professional trainings and also work on daily bases. This includes computers and peripherals, network equipment, UPS-s, racks, and other.