**ACTIVITY PLAN FOR THE TECHNICAL ASSISTANCE PROJECT IN THE**

**MINISTRY OF DEFENCE OF MONTENEGRO (January - December 2021)**

1. **PROCUREMENT**

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| **ACTIVITY** | **BRIEF DESCRIPTION** | **PURPOSE** | **ESTIMATED TIMING****(BEGIN – END)** | **REMARKS** | **INDICATORS/OUTPUT** |
| **1. Development of the internal procedures** | 1.1. Drafting the Questionnaire of the FA of Procurement and Defence Procurement System | To define the processes and responsibilities regarding the use of exemptions; | March 2021 | 1)to facilitate and support the tasks of the CIDS experts and representatives in the organisation of the interviews and seminars, and | The final product will be a written report, in English and Montenegrin, that presents an analysis of the current situation - problems and challenges - as well as suggestions for and prioritization of reforms. |
|  | 1.2. MoD sends a list of persons to be interviewed. CIDS conduct an introductory presentation of the FA methodology | To define the processes and responsibilities regarding the asset disposal | April 2021 |  |
|  | 1.3. Assessment of the legal framework and desktop research of background documents | To define the integrity standards | April 2021 | Code of Conduct for procurement officials and other participants involved in the procurement procedure drafted |
|  | 1.4. Review of a selection of already completed procurement processes |  | April-May 2021 | Related to Regulation on defence and security procurement |  |
|  | 1.5. Structured interviews with the main actors involved in the Public and Defence Procurement System |  | May 2021 | to provide existing background documents or prior research which may be of interest for the purposes of this project as well as access to documentation regarding already completed procurement processes |  |
|  | 1.6.Workshop to present and discuss the FA first draft recommendations |  | July 2021 | •CIDS will provide for expertise, English Montenegrin (and vice versa) translation and interpretation services, and delivery of the final product in both languages. |  |
|  | 1.7. Delivery of the FA finalreport/ recommendations |  | October 2021 |  |  |

1. **HUMAN RESOURCE**

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| **ACTIVITY** | **BRIEF DESCRIPTION** | **PURPOSE** | **TIMING****(BEGIN. – DEADLINE)** | **REMARKS** | **INDICATORS/OUTPUT** |
| **2.1. Assessment of the current strategic and legal framework/ desktop research and preparation of the questions for SWOT analysis** |  |  | March 2021 | The final product will be a draft Human Resources Management Strategy in the MoD of Montenegro, including the Action plan for its implementation in the next two years |  |
| **2.2. Carrying out SWOT analysis – workshop/structured interviews with key actors** |  |  | April 2021 |  |  |
| **2.3. Preparation of the first draft of the analysis of the current situation** |  |  | Mid May 2021 | to facilitate and support the tasks of the CIDS experts and representatives in the organisation of the interviews and seminars and |  |
| **2.4. Seminar or workshop to present and discuss the draft analysis and recommendations/future strategic priorities** |  |  | end May 2021 | o facilitate and support the tasks of the CIDS experts and representatives in the organisation of the interviews and seminars and |  |
| **2.5** **.Preparation of the first draft of the Strategy including the analysis, objectives and indicators** |  |  | June 2021 | to provide existing background documents or prior research which may be of interest for the purposes of this project. |  |
| **2.6. Seminar/workshop to present the first draft and discuss it with the beneficiary and revising the first draft** |  |  | July 2021 |  |  |
| **2.7.** **Preparation of the Action plan for the implementation of the Strategy and budget resources needed and discussion with the beneficiary** |  |  | September 2021 |  |  |
| **2.8.** **Preparation of the final draft of the HRM Strategy, including the Action plan and required budget resources** |  |  | October 2021 |  |  |

**3**. **ARMED FORCES of Montenegro from the Aspect of Integrity Building**

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| **ACTIVITY** | **BRIEF DESCRIPTION** | **PURPOSE** | **TIMING****(BEGIN. – DEADLINE)** | **REMARKS** | **INDICATORS/OUTPUT** |
| **3.1. Assessment of the amended Law on Armed Forces and desktop research** |  |  | March 12. 2021 | The final product will be an updated analysis of the Law on Armed Forces of Montenegro focused on issues pertaining to targeted corruption risk areas. | • Particular attention will be paid to following the structure of the previous analysis. |

1. **COMPARATIVE STUDY of Access to Information and Classification of Documents**

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| **ACTIVITY** | **BRIEF DESCRIPTION** | **PURPOSE** | **TIMING****(BEGIN. – DEADLINE)** | **REMARKS** |
| **4.1. Assessment of legal framework and recommendations** |  | is the updated analysis in English and Montenegrin of the regulatory framework related to free access to information and data secrecy in Montenegro, identifying the practical problems and challenges in their implementation, and providing recommendations on how to improve legislation and practice in the light of international standards and relevant and applicable comparative practices. | April 15, 2021 |  |
| **4.2.** **Development of instructions/guidelines** |  | Instructions/guidelines related to classification of documents drafted with Project assistance | May-December 2021 |  |

1. **INSPECTORATE**

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| **ACTIVITY** | **BRIEF DESCRIPTION** | **PURPOSE** | **TIMING****(BEGIN. – DEADLINE)** | **REMARKS** |
| **5.1. Functional analysis of the Inspectorate of the Ministry of Defence based on conducted desk research** | Assessment of the applicable staffing table, work plans, reports on performance, amendments of relevant legislation and other collected materials as to determine functions, capacities and organizational structure of the Inspectorate of the Ministry of Defence and propose further improvements | The Ministry of Defence commits itself to provide existing background documents which may be of interest for the purposes of this project. | March 12 – March 26, 2021. | The final product will be an updated functional analysis in English and Montenegrin of the Inspectorate of the Ministry of Defence. |