
INCEPTION REPORT

for The Ministry of Construction, Transportation and Infrastructure

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EXECUTIVE SUMMARY

Having signed a contract, USAID Business Enabling Projects in Serbia (USAID BEP) and Consultant started a project to provide consultancy services for the new e-Permitting IT system. The e-permitting IT system beneficiary Serbian Business Registry Agency (SBRA).

After establishing the project environment and gathering information from the representatives of the USAID BEP, the Consultant has overviewed the status of the Beneficiary and prepared this Inception Report containing all important goals, deliverables, methods and conditions under which the Project will be executed. This Executive summary holds the most relevant information on the contents of the Inception Report and it follows the same structure as the whole document.

PROJECT CONTEXT

The Consultant has reviewed the available documents, on-going projects and assessed the legal environment of the project. With several interviews the organizational environment was assessed.

Generally, e-permitting IT system project fits well into a long term development programme which started by announcing new Law on Amendments to the Law on Planning and Construction. Although the main project, for which Consultant will generate functional and technical specification, will generally affect SBRA, yet its influence will be present at Competent Authorities (CA), throughout public enterprises, municipalities and some of its results can be extended in the future. The e-permitting IT system will be implemented at modern developed areas in terms of information technology in SBRA. Due to that fact, SBRA was appointed as focal point in the implementation of new IT system.

Regarding the regulatory environment, the Consultants identified the relevant laws, bylaws and other regulations and will heavily rely on them, especially on:

- new Law on Amendments to the Law on Planning and Construction,
- Law on electronic Document,
- Law on electronic Signature,

since they directly affect the business processes and information system to be developed.

Finally, the project is not run in its isolation within the Beneficiary, there are several internal and external stakeholders to be involved. The external stakeholder organizations will delegate experts to the Project Advisory Board, which is a consultative body of the Project.

PROJECT DEFINITION

GENERAL OBJECTIVES

General objectives for future IT system can be presented as major points:

- To introduce and promote use of modern technologies through IT system,
- To prevent unauthorized access to information by definition of proper security procedures,
- To enable electronic archiving of documents - in alignment with regulations - to optimize resource needs,
- To enable Beneficiary to search and retrieve metadata and electronic documents based on various search criteria and to locate hard copy versions (if necessary),
- To prevent loss of documents and/or ambiguous responsibility by electronic registration of documents with proper metadata.

According to prior definition of general objectives, developing of functional and technical specification for future e-Permitting IT System (e-PITS) has another aspect with main characteristics:

- analyze functional and technical aspect of future ePITS,
- provide SBRA and other competent authorities professional support in design of modern IT system,
- list all functional and technical requirements in order to cover all major functions of business processes,
- estimate general terms and aspects of implementation options,
- estimate costs of winning implementation option.

APPROACH AND METHODOLOGY

The approach of the Consultants was described in details in chapter below thus major characteristics are:

- the continuous cooperation with the staff of the Beneficiary and any other involved parties to obtain and verify information,
- usage of international methodologies and frameworks for process assessment and optimization (Business Process Modelling Notion – BPMN) and for architecture design (Unified Modelling Language – UML).

A detailed work plan was prepared considering the following principles:

- Time for project activities was optimized to reduce the implementation risks, in turn the Business Analysis and Requirements definition activities were compressed by more intensive resource utilization,
- Sufficient time has been planned for review of every deliverables (documents).

The defined milestones are the following:

Milestone	Deliverables	Deadline
First progress period	<ul style="list-style-type: none"> • Inception report 	End of December 2014
Second progress period	<ul style="list-style-type: none"> • Functional Requirements • Implementation option 	End of January 2014
Third progress period	<ul style="list-style-type: none"> • Functional and Technical Requirements 	End of February 2014

PROJECT ORGANIZATION AND PROCEDURES

The defined project organization uses a Project Implementation Committees (PICs). Project management is formed by representatives of USAID BEP and the Consultant. Project governance is carried out by the Advisory Committee formed by delegates of the USAID Business Enabling Projects (USAID BEP), National Alliance for Local Economic Development (NALED), SBRA, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Consultant.

Project Management procedures were defined in line with international Project Management standard for:

- Project status reporting,
- Internal communication,
- Quality Assurance,
- Deliverables Acceptance,
- Feedback and Escalation Management,
- Decision Making,

- Risk Management,
- Project Document handling.

RISKS

A detailed risk assessment was carried out and risks identified during the Inception Phase will be closely monitored during the scope of work of the project.

INTRODUCTION

On 30th of September 2014, USA Business Enabling Projects in Serbia has announced project to develop Functional and Technical Specification for e-Permitting IT System (e-PITS). The Beneficiary of the future IT system, by the Law, is the Serbian Business Registry Agency (SBRA). Activities on developing functional and technical specification started on 4th of December 2014.

This Inception Report sets the boundaries and conditions under all activities are executed. It includes all findings of the Inception Phase and is oriented to a deeper understanding of the circumstances, requirements and environment than it was stated in the USAID BEP Terms of Reference. Other goal of the Inception Report is to regulate the cooperation of the Beneficiary, the Consultant and all other involved parties via clear definition of procedures and responsibilities.

The main sections of the Inception Report are the following:

- **Project Context**
This section describes the wider environment of the activities which has influence on the expectations and outcomes. Its goal is to define all external aspects to be considered during the assessment and the to-be definition phases.
The ultimate question answered by this section is: ***Why this project is executed?***
- **Project Definition**
This section describes the boundaries by defining its required objectives, scope and results. Its goal is to unambiguously define the Beneficiary's expectations and match them with the Consultant's overall tasks.
The ultimate question answered by this section is: ***What will the project achieve?***
- **Approach and Methodology**
This section describes the technical approach of the activities themselves by defining the methodology. Its goal is to set a commonly accepted framework on how the goals set in the previous section will be achieved. The list of deliverables and the detailed work plan is a separate deliverable of the project.
The ultimate question answered by this section is: ***How will the results of the activities be achieved?***
- **Organization and Staffing**
This section describes the roles and responsibilities of the participants. Its goal is to have a common understanding of the tasks of the Beneficiary, the Consultant and all other involved parties.
The ultimate question answered by this section is: ***Who will contribute to the project and how?***
- **Project Management and Procedures**
This section describes the project management approach used during the project. Its goal is to have a set of well-founded management procedures which ensure the smooth execution of the work plan resulting in high quality deliverables within time and handling all issues arising during execution.
The ultimate question answered by this section is: ***Who will contribute to the project and how?***

- Risks and Assumptions

This section describes the risks associated with the activities. Its goal is to be prepared for the possible obstacles by defining measures taken to reduce the probability or effects of the risk factors.

The ultimate question answered by this section is: ***What are the major risks and assumptions under which the project is executed?***

OVERVIEW OF COOPERATION

PERFORMED ACTIVITIES DURING THE INCEPTION PHASE

During the Inception phase, an identification of key and non-key resources has been identified.

The Consultant prepared the proposed structure of Inception Report and discussed it with USAID BEP. A list of necessary input documents has also been compiled, and some of these documents have been handed over to the Consultant.

Thus, the Inception Report was prepared using the information available in the USAID BEP Terms of Reference, but was extended with further information obtained from the representatives of the USAID BEP, GIZ and NALED, either during interviews and workshops which facilitate deeper insight of the current situation or via documents handed over to the Consultant.

PROJECT CONTEXT

GENERAL BACKGROUND

As with previous efforts to reform the construction permitting process, reforms of procedures in the construction field introduced by legislation adopted in 2009 and then in 2011 proved to be short-lived and not fully implemented. The current system continues to be characterized by a low quality and high costs of public services. Considering that Doing Business 2015 report that an investor in Serbia has to go through 16 procedures and spend in average 264 days to obtain a construction permit, it is not surprising that this procedure is often used in Serbia as an example of public administration inefficiency.

To address deficiencies of the existing system, USAID Business Enabling Projects (USAID BEP) has performed in-depth diagnostics of the system and has proposed very concrete measures to improve relevant processes. The output was The Assessment of Constraints to Construction Permits in Serbia (May 2012), which gave by far the most comprehensive diagnosis of problems with construction permits in Serbia, A Roadmap for the Government of Serbia to Streamline Construction Permits (January 2013), comprising a set of recommendations for improvements of the constructions permits with a roadmap for their implementation and The Concept for Reform of Construction Permits in Serbia.

As a result of USAID BEP's involvement in the construction permits area, stakeholders have asked BEP to help develop reformed legal framework for construction permits. USAID BEP responded to this request by facilitating stakeholders' dialogue on recommendations and by providing technical assistance to amend the Law on Planning and Construction. Current Draft Law on Changes to the Law on Planning and Construction reflects most, though not all of USAID BEP recommendations. In order to fully analyze the Draft that the Government of Serbia will take as a basis of the future law, USAID BEP engaged a consultant who prepared and presented the simulation of the process of issuing construction permit based on Draft Law on Spatial Planning and Construction. The simulation indicated potential for Serbia's progress in dealing with construction permits from 186 to 64th place, according to the World Bank Doing Business indicators and methodology (based on assessment that the number of procedures will decrease from 16 to 13, number of days to issue a permit 99, and that relevant administrative cost will decrease from 1433 to 216 % of income per capita).

One of critical steps in implementation of the construction permitting reform is introduction of the ***e-Permitting IT System (ePITS)*** that should streamline communication between investors, permitting authority (one stop shop) and governmental agencies and public enterprises with a role in the process. Several governmental and non-governmental stakeholders pointed put e-permitting IT system developed in Macedonia, as a possible role model for implementation of e-governance in Serbian construction permitting. USAID BEP will support introduction of e-Permitting by assisting development of the needed legal framework, helping define functional and technical specification for e-permitting IT system and by providing limited assistance to the Republic level bodies in charge of e-permitting system.

REVIEW OF REGULATORY FRAMEWORK

List of Laws and By-Laws were given in table below.

Item	Status	In force since	Type	Scope
Law on Amendments to the Law on Planning and Construction	In force	2014/12	Law	Law on Modifications and Amendments to the Law on Planning and Construction regulates organization and use of space in Republic of Serbia.
Law on General Administrative Procedure	In force	2001	Law	Government authorities, territorial and local self-government authorities shall act in compliance with the present Law in administrative matters where they, directly applying the legal

				regulations, decide on the rights, obligations or legal interests of natural persons, legal persons or other parties, exercise administrative control, issue public documents, and perform other activities specified herein.
Law on Information Systems	In force	1996	Law	Law regulates the rights and duties of public authorities and organizations, agencies of territorial autonomy and local self-government which they exercise delegated public administration, as well as enterprises, institutions and other organizations when perform delegated administrative authority (referred to as the organ of the organization) keeping record, organize, use and share data and other issues important to the functioning and development of information systems of Republic of Serbia.
Law on Electronic Communication	In force	2010	Law	Law regulates the terms and manner of conducting activities in the field of electronic communications competence of state bodies in the field of electronic communications, the location and operation of the Republic Agency for Electronic Communications.
Law on Electronic Signature	In force	2004	Law	The law regulates the enforcement of electronic signature in legal proceedings and other legal procedures, work as well as rights, obligations and responsibilities in connection to electronic certification of identity.
Law on Electronic Document	In force	2009	Law	Law regulates the conditions and procedures for handling electronic document in legal, administrative, judicial and other procedures and the rights, obligations and responsibilities of companies and other legal persons, entrepreneurs and natural persons (the natural and legal persons) state authorities, territorial and local government bodies and organs, enterprises, institutions, organizations and individuals entrusted with the administration of state or public authority in connection with this document.
Law on Business Registers Agency	In force	2004	Law	Law regulates conditions and procedures for Business Register Agency, newly established self-financed public administration Agency.

RELATED PROJECTS AND PROGRAMS

There are no related projects and programs.

ORGANIZATION OF THE BENEFICIARY

Project Beneficiary of the project is Serbian Business Registry Agency (SBRA).

SERBIAN BUSINESS REGISTRIES AGENCY (SBRA)

The Serbian Business Registers Agency (SBRA) was established by the Business Registers Agency Law. In 2005 Serbian Business Registers Agency took charge of the implementation of reforms in the area of business registration and pioneered a registration system for financial leasing and pledge rights on movable assets and rights.

With the establishment of the SBRA, the planned reform objectives, implemented with the administration of the World Bank, were fully accomplished:

- Administrative barriers encountered by citizens were eliminated by setting up a single registration authority in charge of managing a unified, centralized database, thereby affirming the principle of rationalization of state administration (“all registers in a single location”)
- For the first time, the legal system of the Republic of Serbia introduced the principle of “five day silence of administration” thereby affirming the principle of efficiency of public administration
- The SBRA is not funded from the budget of the Republic of Serbia, thus affirming the principle of self-financing of public bodies, from fees paid in exchange for the services provided.

Founding the SBRA has brought about significant reforms in the field of business registration, as well as the harmonization of Serbia’s legislation with European standards. Due to this fact, SBRA has been recognized and chosen to establish new central record register of unified procedures in accordance with the ***Law on Amendments to the Law on Planning and Construction***. SBRA will be focal point of future information system that should support new Law on Amendments to the Law on Planning and Construction.

HIGH LEVEL PROCESS STRUCTURE

High level process of e-permit licenses procedure, given on Figure 1, represents automated complex process for issuing construction permit in general terms, with all required steps, documents and communications between Governmental institutions, Municipalities or any other public enterprises.



FIGURE 1 – HIGH LEVEL OF E-PERMIT PROCESS

Process starts with request for issuing location conditions, then continues with request for issuing Construction permit and ends with issuing of use permit. Supporting IT system should fully support reduction of time necessary for submission, distribution of documents, and independent view of subjects relevant to each Municipality, employee or other institution. It should enable full process tracking and performance management of civil servants or any other employee or department who participate in the process.

THIRD PARTY STAKEHOLDERS

It was recognized that there are several third party stakeholders who are closely connected to the e-permit license procedure.

NALED is the business association bringing together representatives of all three sectors of the society – companies, municipalities and NGOs, who work together on improving the conditions for LED and doing business in Serbia. NALED’s uniqueness is reflected not only in the diversified structure of its members, but also in the fact that in addition to being a membership association, NALED is simultaneously a civil society organization (NGO).

NALED implements various projects and thus provides valued added services to its members by covering each dollar from membership fees with a dollar earned from the sale of services and implementation of donor-funded projects. Since it was established (2006), NALED has brought together more than 160 members, including the most successful companies, local governments and NGOs in Serbia. The institu-

tions of the Government of the Republic of Serbia and international organizations form a group of more than 30 institutional partners supporting NALED activities.

The mission of NALED is to improve the business environment in Serbia through institutional reforms with active participation and cooperation of businesses, municipalities and citizens.

All NALED activities are focused on realizing actual goals deriving from the mission:

- Investment promotion and business support
- Business guided policy reforms
- Municipal capacity building

By organizing a large number of events and business meetings, NALED has become a leader in promoting dialogue between the public, private and civil sector and positioned itself as the leading authority in the field of monitoring the legislative activity and measuring the public administration performance.

Therefore, in this project NALED will use functional and technical specification prepared by Consultant, upon GIZ approval for tendering. After tender is being issued, NALED will coordinate activities regarding successful and transparent process of implementation of Law and on Amendments to the Law on Planning and Construction with its By-Laws, as well as for training of administration personnel.

GIZ'S OPEN REGIONAL FUND

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, as a federal enterprise, support the German Government in achieving its objectives in the field of international cooperation for sustainable development.

GIZ operates in many fields: economic development and employment promotion; governance and democracy; security, reconstruction, peacebuilding and civil conflict transformation; food security, health and basic education; and environmental protection, resource conservation and climate change mitigation.

GIZ operates throughout Germany and in more than 130 countries worldwide with registered offices in Bonn and Eschborn. GIZ have 16,510 staff around the globe, almost 70 per cent of whom are employed locally as national personnel.

GIZ has been financing NALED to coordinate activities regarding successful and transparent process of implementation of Law and on Amendments to the Law on Planning and Construction with its By-Laws, as well as for training of administration personnel.

PROJECT DEFINITION

GENERAL AND SPECIFIC OBJECTIVES

Implementation of e-permitting IT System will enhance work of the Beneficiary by simplifying and speeding-up flow and exchange of information and documents within all related parties. General objective of such IT system is to enable the Beneficiary to widely increase efficiency of process execution by usage of electronic documents in document creation, registration, exchange, retrieval, validation and archiving with implementation of proper access and security controls.

GENERAL OBJECTIVES

To develop functional and technical specification for e-Permitting IT system with main characteristics:

- prevention of unauthorized access to information by definition of proper security procedures,
- electronic archive of documents - in alignment with regulations - to optimize need for resources,
- search and retrieve metadata and electronic documents based on various search criteria,
- prevention of loss of documents and/or ambiguous responsibility by electronic registration of documents with proper metadata,
- validation of content and creator of electronic documents.

SPECIFIC OBJECTIVES

To develop functional and technical specification in order to:

- track the process of issuing construction permits through management of required legal steps, documents and inter-institutional communication,
- introduce business correspondence in electronic form,
- have central database document repository with sufficient metadata,
- introduce possibility to implement "electronic signature",
- have document and metadata audit trail,
- have fusion of several business procedures (for obtaining e-permit license),
- register of a "case" at the one-stop-shop local self-government unit or website,
- scan and image of filings,
- route the cases to proper public administration organization or public enterprise,
- have efficient analytics and reporting,
- define workflows and obtaining permanent control of the procedure,
- identify bottlenecks of process with possibility for further improvement,
- have faster, easier communication between organizations involved in obtaining e-permit license,
- have fast search of metadata and retrieving of documents content.

EXPECTED RESULTS

In case of expected results:

- new processes will be defined (in some cases with optimization of existing processes, in other cases with definition of new processes),
- new information systems are specified in functional and technical requirements.

The Consultant will deliver 3 documents:

1. Functional and Technical Specification,
2. Implementation options,
3. Functional and Technical Requirements.

Therefore, Consultant proposes a unified scheme for the above. The general scheme is demonstrated by the following diagrams:

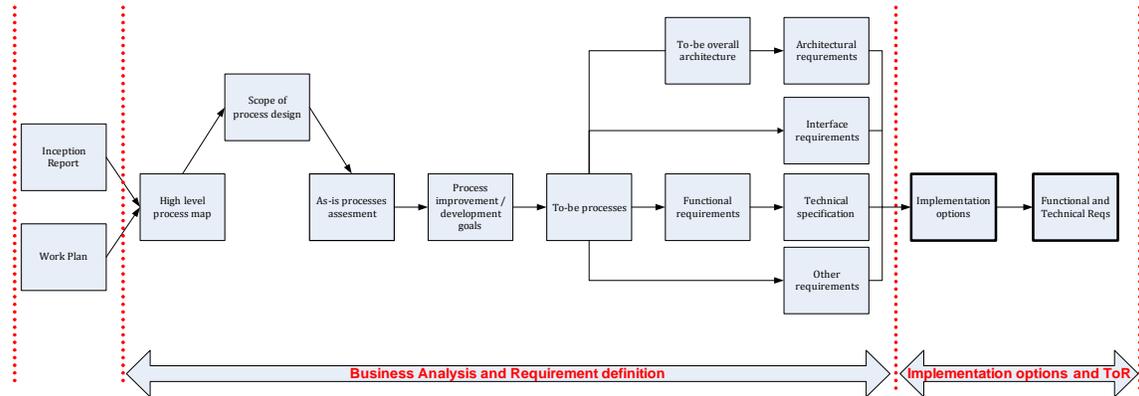


FIGURE 2 - EXPECTED PROJECT OUTPUTS

REFINED PROJECT SCOPE

After review of ToR and interviews with all/most of project stakeholders representatives, the final scope of the project is determined.

The Consultant will work with USAID BEP experts with involvement of GIZ and other stakeholders relevant for the final results of the assignment – technical specification and implementation options. Detailed Functional and Technical Specification that will contain at least:

- descriptions of data to be entered into the system,
- descriptions of operations performed by each screen,
- descriptions of workflows performed by the system,
- descriptions of system reports or other outputs,
- description how the system meets applicable regulatory requirements,
- description of interface requirements,
- description of business requirements,
- description of hardware requirements,
- description of security requirements.

Implementation options document will contain at least:

- description of relevant alternative software solutions,
- assessment of relevant alternative software solutions through alternative aspects with decision factors, evaluation of alternative and recommendations,
- assessment of human and other resources needed for proper functioning of the system,
- assessment of the costs needed for development of the software for e-Permitting, with reference to different possible levels of functionality of the system.

APPROACH AND METHODOLOGY

OVERALL APPROACH

The proposed methodology is described in following chapter. The figure demonstrates our understanding of activities and expected results.

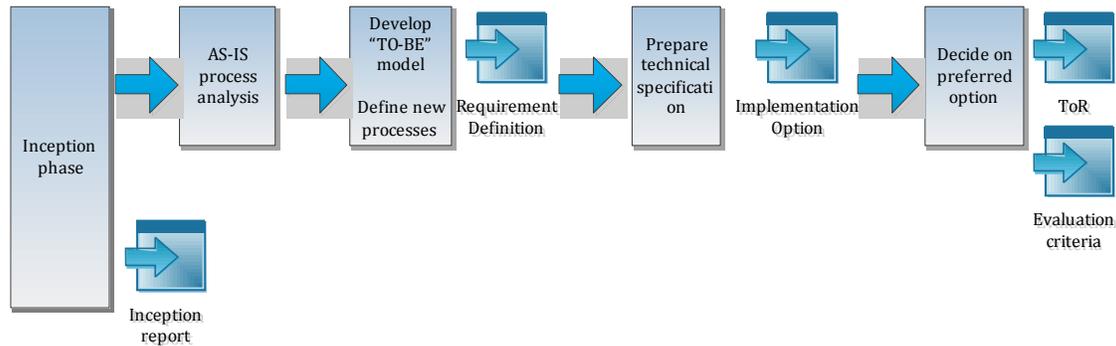


FIGURE 3 – PROJECT METHODOLOGY

METHODOLOGIES USED

The Consultant will use its own established methodology for managing IT implementation projects in public administration, covering:

- process analysis and design,
- developing technical specifications,
- optimal selection of companies,
- monitoring implementation, rollout and initial operations.

STANDARDS TO BE FOLLOWED

The standards will not be used rigorously rather their usage will be tailored to the current needs and maturity of the Beneficiary.

BUSINESS PROCESS MODELING NOTATION (BPMN)

Business Process Modeling Notation is a graphical modeling language, with symbols, relationships and attributes for the purpose of process modeling.

UNIFIED MODELING LANGUAGE (UML)

Unified Modeling Language is a de-facto industry standard to describe the current or planned operations of ICT systems. UML contains various diagrams to describe various aspects (data, sequence of operations, components and their interrelation, etc.).

TOOLS AND TECHNIQUES OF THE PROJECT

In addition to the above described methodology, Consultant will use several techniques to gather, organize, analyze information and present the results.

ACQUISITION OF INFORMATION

The main information acquisition tools are described below:

Interviewing

The most widely used technique is personal interviews between the Consultant and the representatives of the Beneficiary or other organization involved in the project. During interview the aspects and questions of a predefined topic are investigated.

Questionnaires

Whenever the required information is a structured set of data – often from several organizational units – then a predefined questionnaire is prepared and sent to be filled in.

Workshops

Whenever the required information is less factual, but more related to the opinion of a wider group, then workshops are called to acquire the information.

ACQUISITION OF AVAILABLE DOCUMENTS

Whenever there are available documents about the areas affected by project components, at first these documents are acquired and processed.

ANALYSIS OF INFORMATION

Analysis of information cannot be easily described as a result of one or two general methods, since it is highly dependent on the underlying field. Each of the methodologies mentioned above has its own analytic methods. In general analysis is based on information gathered with the above mentioned acquisition methods.

PRESENT THE RESULTS

The presentation of project results is a key step of the project. In most cases not only the written deliverables will be prepared and handed over, but there will be forums to demonstrate the results, clarify the details or express opinions.

The major tools to present and discuss the results are workshops with an initial summary presentation followed by a directed, moderated discussion.

DETAILED WORK PLAN

The detailed project is demonstrated as a Gantt-diagram. Key characteristics of the project plan:

- Each phase with a major deliverable will end with the delivery of documentation in English language and a validation task,
- The time needed for review and acceptance tasks correspond to the Acceptance procedure described in upcoming chapters,
- The core activities of process and software related tasks are following the general pattern of chapter “Expected Results”,
- The project plan does not contain reserve time for holidays.

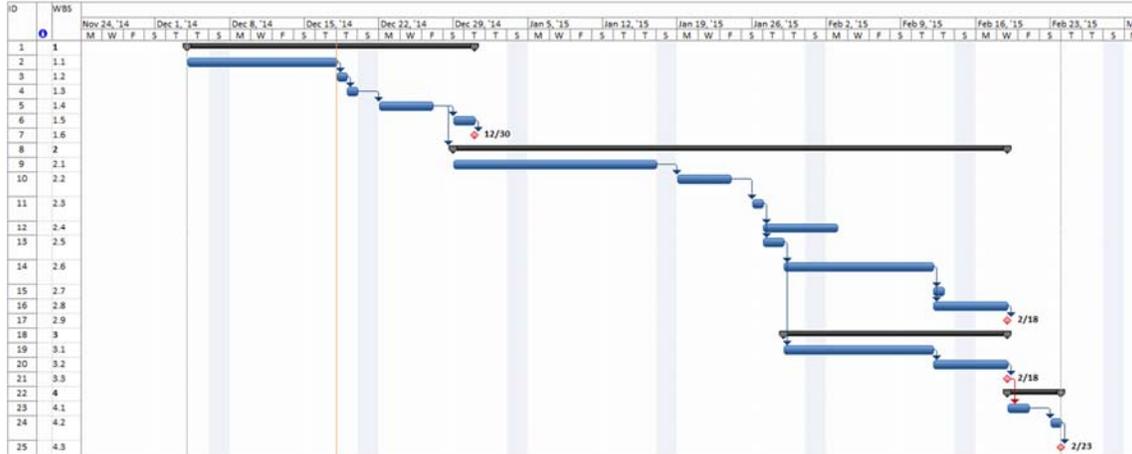


FIGURE 4 - PROJECT TIMELINE GANTT CHART

Detailed project activities with estimated duration (in working days) is given in table below.

WBS	Description	Duration	Date Start	Date End
1	Inception Phase	19 days	Thu 12/4/14	Tue 12/30/14
1.1	Initial meetings	10 days	Thu 12/4/14	Wed 12/17/14
1.2	Creation of Inception report	1 day	Thu 12/18/14	Thu 12/18/14
1.3	Inception report draft presented	1 day	Fri 12/19/14	Fri 12/19/14
1.4	Inception report review	5 days	Mon 12/22/14	Fri 12/26/14
1.5	Changes to Inception report	2 days	Mon 12/29/14	Tue 12/30/14
1.6	Inception report approved	0 days	Tue 12/30/14	Tue 12/30/14
2	Analysis Phase	38 days	Mon 12/29/14	Wed 2/18/15
2.1	Meetings with Beneficiary	15 days	Mon 12/29/14	Fri 1/16/15
2.2	Functional and business process analysis	5 days	Mon 1/19/15	Fri 1/23/15
2.3	Functional and technical specification draft for review	1 day	Mon 1/26/15	Mon 1/26/15
2.4	Functional and technical specification review	5 days	Tue 1/27/15	Mon 2/2/15
2.5	Changes to Functional and technical specification document	2 days	Tue 1/27/15	Wed 1/28/15
2.6	Creation of Implementation option document	10 days	Thu 1/29/15	Wed 2/11/15
2.7	Implementation option draft for review	1 day	Thu 2/12/15	Thu 2/12/15
2.8	Implementation option review	5 days	Thu 2/12/15	Wed 2/18/15
2.9	Best available option chosen	0 days	Wed 2/18/15	Wed 2/18/15
3	Functional and Technical Requirements	15 days	Thu 1/29/15	Wed 2/18/15
3.1	Creation of ToR - functional requirements	10 days	Thu 1/29/15	Wed 2/11/15
3.2	Creation of ToR - technical requirements	5 days	Thu 2/12/15	Wed 2/18/15
3.3	FTR approved	0 days	Wed 2/18/15	Wed 2/18/15
4	Final report	3 days	Thu 2/19/15	Mon 2/23/15
4.1	Creation of Final report	2 days	Thu 2/19/15	Fri 2/20/15
4.2	Lessons we have learned presentation	1 day	Mon 2/23/15	Mon 2/23/15
4.3	End of project	0 days	Mon 2/23/15	Mon 2/23/15

PROJECT ORGANIZATION AND STAFFING

PROJECT ORGANIZATION

The project organizational structure is presented below.

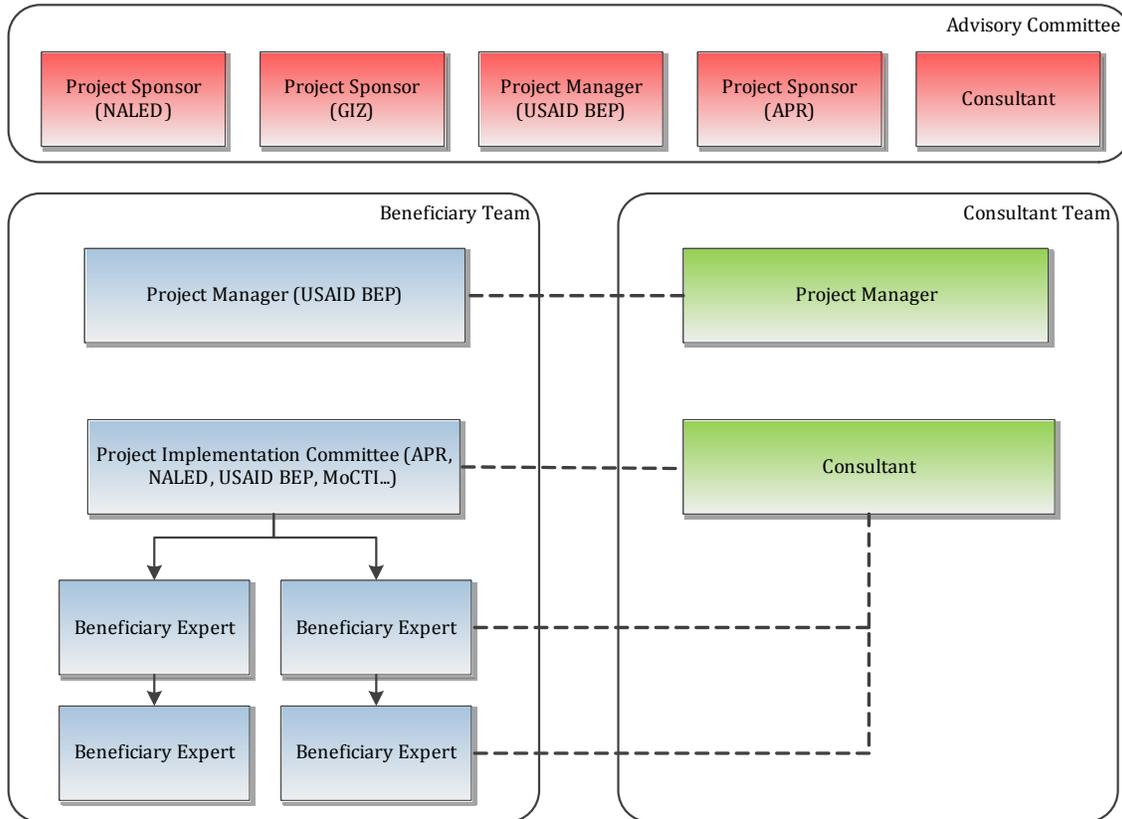


FIGURE 5 – PROJECT ORGANIZATION

ROLES AND RESPONSIBILITIES – CONSULTANT’S SIDE

This chapter describes the roles and responsibilities of the Consultant’s side.

Project Manager

Project Manager of the project is **Dušan Glišić**.

On behalf of the Consultant, project manager’s responsibility to ensure project execution as planned, in terms of quality, costs and deadlines. Also, the project manager will be responsible for deciding on all issues related to the technical elements of the project, but will always do this in consultation with the designated representatives of the Beneficiary in charge of the project.

The Project Manager will also be responsible for the following:

- coordination of overall project activities,
- smooth and timely implementation of the project,

- ensure proper reporting according to USAID Business Enabling Project Serbia reporting guidelines and Beneficiary's requirements,
- identify, evaluate risks and to implement countermeasures to mitigate the risks,
- escalate problems which the project management (project managers from both sides) cannot resolve on their own to the Advisory Committee,
- prepare information for decision making by Advisory Committee,
- define decision support documents,
- maintain the project documentation at the Consultant's side,
- preparation of phase decisions.

IT System Consultant

Dušan Glišić is the IT System consultant. He will be responsible for business analysis and technical specification of future e-permitting IT System. Main responsibilities are:

- using his knowledge on best practices in the respective domains, develop quality deliverables according to the requirements and specifications;
- develop methodological approach for the deliverables;
- drawing up of technical documents for the purposes of planning and reporting;
- providing reliable information on the tasks assigned to him.

ROLES AND RESPONSIBILITIES – BENEFICIARY'S SIDE

This section describes the roles and responsibilities of the Beneficiary's side.

Contracting Authority

The Contracting Authority of the project is USAID Business Enabling Project Serbia (USAID BEP).

In addition to that role, USAID BEP provides overall monitoring of project implementation and quality assurance to the deliverables.

Advisor Committee (AC)

The group of people charged with regular oversight of the project. Collectively they should represent all significant areas of participation in the project and they should have authority to take decisions on behalf of those areas. Advisory Committee consists of members from the Beneficiary and one from the Consultant side.

The members of the Advisory Committee are:

- **Dušan Vasiljević** - delegate from USAID BEP,
- **Tamara Borovčanin** - delegate from USAID BEP,
- **Saša Jelić** - delegate from USAID BEP,
- **Zorica Bilić** - delegate from GIZ,
- **Nebojša Simić** - delegate from GIZ,
- **Tanja Vuković Marinković** - delegate from SBRA,
- **Srđan Rogić** - delegate from SBRA,
- **Jelena Bojović** - delegate from NALED,
- **Dušan Glišić** – Consultant.

Main responsibilities are the following:

- review progress reports,

- ensure proper resources from Beneficiary side,
- make decisions on items affecting the relationship of the Beneficiary and other related organizational units,
- handle risks escalated to SC level,
- overview the progress, the risks, authorize the Risk mitigation plan, decide on the Change Requests and other Decision papers,
- accept or deny the change of the project if the change has effects on the final deadline or the budget.

Project Implementation Committee (PIC)

The Project Implementation Committees (PIC) will be responsible for being the primary forum for joint work towards project goals. Furthermore, they will provide the primary forum/mechanism for progress monitoring, risk and issue logging and resolution and project plan revision.

Beneficiary side members of PICs:

Name	Area/Org. Unit
Dušan Vasiljević	Overall business process review/USAID BEP
Tamara Borovčanin	Business analyst/USAID BEP
Saša Jelić	IT/USAID BEP
Tanja Vukotić-Marinković	Register of the unified procedures /SBRA
Slavoljub Jakovljević	IT Director/SBRA
Srđan Rogić	IT/SBRA
Vojislav Topić	Senior Project Manager/SBRA
Jelana Bojović	Policy Director/NALED

Project Manager

Project Manager of the project is ***Dušan Vasiljević***.

The Project Manager, as a person responsible for project implementation and she ensures smooth and proper cooperation between Beneficiary and the Consultant. He is responsible for accomplishing the stated project objectives. Project Manager's role is to keep the project within boundaries set by the Inception Report and the Detailed Work Plan. Generally, his mandate covers all decision situations where these boundaries are not affected.

Main responsibilities of the Project Manager are the following:

- ensure the availability of required personnel and technical environment of the Project by ensuring that staff members from Beneficiary side are appointed,
- organize meetings and workshops (if needed),
- attend staff meetings (if needed),
- review status reports,
- organize the reviews of the deliverables by appointing the reviewers, assign them tasks and deadlines and to direct the consolidation of reviews,
- ensure risk identification and management,
- escalate problems which the project management (project managers from both sides) cannot resolve on their own to the Advisory Committee,
- coordinate activities with the Consultant's project manager,

- monitor the overall project (progress, deadlines) and initiate corrective measures, where necessary,
- take part in preparation of the Reports and all Change requests (if any), Decision papers to be assigned to the Advisory Committee,
- accept or reject Change Requests not affecting the final deadline (or budget),
- make decisions on issues not affecting the scope and the deadline of the Project,
- maintain the Project documentation at the Beneficiary's side.

Pool of Experts

The pool of experts consists of delegated staff members of Beneficiary or other Beneficiary's organization, with combined understanding of operations and its current information technology support. The Beneficiary's experts may dynamically change during the course of the project. The nominated experts are not the ones exclusively involved in project activities, but they are rather contact points to find the most suitable expert for discussion on any specific area. Their main responsibilities are:

- attend staff meetings and other meetings with the Consultant,
- provide information on the current business and IT operations and other issues,
- describe expectations towards the ICT (strategy) development,
- review and validate deliverables prepared by the Consultant.

FURTHER COLLABORATION EXPECTED FROM BENEFICIARY

During the Consultant's project, the IT department from SBRA will be responsible for:

- Review of documents prepared by Consultants and related to IT architecture, technical requirements, past/on-going/planned developments related to the project domains,
- Information provision on technical issues (by interviews and by handing over technical documents),
- Participation in workshops addressing technical issues of specifications.

PROJECT MANAGEMENT AND PROCEDURES

The subject of this chapter is the detailed description of procedures related to the management and administration of the project.

PROJECT FORUM

To ensure the success of the project it is necessary to share the status, issues, risks and other relevant information between the Beneficiary and the Consultant. In order to achieve this goal a scheme of project forums is established. The following forums are defined and operated:

- bi-weekly Progress Meeting to handle operative issues of the project,
- Advisory Committee meeting to present and decide on issues out of the scope of authority of the Project Managers. SC meetings are held as necessary, but at least every six months,
- Staff meeting to present the professional approach of the next phase of the project together with the required contribution of the Beneficiary and Consultant.

The above described frequency of project meetings may vary depending on the needs of the project. Additional meetings can be initiated by either party.

The main characteristics of Project Forums are the following:

- Progress meeting
 - A progress meeting is held every second week to review progress, achievements, issues, risks and make corrections if any. The participants of the progress meeting are the Project Managers of Beneficiary, the Consultant and delegate person from USAID BEP,
 - During the status meeting the next two weeks of the project is presented together with actions taken by the parties. These actions are assigned to project members and their status is overviewed during the next meeting,
- Advisory Committee meeting
 - Beneficiary and Consultant Project Manager prepares the Agenda, and change requests, Decision papers (if any) to be assigned to the SC,
 - The above preparatory documents are sent to the SC members at least 3 working days before a scheduled meeting is held,
 - If required, then the Project Manager or his delegate prepares a presentation for the SC meeting,
 - Beneficiary Project Manager organizes the SC meeting,
 - During the meeting the members of SC overview the progress, the risks, authorize the Risk mitigation plan, decide on the Change Requests and other Decision papers (if any),
- Project Implementation Committee (PIC) meeting
 - The respective expert of the consultant prepares the Agenda and sends it to PIC members at least 3 working days before a meeting is scheduled;
 - Beneficiary Project Manager organizes the PIC meeting,
 - During the meeting PIC members discuss specific issues or questions raised by the Agenda,
- Staff meeting
 - Beneficiary Project Manager or his appointee prepares a presentation to prepare for the Staff meeting. The presentation contains all relevant information on the goals, methods, activities and required efforts of the next phase,
 - Beneficiary Project Manager organizes the Staff meeting by inviting the relevant persons from the Pool of Experts,

- If the participation of any of these experts is blocked, then its' his/her responsibility to appoint a staff member to represent the given area with proper knowledge on the project,
- During the staff meeting the Project Manager or his appointee gives his presentation and staff members might ask questions.

PROJECT STATUS REPORTING

In order to keep the Beneficiary informed on the status and current issues of the project, a regular status report is prepared for the Project Manager.

The basic approach to Project Status reporting:

- Project Manager will prepare progress reports on a monthly basis in order to present all finished tasks and activities, achievements, and requirements for the preceding month, as well as problems, issues and risks,
- template of the Status Report is in the Annex,
- Status Report is sent to Beneficiary Project Manager on the last working day of every month and is discussed during the next project meeting,
- Project Manager will prepare quarterly report for the Beneficiary to support its reporting obligation towards USAID BEP,
- during the course of the project, Beneficiary Project Manager may require additional Interim Status Reports when some significant unexpected issue arises.

COMMUNICATIONS

Communication has an essential role in the success of the project. Its role is to share knowledge, ideas related to the project domain or status between the parties. Project communication has several layers, depending on the participants of communication. From communication planning point of view, the following six groups are distinguished:

- consultant (team) member(s),
- delegated Beneficiary project members,
- beneficiary staff affected by project results,
- other Beneficiary staff,
- external stakeholders affected by project results,
- general public.

These six stakeholder groups have different communication needs and are thus handled differently. The relevant communication streams are summarized in the diagram.

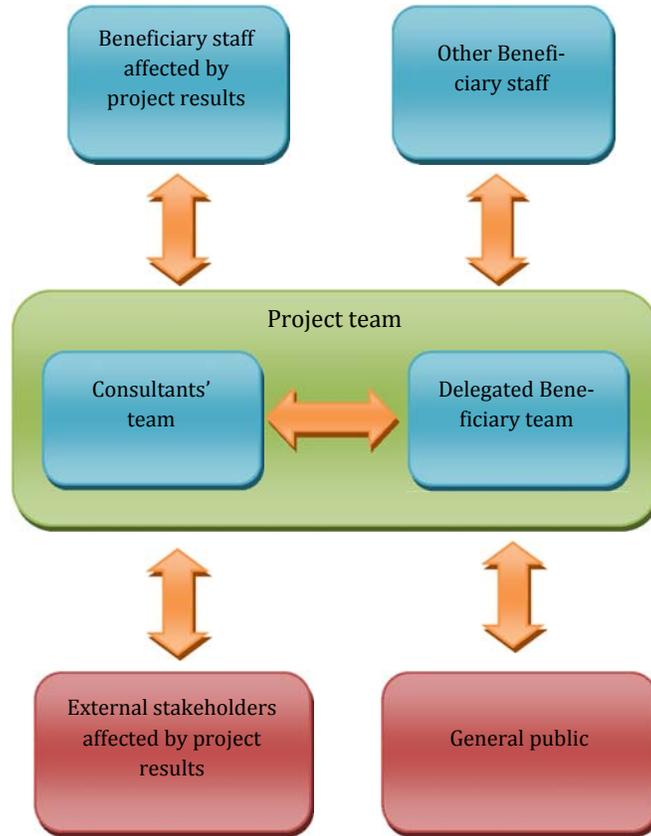


FIGURE 6 - COMMUNICATION DIAGRAM

Only communication streams between the project and other stakeholder groups are relevant. The discussion of communication streams is summarized in the following table.

Participant #1	Participant #2	Describe in Document
Consultants	Delegated Beneficiary team	Communications section of Inception Report (this section)
Project team	Beneficiary staff affected by project results	Communication and Change management Plan
Project team	Other Beneficiary staff	Communication and Change management Plan
Project team	External stakeholders affected by project results	Communication and Change management Plan
Project team	General public	Not necessarily existing, if needed then regulated by the Communication and Change management Plan

QUALITY ASSURANCE

Quality assurance is a key domain of successful project execution. Its goal is to ensure the achievement of defined goals in terms of the content of the deliverables of the project.

The approach to Quality assurance is the following:

- during the Inception Phase quality requirements are defined for each deliverable of the Project,

- quality requirements include,
 - rules related to the compliance of Project deliverables with inception report,
 - internal coherence of deliverables,
 - deduction of later results from previous deliverables and other information,
 - compliance with the methodology used,
 - completeness of the deliverables,
- having completed a deliverable, the Project Manager forwards the given deliverable to the QA personnel within his staff who reviews the document and makes his/her remarks which are to be incorporated before the deliverable is sent to the Beneficiary,
- the whole acceptance process of the project deliverables is considered a very strong quality assurance tool since during this activity the appointees of the Beneficiary may validate the contents of the deliverables.

DELIVERABLES ACCEPTANCE PROCEDURE

From project perspective it is essential to have an accepted, clear procedure on how the deliverables are revised, modified and accepted and which project participants have responsibilities and rights in the acceptance procedure.

The basic approach to Deliverables Acceptance is the following:

- Document is prepared by the Consultant and submitted in English to Beneficiary Project Manager for internal review,
- Beneficiary Project Manager gives initial comments,
- Consultant modifies document, submits it in English and recommends the reviewers,
- Beneficiary distributes document, reviewers send their comments or their approval of contents within 5 (five) working days. The amendments and comments only should be done using MS Word's "Comment" and "Track changes" functions, respectively,
- Beneficiary Project Manager may elongate the above deadline once with another 5 (five) working days, however this has an automatic delaying effect on the succeeding activities,
- The deliverable is augmented, modified according to the comments and questions,
- Beneficiary consolidates comments and sends them to Consultant in written electronic form and in a way that the individual commenters are uniquely identifiable. Whenever there are contradictory comments, the Beneficiary Project Manager sorts them out,
- Modified document is submitted to the Beneficiary in English in electronic forms with clear indication of the changes and the reasoning,
- The procedure repeats until Beneficiary approves the document, but no more than 2 cycles,
- The lack of the Beneficiaries' comments within the 5 working days, or in the case of elongation of the dead-line, 10 working days, shall be deemed as approval of the report as they were submitted,
- Beneficiary Project Manager then formally obtains approval to accept the given report by getting the Letter of Acceptance document (template found in the Appendix) signed by the chair of the Advisory Committee,
- Whenever during the acceptance procedure still there are questions and issues definitely out of the scope of authority of the Beneficiary and the Consultant, but needing resolution, a Decision paper is prepared jointly by the Project Managers and forwarded to the SC. The SC then decides on the best possible way to get the given questions and issues resolved, but from that point the Project has no further role until an answer is arriving. Independently of the existence of such open issues the underlying report is accepted,
- If the later arriving answer makes the modification of an already accepted document necessary, then the Change Control procedure is triggered.

For shorter documents, where disagreement of reviewers is anticipated, team review may be applied. In this case, the document is sent and reviewed, but instead of written consolidation, a meeting is called upon and the document is read on the spot by all participants and they have to give their comments there. By the end of session, all contradictions between comments should be cleared.

FEEDBACK AND ESCALATION MANAGEMENT

The project managers on both Consultant and the Beneficiary side have to provide timely feedback to questions from the other party arising during the project. Feedback should be provided:

- immediately for questions, concerning day-to-day activities. If the responsible person is not available immediately, he/she should provide feedback as soon as he/she is available, but not later than the end of the same business day,
- within 3 business days concerning questions of strategic importance for the project. An extension of this term may be requested by the corresponding side, if there are reasonable grounds. The request and the argumentation have to be submitted to the asking party in writing at the latest by the end of the next business day after the question had been asked,
- An extension of this term may be requested by the party if there are reasonable grounds for that. The request and the argumentation have to be submitted to the other party's Project Manager in writing at latest by the end of the next business day after the question had been asked.

During the project questions may arise that the persons involved are not able to decide on without support by the Project Manager or the Advisory Committee.

It may also happen that problems occur which the team in question is not able to solve on its own or which have impacts on other parts of the project or the overall project. The process for such cases in order to ensure that necessary decisions or measures can be taken or initiated in time and without ambiguity:

- If problems cannot be solved by the project team, the project managers shall see to it that a decision is taken. If this way no decision can be reached, the project managers shall escalate the problem to the Advisory Committee,
- If solving the problem requires coordination with the Beneficiary-side or Consultant bodies not directly represented in the project, the responsible Advisory Committee representative shall see to it that coordination is achieved and a decision taken,

DECISION MAKING PROCESS

During the course of the project several project related decisions are to be made. As a rule of thumb there are two levels of decisions:

1. Project level decisions which may affect the scope, deadline, budget of the project,
2. Beneficiary level or global decisions which affect parts of Beneficiary or other third party organizations out of the scope of authority of the project.

The basic approach to Decision Making is the following:

- Whenever a request for decision arises, the Consultant's Project Manager assesses the level of decision according to the previous classification and together with Beneficiary's Project Manager decides on the individual or group of individuals to make the decision,
- As a rule of thumb:
 - Level 1: Project level decisions are to be made by Advisory Committee,
 - Level 2: For Beneficiary-wide or global decisions SC should appoint a responsible person from the Beneficiary to work for a resolution,

- For both level decisions a Decision paper is prepared, demonstrating the background, the alternatives, the evaluation criteria, the evaluation of alternatives, deadline for decision and a recommendation as demonstrated in the template of Appendix. For level 1 decisions Decision paper is prepared only by request of the involved,
- For decisions affecting the scope, deadline or budget of the Project, the SC has to be involved in the decision making process,
- The person or group responsible for the decision may require additional information or analysis,
- If level 1 decisions are lagged, then it may directly affect the deadline of the Project,
- Since level 2 decisions are out of scope of authority of the project, there is no guarantee that they are decided within the given timeframe. The Project regards such decision processes out of scope, meaning that the deliverables of the Project may contain open issues related to these decision points.

PROJECT CHANGE CONTROL

Change management is needed whenever the concerned Parties experience alterations from what earlier was planned or stated in the Inception Report or the Contract. In case the alteration has a relevant effect on the project, it shall be escalated and reported to the Advisory Committee and Consultant.

The basic approach to Change Management is the following:

- Any alterations affecting the scope of the project set in Inception Report or any requests to modify the content of a previously accepted deliverable of the Project or any assumptions listed, not holding is regarded a Change,
- The Project Manager of the Consultant administers the Change request by providing the background and rationale of the change, the possible effects of accepting or denying (if applicable) the change and the estimated effects of the change on the schedule or the budget of the Change,
- If the change has no effects on the final deadline or the budget then it is accepted or rejected by the Project Manager of Beneficiary,
- If the change has such effect then decision on the Changes is made by the Advisory Committee who may request additional information supporting their decision,
- A Decision must be made within 10 working days. Any further delay will automatically imply delay in all sub-sequent project deadlines,
- Whenever the change affects either the scope, the final deadline or the financing of the project USAID BEP should approve the change based on the request and justification from the Beneficiary,
- If the accepted change results in the modification of the Contract then in accordance with the contract between the parties a written agreement is prepared between the Parties and signed by authorized representatives,
- In case the change request is supported, the Project Managers of the Beneficiary and the Consultant will be responsible for managing the change, and modify the plans accordingly.

RISK MANAGEMENT

Project risks are the issues, problems, circumstances which threaten the achievement of project goals. Risk management means the timely recognition, evaluation and handling of risks. Its goal is to reduce the undesired effects of potential risks by recognizing them well before the risk events occur, by reducing the probability of occurrence and by providing means to mitigate the effects.

The basic approach to risk management is the following:

- Using a uniform risk evaluation scheme (to be demonstrated later on in this section) the Project Manager evaluates the risk factors and for all factors with a high enough risk he defines risk mitigation actions together with their responsible person and deadline,
- These risk factors and actions are enlisted in this Inception Report,
- Following the acceptance of the Inception Report all project members are responsible for the identification of possible risk factors. These risk factors are forwarded to the Project Manager who evaluates the risks factors and defines risk mitigation actions as before,
- The newly identified risk factors and the current status of the previously identified risks are summarized in the monthly progress reports,
- A regular project meeting reviews these factors and mitigation actions and if necessary makes recommendations either on the evaluation or the actions themselves,
- At the project meeting a decision is made based upon the proposition of the Beneficiary's and Consultant's Project Managers whether the risk should be escalated to the Advisory Committee or not,
- If escalated, the Advisory Committee discusses the risk during its next meeting,
- Project Manager tracks risks and mitigation actions.

THE EVALUATION OF RISK FACTORS

The risk factors are evaluated from two different viewpoints:

- the effect of the risk on the project,
- the probability of occurrence;

The risk effects are classified as:

	Description
low effect (L)	Occurrence of the risk event has only minor effect on the project scope, timeline and no effect on the budget
medium effect (M)	Occurrence of the risk event may have moderate effect on the project that is either <ul style="list-style-type: none"> • some minor goals of the project is achieved with limitations or • the project deadline may be overrun by at most three month
high effect (H)	Occurrence of the risk event might seriously endanger the project, that is either <ul style="list-style-type: none"> • major goals of the project might be not be reached or • the project deadline may be overrun by at least six months • project costs or implementation costs are needed to be raised

According to preferences of the USA BEP, the budget of the project and subsequent implementation projects is fixed, thus any risks affecting the costs are regarded as high effect risk.

The probabilities of the risks are classified as:

	Description
low probability (L)	There is no significant chance the risk event to occur (less than 15% likelihood)
medium probability (M)	The occurrence of the risk event is regarded less probable than its non-occurrence, but not with negligible likelihood (between 15 and 50% likelihood)
high probability (H)	The occurrence of the risk event is regarded more probable than its non-occurrence if no measures are taken (>50% likelihood)

Since there are no available statistical data and analysis possibilities to determine the exact mathematical probabilities, the categories above heavily lean on subjective estimations based on previous experience on similar projects of the Project Managers.

The combined risk is the combination of effect and probability as below:

<i>Probability</i>	High	Medium risk	High risk	High risk
	Medium	Low risk	Medium risk	High risk
	Low	Low risk	Low risk	Medium risk
		Low	Medium	High
		<i>Effect</i>		

As a default the Low risks are accepted without any further actions, and the High level risks are escalated to the Advisory Committee (with the recommended mitigation actions).

HANDLING OF PROJECT DOCUMENTS

The Project uses and generates documents in a huge number which makes the clear storage and usage rules essential. The basic goal is to provide an administrative and document management solution, which enables the Beneficiary and the Consultant to search for and access project documentation easily with clear identification of the current and past versions of the documents.

The rules applied to project administration and document management are the following:

- Documents of the project are either delivered in electronic or paper based forms,
- Paper based documents (invoices, signed Approval for acceptance documents, official letters) are to be stored in Binders and/or scanned if required independently by the Beneficiary and the Consultant,
- Electronic documents are created using the Microsoft Office 2010 document formats (.docx, xlsx, pptx, .vsd) and Adobe Acrobat format (.pdf),
- All documents created by the Consultant shall have document identification section containing at least the title, day of issue, project code and file name of the document,
- The reports generated shall hold a detailed Document Control section with the project data, authors, document status (Draft, for Approval, Approved) and change history of the document. Change history includes all major changes together with a unique version number identifying the underlying document version,
- Filenames of electronic documents may contain only alphanumerical character and special characters of: 'A'-'Z', '0'-'9', '_' (the usage of blank spaces, Cyrillic letters, other characters are to be avoided),

- Whenever recurring documents (i.e. Status Reports) are prepared during the project the submission date of the given document is included in the filename (i.e. ePermit_Status_Report_20121101.docx),
- Final paper based versions of the reports are approved by the signature of the Beneficiary's appointed officer,
- The electronic documents sent and received by the Beneficiary are maintained by the Project Manager of the Beneficiary on the Beneficiary's internal servers,
- Final reports are delivered on CDs as well,
- Whenever classified information is included in any documents received from the Beneficiary or created by the Consultant, the Project Manager of the Beneficiary and the Consultant agree on the rules of handling classified information which must be aligned with the legal regulations of the Republic of Serbia,
- Classified information cannot be sent via open channels only if encrypted in a predefined manner.

PROJECT LANGUAGE

All the reports shall be submitted in **English**. To ensure smooth acceptance and the unambiguous modifications of the reports the first working version of the reports are prepared in English and they are translated to Serbian (if needed).

The language of some of diagrams may be English. If required then a translation table or other means of explanation is attached to such diagrams in Serbian.

The language of official correspondence of the project is **English**.

The default language of the interviews, meetings, workshops is **Serbian**. Background materials (internal documents, strategies, regulations, laws, etc.) needed for the execution of the project is provided by the Beneficiary in **Serbian** language and in English if available.

Whenever a report or other document prepared by the Project has both Serbian and English language versions, the **Serbian** version has primacy over the English one.

PROJECT RISKS AND ASSUMPTIONS

INITIAL PROJECT RISK LOG

No.	Risk event description	Effect of risk	Probability (L/M/H)	Effect magnitude (L/M/H)	Risk level (L/M/H)	Escalation level	Preventive actions	Responsibility for preventive actions	Corrective actions	Deadline
Risk Analysis						Risk Mitigation				
1.	Lack of commitment / support from Beneficiary management and / or other business users	Project operations are hampered or slowed down	L	H	M	SC	Selection of project sponsor among Beneficiary top management, regular information meetings	Consultant Beneficiary	Renegotiate the deadlines	End of inception phase
2.	Lack of participation of Beneficiary staff	Project operations are hampered or slowed down Project results not aligned properly with Beneficiary needs	H	H	H	PM	Proper engagement of Beneficiary staff in the project	Beneficiary	Renegotiate the deadlines	Continuously
3.	Changes to the project requirements or priorities during the project	Realignment is costly in terms of time and resources, threatening original schedule and budget	L	M	L	SC	Proper definition of scope during the Inception Phase	Consultant Beneficiary	Renegotiate the deadlines if the change has significant effect	End of inception phase
4.	Parallel projects cause delays in implementation	The project is delayed	M	M	M	SC	Identify parallel projects and align work plan to their schedule	Consultant Beneficiary	Renegotiate the deadlines	End of inception phase
5.	The legal environment changes during the project	Defined processes and / or system requirements need realignment	H	M	H	PM	Analysis of the legal environment including currently proposed regulatory changes	Consultant Beneficiary	Renegotiate the deadlines if the change has significant effect	End of inception phase

No.	Risk event description	Effect of risk	Probability (L/M/H)	Effect magnitude (L/M/H)	Risk level (L/M/H)	Escalation level	Preventive actions	Responsibility for preventive actions	Corrective actions	Deadline
6.	Implemented IT system will not be aligned with Beneficiary IT infrastructure	Beneficiary IT department will reluctant to accept and operate the implemented systems	M	M	M	PM	Involve IT in architecture planning and gathering of technical requirements Define proper training for IT administrators Get specifications reviewed by IT	Consultant Beneficiary	Make adjustments in technical requirements	End of specifications

PROJECT ASSUMPTIONS

In this section we summarize our assumptions to be true in order to have the Project within budget, quality and timeframe. Assumptions are related to the project environment, the resource availability and other items. Whenever the assumptions do not come true, they may affect the Project thus usually they are linked to risks of the project. The key assumptions are the following:

- The accepted Inception Report is the reference for project implementation regarding scope, staffing and operations. Any deviation is subject to project change control procedure,
- The current procedures are uniform; that is the same processes are executed the same way at different organizational units. If the Assumption is not true then significant overwork is needed to clarify the differences and fix the desired operations,
- Qualified staff of Beneficiary will be available for information and reviews during the whole Project. Whenever responsible staff members are not available, an appointed deputy will provide the necessary contribution,
- Internal coordination and monitoring bodies will be operational during the project,
- All deliverables will be revised within a reasonable timeframe set in the Acceptance procedure section,
- All decisions which are out of scope of Authority of the Beneficiary are out of scope of the Project. This means that the Project creates a decision paper for all such decisions, but it has no influence on the decision making process. If there is no decision within a reasonable timeframe, Consultant will consider the decisions, as they were recommended in the decision papers and elaborate our work according to these “supposed” ones.



ANNEXES – TEMPLATES USED FOR PROJECT MANAGEMENT

MEETING MEMO

Client	The Ministry of Construction, Transportation and Infrastructure
Subject of meeting	
Date	
Beneficiary participants	
Consultant	Dušan Glišić
Further participants	

MEMORANDUM

1.

Tasks	Assigned to	Deadline

Date of creation	
Memo approved by (if needed)	

LETTER OF ACCEPTANCE

Contract	Task/Deliverables
169-C-00-11-00001-00	

I hereby certify on behalf of USAID Business Enabling Projects Serbia, that the Consultant has accomplished the above task, related to the above Contract. I accept the content and quality of the deliverable.

With reference to the Agreement concluded between USAID BEP and the Consultant, the Consultant may issue an invoice for the tasks accomplished and certified, and present them to USAID BEP.

Beograd,

USAID Business Enabling Projects

Representative of the USA BEP



STATUS REPORT

REPORT #1

PERIOD

##from - ## till

SUMMARY OF THE PERIOD: (I.E.: GOALS, CONDITIONS, TASKS, PROJECT EVENTS)

- ##

RESULTS:

By # October planned	By # October completed	Reasons
Contract signed Meeting with key stakeholders	Contract signed Meeting with some stakeholders (50%)	

Planned date for submitting the AsEstimated date for submitting the
 is Reports (English version): # As is Reports (English version): #

Planned date of completion: 31Estimated date of completion: 31
 December 2014 December 2014

FULFILLMENTS OF THE PERIOD:

- No deliverables were planned for the period

CO-OPERATION EXPECTED FROM THE CLIENT FOR THE NEXT PERIOD:

Name of the Client	What	By what time/date

PLANNED TASKS FOR THE NEXT PERIOD:

- ####

RISKS:

-

CHANGES IN THE PROJECT:

- -

DATE OF THE NEXT PROJECT STATUS REPORT:

###



DECISION PAPER

No.	
Decision item	
Raised by	
Estimated decision level	
To be decided by	
Date of decision paper	
Deadline of decision	

BACKGROUND:

###

ALTERNATIVES

- # alternative 1
-
- # alternative n

DECISION FACTORS

- # factor 1
-
- # factor n

Evaluation of alternatives

Factor	Alternative #1	Alternative #2
Factor #1		
Factor #2		
Factor #n		

The cells of the above table are colored green/red in each row to demonstrate the most and least favorable alternative from the viewpoint of the given factor.

RECOMMENDATION

###