



Member States Questionnaire (MSQ) for the United Nations E-Government Survey 2024

The objective of this questionnaire is to gather information from Member States in preparation of the United Nations E-Government Survey 2024. Please note that these responses do not directly affect the UN E-Government Development Index (EGDI), which is a composite index of the Online Service Index (OSI), Telecommunications Infrastructure Index (TII) and Human Capital Index (HCI). The United Nations Department of Economic and Social Affairs (UN DESA) assesses national portals with the assistance of independent researchers to construct the OSI, and requests data from the International Telecommunications Union (ITU) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) to construct TII and HCI respectively. Inputs to the MSQ will be used by the United Nations E-Government Survey 2024 team for more in-depth country analysis, fact-checking and data quality assurance.

Refer here for a glossary of terminologies: <https://publicadministration.un.org/egovkb>

More information about the UN E-Government Survey:

<https://publicadministration.un.org/en/Research/UN-e-Government-Surveys>

For any questions about this questionnaire, please contact Madeleine Losch (email: loschm@un.org), Saae Kwon (email saae.kwon@un.org) and Enkel Daljani (email daljani@un.org)

COUNTRY NAME*

MONTENEGRO

Contact information

Your name*

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Title*

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Organization*

Ministry of public administration

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Please select whichever applies*

I am authorized and fully knowledgeable to respond to this questionnaire.

A group of government agencies responded to the questionnaire collectively.

- I did not have the full information to respond to this questionnaire.
- I mostly provided my own opinion/assessment rather than official information.
- Other _____

A. Institutional / Organizational Framework

1. What is the official e-government portal at the national level? If more than one exists, please list all. *

Note: E-government and digital government are used interchangeably in this Questionnaire.

www.euprava.me; www.gov.me;

2. Please provide links (Links) for portals providing specific services/features*

E-services or similar

www.euprava.me

E-participation or similar

[Portal eUprave Crne Gore \(euprava.me\)](http://Portal.eUprave.Crne.Gore(euprava.me))

Open government data

www.opendata.gov.me

Public procurement

CeJN

Others (if any)

[Geoportal CG](#);
[eZdravlje](#);
[eKatastar prijava](#);
[IZVODI - UVJERENJA \(dokumenta.me\)](#);
e.servis.mup.gov.me;
[E-Upis \(upisi.edu.me\)](http://E-Upis(upisi.edu.me));
[Uprava prihoda i carina Crne Gore - Taxis portal](#);
[eCarina.me Portal](#);
efirma.tax.gov.me;

3. Please provide the name and link of the government agency/department/ministry at the national level in charge of e-government. If more than one exists, please list all. *

Ministry of public administration

4. Does your country have a national Chief Information Officer (CIO) or equivalent to manage its national e-government strategies/programmes? *

Yes No

If yes, please provide contact information of national Chief Information Officer (CIO) or equivalent:

Name*

Title*

Organization*

Email*

5. Are there sectoral/line-ministry/local CIOs or equivalent positions across Government agencies/departments/ministries/jurisdictions? *

Yes No

If yes, please provide links and details on the above, including coordination/integration among national and sub-national levels on e-government strategies/programmes.

Some Ministries, and other Government bodies, have Directorates which deals with innovations and digitalisation, but only in the areas in their jurisdiction.

Sectoral agencies/departments/ministries

6. Please provide names and portals (links) of the government agencies/departments/ministries at the national level in charge of the following*

Planning/development	Ministry of Ecology, Spatial Planning and Urbanism
Education	Ministarstvo prosvjete (www.gov.me)
Health	Ministarstvo zdravlja (www.gov.me)
Social Welfare (inclusion, social protection, etc.)	Ministarstvo rada i socijalnog staranja (www.gov.me)
Employment and Labour	Ministarstvo rada i socijalnog staranja (www.gov.me)
Environment	Ministry of Ecology, Spatial Planning and Urbanism Agencija za zaštitu životne sredine – EPA
Justice	Ministarstvo pravde (www.gov.me)
Economy/finance	Ministarstvo ekonomskog razvoja i turizma (www.gov.me)
Industry/trade	Ministarstvo kapitalnih investicija (www.gov.me)

Sustainable Development Goals (SDGs) [NEW]

[Ministry of Ecology, Spatial Planning and Urbanism](#)

Climate Change [NEW]

[Ministry of Ecology, Spatial Planning and Urbanism](#)

Others (Please specify)

B. Crisis/Emergency Response and Recovery [NEW]

7. Is there a dedicated specific digital strategy for crisis/emergency response and recovery (e.g. through digital transformation and digital inclusion)? Please provide links and details.[NEW]

Yes No

[Strategija sajber bezbjednosti Crne Gore 2022-2026 s predlogom akcionog plana za period 2022 2023 \(www.gov.me\)](#)

8. Is there a specific national portal addressing crisis/emergency *? [NEW]

Yes No

If yes, please provide a link and more information about the specific national portal or dedicated section addressing crisis/emergency?

C. Legal Framework

9. Is there any legislation, law or regulation on access to information, such as a Freedom of Information Act? *

Yes No

If yes, please provide link and detail.

[Zakon o slobodnom pristupu informacijama \(www.gov.me\)](#)

10. Is there any legislation, law or regulation on data privacy and/or protection? *

Yes No

If yes, please provide link and detail.

[Zakon o zaštiti podataka o ličnosti \(www.gov.me\)](#)

11. Is there any legislation, law or regulation on cybersecurity or similar? *

Yes No

If yes, please provide link and detail.

[Zakon o informacionoj bezbednosti \(paragraf.rs\)](#)

12. Is there any legislation, law or regulation on digital identity? *

Yes No

If yes, please provide link and detail.

[Zakon o elektronskoj identifikaciji i elektronskom potpisu \(www.gov.me\)](#) which continued the process of developing the legal framework necessary for the development of electronic business in Montenegro and the Rulebook on Open Data (Official Gazette of Montenegro), No. 53/18) which envisages the manner of publishing information as open data;

13. Is there any legislation, law or regulation on digital signature? *

Yes No

If yes, please provide link and detail.

[Zakon o elektronskoj identifikaciji i elektronskom potpisu \(www.gov.me\)](#)

14. Is there any legislation, law or regulation on e-procurement? *

Yes No

If yes, please provide link and detail.

[Zakon o javnim nabavkama - Crne Gore | Paragraf](#)

15. Is there any legislation, law or regulation on digitally publishing government expenditure? *

Note: This is related to SDG Indicator 16.6.1

Yes No

If yes, please provide link and detail.

16. Is there any legislation, law or regulation on national data governance, including data sharing/exchange/interoperability across government agencies? *

Yes No

If yes, please provide link and detail.

[Zakon o elektronskoj upravi 2019 \(www.gov.me\)](#)

One of the fundamental reasons for the adoption of the Law on Electronic Government is to further regulate the field of electronic government in Montenegro in accordance with its actual and projected needs, both in terms of development needs and in accordance with the requirements of international integration processes. This Law provides for the possibility of communication with the Government in electronic format, obliges state bodies to provide e-government services through a single information system and to use a single system for electronic data exchange, and also provides for a meta-register to review electronic registers.

17. Is there any legislation, law or regulation on open government data? *

Yes No

If yes, please provide link and detail.

[Zakon o slobodnom pristupu informacijama \(www.gov.me\)](http://www.gov.me)
Rulebook on Open Data (Official Gazette of Montenegro), No. 53/18)

18. Is there any legislation, law or regulation on the use of new/emerging technologies such as artificial intelligence (AI), robotics, blockchains, 5G and Internet of Things (IoT)? *

Yes No

If yes, please provide link and detail.

Only for 5G:
[Predlog mape puta za uvođenje 5G mobilnih komunikacionih mreža \(bez rasprave\) \(www.gov.me\)](http://www.gov.me)
[Zakon o elektronskim komunikacijama \(www.gov.me\)](http://www.gov.me)
By passing the new Law on Electronic Communications for the IV quarter of 2023, the regulatory framework in the field of electronic communications will be harmonized with EU regulations, which will transpose Directive 2018/1972/EU on the European Electronic Communications Code into the legal order of Montenegro.

19. Is there any legislation, law or regulation on the ethical/responsible use of AI in public administration? [NEW]

Yes No

If yes, please provide link and detail.

D. Strategy and Implementation

20. Is there a national e-government strategy or equivalent? *

Yes No

If yes, please provide link and detail.

Digital Transformation Strategy Montenegro:
https://www.bing.com/ck/a?!&&p=a62e1434058164cbJmltdHM9MTY4MzUwNDAwMCZpZ3VpZD0wMGI1OWU3OC1lZjUzLTlxMzYtMTk0Ni04YzNmZW11MzZmMmQmaW5zaWQ9NTE2NA&ptn=3&hsh=3&fclid=00b59e78-ef53-6136-1946-8c3feb536f2d&psq=digital+transformation+strategy+montenegro&u=a1aHR0cHM6Ly93YXBpLmdvdi5tZS9kb3dubG9hZC81OWRjYWI5Yi1iMGU4LTQ4YjctODMwYi02ZTRIYWI2OTA1MjE_dmVyc2lvbj0xLjA&ntb=1

21. How long is the period/cycle of the national e-government strategy or equivalent? *

Two-year
 Three-year
 Five-year

- Ten-year
 Other 4 year

22. Is there a dedicated budget for digital government development? Please explain by informing on the percentage compared to national government expenditure. [NEW]

- Yes No

The budget, for implementation of Action Plan of Digital transformation Strategy, is planned through the yearly Government Budget.

23. Is the national e-government strategy guided by or aligned with the national development strategy? Please provide link and detail, including specific reference to an implementation roadmap.

- Yes No

The National Strategy for Sustainable Development of Montenegro 2016-2030¹⁷ (NSSD) sets ambitious goals for quality education (SDG 4), inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG 8), peace, justice and strong institutions (SDG 16) and partnerships to achieve goals (SDG 17). The NSSD ensures the achievement of national goals, while the Montenegro Digital Transformation Strategy 2022-2026 elaborates the goals in detail to the level of specific activities for the 2022-2023 period.

[Nacionalna strategija održivog razvoja do 2030. godine \(www.gov.me\)](http://www.gov.me)

24. Is the national e-government strategy guided by or aligned with the Sustainable Development Goals (SDGs)? Please provide link and detail.

- Yes No

Looking at this systemic attitude of the EU towards the 2030 Agenda of Sustainable Development in the context of Montenegro's EU accession process, it is clear that there is strong synergy between the EU accession process and achieving sustainable development goals, and that harmonisation of legislation and policies with the EU is de facto fulfilment of 2030 Agenda for Sustainable Development requirements and a strong impetus towards achieving the sustainable development goals. Accordingly, Chapter 10 - Information Society falls under the objective of Industry, Innovation and Infrastructure. In addition, out of the 17 identified goals in the 2020-2030 Agenda for Sustainable Development, through the goal 9, Industry, Innovation and Infrastructure, emphasis is placed on the digitalisation process through sustainable investment in infrastructure and innovation as a key driver of economic growth and development.

25. Does the national e-government strategy make specific reference to or is aligned with sub-national/local e-government development strategy? Please provide link and detail.

- Yes No

There is no sub-national e-Gov strategy, further the Digital Transformation Strategy is in aligned with other strategies dealing with digitalisation such as Public Administration Reform Strategy, OGP Action plan, Strategy of Smart Specialization etc.

[Digital Transformation Strategy of MNE](#)

26. Does the national e-government strategy make specific reference to e-participation, engagement and/or digital inclusion? Please provide link and detail.

- Yes No

Some Government strategies is referring to e-participation such as OGP Action Plan.
The strategic goal of e-Inclusion in the previous period was aimed at educating and raising awareness of e-accessibility in public administration.
[Digital Transformation Strategy of MNE](#)

27. Does the national e-government strategy make specific reference to a national data governance framework or similar? Please provide link and detail.

Yes No

[Digital Transformation Strategy of MNE](#)

28. Does the national e-government strategy make specific reference to national digital identity? Please provide link and detail.

Yes No

Progress towards Digital Transformation strategy is also closely linked to the establishment of a digital identity system that is secure and easy to use. In order to create a better user experience, it is necessary to improve the national eID scheme.

29. Does the national e-government strategy make specific reference to digital-by-design/digital-first¹ principle or similar? Please provide link and detail.

Yes No

The Montenegro Digital Transformation Strategy identifies the principles of user-oriented design, placing the user at the centre of digital services development, while the Public Administration Reform Strategy 2022-2026 will establish the measurement of service satisfaction through modern tools for this field. Some of the indicators that can be used in assessing user satisfaction are usefulness, usability, ease of finding, credibility, availability, desirability effect and value.

30. Does the national e-government strategy make specific reference to data-once-only principle, **single-source-of-truth (SSoT)**, or similar? Please provide link and detail.

Yes No

31. Does the national e-government strategy make specific reference to a life-cycle approach? Please provide link and detail. [NEW]

Yes No

32. Does the national e-government strategy make specific reference to inclusion-by-default, inclusion-by-design² or similar? Please provide link and detail. [NEW]

Yes No

Only regarding the availability of ICT equipment in order to overcome the digital divide, namely the digitalisation of the economy and society in itself without adequate government leadership cannot erase the differences and gaps between individuals, households, business sectors and geographical areas, rich and poor or different social groups. In order to take steps to overcome part of the social gap and in accordance with the principles of inclusion, equality and accessibility on which the mission

¹ To provide link or description

² To provide link or description

of the Ministry of Public Administration is based, this ministry has been recognized to support socially vulnerable categories as well as pupils and students, in order to overcome the digital divide and increase the availability of ICT equipment.

[Digital Transformation Strategy of MNE](#)

33. Does the national e-government strategy make specific reference to digitalizing a specific percentage of public services? [NEW]

Yes No

If yes, please provide link and detail.

There are currently a large number of electronic services in development stage in Montenegro, and their daily use is well below expectations. One operational goal of Strategy focuses on systematically increasing the attractiveness, quality, quantity, interoperability and ease of use of electronic services, in order to avoid the growing challenge where supply is much higher than demand. The performance of an individual e-service is primarily assessed through the intensity of its use. Future activities focus on holistic principles for the development of user-oriented services. Also, the widespread use of interoperable electronic services connected to the state IT system is the most efficient way to modernise and rationalise the state administration, which in this way can best get closer to the citizens.

[Digital Transformation Strategy of MNE](#)

34. Does the national e-government strategy make specific reference to the use of new/emerging technologies/practices such as artificial Intelligence (AI), robotics, blockchains, 5G and Internet of Things (IoT), anticipatory, proactive services? Please provide link and detail.;

Artificial intelligence (AI); link/detail: _____

Robotics; link/detail: _____

Blockchains; link/detail: _____

5G; link/detail: Operational goal of Digital Transformation Strategy: Increased coverage and modernisation of electronic communication infrastructure

Internet of Things (IoT); link/detail: _____

Invisible/anticipatory/proactive/seamless services³ [NEW]: _____

Others; link/detail: _____

35. Is the national e-government strategy aligned to any regional or global guidelines, recommendations or goals (e.g. United Nations, African Union, European Union, OECD)? Please provide link and detail.

Yes No

In the process of preparation of the Draft Montenegro Digital Transformation Strategy 2022-2026, the broader strategic framework of the European Union was considered, which was taken into account when defining goals and actions.

36. Does the Government use any foresight tools, such as scenario planning, in visioning the future of digital government? Please provide link and detail.

Yes No

³ To explain

37. Does the Government have any measure in policy experimentation and/or regulatory sandboxes in using digital technologies? Please provide link and detail.

Yes No

38. Does the Government have any official tool/mechanism to monitor the progress of the implementation of its e-government strategies? Please provide link and/or details [NEW]

Yes No

According to the Methodology of policy making, drafting and monitoring the implementation of strategic documents, Strategic indicators are defined and they provide information on progress in achieving long-term/strategic goals at the policy level, so through Digital Transformation Strategy Strategic indicators has been defined, so we can monitor the progress of the implementation of the Digital Transformation Strategy.

E. Digital Inclusion and E-Participation

Note: Vulnerable groups include women, older people, youth, people with disabilities, migrants, minorities and others

39. Is there a national policy/strategy or similar in ensuring digital inclusion and leaving no one behind?*

Yes No

If yes, please provide link and detail.

Digital development is a priority today in almost all countries of the world. Understanding the "speed" of progress is more important than the reference positions that different digital development indices represent, because success will not only be measured in comparison to others but also in relation to previous stages of digital development. In that sense, Montenegro has a potential advantage because as a smaller country, it can react quickly to technological opportunities and more easily provide the necessary infrastructure, and that is one of the bases that should be used in the implementation of this Strategy. The vision of faster development in today's digital world is an ambitious and powerful motivator, but it must be based on the principles of respect for diversity, equality and inclusion. In order to build better an inclusive digital society in Montenegro, it is necessary to provide equal conditions for all citizens on the path of the knowledge society and work on overcoming the digital divide in every respect. The modern digital society must be built on the values of equality, inclusiveness, openness and equal opportunities for all. This means that each individual must be an equal member and user of the digital ecosystem, but at the same time must take part of the responsibility for the progress of society whose benefits he/she uses. Through Action Plan for 2022-2023 of Digital Transformation Strategy have been recognized some activities regarding this area.

40. Is there a national e-participation policy/strategy or similar? *

Yes No

If yes, please provide link and detail.

There is no particular Strategy for this area, but action for improvement have been recognized through action plan for the Open Government Partnership: [Nacionalni akcioni planovi – OGP \(otvorenauprava.me\)](#)

41. Does the Government provide any specific measure(s) to ensure meaningful connectivity/access to e-government services by women and/or other vulnerable groups? *

Yes No

If yes, please provide link and detail.

42. Does the Government provide any specific e-service(s) for women and/or other vulnerable groups?

Yes No

If yes, please provide link and detail.

43. Does the Government provide any specific e-participation measure(s) for women and/or other vulnerable groups? *

Yes No

If yes, please provide link and detail.

44. Does the Government provide any specific measure(s) to build digital literacy/skills for women and/or other vulnerable groups? *

Yes No

If yes, please provide link and detail.

Improving digital knowledge and skills for vulnerable groups of citizens (elderly population, people with disabilities, RE population, etc.) in the process of lifelong learning has been recognized through Digital Transformation Strategy of Montenegro.

Also, Ministry of Public Administration established Digital Academy who will propose programmes for the advancement of competencies and skills for the digital transformation of Montenegro, as well as to raise the level of digital awareness of the Montenegrin society and the digital competitiveness of the IT sector. The Digital Academy, being the key activity under this measure, through special modules intended for school pupils, students, youth, elderly, and vulnerable categories in society, spurs their inclusion and increases their opportunities in the labour market. With the establishment of the Digital Academy, the state is contributing to more efficient use of ICT sector potentials, as well as to adaptation of the real sector and all target groups to the dynamic changes in the labour market.

45. Does the Government use social media platform(s)? *

Yes No

If yes, please provide link and detail if social media is used for (i) e-information; (ii) e-consultation; and/or (iii) e-decision-making

Government use Social platforms such as Facebook, Instagram and Twitter to provide information to their citizens.

If yes, please include any guidelines for government officials/institutions on the use of social media.

/

46. Does the Government publish information on how people's voices, including those among women and/or vulnerable groups, are included in policy decision-making? *

Yes No

If yes, please provide link and detail.

F. Usage, User Satisfaction and Evaluation

47. Does the Government monitor/collect usage statistics of e-government services? *

Yes No

If yes, please provide link and detail.

Research on the satisfaction of citizens and the business community with existing and identification of needs for new e-services was conducted with the aim of evaluating the level of satisfaction with existing e-services offered by public administration, as well as to determine attitudes and preferences regarding the use of e-services and to make suggestions for promotion. The research was conducted within the project "E-services and digital infrastructure in response to COVID-19" financed by the European Union, implemented by UNDP and in cooperation with the Ministry of Public Administration.

Beside this, with the Statistical Office of Montenegro we are also monitoring the usage of e-services on a yearly level.

[Ocjena zadovoljstva postojećim i identifikacija potreba za novim e-uslugama – istraživanje sa građanima i biznis zajednicom – 2022 | United Nations Development Programme \(undp.org\)](#)
[Statistical Office of Montenegro - MONSTAT](#)

48. Does the Government measure usage data with dis-aggregation by gender?*

The mentioned Research is conducted with dis-aggregation by gender.

49. Does the Government measure user satisfaction of e-government services? *

Yes No

If yes, please provide link and detail.

As mentioned above, in the Research on the satisfaction of citizens and the business community with existing and identification of needs for new e-services we are monitoring the satisfaction of users. Beside this, on eGov Portal we have the mechanism which provide to users the possibility to rate the eServices.

Does the Government collect user satisfaction data with dis-aggregation by gender?*

The mentioned Research is conducted with dis-aggregation by gender.

G. Partnership and International Cooperation

50. Please provide information about any ongoing global/regional partnership and/or digital cooperation, with United Nations (such as UNDESA, Regional commissions, UNDP, UNICEF ...) focusing on e-government and digital technologies (e.g. enhance North-South, South-South, triangular, regional, and international cooperation) * [NEW]

Ministry of Public Administration have a cooperation with UNDP through the project "eServices and digital infrastructure as a response measure to COVID-19". Namely digital transformation is high on the government's agenda and Montenegro is aiming to rapidly deploy cost-effective, secure and citizen-centric and gender responsive e-services and coordinate implementation of ICT policies. The key to making digital transformation as the effective response to COVID-19 is to establish trust in a digital future for Montenegro, especially e-commerce and e-services, since the pandemic has showcased the value of ICT and digital transformation and how governments should accelerate the transition. It is important to implement mechanisms to raise awareness of community about the importance of digital services and tools, their efficiency and benefits such as reducing time and administrative procedures, cutting red tape, ease of monitoring the process of meeting requirements, direct communication with public administration. UNDP and the Ministry are working on the improvement and interconnecting the current shared national infrastructure and software platforms while strengthening the Ministry technical capacities and safety of the digital ecosystem, while raising awareness of community, especially women and marginalized groups.

51. Please provide information about any other ongoing global/regional partnership and/or digital cooperation, with other non UN-bodies. [NEW]

- Regional Cooperation Council (RCC)
- Regional School of Public Administration (ReSPA)

THANK YOU

Please provide any other information that will help us in understanding e-government development in your country.

Digital transformation is high on the Government's agenda and Montenegro is aiming to rapidly deploy cost-effective, secure, and citizen-centric e-services and coordinate implementation of ICT policies. The recent COVID-19 crisis emphasized the importance of technology, but also the pivotal role of an effective, inclusive and accountable Government. The Ministry of Public Administration has urged to deploy effective digital technologies and electronic services to facilitate access to vital public services. UNDP Montenegro supports the Ministry of Public Administration in the process of

development of the digital governance framework, but also in the process of developing complex software systems and provision on new electronic services, within the EU-funded project “E-services and digital infrastructure as COVID-19 response measure”.

The Digital Transformation Strategy of Montenegro is a response of the Government of Montenegro and the Ministry of Public Administration to numerous digital challenges imposed by everyday life. The Digital Transformation Strategy has been adopted in 2021, and is a key component of fulfilling digital ambitions, as well as a means to improve public services and user experience, strengthen digital skills of society as a whole, reduce the digital divide, but also enable digital transformation and efficient management.

The challenges in the Strategy of digital transformation has been identified in the Situation Analysis of Strategy and they are addressed through two strategic goals. The first strategic goal focuses on Improving Capacities and Capabilities for Digital Transformation of Montenegro, and the second on Strengthening Digital Awareness of Montenegrin Society and Digital Competitiveness of ICT sector. The basic precondition for the realisation of strategic and operational goals, defined by the Digital Transformation Strategy is the consistent implementation of activities prescribed by the action plans for the Strategy implementation. The first action plan is for the period from 2022 to 2023 and the second from 2024 to 2025. For this year it is planned to draft the second action plan for 2024-2025.

Consent to publish this Questionnaire

I/We authorize UN DESA to publish my/our responses as deemed necessary. *

Yes No

Thank you for taking time to complete this important questionnaire. We very much appreciate your participation.