



## **Open Government Partnership Montenegro**

# **National Action Plan for the implementation of the initiative Open Government Partnership Montenegro 2023 - 2024**

**December 2022**

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## INTRODUCTION

Montenegro has been a member of the initiative Open Government Partnership (OGP) since February 13, 2012. OGP is a voluntary international initiative, launched in 2011, which promotes multilateral cooperation, supports and helps the development of openness, transparency and responsibility of administration through open cooperation of state administration representatives with civil society and other actors in order to promote and increase transparency, the fight against corruption and active inclusion and strengthening of the participation of citizens and the civil sector in the creation of public policies.

The openness of public administration and the strengthening of citizens' trust in the state system as an effective service to citizens are the backbone of reform measures and activities, which permeate a large number of public policies, both in strategic and legal frameworks.

Montenegro is committed to the EU reform agenda, which is essential for Montenegro's progress on the way to the EU. The basic principles of transparency, public responsibility and public participation promoted by the OGP are clearly incorporated into the Government's work program. The OGP initiative gives room for additional momentum to reforms and modernization of public administration both at the state and local level, in accordance with the needs of citizens, the economy, the academic and NGO sectors, who are looking for a credible, independent and effective institutional response.

The OGP initiative can significantly contribute to a more purposeful and inclusive process of creating public policies, and this need follows the findings from the latest annual reports of the European Commission on Montenegro<sup>1</sup>, especially those related to the cooperation between public administration and non-governmental organizations, as the most active actors among civil society organizations. Through this Action Plan, it is planned to respond to a series of social, political and economic challenges that have an important impact on the quality of the implementation of reforms in the process of accession of Montenegro to the EU. These challenges relate, among other things, to the still insufficient participation of the public in the procedures for creating public policies, the low trust of citizens in the work of institutions, the uneven practice of proactive publication of open data of the public sector, i.e. adherence to the standards of free access to information and integrity and public responsibility both at the national and and at the local level. The GRECO report on the fifth round of evaluation of Montenegro's progress in the area of preventing corruption and

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<sup>1</sup> European Commission (2022) Annual Report for Montenegro 2022, [https://neighbourhood-enlargement.ec.europa.eu/montenegro-report-2022\\_en](https://neighbourhood-enlargement.ec.europa.eu/montenegro-report-2022_en)

improving integrity within the central government<sup>2</sup> also points to the importance of facing these challenges. The reforms proposed by this action plan go in the direction of strengthening the ability of public administration to develop partnerships with civil society and other actors in response to these challenges, and are complementary to the measures and obligations highlighted in a series of strategic documents, especially the Public Administration Reform Strategy 2022-2026, to the Cooperation Strategy of State Administration Bodies and Non-Governmental Organizations 2022-2026, as well as to the Digital Transformation Strategy 2022-2026.

It is expected that by implementing reforms in the five thematic priority areas included in this action plan, they will give additional momentum to the dynamics of fulfilling Montenegro's obligations in the EU accession process, confirm the government's commitment to the principles and values of the growing international community of the Open Government Partnership, but also strengthen institutional and social resistance to global crisis situations and challenges.

## **Previous results of the implementation of the Open Government Partnership initiative in Montenegro**

National action plan for the implementation of the OGP initiative in Montenegro 2018-2020 contained obligations closely related to public administration reform and the country's EU accession process. Activities included greater use of online tools for public participation, improving access to information from state administration bodies and open data, improving budget transparency and conducting a study on whistleblower protection, as well as introducing an online national identification document, paying fees online and downloading tax payment decisions electronically.

The final report on the implementation of the National Action Plan for the implementation of the OGP initiative in Montenegro 2018-2020<sup>3</sup> was adopted by the Government in December 2021. Interim report of the Independent Reporting Mechanism (IRM): on the results of Montenegro for the period 2018–2021. was published in June 2022 and indicates a limited realization of the assumed obligations. By the end of the planned implementation period, five obligations had limited implementation, and one had not been started. Although the Action Plan included potentially impactful activities related to online public participation (Commitment 2), access to information (Commitment 3) and budget transparency (Commitment 6), their limited implementation prevented them from

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<sup>2</sup> GRECO (2022) Evaluation report - Montenegro - Fifth round of evaluation - Prevention of corruption and improvement of integrity within central government bodies (at the highest executive positions) and law enforcement agencies, <https://rm.coe.int/fifth-evaluation-round-preventing-corruption-and-promoting-integrity-i/1680a8a108>

<sup>3</sup> <https://www.gov.me/dokumenta/939a645f-910a-40ea-8753-196152d705e3>

achieving noticeable results or changes in open government practices.

### *Public participation*

Commitment 2 aimed to expand the use of e-participation and e-petition tools. E-participation is largely used for the publication of new calls for consultation and public discussions on draft laws and strategies. However, the overall application of these tools by citizens and civil society is still low, and uneven and inconsistent application of both tools is still visible among public institutions. Also, the local self-government has not yet started using the e-petition portal, which was one of the potentially more ambitious activities within this obligation. Considering the recommendations from the IRM report, as well as the recommendations from the annual reports of the European Commission and the SIGMA monitoring report, in the next action plan it is planned to promote further institutionalization and the use of new mechanisms of consultation and citizen participation. It is necessary to work on improving the functionality of the e-participation portal, improving the monitoring of the quality of conducting public discussions, better informing and educating the public about the possibilities of participation in the creation of public policies, encouraging the participation of students and the academic community in the collaborative processes of creating public policies, but also improving the use of expertise and NGO research in the development of new policies.

### *Access to information*

Commitment 3 was the publication of data sets on the open data portal of Montenegro, but these data are still insufficiently actively used by citizens, civil society or companies. Amendments to the Law on Free Access to Information (also under Commitment 3) were adopted at the Government session at the end of December 2021, a few months after the expiration of the Action Plan. They planned to extend the application of public interest and harm tests to some exceptions, improve the management of the handling of requests within institutions and strengthen the role of the Agency for the Protection of Personal Data and Free Access to Information as an independent supervisory authority. In May 2022, the new government made a decision to withdraw the proposed law from the parliamentary procedure in order to further improve it. In accordance with IRM recommendations, the new Action Plan will work on improving the effective application of the Law on Free Access to Information, but also on strengthening of proactive transparency and increasing the availability of valuable data sets on the open data portal.

### *Increasing public integrity*

Commitment 6 in the previous Action Plan included the creation of visual representations of the state and local budget, the publication of brochures for citizens and the implementation of a comparative analysis/study on the protection of whistleblowers. At

the end of the Action Plan, these activities were only partially implemented. According to the recommendation of the IRM, in the next Action Plan, additional efforts will be made to strengthen the transparency of public budget spending, but also to promote public control and participation in the monitoring of budget execution. Also, the intention is to give additional impetus to measures to strengthen integrity and public responsibility in the fight against corruption, and to promote the values of open administration at the national and local level.

In the IRM report, it was determined that three of the six commitments from the previous Action Plan are not directly relevant to any of the basic values of the Partnership for Open Administration - transparency, civic participation or public responsibility. These obligations included various reforms of e-administration and the improvement of internal procedures for authorities: the creation of a national identification document (Commitment 1), the development of a system for monitoring the collection of administrative and court fees by the administration (Commitment 4) and providing citizens with the opportunity to electronically download decisions on payment of real estate tax (Commitment 5). While these commitments may be important to national and local budgets, IRM points out that they do not include making new or more information public, expanding opportunities for public participation in decision-making, or providing mechanisms for public accountability.

The basic mission of public administration is to work with partners, primarily civil society organizations (CSOs), to introduce new practices, processes and methods of designing, delivering and managing services that meet the needs of citizens. The principles on which the work of public administration is based are inclusion, equality and accessibility, which means that citizens and interested groups actively participate in the creation of public policies, indicating what and how they should be changed. The area of providing administrative services, through the further improvement of administrative procedures and timely provision of services, the functioning of electronic administration and electronic services, among others, are the areas on which the public administration reform was based in the previous period, which is compatible with the values promoted through the OGP initiative and NAP - openness of public administration, availability of information and services for citizens, use of the power of technology.

In the new Action Plan, IRM's recommendations were taken into account and the obligations were formulated in a way that included clear elements of transparency, participation or public accountability.

## The process of developing National Action Plan

The process of co-creating national action plans is the stage of participation in a global initiative that mostly reflects the degree of political will, the determination of the country to give its full contribution to the application of standards of open administration and cooperation with other sectors and citizens.

Active membership implies co-creation and implementation and monitoring of the national action plan, which is the product of very inclusive, broad consultations in order to define obligations and activities according to the needs of citizens and different target groups.

The consultation process in the preparation of the NAP is carried out in accordance with the standards prescribed by the OGP Secretariat in relation to:

- sharing relevant information with stakeholders,
- creation of space for dialogue and cooperation i
- ensuring joint ownership of the document through joint decision-making on assuming previously agreed obligations.

The co-creation of this public policy represents an opportunity to affirm new ideas and propose areas and activities that will contribute to the priorities and aspirations of citizens in relation to decision-makers, to the use of the power of new technologies in order to make public administration more efficient and responsible, and which will contribute sustainable and more inclusive community, as well as better cooperation between the Government and civil society organizations and the business sector.

Proposals, remarks and suggestions of stakeholders are considered with a focus on identifying obligations and assessing their practical-political feasibility in accordance with the examined needs of the target groups.

### Steps taken<sup>4</sup>

In order to obtain initial proposals and suggestions for the development of the new NAP, preliminary consultations were conducted in October 2021, in accordance with the *Public Call*<sup>5</sup>. A *Report*<sup>6</sup> was published on the conducted consultations, and the received comments and proposals were forwarded to the institutions<sup>7</sup> responsible for their resolution in order

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<sup>4</sup> <https://www.otvorenauprava.me/konsultacije/>

<sup>5</sup> <http://eusluge.euprava.me/eParticipacija/Item/?id=612>

<https://www.gov.me/clanak/javni-poziv-za-konsultovanje-zainteresovane-javnosti-o-izradi-nacionalnog-akcionog-plana-za-sprovodenje-inicijative-partnerstvo-za-otvorenu-upravu-u-crnoj-gori>

<sup>6</sup> <https://www.gov.me/en/documents/d257cfda-6354-4a44-89b4-7ba43cce6fe6>

<sup>7</sup> Letter No. 01-039/21-4376 of December 9, 2021

to take a position on the received proposals.

**An online discussion was organized with NGO representatives**<sup>8</sup> about the effects of public administration in the previous period of the realization of the OGP initiative in the transparency part of the realization of the cycle of public policies.

**A series of meetings with interested parties**<sup>9</sup> (seven) were held in accordance with the open invitation, while a **questionnaire**<sup>10</sup> was published for citizens to have the opportunity to express their views and proposals, and 62 responses were collected.

The Ministry of Public Administration continued the organization of **consultative meetings with stakeholders** (four), and received proposals and comments were discussed at **in-house consultative meetings**<sup>11</sup> (nine) with representatives of institutions and organizations responsible for solving individual proposals.

All received proposals, suggestions and feedback are published on the website [www.otvorenauprava.me](http://www.otvorenauprava.me)

A public hearing on the draft Action Plan was held from October 28 to November 28, 2022. In addition to collecting comments electronically, three round tables were organized. The first was held in Podgorica on November 22, organized by the Ministry of Public Administration, and the remaining two in Bar (November 30) and Bijelo Polje (December 5), organized by the Institute Alternativa and with the support of NDI and in cooperation with the Ministry of Public Administration, for the purpose of better informing the public and collecting additional proposals and comments on the draft NAP. The round tables also served as an opportunity for additional clarifications and discussion of open questions and dilemmas about the proposed priorities and activities of the Action Plan, in direct communication between representatives of competent state administration bodies, the Parliament, local authorities, civil society organizations, the economy and international organizations.

## **Overview of the activities of the joint creation of the National Action Plan 2023-2024**

The table at the end of this document contains an overview of the main activities in the process of joint creation of the NAP, including the reasons for undertaking individual activities, participants, types, method, place and time of implementation of activities, as well as the results of individual activities.

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<sup>8</sup>[https://m.facebook.com/story.php?story\\_fbid=267309765440474&id=100064843562480&\\_\\_entstream\\_source=timeline#](https://m.facebook.com/story.php?story_fbid=267309765440474&id=100064843562480&__entstream_source=timeline#)

<sup>9</sup><https://www.gov.me/clanak/ko-kreiranje-novog-nacionalnog-akcionog-plana-za-sprovođenje-inicijative-partnerstvo-za-otvorenu-upravu-u-crnoj-gori>

<sup>10</sup><https://forms.office.com/r/PsEG2gWvbk>

<sup>11</sup><https://www.otvorenauprava.me/novosti/zajednicko-kreiranje-novog-nacionalnog-akcionog-plana/>



<b>Why?</b>	<b>Who?</b>	<b>What?</b>	<b>How?</b>	<b>Where?</b>	<b>When?</b>	<b>Results</b>
Implementation of the Regulation on the election of representatives of non-governmental organizations to the working bodies of state administration bodies and the implementation of public hearings in the preparation of laws and strategies	MPADSM	Publication of the Public Call for preliminary consultations on the development of the new NAP	Online	Subportal MPADSM E-participation service The social network Mail lists	from October 26, 2021 to November 20, 2021	Published Report on the conducted consultations <sup>12</sup>  Five proposals were received and they were forwarded to the institutions responsible for the policies to which the proposals refer, in order to take a position on the (non)acceptability of the received NGO proposals. <sup>13</sup>
Discussion on the effects of the implementation of the previous NAP in the part of obligations related to the openness of public administration	MPADSM NGOs	An online discussion was held with NGO representatives <sup>14</sup>	On line Targeted and open invitations sent to the NGO sector	E-mail The social network Subportal MPADSM	22 November 2021	Exchanged experiences in accessing information held by public administration bodies
Inclusion of citizens in the process of co-creating the NAP	MPADSM	Published questionnaire <a href="https://forms.office.com/r/PsEG2gWvbk">https://forms.office.com/r/PsEG2gWvbk</a>	Online	The social network Mail list NGOs	December 2021- March 2022	62 responses from citizens
Obtaining a proposal from the Operational Team <sup>15</sup>	MPADSM	Held interviews	Online Targeted calls	E mail Zoom platform	December 2021	3 interviews (NGO ISRCC, ALFA Center, Creative Skills Center)
Obtaining an NGO proposal	MPADSM	Held interviews	Online Targeted calls Public calls	The social network Mail list of NGOs Subportal MPADSM E-mail	December 2021	2 interviews (NGO CRNVO and ALD Niksic)
Obtaining proposals from state administration bodies	MPADSM	Held interviews	On line, Invitations sent to the addresses of all cabinets	Društvene mreže Mail lista NVO Podportal MPADSM	December 2021	Two interviews (GSV and ASK) one answer (MFA - no proposal for a new NAP)
Obtaining proposals	MPADSM	Public call	Published	The social	December	There was no response

<sup>12</sup> <https://www.gov.me/clanak/javni-poziv-za-konsultovanje-zainteresovane-javnosti-o-izradi-nacionalnog-akcionog-plana-za-sprovođenje-inicijative-partnerstvo-za-otvorenu-upravu-u-crnoj-gori>  
<https://www.gov.me/dokumenta/d257cfda-6354-4a44-89b4-7ba43cce6fe6>

<sup>13</sup> The Revenue and Customs Administration, the Traffic Administration and the Ministry of Finance and Social Welfare and the General Secretariat of the Government did not respond, while the Official Gazette of Montenegro and the Public Works Administration submitted responses.

<sup>14</sup>

[https://m.facebook.com/story.php?story\\_fbid=267309765440474&id=100064843562480&\\_\\_entstream\\_source=timeline#](https://m.facebook.com/story.php?story_fbid=267309765440474&id=100064843562480&__entstream_source=timeline#)

<sup>15</sup> The operational team's mandate expired in June 2022.

from stakeholders			call	network Mail list NGOs Subportal MPADSM	2021	
Obtaining proposals from stakeholders	MPADSM	Trageted call	Online	Online	April/May 2022.	Four interviews were held
Organization of in-house consultative meetings with competent institutions to discuss the proposals of NGOs, citizens, interested public for the inclusion of measures in the new NAP	MPA State administrat ion bodies	In house consultative meetings	Targeted invitations to participants with an overview of measures from their jurisdiction	Premises of state administration bodies	August-October 2022	Collected feedback from competent state administration bodies on the acceptability of the proposed measures from their jurisdiction for the new NAP.  Nine meetings were held
Designing the NAP based on received proposals and feedback from state administration bodies	MPA with the support of an external consultant	Weekly online meetings	Online	Online	September-October 2022	A draft of the NAP was prepared
Organized public debate on the draft NAP	MPA with the support of the Institute Alternativa	Three online consultation meetings	MPA website; e-mail	Podgorica, Bar, Bijelo Polje	22.11, 30.11 and 5.12.2022	Additional comments and suggestions on the draft NAP collected from the interested public.  Better information of citizens, NGOs and other representatives of the interested public about the goals, priorities and activities of NAP.

## **The content of the action plan and the obligations assumed by it**

Based on the analysis of the results, consultations with the interested public and then taking into account the recommendations from the Interim Report, the Independent Reporting Mechanism (IRM) on the results of the implementation of the National Action Plan for the implementation of the initiative Partnership for Open Administration 2018-2020, the Ministry of Public Administration prepared a proposal for thematic priorities and commitment/measure for the new National Action Plan (NAP). When developing proposals for priorities and measures for the new NAP, care was taken of the Guidelines of the Open Government Partnership (OGP) initiative for the development of the NAP<sup>16</sup>, primarily in relation to the connection of the proposed priorities and measures with the principles of transparency, public responsibility and public participation, as well as compliance with the characteristics of SMART goals (specific, measurable, action-oriented, realistic, time-bound). In cases where measures related to the improvement of e-services, e-government and innovative use of digital technologies were proposed, their potential value for the new action plan was evaluated considering whether they were formulated in a way that included clear elements of transparency, participation or public responsibilities.

Additionally, according to the OGP Guidelines, there was a try that the proposed priorities and measures represent new significant obligations whose execution can be verified, that they are clearly connected to the fundamental values of the OGP, that they are relevant but also have a "transformative" potential impact. Also, for the sake of effective future operationalization of the proposed priorities and measures, it was necessary to check whether the following could be established for new obligations:

- a clear and recognizable problem of an economic, social, political or ecological nature and the causes of the problem;
- initial state in relation to solving problems in the mentioned sector of public policy at the time of the expected start of the implementation of the NAP;
- the expected change after the implementation of the proposed measure/obligation, especially in relation to possible changes in the behavior/actions of state authorities.

In addition, it was necessary to take into account some of the important recommendations that the IRM proposed for the new NAP. This particularly refers to the promotion of further institutionalization and the use of new mechanisms of

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<sup>16</sup> The guidelines are available on the official OGP website: [https://www.opengovpartnership.org/wp-content/uploads/2001/01/OGP\\_actionplan\\_guide%20FINAL.pdf](https://www.opengovpartnership.org/wp-content/uploads/2001/01/OGP_actionplan_guide%20FINAL.pdf)

consultation and citizen participation; strengthening the transparency of public, budget spending and public control and participation in the monitoring of budget execution; improving the effective application of the Law on Free Access to Information. Finally, when proposing priorities and activities, it was taken into account that it is necessary to ensure horizontal coherence of the new NAP with other thematically related strategic documents that map complementary obligations in the areas of public administration reform, digital transformation, cooperation between state administration bodies and non-governmental organizations. In addition, the alignment of the goals of this National Action Plan with the goals of the UN Agenda for Sustainable Development until 2030, and the results of the Second Voluntary National Report – Montenegro and Sustainable Development Goals 2016-2022<sup>17</sup>. were taken into account. In this sense, this Action Plan makes a special contribution to the achievement of the 16th goal dedicated to building an inclusive society and strengthening effective, responsible and inclusive institutions at all levels. Tasks 16.6 – building effective, responsible and transparent institutions, 16.7 – ensuring responsible, inclusive, participatory and representative decision-making, 16.5 – reducing corruption, 16.3 – rule of law and equal access to justice are especially relevant for this Action Plan. The above-mentioned tasks are closely related to Montenegro's obligations in the process of joining the EU and it is where this Action Plan could provide an additional incentive to speed up reforms.

In the end, due to the key role that local authorities play in improving the quality of services provided to citizens, and the activities of this Action Plan, the strengthening of openness, responsibility, transparency and inclusiveness of local governments is particularly emphasized as increasingly important priorities of the Partnership for Open Government initiative at the global level.

Considering all of the above, it was agreed that the new National Action Plan should focus on the following thematic priorities:

1. Participation of citizens
2. Open data and free access to information
3. Fiscal transparency
4. Strengthening integrity and public responsibility in the fight against corruption
5. Openness of local self-governments

Within the mentioned five thematic priorities, 20 measures/obligations and 68 activities are planned.

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<sup>17</sup> <https://www.gov.me/en/article/montenegro-presents-second-voluntary-national-review>

## Budget

Total estimated costs for the implementation of the National Action Plan for the period 2023-2024 will amount to €516,000. Funds for the implementation of this strategy are planned in the budgets of all institutions recognized as institutions carrying measures and activities, as well as in the budget of the Ministry of Public Administration - the coordinator of the development and implementation of this strategic document and reporting on it, thus ensuring financial and fiscal sustainability. A significant part of the funds will be provided by donor funds.

Thematic priority	Name	Cost in EUR
I	Participation of citizens	88.000
II	Open data and free access to information	66.000
III	Fiscal transparency	55.000
IV	Strengthening integrity and public responsibility in the fight against corruption	11.000
V	Openness of local governments	296.000
	<b>TOTAL</b>	516.000

The anticipated funds of all institutions are in accordance with the established limited expenditure limits set by the medium-term budget framework, based on the Fiscal Policy Guidelines defined by the Ministry of Finance.

## **Monitoring, reporting and evaluation**

For the purposes of monitoring the implementation of measures and activities from the National Action Plan, the Government, at the session held on August 3, 2022, adopted the Decision on the formation of the Operational Team of the Open Government Partnership <sup>18</sup>. The Government appoints the Operational Team for a term of three years, and it consists of a manager (Minister of Public Administration), deputy manager (NGO representative) and 21 members from the ranks of competent state administration bodies and non-governmental organizations. Professional and administrative-technical support for the work of the Operational Team is provided by the Ministry of Public Administration.

A written report on the implementation of the Action Plan is submitted to the Government of Montenegro at the end of each year of implementation. With the aim of improving the implementation of the Action Plan, and upon the proposal of the Operational Team, the Ministry of Public Administration can, along with the Report, propose to the Government a review of certain measures/activities, their holders and/or co-holders and collaborators in implementation, execution deadlines, required funds and implementation indicators in the following period. In accordance with the conclusion of the session of the Operational Team, during the first year of implementation, the revision of the measures and activities of the Action Plan will be undertaken.

All state administration bodies that are the bearers and co-bearers of the implementation of certain activities of the Action Plan are obliged to plan funds for the implementation of certain activities in the next budget period in their budget positions.

Also, the implementation of the Action Plan will be monitored and evaluated by the so-called The Independent Reporting Mechanism (IRM) which operates in cooperation with the Steering Committee of the Partnership for Open Government initiative.

Additionally, through public discussions that will be organized during the implementation of the Action Plan and the presentation of the Initiative and education at the national and local levels, the interested public will have the opportunity to give comments and suggestions for improving the quality of the implementation of Action Plan measures and activities.

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<sup>18</sup> <https://www.gov.me/dokumenta/45634872-0b89-4329-9984-db8546f05de4>

## PARTICIPATION OF CITIZENS

### 1. Improving the functionality of the e-participation portal

Start and end date of the measure: January 2023 – December 2023

<b>Name of the responsible institution</b>	Ministry of Public Administration Ministry of Public Administration
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of insufficient use of the central state portal for citizens' participation in public policy-making procedures (e-participation). In the annual report on the application of the Regulation on the election of NGO representatives to the working bodies of state administration bodies and the implementation of public hearings in the preparation of laws and strategies for 2020, which was adopted by the Government in December 2021<sup>19</sup>, it is concluded that the e-participation<sup>20</sup> portal was not recognized by citizens as an expedient tool through which dialogue with state administration bodies can be conducted. The e-participation service has been active on the e-administration portal since March 18, 2019. It was conceived as a central state portal that enables a more transparent and easier process of involving citizens, civil society and other representatives of the interested public in open public consultations in the process of adopting public policy acts in accordance with the current regulation. In the course of 2021, a mobile version of the e-participation portal was provided with the aim of getting the public interested in greater use of this system, which primarily serves information as well as more transparent participation of citizens in the creation of public policies. Although public institutions regularly use the portal to conduct consultations and public debates, it has not yet achieved its primary purpose, i.e. increasing citizens' interest in participating in the creation of public policies. This is also indicated by the fact that in 2020 only one comment from the interested public was submitted through this portal, and in 2021 only 4 comments<sup>21</sup>. In the same report, it is stated that it is necessary to create an analysis of the e-participation portal, on the basis of which the reasons for the non-functionality of this platform will be determined and recommendations for its improvement and wider use will be given. All this points to the need for additional analysis, review and improvement of the functionality of this portal in order to develop it into an optimal tool that authorities will use for communication with citizens. Additionally, according to UNDP's analysis, gender-sensitive statistics on the adoption of existing e-services are not kept for the e-government portal. During the establishment of the e-government portal, gender was not defined as mandatory information during user registration. Although the obligation to enter data on gender was subsequently introduced, as a consequence of this initial practice, the gender of even 75% of users is still unknown, while the gender distribution of the remaining number of users is approximately uniform<sup>22</sup>. That is why, in accordance with the recommendations of the OGP, it is necessary to improve the gender-sensitive statistics of users of the e-participation portal, i.e. e-administration.</p>
<b>What does this measure entail?</b>	The measure includes analysis and adaptation of content with an emphasis on the development of more advanced functionalities of the e-participation portal in order to enable easier and effective use of this digital tool for strengthening citizen participation (including easier submission of comments, as

<sup>19</sup> <https://www.gov.me/en/documents/04454c92-57ba-4458-bece-0e3f2d737fe9>

<sup>20</sup> <https://www.euprava.me/eparticipacije>

<sup>21</sup> See the Cooperation Strategy of State Administration Bodies and Non-Governmental Organizations 2022-2026 (p. 25)

<https://www.gov.me/dokumenta/cc6fef07-782f-4b78-8b15-fa851ccc3abf>

<sup>22</sup> UNDP (2022), [Procjena rodnog jaza u oblasti digitalnog upravljanja](#)

	well as receiving responses from the ministry online). It is also planned to conduct pilot public hearings using the new functionalities of e-participation as a form of practical training of competent state administration bodies and the creation of examples of good practice as an incentive for the application of new standards of public involvement and cooperation with NGOs in the drafting of laws and strategies.						
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	Improving the functionality of the e-participation portal is expected to facilitate the monitoring of public hearings and consultations, but also to improve the quality of communication of the results of public hearings, that is, the responsiveness of institutions to the comments of representatives of the interested public. This could finally give an additional impetus to greater use of the portal and stronger participation of citizens in the creation of public policies.						
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	By further improving the functionality of the e-participation portal, the public will be provided with even better access to information about open and conducted public hearings, and it will facilitate the participation and potential influence of citizens, civil society and other actors on the adoption of public policies. Also, through greater availability of information on the results of public hearings, accepted and unaccepted comments, as well as statistics on the conduct of public hearings by ministries/public institutions, the responsibility and responsiveness of institutions in decision-making processes on matters of public interest will be further strengthened.						
<b>Additional information</b>	<p>This measure is complementary to the goals and activities of the Public Administration Reform Strategy 2022-2026, especially with activity 5.1.19. which is aimed at the effective use of e-platforms for public participation in the creation of public policies. The added value of this measure is in the activity of analyzing the functionality of e-participation in relation to comparative international experiences and good practices of using portals for e-counseling, in contrast to activity 5.1.19. which plans to focus on the analysis of the reasons for non-use of the portal by citizens, civil society and the wider professional and interested public. Also, the measure is complementary to operational goal 1. Strategy of cooperation between state administration bodies and non-governmental organizations 2022-2026 (<i>Improvement of the existing normative and strategic framework for long-term partnership with non-governmental organizations</i>) and related measures 1.3. where one of the indicators stands out as an increase in the average number of legal and natural persons who submitted comments through the e-participation portal according to the consulted draft regulations.</p> <p>The measure is harmonized with measure 1.3. Cooperation strategies of state administration bodies and non-governmental organizations "Strengthening the capacity of public administration for effective participation of non-governmental organizations in the preparation and implementation of public policies" with an emphasis on activity 1.3.1 Conducting trainings for officials on the involvement of non-governmental organizations in the preparation of regulations and public policies.</p> <p>Additionally, the measure is compatible with the goals of sustainable development ( Goal 16: 'Peace, justice and strong institutions' - 16.6 - Develop efficient, accountable and transparent institutions at all levels; 16.7 - Ensure appropriate, inclusive, participatory and representative decision-making at all levels ).</p>						
<b>Budget</b>	<b>26.000EUR</b>						
<b>Activities</b>	<table border="1"> <thead> <tr> <th></th> <th>Implementation start date</th> <th>Date of completion of implementation</th> </tr> </thead> <tbody> <tr> <td><b>1.1. Create an analysis of the e-participation portal in relation to the comparative most successful international experiences of using the e-portal, on the basis of which the reasons for the non-functionality of this platform will be determined and recommendations for its improvement and wider use will be made.</b></td> <td>January 2023</td> <td>June 2023</td> </tr> </tbody> </table> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Infrastructure, Information Security, Digitization and e-Services in cooperation with the</p>		Implementation start date	Date of completion of implementation	<b>1.1. Create an analysis of the e-participation portal in relation to the comparative most successful international experiences of using the e-portal, on the basis of which the reasons for the non-functionality of this platform will be determined and recommendations for its improvement and wider use will be made.</b>	January 2023	June 2023
	Implementation start date	Date of completion of implementation					
<b>1.1. Create an analysis of the e-participation portal in relation to the comparative most successful international experiences of using the e-portal, on the basis of which the reasons for the non-functionality of this platform will be determined and recommendations for its improvement and wider use will be made.</b>	January 2023	June 2023					



<p>Directorate for Strategic Planning in Public Administration and Monitoring the Implementation of Strategic Documents.</p> <p><b>Indicators of activity realization:</b></p> <ul style="list-style-type: none"> <li>- created an analysis of the e-participation portal with a comparative review of portals with the best practices of e-counseling according to OECD and UN reports</li> <li>- prepared recommendations for improving the functionality of e-participation</li> </ul> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>		
<p><b>1.2. Adjusting the structure and content of e-participation for easier monitoring of public discussions and consultations by area and comments by users</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Infrastructure, Information Security, Digitization and e-Services, in cooperation with the Directorate for Strategic Planning in Public Administration and Monitoring the Implementation of Strategic Documents</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- adapted structure and content of e-participation with easier review and search of open/closed discussions and consultations by area</li> <li>- adapted structure and content of e-participation with easier submission of comments and monitoring of received comments by users</li> </ul> <p><b>Required financial resources:</b> 10,000 EUR</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	July 2023	December 2023
<p><b>1.3. Develop more advanced functionalities of statistics on conducted discussions/consultations in e-participation</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Infrastructure, Information Security, Digitization and e-Services in cooperation with the Directorate for Strategic Planning in Public Administration and Monitoring the Implementation of Strategic Documents</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- developed more advanced statistics on discussions/consultations conducted in e-participation, in accordance with the methodology of the annual report on the application of the Regulation on the election of NGO representatives to the working bodies of state administration bodies and the implementation of public hearings in the preparation of laws and strategies</li> <li>- incorporate statistics functionality on the demographic overview of e-participation usage, including gender, sex, age, location of the user</li> </ul> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	July 2023	December 2023
<p><b>1.4. Test the new functionalities of e-participation on three selected "pilot" proposals for laws or strategies</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Infrastructure, Information Security, Digitization and e-Services in cooperation with the Directorate for Strategic Planning in Public Administration and Monitoring the Implementation of Strategic Documents, State Administration Bodies</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- conducted three pilot public hearings using the new functionalities of e-participation, in cooperation with competent state administration bodies that will</li> </ul>	January 2024	April 2024

be included in the pilot testing			
<b>Required financial resources:</b> EUR 6,000			
<b>Source of funding:</b> Budget of Montenegro, donor funds			
Contact Data			
Contact persons and institutions responsible for the implementation of the measure	Milica Vučinić Nina Blažić Ana Gojković Ministry of Public Administration		
Position and name of the unit	Directorate for Infrastructure, Information Security, Digitization and e-services Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations Directorate for innovation, openness of public administration and cooperation with NGOs		
Email and phone	<a href="mailto:milica.vucinic@mju.gov.me">milica.vucinic@mju.gov.me</a> <a href="mailto:nina.blazic@mju.gov.me">nina.blazic@mju.gov.me</a> <a href="mailto:ana.gojkovic@mju.gov.me">ana.gojkovic@mju.gov.me</a>		
Other involved actors from the public administration system			
Other involved actors from other sectors	Non-governmental organizations		

## 2. Improving the monitoring of the quality of conducting public hearings

Start and end date of the measure: January 2023 – June 2024

<b>Name of the responsible institution</b>	Ministry of Public Administration
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of the lack of a functional central quality control system for public hearings on draft laws and strategies. The Decree on the Organization and Mode of Work of the State Administration foresees the competence of the Ministry of Public Administration to monitor the quality of conducting public hearings in the preparation of laws and strategies, but a procedure or institutional mechanism for such central quality control has not yet been established. In accordance with the conclusions of the Special Working Group for Public Administration Reform<sup>23</sup> formed between the European Commission and Montenegro, the findings of the SIGMA monitoring report 2021<sup>24</sup>, as well as the Report of the European Commission on Montenegro for 2022<sup>25</sup>, it is necessary to establish a mechanism for centralized control of the quality of public hearings and determine an institution that would be competent to verify that public hearings on draft legal acts or strategies were held in accordance with adopted standards before submission to the Government for adoption.</p> <p>The standards of public hearings are established in the Law on State Administration and especially in</p>

<sup>23</sup> European Commission (2018b) Conclusions of the Special Working Group for Public Administration Reform formed between the European Commission and Montenegro, <http://www.gov.me/pretraga/192194/Zakljucci-Posebne-radne-grupe-za-reformu-javne-uprave-PAR.html>

<sup>24</sup> SIGMA (2021) Monitoring Report – Montenegro, Principles of Public Administration, <https://www.sigmaweb.org/publications/Monitoring-Report-2021-Montenegro.pdf>

<sup>25</sup> European Commission (2022) Report for Montenegro, <https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-10/Montenegro%20Report%202022.pdf>

	<p>the Decree on the election of representatives of non-governmental organizations to the working bodies of state administration bodies and the conduct of public hearings in the preparation of laws and strategies. While the Law establishes a general obligation to conduct public hearings on draft laws and strategies, as well as exceptions to that obligation (Article 52), the aforementioned Regulation establishes the basic steps and procedures for conducting public hearings and reporting on the results of conducted public hearings, emphasizing the obligation of ministries to, in the initial phase of policy development, publish a report on the results of preliminary consultations, as well as a report on the results of public hearings on draft laws and strategies. The Rules of Procedure of the Government of Montenegro (Article 35) establish a general obligation for all ministries/proposers of legal/strategic and planning documents to submit a report on the public debate they conducted in accordance with the Government Regulation. In the event that the public hearing was not conducted, the Government can return the act and instruct the ministry to conduct a public hearing on it in accordance with the Regulation. In contrast to the central quality control of regulatory impact assessment (RIA), where the Ministry of Finance's competence is established by the Government's Rules of Procedure to give a preliminary opinion on the position of the proposer of the law/strategy that it is not necessary to carry out an RIA, i.e. whether the RIA conducted by the proposer is adequate; there is still no similar obligation of the central quality of public hearings. This leads to uneven, inconsistent control of the implementation of standards of public hearings by competent institutions and may have a negative effect on the motivation of the public to participate in public hearings on draft legal acts and strategic documents.</p> <p>In addition, the Regulation does not provide a comprehensive approach to reporting on the quality of participation in public hearings and does not prescribe the obligation or procedure for preparing annual reports of ministries, i.e. a consolidated report on the implementation of the Regulation prepared by the Ministry of Public Administration. Although the content of the individual report is prescribed, it would be good to expand it with other data that are relevant for monitoring the quality of the participation of the interested public, including the gender dimension of the participants<sup>26</sup>, geographical/regional distribution, etc.</p>
<p><b>What does this measure entail?What does this measure entail?</b></p>	<p>The measure includes changes to the normative framework and strengthening the capacity of competent institutions to control the quality of public hearings, as well as monitoring user satisfaction with the results of conducted hearings. Additionally, the measure implies improving the reporting on the steps taken by the line ministry to include different social categories on which the law or strategy may have an impact, and to report on the number of women's organizations that took part during the public debate. Also, evaluation forms for male and female participants will be standardized in such a way as to include gender and other socio-demographic characteristics of male and female respondents. The forms will be filled out immediately after the central round table held during the public hearing, and online after the report from the public hearing is prepared.</p>
<p><b>In what way does the measure contribute to the solution of the identified public problem?</b></p>	<p>The introduction of the quality control function of conducted public hearings has several goals. First, the goal is to institutionalize the function of the "gatekeeper" or the guardian of the standards of public hearings by amending the Rules of Procedure of the Government. In this way, it will be ensured that the legal and political proposals of the ministries that are not accompanied by the necessary evidence of compliance with the adopted requirements for public hearings do not receive the "green light" and are not sent to the Government session for final approval. Second, a common understanding and a harmonized approach to monitoring the implementation of standards of public hearings by all line ministries will be ensured. Third, timely monitoring of the quality of public hearings, and especially the quality of the content of the reports on conducted public hearings, can improve the overall quality of stakeholder engagement by increasing the importance of systematic collection and analysis of data and feedback received during the public hearing, including a review of accepted and rejected comments. This will enable a more efficient and consistent assessment of the impact of public hearings. Fourth, effective central supervision over the implementation of public hearings will contribute to improving the response of institutions to submitted inputs, which can lead to building the trust of citizens, civil society organizations and other interested parties and show the real impact and benefits of the process of public hearings, and finally, improve greater public participation in the creation politics. A very</p>

<sup>26</sup> Institut alternativa (2021) Orodnjavanje javnih politika: Primjeri iz Crne Gore, <https://institut-alternativa.org/orodnjavanje-javnih-politika-primjeri-iz-crne-gore/>

	important fact is that on the basis of the analysis of the shortcomings observed so far in the application of the Regulation, a decision will be made on possible amendments to the Regulation.	
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	Strengthening the central control of the quality of conducted public hearings is of key importance for the consistent application of standards of public hearings among public institutions, but also for the motivation of citizens, civil society organizations and other actors for meaningful participation in the process of creating public policies. Better quality control will also improve the responsibility of public institutions in implementing the established standards of public hearings.	
<b>Additional information</b>	This measure is complementary to the goals and activities of the Public Administration Reform Strategy 2022-2026, especially activities 5.1.17 (Holding training for officials working on the preparation of laws and strategies on the standards of conducting public consultations in the process of preparing laws and strategies) and 5.1. 18. (Improvement of the report on the application of the Regulation on the selection of representatives of non-governmental organizations and the implementation of public hearings in the process of preparing laws and strategies). The trainings envisaged by the measures of this NAP are aimed primarily at a new program aimed at quality control of public hearings, in contrast to the above-mentioned broader trainings on the standards of public hearings that the Human Resources Administration already conducts. As for the changes on the implementation of the Regulation, this activity is complementary to the above-mentioned activity 5.1.18 from the Public Administration Reform Strategy because it creates preconditions for the sustainability of a different methodology for monitoring and reporting on the implementation of the Regulation. Additionally, the measure is compatible with the goals of sustainable development (References for Goal 16: 'Peace, justice and strong institutions' - 16.6 - Develop efficient, accountable and transparent institutions at all levels; 16.7 - Ensure appropriate, inclusive, participatory and representative decision-making at all levels).	
<b>Budget</b>	<b>19.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<b>2.1. Adopt new Rules of Procedure of the Government of Montenegro</b>  <b>Holder:</b> General Secretariat of the Government (GSV)  <b>Indicators of activity realization:</b> - new Rules of Procedure of the Government were drafted - The Government's Rules of Procedure recognized the competence of the Ministry of Public Administration to control the quality of public consultations conducted in accordance with the current regulation in 2023  <b>Required financial resources:</b> 4,000 EUR <b>Source of funding:</b> Budget of Montenegro, donor funds, direct support of SIGMA	January 2023	May 2023
<b>2.2. Conduct an analysis of the current application of the Regulation on the election of NGO representatives to the working bodies of state administration bodies and conduct a public discussion in the preparation of laws and strategies, with recommendations for changes and additions in order to eliminate observed deficiencies</b>  <b>Holder:</b> Ministry of Public Administration, Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations	January 2023	June 2023

<p><b>Activity realization indicator:</b> prepared analysis with recommendations for possible amendments to the Regulation</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>		
<p><b>2.3. Hold trainings on central quality control of public hearings for all state administration bodies</b></p> <p><b>Holder:</b> Directorate for Human Resources in cooperation with the Ministry of Public Administration, Directorate for Innovation and Openness in Public Administration</p> <p><b>Activity realization indicator:</b> - Developed a new training program on quality control of public hearings - Two trainings were held in 2023 (30 employees were trained) - Three trainings were held in 2024 (45 employees were trained)</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	June 2023	June 2024
<p><b>2.4. Conduct regular annual surveys of participants in public hearings in order to examine their satisfaction with the organization, inclusiveness and results of public hearings</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness in Public Administration</p> <p><b>Activity realization indicator:</b> - conducted research in 2023 - conducted research in 2024 - created evaluation forms for participants of public hearings in order to measure satisfaction with the quality of public hearings, but also to include gender and other socio-demographic characteristics of respondents.</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	June 2023	June 2024
<b>Contact Data</b>		
Contact persons and institutions responsible for the implementation of the measure	Nina Blažić, Ministry of Public Administration Ana Gojković, Ministry of Public Administration General Secretariat of the Government	
Position and name of the unit	Directorate for Innovation and Openness of Public Administration	
Email and phone	<a href="mailto:nina.blazic@mju.gov.me">nina.blazic@mju.gov.me</a> <a href="mailto:ana.gojkovic@mju.gov.me">ana.gojkovic@mju.gov.me</a>	
Other involved actors from the public administration system		
Other involved actors from other sectors		

### 3. Better informing and education of the public about the possibilities of participation in the creation of public policies

Start and end date of the measure: January 2023 – December 2024

<b>Name of the responsible institution</b>	Ministry of Public Administration Parliament of Montenegro
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of insufficient interest of citizens in participating in public debates on draft legal acts and strategies and in using the e-mechanisms available to them to launch legislative initiatives, which may indicate a low level of information about existing opportunities for participation, a lack of practical knowledge and skills for meaningful inclusion in decision-making processes both at the national and local level, but also lack of trust in the work of institutions and the meaningfulness of the inclusion process. The measure also responds to the problem of insufficient opportunities for practical learning of young people, especially students, about the creation of public policies and the still untapped potential of cooperation between the academic community and non-governmental organizations in promoting youth participation. The results of the Balkan Barometer survey for 2022<sup>27</sup> on the attitudes of the public in Montenegro on participation in decision-making procedures show that 15% of citizens believe that they cannot influence the decisions of the Government, 31% of them do not want to express their opinion in public, and 21% of them do not at all concern for inclusion in decision-making processes. According to the same survey, when asked if they had ever done anything to influence the Government's decisions, only 3% of citizens took part in public debates, 6% of them left comments on social networks, 15% of them participated in demonstrations, while 33 % discuss Government decisions only with friends, and even 39% of them have never discussed it. Finally, as many as 60% of Montenegrin citizens, according to the Balkan Barometer 2022 survey, have no confidence in the Government. When we talk about the specific challenges of youth participation, the UNDP research identified insufficient information and lack of interest among young people, which indicates the need for significantly greater coverage of young people when creating strategic documents and plans concerning that target population, but also the need to implement activities which should aim to motivate young people for a more proactive approach. In this context, the underutilization of more modern and attractive channels of information distribution, such as social networks and applications through which young people could be more effectively informed about policies, calls, advice and various issues related to young people in different areas, was also recognized.<sup>28</sup></p>
<b>What does this measure entail?</b>	<p>The measure includes a series of activities and initiatives that should increase public awareness and improve citizens' knowledge and skills about the possibilities of participation in public policy decision-making.</p>
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	<p>The measure plans several complementary activities: the implementation of a national campaign on the possibilities of public participation (e-participation, e-petitions and other forms of participation) with involved politicians and influencers, workshops on civic activism and the possibilities of citizen participation in decision-making processes for citizens, as well as the formation of haba for students for practical research of problems that can be turned into new public policies, with the involvement and cooperation of universities, NGOs and research centers. It is expected that all of this could contribute to better informing the public and greater motivation, especially of young people, to participate in the creation of public policies.</p>

<sup>27</sup> <https://www.rcc.int/balkanbarometer/results/2/public>

<sup>28</sup> UNDP (2022) Research on local policies and needs of young people in 15 local governments,

[https://www.undp.org/sites/g/files/zskgke326/files/2022-](https://www.undp.org/sites/g/files/zskgke326/files/2022-06/Istraživanje%20i%20procjena%20omladinskih%20politika%20i%20potreba%20mladih%20u%2015%20LSU_0_1.pdf)

[06/Istraživanje%20i%20procjena%20omladinskih%20politika%20i%20potreba%20mladih%20u%2015%20LSU\\_0\\_1.pdf](https://www.undp.org/sites/g/files/zskgke326/files/2022-06/Istraživanje%20i%20procjena%20omladinskih%20politika%20i%20potreba%20mladih%20u%2015%20LSU_0_1.pdf)

<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	Proactive promotion of the possibility of public participation in discussions on draft legal acts and strategies can, along with other measures, provide an important incentive for citizens, civil society organizations and other actors to engage in discussions on issues of public interest. By strengthening the active participation of citizens, a contribution is made to strengthening the responsibility of public institutions in the creation and implementation of public policies.		
<b>Additional information</b>	This measure is complementary to the goals and activities of the Public Administration Reform Strategy 2022-2026, especially in relation to promoting faster communication between citizens and the administration and spreading the good practice of public participation in the policy-making process, with a special focus on consultations in the initial stages of drafting documents. The Ministry of Sports and Youth is preparing a new Strategy for Youth 2023-2027. which will define measures, activities and recommendations related to civic education, which will be implemented in cooperation with the Ministry of Education. Additionally, the measure is compatible with the goals of sustainable development (Goal 16: 'Peace, justice and strong institutions' and tasks 16.6 - Develop efficient, accountable and transparent institutions at all levels; 16.7 - Ensure appropriate, inclusive, participatory and representative decision-making at all levels).		
<b>Budget</b>	<b>31.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>3.1 Implement a national campaign on the possibilities of public participation (e-participation and other forms of participation)</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration, Directorate for Infrastructure, Information Security, Digitization and e-Services, Directorate for Strategic Planning in Public Administration and Monitoring the Implementation of Strategic Documents, PR Service of the Ministry</p> <p><b>Indicators of activity realization:</b></p> <ul style="list-style-type: none"> <li>- Prepared plan and design of the campaign in 2023</li> <li>- Conducted campaign in 2024</li> <li>- Degree of realization of the indicators from the Campaign Plan</li> </ul> <p><b>Required financial resources:</b> 10,000 EUR</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds,</p>	September 2023	September 2024	
<p><b>3.2. Hold workshops on civic activism and opportunities for citizen participation in decision-making processes for citizens</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration, Ministry of Education, Directorate for Human Resources, UCG, in cooperation with NGOs</p> <p><b>Indicators of activity realization:</b></p> <ul style="list-style-type: none"> <li>- Created a plan for workshops in 2023</li> <li>- Online lecture available on the e-learning platform</li> <li>- Online lecture available on the website of the Government of Montenegro</li> <li>- Number of lecture views</li> <li>- Held two workshops for pupils, students and young people in 2023</li> <li>- Realized three workshops for students, students and young people in 2024</li> <li>- Number of workshop participants</li> </ul> <p><b>Required financial resources:</b> 4,000 EUR</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	March 2023	December 2024	

<p><b>3.3. Form a hub for students for practical research on problems that can be turned into new public policies, with the involvement and cooperation of universities, NGOs and research centers</b></p> <p><b>Holder:</b> General Secretariat of the Government, Ministry of Education, Ministry of Science and Technological Development</p> <p><b>Activity realization indicator</b>  - two practical workshops for students were held in 2023, with the participation and cooperation of NGOs and universities  - held two practical workshops for students in 2024, with the participation and cooperation of NGOs and universities</p> <p><b>Required financial resources:</b> EUR 6,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds,</p>	April 2023	December 2024
<p><b>3.4. Prepare a report on the involvement of the economy in the process of drafting the law</b></p> <p><b>Holder:</b> Council for Competitiveness/Secretariat of the Council for Competitiveness</p> <p><b>Activity realization indicator</b>  - conducted regular surveys among public administration bodies and business associations  - semi-annual and annual reports for 2023 and 2024 adopted at the Council for Competitiveness and published publicly</p> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> donor funds</p>	January 2023	December 2024
<p><b>3.5. Conduct an information campaign through the work of the Council for Competitiveness on the possibilities of private sector participation in the policy-making process</b></p> <p><b>Holder:</b> Council for Competitiveness/Secretariat of the Council for Competitiveness</p> <p><b>Activity realization indicator</b>  - conducted a campaign in cooperation with business associations</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds,</p>	May 2023	September 2023
<p><b>3.6. Conduct a campaign to inform the public about the possibilities of participation in the decision-making process through the "Parliament of Montenegro e-petition" platform</b></p> <p><b>Holder:</b> Parliament of Montenegro</p> <p><b>Activity realization indicator</b>  - conducted a campaign in accordance with the objectives of the Communication Strategy</p> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2023	January 2024
<b>Contact Data</b>		



Contact persons and institutions responsible for the implementation of the measure	Ana Gojković, Ministry of Public Administration Almedina Vukić, General Secretariat of the Government Marija Šuković, Secretariat of the Competitiveness Council Jovana Kovačević, Service of the Parliament of Montenegro
Position and name of the unit	
Email and phone	<a href="mailto:ana.gojkovic@mju.gov.me">ana.gojkovic@mju.gov.me</a> <a href="mailto:almedina.vukic@gsv.gov.me">almedina.vukic@gsv.gov.me</a> <a href="mailto:marija.sukovic@scc.org.me">marija.sukovic@scc.org.me</a> <a href="mailto:jovana.kovacevic@skupstina.me">jovana.kovacevic@skupstina.me</a>
Other involved actors from the public administration system	
Other involved actors from other sectors	Non-governmental organizations (youth centers and organizations, women's non-governmental organizations, organizations dealing with human rights of particularly vulnerable groups, etc.)

#### 4. Encourage the participation of young people in the implementation of green policies

**Start and end date of the measure: February 2023 – June 2024**

<b>Name of the responsible institution</b>	Ministry of Ecology, Spatial Planning and Urbanism Ministry of Sports and Youth
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem related to the relatively weak participation of young people in the creation of public policies, especially in the important area of green policies, environmental protection and the fight against climate change. Although there is a basic institutional and normative framework to support youth participation in education, the results of the implementation of youth policies are still modest or unknown, which can be attributed to the absence of a holistic approach that would enable more effective intersectoral cooperation and coordination (both at the national and local levels) and which would enable the synchronization of the efforts of various actors in this area. New National Strategy for Youth 2022-2026 is still under construction. UNDP's research on local policies and needs of young people in 15 local governments showed that more than 90% of the surveyed young people had never participated in the activities of local NGOs and youth clubs<sup>29</sup>. The role of youth centers, which were formed in local self-governments as part of previous strategies in this area, according to the participants of the public debate<sup>30</sup> on the draft of this Action Plan, were not clearly defined. These centers are recognized in the national and local youth strategies as one of the mechanisms for the implementation of youth policy, youth work that contributes to strengthening the personal, social and professional capacities of young people. However, this potential has not been used and should be improved through implementing measures in partnership with these centers and strengthening their role.</p> <p>EU for youth 2019-2027. we want to strengthen the democratic participation and autonomy of young people, as well as provide dedicated spaces for young people in all areas of society. As a special goal of</p>

<sup>29</sup> UNDP (2022) Research on local policies and needs of young people in 15 local governments

[https://www.undp.org/sites/g/files/zskgke326/files/2022-06/Istraživanje%20i%20procjena%20omladinskih%20politika%20i%20potreba%20mladih%20u%2015%20LSU\\_0\\_1.pdf](https://www.undp.org/sites/g/files/zskgke326/files/2022-06/Istraživanje%20i%20procjena%20omladinskih%20politika%20i%20potreba%20mladih%20u%2015%20LSU_0_1.pdf)

<sup>30</sup> Comments from the participants of the forum held in Bar by the Institut Alternativa, 30.11.2022

	<p>the mentioned EU Youth Strategy, "Sustainable Green Europe" is highlighted, which aims to achieve a society in which all young people are environmentally active, educated and capable of changing their daily lives. At the national level, the National Strategy in the field of climate change until 2030 encourages the importance of better information and the involvement of young people in the fight against climate change and environmental protection.</p>	
<b>What does this measure entail?</b>	<p>The measure includes a series of activities aimed at encouraging greater activism and participation of young people in green policies.</p>	
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	<p>By creating an online interactive guide for empowering young people in the fight against climate change, online information for young people about environmental protection, conducting research with young people about their activism in environmental initiatives/actions, we want the synergy of the Ministry of Ecology and the Ministry of Sports and Youth as well as non-governmental organizations encourage greater interest of young people in green policies and participation in various initiatives that contribute to the creation and implementation of green policies in Montenegro. In addition, the organization of workshops with young people on the application of green policies at the local level encourages the development of skills that young people can use in their immediate environment - the work of local self-governments in the sphere of environmental protection, e.g. how to spot and document non-fulfillment of obligations by them, and how to hold them accountable. Therefore, through workshops and practical work, administrative processes are brought closer to young people, who get the opportunity to influence public policies and their implementation.</p>	
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	<p>Greater participation of young people in green policies is directly relevant to the values of public participation and strengthening the responsibility of authorities in the creation and management of public policies.</p>	
<b>Additional information</b>	<p>This measure is complementary to the goals and activities of the National Strategy in the field of climate change until 2030. New Strategy for Youth 2023-2027. climate change and environmental protection will also be recognized as areas in which young people should be more involved and contribute to solving the problems of climate change and environmental protection. The implementation of this measure should contribute to the realization of the goals of sustainable development, especially goal 13 (climate action) and goal 16 (Peace, justice and strong institutions) and related tasks 16.6 - building effective, responsible and transparent institutions and 16.7 - ensuring a responsible, inclusive , participatory and representative decision-making. These efforts are complementary to fulfilling the obligations from the accession negotiations for chapter 27 (environment and climate change).</p>	
<b>Budget</b>	<b>12.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<p><b>4.1. Create a Guide for empowering young people in the fight against climate change</b></p> <p><b>Holder:</b> Ministry of Ecology, Spatial Planning and Urbanism, in cooperation with the Ministry of Sports and Youth</p> <p><b>Indicator for the realization of activities:</b> Prepared Guide and online edition available on ODU and LS websites in 2023</p> <p><b>Required financial resources:</b> EUR 3,000</p>	February 2023	October 2023

<b>Source of funding:</b> Budget of Montenegro, donor funds			
<b>4.2 Create an information sheet for young people on environmental protection</b>  <b>Holder:</b> Ministry of Ecology, Spatial Planning and Urbanism, in cooperation with the Ministry of Sports and Youth  <b>Indicator for the implementation of activities:</b> Created Informator and online edition available on ODU and LS websites in 2024  <b>Required financial resources:</b> EUR 2,000  <b>Source of funding:</b> Budget of Montenegro, donor funds		September 2023	February 2024
<b>4.3 Conduct research on the position of young people and their activism in environmental initiatives/actions</b>  <b>Holder:</b> Ministry of Ecology, Spatial Planning and Urbanism, Ministry of Sports and Youth  <b>Indicator for the implementation of activities:</b> Conducted research and published a report with recommendations for improving the situation in 2023  <b>Required financial resources:</b> EUR 5,000  <b>Source of funding:</b> Budget of Montenegro, donor funds,		January 2024	June 2024
<b>4.4. Organize workshops with young people on involvement in the development and implementation of environmental policies at the local level.</b>  <b>Holder:</b> Ministry of Ecology, Spatial Planning and Urbanism, Ministry of Sports and Youth  <b>Indicator for the implementation of activities:</b> - Conducted two workshops with young people in 2023 and two in 2024 (in cooperation with NGOs, youth centers, LGUs)  <b>Required financial resources:</b> EUR 2,000  <b>Source of funding:</b> Budget of Montenegro, donor funds		September 2023	September 2024
Contact Data			
Contact persons and institutions responsible for the implementation of the measure	Ana Manović, Ministry of Ecology, Spatial Planning and Urbanism Savo Rašović, Ministry of Sports and Youth		
Position and name of the unit	Secretary of the Ministry of Sports and Youth		
Email and phone	<a href="mailto:ana.manovic@mepg.gov.me">ana.manovic@mepg.gov.me</a> ; <a href="mailto:savo.rasovic@ms.gov.me">savo.rasovic@ms.gov.me</a> ;		
Other involved actors from the public administration system			
Other involved actors from other sectors	Non-governmental organizations, youth centers		

## OPEN DATA AND FREE ACCESS TO INFORMATION

5. Promotion and improvement of open data policy and practice	
Start and end date of the measure: January 2023 – December 2024	
<b>Name of the responsible institution</b>	Ministry of Public Administration
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of insufficient visibility of the open data portal, weak promotion of good practices, publication and reuse of open data in the possession of authorities (including machine-readable data), as well as inadequate planning of the publication of open data by state administration bodies. The open data portal: <a href="https://data.gov.me/">https://data.gov.me/</a> was established for the first time in Montenegro in 2018 and is a central place for publishing information held by the public administration and enables easy data searching in an open, i.e. machine-readable, format. On the Open Data Portal <a href="https://data.gov.me/">https://data.gov.me/</a> in June 2022 there were a total of 146 data sets, published by 20 institutions from 15 different thematic areas, and those open data from the Montenegrin national portal as of June 2020 are available on the European open data portal <a href="https://www.europeandataportal.eu/en">https://www.europeandataportal.eu/en</a> . Regardless of the progress achieved in recent years, still a small number of institutions publish datasets on the open data portal. The Majority of employees in the public administration are not familiar with the concept of open data and the reuse of already available/published data, as well as the importance of proactive publication of data, as established in the Law on SPI. Additional promotion of the use of open data portals and the publication of high-value data sets is needed, in line with the expectations of the European Open Data Directive.</p>
<b>What does this measure entail?</b>	The measure includes a series of activities intended to encourage greater use of the open data portal by all state administration bodies - from the creation of visuals and promo videos about the open data portal that would be available on the websites of all state administration bodies.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through promotional activities and campaigns aimed at raising awareness and expanding the initiative on opening data in the possession of the public administration, as well as better planning for the publication of open data, greater transparency of authorities, the use and reuse of the same data, the awarding of an annual award for the best initiatives will be achieved /open data projects, as well as the introduction of annual plans for publishing open data and monitoring the frequency of updates of published data.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as strengthening the responsibility of authorities in the creation and management of public policies.
<b>Additional information</b>	This measure is complementary to the goals and activities of the National Public Administration Reform Strategy 2022-2026, especially Strategic Priority 4. Transparent and open public administration and related operational goal 4.3. Improving the reuse of information and increasing the availability of open data. It is necessary to further improve coordination in this area in the work of the Operational Team for implementing the Partnership for Open Administration initiative, the Council for Open Data as well as the Council for Public Administration Reform as working bodies of the Government that deal with open data policy as part of their competence. The measure is compatible

	with the goals of sustainable development (Goal 16: 'Peace, justice and strong institutions', especially with task 16.6 - Develop efficient, accountable and transparent institutions at all levels), as well as task 16.10. Provide public access to information and protection of basic freedoms, in accordance with national legislation and international agreements.	
<b>Budget</b>	<b>33.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<p><b>5.1. Promote access to the open data portal on the web of all state bodies and LGUs</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration</p> <p><b>Activity realization indicator:</b> - Made a visual and promo video about the open data portal and available on all ODU and LS web presentations</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	March 2023	June 2023
<p><b>5.2. Award annual awards for the best open data initiatives/projects</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration, Directorate for Infrastructure, Information Security, Digitization and e-Services</p> <p><b>Activity realization indicator:</b> - Organized Hackathon - development of applications using open data, 2024 (in cooperation with the start-up community and the most frequent users of the open data portal) -Awarded three awards for the best rated applications</p> <p><b>Required financial resources:</b> EUR 15,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2024	December 2024
<p><b>5.3. Determine the obligation to adopt annual plans for the publication of open data and the obligation to report to the Government on the implementation of those plans</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration, Directorate for Infrastructure, Information Security, Digitization and e-services; Agency for the Protection of Personal Data and Free Access to Information</p> <p><b>Activity realization indicator:</b> - the amended Law on SPI includes the obligation to adopt annual open data plans and to report to the Government on the implementation of those plans</p> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	June 2023	December 2023

<p><b>5.4. Establish calendars for the publication of open data and monitor the frequency of updates of published data (minimum weekly or even daily updates, especially statistical data)</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness in Public Administration</p> <p><b>Indicators for the implementation of activities:</b></p> <ul style="list-style-type: none"> <li>- prepared calendars of open data publications</li> <li>- monitor the frequency of data publication at the OGP Council and the Open Data Council</li> </ul> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2024	December 2024
<p><b>5.5. Conduct regular consultations with citizens, the economy and other interested actors on the need to publish new data sets of great importance</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness in Public Administration</p> <p><b>Indicators for the implementation of activities:</b></p> <ul style="list-style-type: none"> <li>- organized Open Data Days for the interested public in 2023 and 2024</li> <li>- conducted targeted consultations with certain groups of the population to determine the need for publishing new data sets of great importance, including the business community, women's organizations, women's organizations, organizations representing people with disabilities and other categories of the population.</li> </ul> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	May 2023	May 2024
<p><b>5.6. The launch of an open data hub (Open Data Hub), which includes open membership of representatives of public administration, business, NGOs, scientific and educational academic communities, with the mission of improving the open data ecosystem and promoting the reuse of data sets on the portal</b></p> <p><b>Holder:</b> Ministry of Public Administration Ministry of Public Administration, Directorate for Innovation and Openness in Public Administration in cooperation with the Council for Open Data Management</p> <p><b>Indicator for the implementation of activities:</b></p> <ul style="list-style-type: none"> <li>- conducted consultations on the working concept of the Open Data Hub</li> <li>- the Hub was formed in 2023</li> <li>- the number of Hub members</li> <li>- completed work plan in 2023</li> <li>- the first meeting and presentation of the Hub's work plan in 2023 was held.</li> </ul> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	September 2023	December 2024
<b>Contact Data</b>		
Contact persons and institutions responsible for the implementation of the measure	Ministry of Public Administration Ljiljana Novović	
Position and name of the unit	Directorate for Innovation and Openness of Public Administration	

Email and phone	<a href="mailto:liljana.novovic@mju.gov.me">liljana.novovic@mju.gov.me</a>
Other involved actors from the public administration system	Agency for the Protection of Personal Data and Free Access to Information
Other involved actors from other sectors	Start-up community, and other members of the business community, non-governmental organizations, including women's organizations, women's organizations, organizations representing people with disabilities and other categories of the population.

## 6. Improve participatory quality monitoring of the implementation of the Law on Free Access to Information

**Start and end date of the measure: January 2023 – December 2024**

<b>Name of the responsible institution</b>	Ministry of Public Administration
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	This measure responds to the problem of still inconsistent application of the Law on Free Access to Information among state administration bodies. Article 43 of the Law on Free Access to Information ("Official Gazette of Montenegro", no. 44/12 and 30/17) defines the obligation of the Council of the Agency to submit a report on the state of access to information <sup>31</sup> to the Parliament of Montenegro once a year. In addition to this obligation, the Council of the Agency is obliged to submit a report to the Parliament whenever the Parliament requests it. In view of these obligations defined by law, a report on the state of personal data protection and the state of access to information is submitted to the Parliament of Montenegro once a year. The practice of open dialogue with civil society organizations on the content of annual reports on the situation in the area of access to information is still not sufficiently developed. The quality of monitoring and reporting on the extent to which public institutions adhere to the standards of access to information has an important impact on public trust in the work of institutions, but also on strengthening the responsibility of institutions.
<b>What does this measure entail?</b>	The measure includes a series of activities intended to encourage greater participation and openness in the process of monitoring and reporting on the implementation of standards on free access to information by competent authorities.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that additional consultations with the public on the content of annual reports on the situation in the area of access to information, but also by expanding information on various challenges in the application of the Law on SPI (including the application of sanctions/penal policies) will contribute to a higher quality of monitoring and reporting on the situation in this area, and finally, better respect for established standards by all authorities.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as strengthening the responsibility of authorities in the creation and management of public policies.
<b>Additional information</b>	This measure is complementary to the goals and activities of the National Public Administration Reform Strategy 2022-2026, especially Strategic Priority 4. Transparent and open public administration and related operational goal 4.1. Improvement of the functioning and capacity of the

<sup>31</sup> The latest report is available at: [https://www.azlp.me/docs/zajednicka/izvjestaj\\_o\\_stanju/IZVIESTA%202020%20final.pdf](https://www.azlp.me/docs/zajednicka/izvjestaj_o_stanju/IZVIESTA%202020%20final.pdf)

	<p>Agency for the Protection of Personal Data and Free Access to Information and the general system of legal protection in the field of SPI, as well as operational objective 4.2. Improving the implementation of the Law on SPI by the authorities in order to ensure adequate realization of the right to access information and providing access to information in accordance with the institutional legal framework and strengthening the awareness and developing the skills of users of the Law on SPI.</p> <p>It is necessary to further improve coordination in this area in the work of the Operational Team for implementing the Partnership for Open Administration initiative, the Council for Open Data Management, the Council for Public Administration Reform and the Council for Freedom of Access to Information (activity 4.1.5 of the Public Administration Reform Strategy), as working bodies of the Government that deal with various aspects of free access to information as part of their competence. The implementation of this measure contributes to the realization of sustainable development goals, especially goal 16: 'Peace, justice and strong institutions', and tasks 16.10. Provide public access to information and protection of fundamental freedoms, in accordance with national legislation and international agreements, and 16.6 - Develop efficient, accountable and transparent institutions at all levels.</p>	
<b>Budget</b>	<b>7.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<p><b>6.1. Hold annual consultations with the public on the content of the annual report on free access to information</b></p> <p><b>Holder:</b> Ministry of Public Administration Ministry of Public Administration, Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations; Agency for the Protection of Personal Data and Free Access to Information</p> <p><b>Activity realization indicator:</b> - held consultations and discussions with the public on the Draft Annual Report on Free Access to Information in 2023 and 2024</p> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	February 2023	February 2024
<p><b>6.2. Develop recommendations for increasing the quality and scope of the annual report on the implementation of the Law</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations, Agency for Personal Data Protection and Free Access to Information</p> <p><b>Activity realization indicator:</b> - made recommendations - expanded range of data contained in the annual report</p> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	March 2023	March 2024
<p><b>6.3. Compile information on the implementation of penal policy in the application of the Law on STIs</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations</p> <p><b>Activity realization indicator:</b></p>	April 2023	June 2023



- created information - information presented to the public and discussed at the session of the competent advisory body of the Government  <b>Required financial resources:</b> EUR 2,000  <b>Source of funding:</b> Budget of Montenegro, donor funds			
Contact Data			
Contact persons and institutions responsible for the implementation of the measure	Ministry of Public Administration Tatjana Radović		
Position and name of the unit	Direktorat za normativno uređenje sistema javne uprave i harmonizaciju propisa Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations		
Email and phone	<a href="mailto:tatjana.radovic@mju.gov.me">tatjana.radovic@mju.gov.me</a>		
Other involved actors from the public administration system	Agency for the Protection of Personal Data and Free Access to Information		
Other involved actors from other sectors	Non-governmental organizations		

## 7. Increase the availability of data on the work of the Government and government bodies

**Start and end date of the measure: January 2023– December 2024**

<b>Name of the responsible institution</b>	General Secretariat of the Government
	Description of the measure
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of the insufficient range of data on the work of the Government, as well as the inappropriate format of the publication of existing data on decision-making procedures, i.e. the preparation of Government decisions. Various aspects of this problem were pointed out during the public consultation on the preparation of this NAP. First of all, the problem of non-publication of the full agenda of the Government sessions refers to cases when material marked with a certain level of secrecy is discussed at the Government session, where there is a need to indicate that the topic was on the agenda of the session, with a note on the exact level of secrecy. A similar practice already exists in other countries, where the public is at least familiar with the agenda of closed sessions of the Government and the indication of the degree of secrecy of certain acts. An additional problem relates to the non-publication of materials that were decided upon without holding a session - eg. legislative proposals, decisions, information, conclusions, but also about personnel decisions, and especially those types of material for which there is no obligation to publish in the Official Gazette. In addition, the problem of insufficient availability of data on the work of the government's permanent or temporary working bodies, i.e. advisory bodies that influence the content of the Government's decisions, was also recognized. In addition, it is important to point out that no gender-based statistics are kept on the structure of the Government and permanent or temporary working and advisory bodies of the Government, which makes it difficult to monitor the level of participation of the less represented</p>

	gender in decision-making.	
<b>What does this measure entail?</b>	The measure includes a series of activities that enable citizens to be better informed about the work of the Government and have access to key materials that are on the Government's agenda, regardless of the format of the session, while increasing transparency through the publication of basic information about the work of the Government's working and advisory bodies.	
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that the publication of the complete agenda of the Government sessions, the publication of materials from the Government sessions in a readable format, the publication of materials that were decided without holding the session, as well as the publication of data on the work of the government's working and advisory bodies, will contribute to even greater transparency in the work of the Government and increase confidence in the work of the Government.	
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as strengthening the responsibility of authorities in the creation and management of public policies.	
<b>Additional information</b>	This measure is complementary to the goals and activities of the National Public Administration Reform Strategy 2022-2026, especially Strategic Priority 4. Transparent and open public administration and related operational goal 4.3. Improving the reuse of information and increasing the availability of open data. The implementation of this measure contributes to the realization of the goals of sustainable development, especially goal 16: 'Peace, justice and strong institutions', and tasks 16.10. Provide public access to information and protection of fundamental freedoms, in accordance with national legislation and international agreements, and 16.6 - Develop efficient, accountable and transparent institutions at all levels.	
<b>Budget</b>	<b>5.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<b>7.1. Amendment of the Decision on the publication of materials from the Government session</b>  <b>Holder:</b> General Secretariat of the Government  <b>Indicators for the implementation of activities:</b> - amended Decision  Required financial resources: /	February 2023	April 2023
<b>7.2. Publication of the full agenda of Government sessions</b>  <b>Holder:</b> General Secretariat of the Government  Indicators for the implementation of activities:  - share of published full agendas of Government sessions, including items from closed sessions marked with the degree of secrecy of individual acts, in relation to the total number of held Government sessions - the adopted provisions of the Law on Government, which stipulate that the following shall be published on the Government's website: 1) the complete agenda of the Government sessions, including the names (labels) of materials marked with the level of secrecy;	February 2023	December 2024

<p>2) materials proposed for each item on the agenda of the session, except for those marked with the appropriate level of secrecy;  3) materials and decisions made by the Government at the telephone session;  4) minutes from Government sessions.</p>		
<p><b>7.3. Publication of materials from Government sessions in a readable format</b>  <b>Holder:</b> General Secretariat of the Government</p> <p><b>Indicators for the implementation of activities:</b>  - the percentage of materials from Government sessions published in readable format</p> <p><b>Required financial resources:</b> /</p>	February 2023	December 2024
<p><b>7.4. Publication of materials that were decided without holding a Government session</b></p> <p><b>Holder:</b> General Secretariat of the Government</p> <p><b>Indicators for the implementation of activities:</b>  - the percentage of published materials that were decided upon without holding a Government session</p> <p><b>Required financial resources:</b> /</p>	February 2023	December 2024
<p><b>7.5. Publication of data on the work of Government working bodies</b></p> <p><b>Holder:</b> General Secretariat of the Government</p> <p><b>Indicators for the implementation of activities:</b> Percentage of published data on the work of Government working bodies</p> <p><b>Required financial resources:</b> /</p>	April 2023	December 2024
<p><b>7.6. Development of a database on members of advisory bodies of the Government</b></p> <p><b>Holder:</b> General Secretariat of the Government</p> <p><b>Indicators for the implementation of activities:</b>  - created and publicly published database on members of advisory bodies of the Government, with the necessary functionalities of advanced database search  - published summary data on the structure of the Government's advisory bodies, in relation to gender, on a semi-annual basis</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	May 2023	December 2023
<b>Contact Data</b>		
Contact persons and institutions responsible for the implementation of the measure	Ranko Andrijašević General Secretariat of the Government	
Position and name of the unit		
Email and phone	067/270-955	

Other involved actors from the public administration system	
Other involved actors from other sectors	

## 8. Participatory monitoring of data exchange by official duty with proposal of conclusions for improvement of application

**Start and end date of the measure: January 2023– December 2024**

<b>Name of the responsible institution</b>	<b>Ministry of Public Administration</b>
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of insufficient exchange of data by official duty, which is described as a principle by the Law on Administrative Procedure, with the aim of relieving citizens of the obligation to collect a bunch of documents in order to deliver some public service to them. However, bearing in mind the gap between official records that is difficult to bridge and the slow dynamics of establishing interoperability between electronic registers held by public law bodies, this principle has not taken root in practice to a sufficient extent. During the process of co-creating the NAP, citizens pointed out the slowness of certain procedures and the fact that a lot of documentation is still required for the realization of basic services, such as, for example, the realization of maternity leave for working women.</p> <p>The Ministry of Public Administration prepares a Report on the handling of administrative matters once a year, but mostly on the basis of information received from those subject to the Law on Administrative Procedure, while the satisfaction of citizens is still not measured. Bearing in mind the importance of effective exchange of data ex officio for the openness of administration and overall communication with citizens, the measure will try to, through the inclusion of citizens, as users of a previously selected sample of services, which will be selected to include services intended for target groups that include women, persons with disabilities and other users of social and child protection.</p>
<b>What does this measure entail?</b>	<p>The measure includes a series of activities intended to encourage greater participation and openness in the process of monitoring and reporting on the implementation of the obligation to exchange data ex officio by the obligees of the Law on Administrative Procedure with the aim of strengthening responsibility for the application of the principles of this Law.</p>
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	<p>It is expected that the expansion of information on various challenges in the application of this principle will contribute to the determination of responsibility for insufficient application of this principle in practice.</p>

<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as strengthening the responsibility of authorities in the creation and management of public policies.		
<b>Additional information</b>	This measure is complementary to the goals and activities of the National Public Administration Reform Strategy 2022-2026, especially operational goal 2.1, which refers to "More efficient provision of services and the introduction of quality management of services provided." In addition, the implementation of this measure contributes to the realization of sustainable development goals, especially goal 16: 'Peace, justice and strong institutions', and tasks 16.10. Provide public access to information and protection of basic freedoms, in accordance with national legislation and international agreements, 16.6- Develop efficient, responsible and transparent institutions at all levels.		
<b>Budget</b>	<b>7.000 EUR</b>		
		<b>Implement ation start date</b>	<b>Date of completion of implementation</b>
<b>Activities</b>			
<p><b>8.1. Analysis of the most used services that are not included in the Unified Information System for Electronic Data Exchange, with a focus on services for women on the labor market, people with disabilities, and services in the field of social and child protection</b></p> <p><b>Holder:</b> Ministry of Public Administration Ministry of Public Administration, Directorate for Implementation of Principles of Good Public Administration, Analytics and Reporting in Cooperation with Trade Unions and the Non-Governmental Sector</p> <p><b>Activity realization indicator:</b> - selected services for participative monitoring of data exchange by official duty</p> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	March 2024	December 2024	

<p><b>8.2. Create a monitoring report on ex officio data exchange for selected services</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Implementation of Principles of Good Public Administration, Analytics and Reporting in Cooperation with Trade Unions and the Non-Governmental Sector</p> <p><b>Activity realization indicator:</b> - prepared a report using the experiences of the users of the selected services</p> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	<p>March 2024</p>	<p>December 2024</p>
<p><b>8.3. Compiling information and reporting on the implementation of conclusions for the improvement of data exchange by official duty</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Implementation of Principles of Good Public Administration, Analytics and Reporting</p> <p><b>Activity realization indicator:</b> - prepared information and formulated conclusions - prepared a report on the level of implementation of the Government's conclusions for the improvement of data exchange ex officio</p> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	<p>January 2024</p>	<p>March 2024</p>
<p><b>Contact Data</b></p>		
<p><b>Contact persons and institutions responsible for the implementation of the measure</b></p>	<p>Ministry of Public Administration Nina Blažić</p>	
<p><b>Position and name of the unit</b></p>		
<p><b>Email and phone</b></p>	<p><a href="mailto:nina.blazic@mju.gov.me">nina.blazic@mju.gov.me</a></p>	
<p><b>Other involved actors from the public administration</b></p>		

<b>system</b>	
<b>Other involved actors from other sectors</b>	Trade unions, non-governmental organizations

## 9. Improve digital accessibility standards for people with disabilities

**Start and end date of the measure: January 2023 – December 2024**

<b>Name of the responsible institution</b>	Ministry of Public Administration Parliament of Montenegro
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of the still inconsistent application of standards of accessibility of materials from the websites of public institutions for persons with disabilities, and to the need to improve the existing platform for access to information, especially for visually impaired and deaf-mute people, as well as to improve the accessibility of information published on existing websites. The new Government portal, published in May 2021, represents the main communication channel of the Government and ministries and provides a new user and visual experience, which is reflected in the unified online appearance of ministries and state administration bodies. As stated in the Final Report on the Implementation of the National Action Plan for the Implementation of the OGP Initiative in Montenegro 2018-2020<sup>32</sup>, the launch of the Government's new portal has for the first time ensured the full application of accessibility standards recommended by the Law on Electronic Administration, as well as the possibility of reading the content, and on based on consultations with organizations that represent the needs of PWDs. The portal meets the requirements of e-accessibility and a special menu has been implemented for improved content accessibility with control of contrast, font size, text spacing, animations, then a visual guide for easier reading, highlighting of links, compatibility with screen readers through the structure of the pages, as well as a special font that makes reading easier for people with dyslexia.</p> <p>On the basis of the Law on electronic administration, the Rulebook on accessibility standards<sup>33</sup> was drawn up according to which state bodies, state administration bodies, state agencies, state funds and other holders of public authority (hereinafter referred to as: bodies) and local self-government bodies, local government bodies, special and public services, independent and regulatory bodies and legal and natural persons exercising public powers (hereinafter referred to as: other entities) that provide electronic administration services through a single information system, as well as through an information system that they establish themselves, must meet accessibility standards, and especially to persons with disabilities. A draft of the Instructions on the creation of electronically readable materials was prepared, but there was no training for employees, with the aim of training them for the creation of e-readable materials. On the other hand, the Digital Transformation Strategy 2022-2026<sup>34</sup> states that it is still necessary to work on increasing the number of accessible documents that are published on official websites. Also, the report of the Union of the Blind of Montenegro<sup>35</sup> points to the still poor progress of public institutions in providing free access to information for visually impaired persons,</p>

<sup>32</sup> <https://www.gov.me/dokumenta/939a645f-910a-40ea-8753-196152d705e3>

<sup>33</sup> <https://www.gov.me/dokumenta/f9a35589-6531-4b5c-971a-806dc0db1330>

<sup>34</sup> <https://www.gov.me/dokumenta/0c802520-e016-41ee-a6e4-7af6eb66e19d>

<sup>35</sup> <https://ss-cg.org/wp-content/uploads/2021/03/Monitoring-primjene-clana-33-ZZDSL.pdf>

	<p>contrary to the Law on Prohibition of Discrimination against Persons with Disabilities.</p> <p>Regarding the accessibility of information about the work of the legislative branch of government, the internet presentation of the Parliament of Montenegro, which was redesigned in March 2021, was adapted for software used by blind and partially sighted people, which was done in cooperation with the Union of the Blind of Montenegro. The accessibility of the site is guided by the Guidelines for ensuring the accessibility of online content 1.0, of the World Wide Web Consortium (W3C), and its functionality is based on cooperation with content authors, developers and associations of persons with disabilities, in order to meet AA standards. The next step, which would contribute to the additional improvement and simplification of access to parliamentary information, involves the provision of the "Accessibility" service with complete options as shortcuts for existing possibilities.</p>	
<b>What does this measure entail?</b>	<p>The measure includes activities aimed at encouraging better application of digital accessibility standards for people with disabilities and especially facilitating access to information for visually impaired and deaf-mute people.</p>	
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	<p>It is expected that the new training cycle of officials on the effective application of digital accessibility standards for people with disabilities, as well as the introduction of a special platform for access to information for the visually impaired and deaf and mute, and the additional improvement of the accessibility of information published on the Internet presence of the Parliament of Montenegro, will further strengthen application of accessibility standards for persons with disabilities.</p>	
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	<p>This measure is directly relevant to the values of transparency and openness of public administration, as well as the participation of citizens, especially vulnerable groups, in the creation of public policies.</p>	
<b>Additional information</b>	<p>This measure is complementary to the goals and activities of the Digital Transformation Strategy of Montenegro 2022-2026, especially with the aim of e-inclusion where the use of digital platforms of public institutions by persons with disabilities is to be further improved. The trainings for civil servants planned by this NAP are complementary to the activities of the Action Plan of the Digital Transformation Strategy of Montenegro, which aim to improve digital knowledge and skills for sensitive groups of citizens (elderly population, people with disabilities, RE population, etc.) in the process of lifelong learning. By implementing this measure, a contribution is made to the realization of the goals of sustainable development, especially goal 10 (Reduce inequality between and within countries) and the related task 10.2 (Strengthen and promote the social, economic and political inclusion of everyone, regardless of age, gender, disability, race, ethnicity, origin, religion or economic or other status), as well as goal 16. (Peace, justice and strong institutions) and especially tasks 16.7. - ensuring responsible, inclusive, participatory and representative decision-making and 16.10. -Ensure public access to information and protection of basic freedoms, in accordance with national legislation and international agreements.</p>	
<b>Budget</b>	<b>14.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<p><b>9.1. Implement a new cycle of training for officials on the effective application of digital accessibility standards for people with disabilities</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations and Human Resources Directorate</p> <p><b>Indicators for the implementation of activities:</b></p> <ul style="list-style-type: none"> <li>- conducted two trainings in 2023</li> <li>- conducted two trainings in 2024</li> </ul>	February 2023	December 2024



<b>Required financial resources:</b> EUR 4,000			
<b>Source of funding:</b> Budget of Montenegro, donor funds			
<b>9.2. Improve the platform for access to information for visually impaired and deaf-mute people</b>		September 2023	February 2024
<b>Holder:</b> Ministry of Public Administration, Directorate for Normative Regulation of the Public Administration System and Harmonization of Regulations, Directorate for Infrastructure, Information Security, Digitization and e-Services			
<b>Indicators for the implementation of activities:</b> - conducted additional consultations with persons with disabilities on the design of the platform - specific needs of certain categories of PWDs, taking into account equal representation in terms of gender, socio-economic status, age, place of residence and the like - improve the design of the platform in 2023 - functional platform in 2024			
<b>Required financial resources:</b> EUR 5,000			
<b>Source of funding:</b> Budget of Montenegro, donor funds			
<b>9.3. Improve the accessibility of information on the Internet presentation of the Parliament of Montenegro for visually impaired and deaf-mute people</b>		January 2023	April 2023
<b>Holder:</b> Parliament of Montenegro			
<b>Indicators for the implementation of activities:</b> - "Accessibility" service enabled on the Internet presentation of the Parliament - the content on the Internet presentation of the Parliament additionally complies with the guidelines for the accessibility of web content (WCAG 2.1)			
<b>Required financial resources:</b> EUR 5,000			
<b>Source of funding:</b> Budget of Montenegro			
Contact Data			
Contact persons and institutions responsible for the implementation of the measure	Ljiljana Novović, Ministry of Public Administration Jovana Kovačević, Parliament of Montenegro		
Position and name of the unit			
Email and phone	<a href="mailto:ljiljana.novovic@mju.gov.me">ljiljana.novovic@mju.gov.me</a> <a href="mailto:jovana.kovacevic@skupstina.me">jovana.kovacevic@skupstina.me</a>		
Other involved actors from the public administration system			
Other involved actors from other sectors	Non-governmental organizations		

## FISCAL TRANSPARENCY

### 10. Increase the transparency of data on the content and execution of the state budget

Start and end date of the measure: January 2023 – December 2024

<b>Name of the responsible institution</b>	Ministry of Finance
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of insufficiently clear, simple and easy-to-understand communication with citizens about the content and execution of the state budget. According to the report on the realization of the NAP for the OGP 2018-2020, the visualization of the state budget by the institutions was not done, and the link <a href="http://budzet.sntcg.com/">http://budzet.sntcg.com/</a>, which was supposed to regularly update such a database, is not functional.</p> <p>A pdf presentation of the Citizens' Budget for 2022<sup>36</sup> has been published on the Government's website. Also, the pdf Guide to the budget of Montenegro for 2021<sup>37</sup> was published on the website of the Parliament of Montenegro.</p> <p>The first visualization of the state budget was done by the NGO sector in 2017, within the project "Promoting financial responsibility in Montenegro" implemented by the NGO Alternative Institute. The website <a href="http://mojnovac.me/web/home">http://mojnovac.me/web/home</a> contains a visualization of the state budget from 2011 to 2021 and provides insight into how the budget is collected and spent - economic classification of the budget to the most detailed publicly available level, with a comparison by year, then a presentation of what institutions spend money on and an overview of the projects that make up the capital budget. The government does not prepare similar complete budget presentations for citizens, on the online platform of income and expenditure by organizational, economic and program classification. Also, although the introduction of the so-called of gender-responsive budgeting, through the recognition of gender-responsive indicators in budget programs, the gender-responsive component of the budget, with financial and non-financial indicators, is not proactively reported.</p>
<b>What does this measure entail?</b>	The measure includes the activities of announcing the budget for citizens for 2023 and 2024
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through the publication of the budget for citizens, the understanding of the budget as a key document for the implementation of public policies will increase, and that it will encourage citizens and the general public to reconsider the way the state budget is executed and strengthen institutional responsibility.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as the responsibilities of public institutions.

<sup>36</sup> <https://wapi.gov.me/download-preview/f167dfe7-f053-4c3d-8711-e4a80308fd07?version=1.0>

<sup>37</sup> <https://api.skupstina.me/media/files/1639560874-vodic-kroz-budzet-crne-gore-za-2021-godinu-budzet-za-gradane.pdf>

<b>Additional information</b>	This measure is complementary to the objectives and activities of the Public Administration Reform Strategy of Montenegro 2022-2026. especially in relation to activity 4.2.11 Development of high-quality fiscal transparency for authorities, where by the end of 2023 it is planned to prepare a plan to strengthen budget transparency in accordance with international and European standards, but also to apply a pilot plan in at least 20 authorities of different groups. The implementation of this measure contributes to the realization of sustainable development goals, especially goal 16: 'Peace, justice and strong institutions', and tasks 16.10. Provide public access to information and protection of basic freedoms, in accordance with national legislation and international agreements, 16.6 - Develop efficient, responsible and transparent institutions at all levels.		
<b>Budget</b>	<b>10.000 EUR</b>		
<b>Activities</b>		<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<b>10.1. Create a budget for citizens</b>  <b>Holder:</b> Ministry of Finance  <b>Indicator:</b> - Published budgets for citizens with a simple presentation of the public finance cycle in 2023 and 2024 <b>Required financial resources:</b> EUR 10,000  <b>Source of funding:</b> Budget of Montenegro, donor funds		February 2023	December 2024
<b>Contact Data</b>			
Contact persons and institutions responsible for the implementation of the measure	Bojana Bajić, Ministry of Finance		
Position and name of the unit	Directorate for budget		
Email and phone	<a href="mailto:bojana.bajic@mif.gov.me">bojana.bajic@mif.gov.me</a>		
Other involved actors from the public administration system			
Other involved actors from other sectors	Non-governmental organizations		

## 11. Encouraging transparency and utilization of EU funds

<b>Start and end date of the measure: January 2023 – December 2024</b>	
<b>Name of the responsible institution</b>	Ministry of Ecology, Spatial Planning and Urbanism

	Description of the measure		
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of still insufficient information of citizens, NGOs, small and medium-sized entrepreneurs and other representatives of the interested public about the available EU funds to support the implementation of green policies in Montenegro, as well as the insufficient public availability of data on financed EU projects in this and other areas in Montenegro. Currently, there is no central database of projects financed from EU funds that are implemented in Montenegro. General data related to the implementation of EU projects is available on the website <a href="http://www.eu.me">www.eu.me</a> through relevant information, reports and announcements, as well as through regular annual information on EU support programs adopted by the Government. Additionally, day-to-day activities within specific projects related to visibility, with financial support from the EU, are a mandatory part of each approved project. The EU delegation in Montenegro, through the European House project, established a database on EU projects (<a href="https://evropskakuca.me/me/euprojekti">https://evropskakuca.me/me/euprojekti</a> ) which includes and provides a good insight into EU-financed projects in Montenegro, but still does not include all projects. All this points to the need to establish a national database on the implementation of projects financed from EU funds, where, in addition to basic information on goals, activities and financial resources, visualization of the location of projects, the degree of realization of their results, as well as the degree of utilization of funds could be incorporated.</p>		
<b>What does this measure entail?</b>	<p>The measure includes activities to inform the public about available EU funds in the areas of green policies and the implementation of the priorities of the European Green Deal, as well as strengthening the transparency of data on financed EU projects in Montenegro.</p>		
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	<p>It is expected that through education on EU green policies, organization of Info Days and training for small and medium-sized entrepreneurs, as well as creation of a public database on EU-funded projects in Montenegro, will contribute to greater transparency and visibility of EU investments in Montenegro.</p>		
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	<p>This measure is directly relevant to the values of transparency and openness of public administration, as well as the responsibilities of public institutions in spending public funds, including EU funds.</p>		
<b>Additional information</b>	<p>The implementation of this measure should contribute to the realization of the goals of sustainable development, especially goal 13 (climate action) as well as goal 16 (Peace, justice and strong institutions) and related tasks 16.6 - building effective, responsible and transparent institutions and 16.7 - ensuring responsible, inclusive, participatory and representative decision-making. These efforts are complementary in fulfilling the obligations from the accession negotiations for chapter 27 (environment and climate change) and chapter 22 (regional policy and coordination of structural instruments), and the implementation of the measure contributes to the realization of the goals of the EU's green policies, i.e. the European Green Deal.</p>		
<b>Budget</b>	<b>45.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>11.1. Conduct training on EU green policies (European Green Deal)</b></p> <p><b>Holders:</b> Ministry of Ecology, Spatial Planning and Urbanism, Ministry of Economic Development and Tourism, Ministry of European Affairs</p> <p><b>Indicators for the implementation of activities:</b></p>	February 2023	December 2024	

<p>- conducted five educational workshops on the European Green Agenda</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>		
<p><b>11.2. Organizing an EU info day (every month) for small and medium-sized entrepreneurs</b></p> <p><b>Holders:</b> Ministry of Ecology, Spatial Planning and Urbanism, Ministry of Economic Development, Ministry of European Affairs</p> <p><b>Indicators for the implementation of activities:</b> Organized EU info days on a monthly basis</p> <p><b>Required financial resources:</b> EUR 10,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2023	December 2024
<p><b>11.3. Conducting training for applying for EU funds for SMEs</b></p> <p><b>Holders:</b> Ministry of Ecology, Spatial Planning and Urbanism, Ministry of Economic Development, Ministry of European Affairs</p> <p><b>Indicators for the implementation of activities:</b> - Conducted 10 trainings for applying for EU green funds</p> <p><b>Required financial resources:</b> EUR 10,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2023	December 2024
<p><b>11.4. Development of a public database on funded EU projects in Montenegro</b></p> <p><b>Holders:</b> Ministry of European Affairs</p> <p><b>Indicator:</b> - created a publicly available database with basic information about EU projects in Montenegro (with visualization and map/geolocation of financed projects and the degree of utilization of EU funds)</p> <p><b>Required financial resources:</b> EUR 20,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	September 2023	September 2024
<b>Contact Data</b>		
Contact persons and institutions responsible for the implementation of the measure	Ana Manović, Ministry of Ecology, Spatial Planning and Urbanism Ministry of Economic Development and Tourism Bojan Vujović, Ministry of European Affairs	
Position and name of the unit		
Email and phone	<a href="mailto:ana.manovic@mepg.gov.me">ana.manovic@mepg.gov.me</a> ; <a href="mailto:bojan.vujovic.mep@gmail.com">bojan.vujovic.mep@gmail.com</a>	
Other involved actors from the public administration system		
Other involved actors from other sectors	Non-governmental organizations	

# STRENGTHENING INTEGRITY AND PUBLIC RESPONSIBILITY IN THE FIGHT AGAINST CORRUPTION

12. Establish a legal framework for the protection of whistleblowers	
Start and end date of the measure: January - June 2024	
Name of the responsible institution	Ministry of Justice
	<b>Description of the measure</b>
What public problem does the measure address?	<p>This measure responds to the problem of still insufficient compliance of the legal framework for the protection of whistleblowers with the EU Directive 2019/1937 on the protection of persons who report violations of Union law.</p> <p>By adopting the Law on Prevention of Corruption, Montenegro joined the group of European countries in which the treatment of whistleblowers is systematically regulated by the legislative framework. In the previous period, the Agency particularly recognized the importance of amending the existing Law on the Prevention of Corruption, through the elimination of the shortcomings of the existing legal framework, recognized through almost seven years of practice, with the necessary harmonization with the EU Acquis, then within the Project for the fight against economic crime in Montenegro , in cooperation with the Council of Europe and with the support of international experts, began a comprehensive analysis of this law, which is carried out in three phases. The first phase of this project, which refers to the functional independence of the Agency, was completed with the preparation of the Technical Document "Analysis of the parts of the Law on the Prevention of Corruption that regulate the establishment and work of the Agency for the Prevention of Corruption". The second phase is in progress, in which the parts of the Law related to conflicts of interest and reports on income and assets are analyzed, while the third phase, planned for the first quarter of next year, will analyze the parts of the Law related to whistleblowers, integrity and misdemeanor provisions.</p> <p>The government's mid-term work program plans to establish the Law on Amendments to the Law on Prevention of Corruption in the second quarter of 2024, when the legal framework for the protection of whistleblowers is also expected to be harmonized. Namely, with the entry into force of the aforementioned EU Directive, space is opened for further improvement of the legislative framework through the drafting of a special Law on the Protection of Whistleblowers (Montenegro is the only country in the region that does not have a separate Law on Whistleblowers), in order to implement novelties and achieve the necessary harmonization with EU legal acquis, and recognized the role and importance of whistle-blowers in the legal system of Montenegro. It is necessary, through consultations with the interested public, when amending the legal framework, to consider how monitoring and reporting can be improved, and to introduce the obligation to keep gender-based statistics on whistle-blower reports, as well as records by other demographic characteristics that could help in the analysis and monitoring of certain trends in this area.</p>
What does this measure entail?	The measure includes activities to harmonize the legal framework, which will improve the protection of whistleblowers, as an important element in the fight against corruption at all levels.

<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through the expansion of the application of the legal framework for the protection of whistleblowers to other economic companies that are not owned by the state, this important mechanism in the fight against corruption will be further strengthened.		
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as strengthening the responsibility of institutions in the implementation of anti-corruption measures.		
<b>Additional information</b>	The implementation of this measure should contribute to the realization of the UN's sustainable development goals, especially goal 16 (Peace, justice and strong institutions) and related tasks 16.5 Significantly reduce corruption and bribery in all their forms and 16.6 - building effective, responsible and transparent institution. In addition, the measure is complementary to the fulfillment of obligations from the EU accession negotiations, especially for Chapter 23 (judiciary and fundamental rights).		
<b>Budget</b>	<b>3.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>12.1. Adoption of amendments to the Law on Prevention of Corruption in order to regulate the protection of whistleblowers</b></p> <p><b>Holder:</b> Ministry of Justice</p> <p><b>Indicator:</b> Adopted amendments to the Law in accordance with the requirements of the EU Directive on the protection of whistleblowers</p> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2024	June 2024	
<b>Contact Data</b>			
Contact persons and institutions responsible for the implementation of the measure	Ministry of Justice Mina Bošković Baturan Ivona Đurašković Pašić		
Position and name of the unit			
Email and phone	020 407 567		
Other involved actors from the public administration system	Agency for Prevention of Corruption		
Other involved actors from other sectors			

### 13. Improve the quality of application of ethics and integrity standards in state administration

**Start and end date of the measure: January 2023 – December 2024**

<b>Name of the responsible institution</b>	Agency for Prevention of Corruption
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of insufficient information of civil servants about ethics and integrity standards, as well as insufficient external quality control of the implementation of integrity plans in institutions required by the Law on Prevention of Corruption. In addition, it is necessary to appoint contact persons or integrity managers in institutions, provide training for them, but also find a model for stimulating integrity managers, since their jobs represent additional workloads for them, in addition to their regular jobs. The position of integrity manager is not recognized in the systematization acts because it is not recognized in the Law on Civil Servants and State Employees. It is necessary to recognize that position because it is a complex job. In addition, it is necessary to bring to the public what effects should be expected from the work of the integrity manager. A significant problem is the lack of quality control of reports on the implementation of integrity plans, so it is necessary to make a step towards public publication of those reports, as an important element of external quality control. Namely, annual reports on the implementation of integrity plans by institutions are not published publicly, considering that only the obligation of the Agency for the Prevention of Corruption to publish a summary report is prescribed. Apart from insufficient quality control of reports on the implementation of integrity plans, those plans often do not recognize important risks of corruption in certain areas. For example, we state that employment and labor relations, in relation to which there is a growing trend of whistleblower reports. That is why it is necessary to increase the public availability of these reports in order to ensure external quality control through the work of the media, civil society and other stakeholders.</p> <p>For example, in relation to the report on the adoption and implementation of integrity plans for 2021, the Agency for the Prevention of Corruption reports only in aggregate on the number of submitted reports on the implementation of integrity plans, and presents the findings without reference to individual institutions or institutions that have not complied with the legal obligation. submitting a report on the implementation of the integrity plan.</p>
<b>What does this measure entail?</b>	The measure includes training activities for civil servants on ethics and integrity, as an important step in the implementation of anti-corruption measures, as well as the publication of reports on the implementation of integrity plans by all individual institutions and the Agency for the Prevention of Corruption, to which these reports are submitted.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through additional training of civil servants on ethics and integrity, the resilience and responsibility of public institutions will be strengthened. The public publication of annual reports on the implementation of integrity plans should increase the interest of the media and civil society in the implementation of integrity plans, which will contribute to their quality control and, consequently, greater responsibility of public institutions.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as strengthening the responsibility of institutions in the implementation of anti-corruption measures.



<b>Additional information</b>	The implementation of this measure should contribute to the realization of the UN's sustainable development goals, especially goal 16 (Peace, justice and strong institutions) and related tasks 16.5 Significantly reduce corruption and bribery in all its forms and 16.6 – building effective, responsible and transparent institution. In addition, the measure is complementary to the fulfillment of obligations from the EU accession negotiations, especially for Chapter 23 (judiciary and fundamental rights).		
<b>Budget</b>	<b>8.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>13.1. Conduct additional training programs on ethics and integrity for civil servants</b></p> <p><b>Holder:</b> Agency for the Prevention of Corruption in cooperation with the Administration for Human Resources</p> <p><b>Indicator:</b> - two training sessions each organized in 2023 and 2024</p> <p><b>Required financial resources:</b> EUR 4,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	February 2023	December 2024	
<p><b>13.2. Publish individual annual reports on the implementation of integrity plans</b></p> <p><b>Holder:</b> Agency for Prevention of Corruption, institutions - bonds of the Law on Prevention of Corruption</p> <p><b>Indicator:</b> - number of published integrity plans - the number of published reports on the implementation of integrity plans - the share of published individual reports on the implementation of integrity plans in relation to the total number of institutions - bonds of the Law on Prevention of Corruption</p> <p><b>Required financial resources:</b> EUR 4,000</p>	February 2023	December 2024	
<b>Contact Data</b>			
Contact persons and institutions responsible for the implementation of the measure	Branko Krivokapić, Agency for Prevention of Corruption Stefan Radević, Human Resources Administration		
Position and name of the unit	PR Department, Agency for Prevention of Corruption		
Email and phone	<a href="mailto:pr@antikorupcija.me">pr@antikorupcija.me</a> , 020/447-702 <a href="mailto:stefan.radevic@uzk.gov.me">stefan.radevic@uzk.gov.me</a> 063 483 110		
Other involved actors from the public administration system	Ministry of Public Administration; Institutions - bonds of the Law on Prevention of Corruption		
Other involved actors from other sectors	Non-governmental organizations		

## OPENNESS OF LOCAL GOVERNMENTS

### 14. Improve the transparency of data on budget execution of local self-government units (LGUs)

Start and end date of the measure: February 2023 - September 2024

<b>Name of the responsible institution</b>	Ministry of Finance, Ministry of Public Administration, Community of municipalities
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of inconsistent practice and differences in the progress of local self-governments in relation to budget transparency, proactive publication of data on the spending of budget funds at the level of local self-governments and communication with citizens about the execution of local budgets. Pursuant to the Law on Local Self-Government Financing, municipalities are obliged to submit monthly reports to the Ministry of Finance on revenue generation, expenditure execution, unmeasured liabilities and debt. According to the same Law, municipalities are obliged to publish on their websites the Decision on the budget, the Decision on amending and supplementing the Decision on the budget and the Final Account of the municipal budget.</p> <p>According to the IRM report on the implementation of a similar obligation in the last Action Plan, the Municipal Finance Database is available on the website of the Community of Municipalities. It shows the total budget with revenues, expenditures and debts of all municipalities (in web format), and contains this information for each municipality individually. The data is presented in web format and there is no possibility to download it for further analysis. Also, the original template for the "Budget for Citizens" brochures is not available. Although several municipalities use a similar template for their citizen budgets, such as Bar, Mojkovac, Pljevlja and Podgorica, not all municipalities have citizen budgets or use the same template. For example, Budva's website contains only PDF formats of financial reports adopted by the authorities, but not a brochure with user-friendly information about the budget. The website <a href="https://lokalnefinansije.me">https://lokalnefinansije.me</a> was also created, which presents information on how much municipalities spend and earn, but not on what and how the money is spent - which is why citizens and NGOs still do not use that page enough.</p>
<b>What does this measure entail?</b>	The measure includes activities that should strengthen citizens' trust in the transparency of the work of local self-governments, create a basis for monitoring budget execution by the public, and increase the responsibility of public institutions in spending public funds.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through the development and promotion of guidelines for the publication of data on the spending/distribution of local budget funds (including data on tax debt and municipal reprogramming), the implementation of education on how to publish municipal budgets in open data with a visual presentation of the budget structure (budgets for citizens), and the awarding of annual awards for fiscal transparency of municipalities, to strengthen the capacities of local self-governments for the application of more advanced standards of fiscal transparency.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of local self-government, as well as strengthening the responsibility of institutions in the implementation of anti-corruption measures.
<b>Additional information</b>	This measure is complementary to the objectives and activities of the Public Administration Reform Strategy of Montenegro 2022-2026, especially in relation to activity 4.2.11 Creating high-quality fiscal transparency for authorities. The implementation of this measure contributes to the realization of sustainable development goals, especially goal 16: 'Peace, justice and strong institutions', and tasks

	16.10. Provide public access to information and protection of basic freedoms, in accordance with national legislation and international agreements, 16.6 - Develop efficient, responsible and transparent institutions at all levels.		
<b>Budget</b>	<b>13.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>14.1. Create guidelines for the publication of data on spending/distribution of local budget funds (including data on tax debt and municipal reprogramming)</b></p> <p><b>Holder:</b> Community of Municipalities (Committee for Financing Local Self-Government ZO), all municipalities, Ministry of Finance, Ministry of Public Administration</p> <p><b>Indicator for the implementation of activities:</b></p> <ul style="list-style-type: none"> <li>- prepared Guidelines and content of items and data from the budget that should be published</li> <li>- published guidelines on the websites of all LS</li> </ul> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	April 2023	December 2023	
<p><b>14.2. Conduct training on how to publish municipal budgets in open data with a visual presentation of the budget structure (budgets for citizens)</b></p> <p><b>Holders:</b> Ministry of Public Administration Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration, Ministry of Finance and Human Resources Directorate in cooperation with LGUs</p> <p><b>Indicator for the implementation of activities:</b></p> <ul style="list-style-type: none"> <li>- training design completed in 2023</li> <li>- conducted training in 2023</li> <li>- number of training participants</li> </ul> <p><b>Required financial resources:</b> EUR 5,000</p>	February 2023	December 2023	
<p><b>14.3. Organize awards for good and innovative solutions and practices related to fiscal transparency in municipalities</b></p> <p><b>Holder:</b> Union of Municipalities</p> <p><b>Indicator for the implementation of activities:</b></p> <ul style="list-style-type: none"> <li>- established a team for awarding the prize and preparing the criteria, with the participation of NGOs</li> <li>- an award ceremony was held</li> <li>- a discussion was held on examples of good practice - the annual award for fiscal transparency was included in the Best Practices in Local Self-Government program</li> <li>- awarded the annual award for 2023 and 2024</li> </ul> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	September 2023	September 2024	
<b>Contact Data</b>			

Contact persons and institutions responsible for the implementation of the measure	Ivana Nedović, Community of Municipalities Anka Dabanović, Ministry of Public Administration, Bojana Bajić, Ministry of Finance
Position and name of the unit	secretary of the Committee for Social Activities, Community of Municipalities
Email and phone	<a href="mailto:ivana.nedovic@uom.co.me">ivana.nedovic@uom.co.me</a> ; +382 67 343 159 <a href="mailto:anka.dabanovic@mju.gov.me">anka.dabanovic@mju.gov.me</a> <a href="mailto:bojana.bajic@mif.gov.me">bojana.bajic@mif.gov.me</a> ; +382 68 312 331
Other involved actors from the public administration system	
Other involved actors from other sectors	Non-governmental organizations

## 15. Improve the transparency of local parliaments

Start and end date of the measure: May 2023 – December 2024

<b>Name of the responsible institution</b>	Ministry of Public Administration, Community of municipalities
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	This measure responds to the problem of still inconsistent application of standards of transparency and openness in the work of local parliaments/municipal assemblies/local self-government units. There is not yet an up-to-date overview of the current state of transparency of the work of local parliaments, and it needs to be prepared as a basis for developing guidelines for improvement in that area.
<b>What does this measure entail?</b>	The measure includes activities intended to ensure that the public can more easily follow the sessions of the assemblies of all local self-governments.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	As support for the implementation of this activity, the Committee for the Development of Local Self-Government of the Community of Municipalities will review the current state of transparency of the work of local parliaments and develop Guidelines for their improvement.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of local self-government, as a prerequisite for the active participation of citizens in local decision-making
<b>Additional information</b>	This measure is complementary to the goals and activities of the Public Administration Reform Strategy 2022-2026, especially in relation to strengthening the transparency and openness of local self-governments. In addition, the implementation of this measure contributes to the realization of sustainable development goals, especially goal 16: 'Peace, justice and strong institutions', and tasks 16.10. Provide public access to information and protection of basic freedoms, in accordance with national legislation and international agreements, 16.6 - Develop efficient, responsible and transparent

	institutions at all levels.		
<b>Budget</b>	<b>22.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>15.1. Create an analysis and overview of the current state of transparency in the work of local parliaments and prepare Guidelines for their improvement</b></p> <p><b>Holder:</b> Ministry of Public Administration, Community of Municipalities (Committee for Local Self-Government System ZO)</p> <p><b>Indicators of activity realization:</b>  - prepared an analysis and overview of the current state of transparency in the work of local parliaments  - Prepared Guidelines for their improvement</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	May 2023	December 2023	
<p><b>15.2. Create an assessment of the necessary technical prerequisites and financial resources for the introduction of public sessions of local parliaments (via YouTube channels or local public broadcasters)</b></p> <p><b>Holders:</b> Ministry of Public Administration, Ministry of Public Administration, local self-government units, Community municipality</p> <p><b>Activity realization indicator:</b>  - made an assessment</p> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2024	April 2024	
<p><b>15.3. Publish a public invitation to interested municipalities to participate in the pilot program to support the openness of local parliaments</b></p> <p><b>Holder:</b> Ministry of Public Administration, Ministry of Public Administration</p> <p><b>Activity realization indicator:</b>  - prepared support program in cooperation with donors  - published invitation with criteria for participation  - selected at least three municipalities participating in the pilot program</p> <p><b>Required financial resources:</b> EUR 15,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	May 2024	December 2024	
<b>Contact Data</b>			
Contact persons and institutions responsible for the implementation of the measure	Anka Dabanović, Ministry of Public Administration		

Position and name of the unit	
Email and phone	<a href="mailto:anka.dabanovic@mju.gov.me">anka.dabanovic@mju.gov.me</a>
Other involved actors from the public administration system	
Other involved actors from other sectors	All local self-government units, donors, non-governmental organizations

## 16. Promotion of open data at the local level

**Start and end date of the measure: March 2023– December 2024**

<b>Name of the responsible institution</b>	Ministry of Public Administration, Community of municipalities
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	<p>This measure responds to the problem of insufficiently developed practice of publication and reuse of open data in the possession of local self-government units (including machine-readable data), as well as inadequate promotion of open data at the level of all municipalities. Regardless of the progress achieved in recent years, still a small number of local self-government units publish data in their possession in electronically readable formats. The majority of employees in local self-government are not familiar with the concept of open data and the reuse of already available/published data, as well as the importance of proactive publication of data, as established in the Law on SPI. As at the national level, additional promotion of the use of open data portals and the publication of high-value data sets is needed, in accordance with the expectations of citizens, NGOs, businesses and other representatives of the interested public.</p> <p>Additionally, due to the lack of up-to-date data on responsible contact persons in local self-government units, a large number of citizens of Montenegro face problems in the work of the local administration when solving any problems. It is often the case that the correct contact information is not found on the websites of municipalities, is not clearly displayed, or is not there at all. In order to bring local self-government closer to citizens and facilitate access to all the services they offer, it is necessary to maintain LSU websites in such a way that all necessary contact information is published and accurate. That is why there is a need to analyze the availability of publicly displayed data in LSU authorities in order to map the exact number of contact data (telephone and email) that are available, accurate, and to which officials respond.</p>
<b>What does this measure entail?</b>	The measure includes a series of activities intended to encourage better information among management personnel and officials employed in local self-government about the obligation to publish information for reuse in an open format on the open data portal, as well as the promotion of the reuse of such data.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that promotional activities and campaigns aimed at raising awareness and expanding the initiative on opening data in the possession of local governments will improve the transparency of local government bodies, as well as the use and reuse of the same data.

<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as strengthening the responsibility of authorities in the creation and management of public policies.		
<b>Additional information</b>	This measure is complementary to the goals and activities of the National Public Administration Reform Strategy 2022-2026, especially Strategic Priority 4. Transparent and open public administration and related operational goal 4.3. Improving the reuse of information and increasing the availability of open data. The implementation of this measure contributes to the realization of the UN's sustainable development goals, especially goal 16: 'Peace, justice and strong institutions', and tasks 16.10. Provide public access to information and protection of basic freedoms, in accordance with national legislation and international agreements, 16.6 - Develop efficient, responsible and transparent institutions at all levels.		
<b>Budget</b>	<b>19.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>16.1. Organize an "open data caravan" at the local level, in cooperation with the economy and NGOs</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration in cooperation with the Chamber of Commerce, Association of Municipalities, Chamber of Commerce, NGO</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- promotional activity held in three Montenegrin regions during 2023 and 2024</li> <li>- number and type of promotional material</li> <li>- the number of citizens present</li> </ul> <p><b>Required financial resources:</b> EUR 6,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	April 2023	December 2023	
<p><b>16.2. Organize in-house consultative meetings with management staff in LGUs on open data</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration and Directorate for Human Resources</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- organized consultative meetings with representatives of all municipalities in 2023 and 2024</li> <li>- published conclusions and recommendations from the meetings</li> </ul> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds,</p>	March 2023	December 2024	
<p><b>16.3. Preparation of an analysis of the availability of publicly displayed contact information in local self-government bodies and LLCs founded by LSU</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration</p> <p><b>Activity realization indicator:</b></p>	April 2023	September 2023	

<p>- analysis made</p> <p><b>Required financial resources:</b> EUR 3,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>			
<p><b>16.4. Create instructions for local self-government units on data disclosure</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration, Agency for Free Access to Information, in cooperation with the Community of Municipalities (Committee for Local Self-Government System),</p> <p><b>Activity realization indicator:</b> - prepared instructions</p> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>		January 2024	June 2024
<p><b>16.5. Hold workshops for LGU officials on data disclosure</b></p> <p><b>Holder:</b> Ministry of Public Administration, Directorate for Innovation and Openness of Public Administration and Directorate for Human Resources</p> <p><b>Activity realization indicator:</b> - held three workshops in 2023 and 2024</p> <p><b>Required financial resources:</b> EUR 6,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>		March 2023	December 2024
<b>Contact Data</b>			
Contact persons and institutions responsible for the implementation of the measure	Ministry of Public Administration Stefan Radević, Human Resources Administration		
Position and name of the unit			
Email and phone	<a href="mailto:stefan.radevic@uzk.gov.me">stefan.radevic@uzk.gov.me</a> 063 483 110 <a href="mailto:ljljana.novovic@mju.gov.me">ljljana.novovic@mju.gov.me</a> <a href="mailto:anka.dabanovic@mju.gov.me">anka.dabanovic@mju.gov.me</a> <a href="mailto:ana.gojkovic@mju.gov.me">ana.gojkovic@mju.gov.me</a>		
Other involved actors from the public administration system			
Other involved actors from other sectors	Communities of municipalities (Committee for the Local Self-Government System) Chamber of Commerce Non-governmental organizations		



## 17. Improve the digital accessibility of municipal websites

Start and end date of the measure: April 2023 – December 2024

<b>Name of the responsible institution</b>	Ministry of Public Administration, Community of municipalities	
	<b>Description of the measure</b>	
<b>What public problem does the measure address?</b>	This measure responds to the problem of the still inconsistent application of accessibility standards for materials from the websites of local governments for people with disabilities.	
<b>What does this measure entail?</b>	The measure includes activities aimed at encouraging better implementation of digital accessibility standards for people with disabilities in all local self-government units.	
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	This measure contributes to the additional improvement of the use of digital platforms of public institutions by persons with disabilities. Through its regular activities, the Community of Municipalities will implement programs in the coming period to promote and reward good and innovative solutions and practices in relation to transparency in the preparation and execution of municipal budgets.	
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of public administration, as well as the participation of citizens, especially vulnerable groups, in the creation of public policies.	
<b>Additional information</b>	This measure is complementary to the goals and activities of the Digital Transformation Strategy of Montenegro 2022-2026, especially with the aim of e-inclusion where the use of digital platforms of public institutions by persons with disabilities is to be further improved. In addition, the implementation of this measure contributes to the realization of the goals of sustainable development, especially goal 10 (Reduce inequality between and within countries) and related task 10.2 (Strengthen and promote the social, economic and political inclusion of all, regardless of age, gender, disability, race, ethnicity, origin, religion or economic or other status), as well as goal 16. (Peace, justice and strong institutions) and especially tasks 16.7. - ensuring responsible, inclusive, participatory and representative decision-making and 16.10. - Ensure public access to information and protection of basic freedoms, in accordance with national legislation and international agreements.	
<b>Budget</b>	<b>7.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<b>17.1. Development of a recommendation for the improvement of digital accessibility (for persons with disabilities) on the websites of LGUs</b>  <b>Holder:</b> Ministry of Public Administration, Union of Municipalities  <b>Indicators of activity realization:</b> - held consultations with persons with disabilities	April 2023	December 2023

- prepared recommendation in 2023			
<b>Required financial resources:</b> EUR 2,000			
<b>Source of funding:</b> Budget of Montenegro, donor funds			
<b>17.2. Carry out the promotion of good practices and the best solutions of digital accessibility</b>		January 2024	December 2024
<b>Holder:</b> Ministry of Public Administration, in cooperation with the Community of Municipalities and local self-government units			
<b>Indicators of activity realization:</b>			
- the design of the promotional activity was done			
- promotion carried out in 2024			
- awards given to the best practices of digital accessibility			
<b>Required financial resources:</b> EUR 5,000			
<b>Source of funding:</b> Budget of Montenegro, donor funds			
Contact Data			
Contact persons and institutions responsible for the implementation of the measure	Ivana Nedović, Community of Municipalities Ljiljana Novović, Ministry of Public Administration		
Position and name of the unit	secretary of the Committee for Social Activities, Community of Municipalities		
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Other involved actors from the public administration system			
Other involved actors from other sectors	Non-governmental organizations		

## 18. Improve the awareness of local officials about standards of ethics and integrity

Start and end date of the measure: January 2023 – December 2024	
<b>Name of the responsible institution</b>	Ministry of Public Administration, Community of Municipalities
Description of the measure	
<b>What public problem does the measure address?</b>	This measure responds to the problem of insufficient information of management personnel and officials in local self-government about standards of ethics and integrity. In addition, there is no appropriate system for monitoring the implementation of local integrity plans, which necessitates the creation of multi-sectoral local councils.

<b>What does this measure entail?</b>	The measure includes training activities for management staff and local government officials on ethics and integrity, as an important step in the implementation of anti-corruption measures, as well as the formation of local councils to monitor the implementation of local integrity plans at the level of each municipality.		
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through additional training of management staff and local self-government officials on ethics and integrity, the responsibility in the work of all local authorities will be strengthened, but also the space will be created for joint, participatory monitoring of adopted local integrity plans within the cross-sectoral local councils formed for that purpose.		
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of transparency and openness of local self-government, as well as strengthening the responsibility of institutions in the implementation of anti-corruption measures.		
<b>Additional information</b>	This measure is complementary to the goals and activities of the Public Administration Reform Strategy 2022-2026. in relation to strengthening the transparency and openness of the administration. In addition, the implementation of this measure should contribute to the realization of the UN Sustainable Development Goals, especially goal 16 (Peace, justice and strong institutions) and related tasks 16.5 Significantly reduce corruption and bribery in all its forms and 16.6 - building effective, responsible and transparent institutions. The measure is complementary to fulfilling the obligations from the EU accession negotiations, especially for Chapter 23 (judiciary and fundamental rights).		
<b>Budget</b>	<b>4.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>18.1. Organize trainings on the topic of integrity for management staff in LGUs and for officials in LGUs</b></p> <p><b>Holder:</b> Human Resources Administration, Community of Municipalities and Municipalities.</p> <p><b>Activity realization indicator:</b>  - one training was held for all municipalities in 2023  - two trainings were held for all municipalities in 2024</p> <p><b>Required financial resources:</b> EUR 4,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	April 2023	December 2023	
<b>Contact Data</b>			
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Other involved actors from the public administration system	
Other involved actors from other sectors	

## 19. Strengthen the role of local communities in the direct participation of citizens in local decision-making

**Start and end date of the measure: January 2023 – December 2024**

<b>Name of the responsible institution</b>	Ministry of Public Administration, Community of Municipalities
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	This measure responds to the problem of the still insufficiently recognized role of local communities as important mechanisms for citizens' participation in decision-making at the local level. That is why there is a need to work on additional affirmation of local communities in the public in the coming period. The importance of local communities is evident from Article 154 of the Law on Local Self-Government, which reads: "In a local community, citizens decide and participate in decision-making on the realization of local needs and interests in the areas of: settlement planning, housing, consumer protection, culture, physical culture, protection and improvement of the environment, as well as other areas of life and work, in accordance with the statute." However, according to the opinion of the non-governmental organizations that took part in the drafting of the NAP, there are rare examples of local communities that function in the spirit and essence of this legal norm. Although The Law on Local Self-Government foresees models of direct participation of citizens in declaration and decision-making, local communities still do not have a recognized role in affirming these mechanisms. Currently, there is no up-to-date analysis of the role of local communities in encouraging citizen participation in local decision-making.
<b>What does this measure entail?</b>	The measure includes the analysis of the role of local communities in the direct participation of citizens in decision-making, the preparation of guidelines for improving the participation of citizens and local communities in decision-making in local self-governments, as well as promotional activities aimed at promoting examples of good practice of citizen participation in local decision-making.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through the activities mentioned above, citizens' and the general public's understanding of the role of local communities and other forms of citizen participation in decision-making at the local level will increase.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the values of citizens' participation in the creation of local public policies and greater responsibility in the work of local self-government units.
<b>Additional information</b>	This measure is complementary to the goals and activities of the Public Administration Reform Strategy 2022-2026 in relation to strengthening the transparency and openness of the administration, as well as in relation to promoting faster communication between citizens and the administration and spreading the good practice of public participation in the policy-making process. Additionally, the measure is compatible with the goals of sustainable development (Goal 16: 'Peace, justice and strong

	institutions' and tasks 16.6 - Develop efficient, accountable and transparent institutions at all levels; 16.7 - Ensure appropriate, inclusive, participatory and representative decision-making at all levels).		
<b>Budget</b>	<b>11.000 EUR</b>		
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>	
<p><b>19.1. Conduct an analysis of the role of local communities in the direct participation of citizens in decision-making in Montenegro</b></p> <p><b>Holder:</b> Ministry of Public Administration, Union of Municipalities</p> <p><b>Activity realization indicator:</b> - conducted analysis</p> <p><b>Required financial resources:</b> EUR 4,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	April 2023	September 2023	
<p><b>19.2. Create Guidelines for improving the participation of citizens and local communities in decision-making in local self-governments</b></p> <p><b>Holder:</b> Community of Municipalities (Committee for the Local Self-Government System)</p> <p><b>Activity realization indicator:</b> - state consultations with NGOs - developed guidelines</p> <p><b>Required financial resources:</b> EUR 2,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	September 2023	December 2023	
<p><b>19.3. Organize awards for good and innovative solutions and practices related to citizens' participation in decision-making in local self-governments</b></p> <p><b>Holder:</b> Union of Municipalities</p> <p><b>Indicator:</b> - established a team for awarding awards, with the participation of NGOs - an award ceremony was held - a discussion was held on examples of good practice and further encouragement of citizens' participation in local decision-making</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2024	December 2024	
<b>Contact Data</b>			
Contact persons and institutions responsible for the implementation of the measure	Ivana Nedović, Community of Municipalities Ljiljana Novović, Ministry of Public Administration		
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Other involved actors from the public administration system	
Other involved actors from other sectors	Non-governmental organizations

## 20. Improve e-services at the local level

**Start and end date of the measure: January 2023– December 2024**

<b>Name of the responsible institution</b>	Ministry of Public Administration, Community of Municipalities
	<b>Description of the measure</b>
<b>What public problem does the measure address?</b>	This measure responds to the problem of the still insufficiently developed practice of electronic services (e-services) at the level of local government units. The Ministry of Public Administration has prepared an Analysis of the state of electronic services with a proposal for measures to improve them <sup>38</sup> . However, there is still no up-to-date analysis on the use of e-services at the level of all municipalities/units of local self-government. Also, there is neither a proper analysis of the needs for new e-services at the local level nor an assessment of the required funds, so it is necessary to propose new e-services for the next period with prior consultation with the municipalities. The Public Administration Reform Strategy 2022-2026 also points to this problem. Which is why the Ministry of Public Administration plans to establish a Catalog of all services at the state and local level by the end of 2024 The development of such a Catalog of <i>off-line and on-line</i> services with an analysis of their condition/quality with the concept of " <i>human centered design</i> " should include review of administrative procedures and recommendations for further harmonization of by-laws with the Law on Administrative Procedure (activity 2.1.9 of the Public Administration Reform Strategy Action Plan).
<b>What does this measure entail?</b>	The measure includes an analysis of the existing situation and a survey among citizens about e-services they would be interested in and, based on the results of the analysis, the creation of new e-services.
<b>In what way does the measure contribute to the solution of the identified public problem?</b>	It is expected that through conducting a survey and creating (5) e-services at the local level, citizens' interest and demand for other services provided by local self-government units will increase.
<b>Why is this measure relevant in relation to the values promoted through the OGP initiative?</b>	This measure is directly relevant to the value of using digital technologies for greater participation of citizens in the creation of local public policies, greater responsibility in the work of local self-government units, as well as the improvement of institutional responsibility and responsiveness.
<b>Additional information</b>	This measure is complementary to the goals and activities of the Digital Transformation Strategy 2022-2026. in relation to the area of "Development and optimization of user-oriented electronic services", and related activities, e.g. 2.2.2. development of methodology at the level of state and local administration for standardization and development of user-oriented e-services; 2.2.3. Defining guidelines for reporting on electronic services of public administration to MPADSM. Also, the measure

<sup>38</sup> <https://www.gov.me/dokumenta/12c6f90c-2675-441f-bd7a-7241ccb41bf5>

	is complementary to the Public Administration Reform Strategy 2022-2026 (operational goals 2.1. More efficient provision of services and the introduction of quality management of services provided and 2.2. Complete interoperability of information systems and an increase in the number of electronic services at a high level of sophistication). The measure is aligned with the goals and activities of the Public Administration Reform Strategy 2022-2026, especially in relation to promoting faster communication between citizens and the administration. Additionally, the measure is compatible with the goals of sustainable development (Goal 16: 'Peace, justice and strong institutions' and tasks 16.6 - Develop efficient, accountable and transparent institutions at all levels; 16.7 - Ensure appropriate, inclusive, participatory and representative decision-making at all levels).	
<b>Budget</b>	<b>220.000 EUR</b>	
<b>Activities</b>	<b>Implementation start date</b>	<b>Date of completion of implementation</b>
<p><b>20.1. Conduct a survey with citizens about e-services</b></p> <p><b>Holder:</b> Ministry of Public Administration, Union of Municipalities</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- conducted a survey on the use of existing e-services</li> <li>- published report on the results of the survey</li> </ul> <p><b>Holder:</b> Ministry of Public Administration, Union of Municipalities</p> <p><b>Required financial resources:</b> EUR 5,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	May 2023	September 2023
<p><b>20.2. Create a needs analysis for new e-services at the local level</b></p> <p><b>Holder:</b> Ministry of Public Administration, Union of Municipalities</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- made analysis of the needs for new services at the local level with an assessment of the necessary funds for their introduction</li> <li>- conducted consultation with municipalities on the introduction of new e-services in the next period</li> </ul> <p><b>Required financial resources:</b> EUR 15,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2024	December 2024
<p><b>20.3. Create a platform for the presentation of e-services at the local level</b></p> <p><b>Holder:</b> Ministry of Public Administration, Union of Municipalities</p> <p><b>Activity realization indicator:</b></p> <ul style="list-style-type: none"> <li>- created a platform (portal or module on one of the existing platforms of the Ministry of Education and Culture) for access to services at the local level</li> <li>- integrated national system for electronic payment of fees</li> <li>- integrated national system for electronic identification and authentication</li> </ul> <p><b>Required financial resources:</b> EUR 150,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	January 2024	September 2024

<p><b>20.4. Create five electronic services and implement them on the platform for the presentation of e-services at the local level</b></p> <p><b>Holder:</b> Ministry of Public Administration, Community of Municipalities</p> <p><b>Activity realization indicator:</b>  - created five electronic services  - implemented five services on the platform available to citizens</p> <p><b>Required financial resources:</b> EUR 50,000</p> <p><b>Source of funding:</b> Budget of Montenegro, donor funds</p>	September 2024	December 2024
<b>Contact Data</b>		
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Other involved actors from the public administration system		
Other involved actors from other sectors	Non-governmental organizations	