



eGov Project

QUARTERLY PROGRESS REPORT

July - September 2009

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Ms. TATJANA MARKOVSKA
COGNIZANT TECHNICAL OFFICER
USAID MISSION TO MACEDONIA

Elena Stamatoska
Chief of Party
eGov Project
Rade Koncar 8a, 1000 Skopje
Republic of Macedonia
elena@eGov.org.mk

Marjorie Rouse
Vice President for Europe, Eurasia and ICT Policy
Internews Network
1640 Rhode Island Avenue NW
Washington, DC 20036
marjorie@internews.org

GENERAL INFORMATION

The five-year \$ 4,950,191 *eGov Project* was awarded by USAID/Macedonia on 14 September 2004 with the signing of Associate Cooperative Agreement No. 165-A-00-04-00102-00 to Internews Network under the dot-GOV Leader with Associates Award (GDG-A-00-01-00009-00). On 10 April 2009, the Project was granted increase in ceiling of \$697,320 and extension in implementation until January 2011.

The eGov Project works closely with the Government of Macedonia, (GOM) and is located in Skopje, the Republic of Macedonia. The key staff of the Project is: Elena Stamoska, Chief of Party.

The *eGov Project* is helping increase the efficiency and transparency of public sector management by improving the administrative capacity to implement secure e-government solutions and communication within the GOM and between the GOM and Macedonian businesses and citizens. *The eGov Project* addresses the USAID-Macedonia SO 1.3 *Accelerated Development of the Private Sector* and IR 1.3.3 *Enabling Environment for Investment Improved*.

www.eGov.org.mk

I. Executive Summary

This Report reflects the activities of the eGov Project during the quarter of 1 July through 30 September 2009. Though this period included the main holiday season, it had very little effect on the intensity of activities. Thus all of the planned activities were implemented on time and with the expected results.

This quarter was very effective in terms of wrapping up some of the activities done in the past as well as starting completely new ones.

In July 2009, the Project delivered the source code of the application on the management of international cargo transport licenses to the Ministry of Transport Communications thus transferring the ownership of the application to this institution. The source code of the application on online registration of employments was delivered to the Employment Agency in September. Thus, these two institutions assumed full responsibility of the future functioning of the respective applications.

In the course of the quarter, the Project signed three Memoranda of Understanding and Cooperation officialising the future cooperation with the Ministry of Information Society on e-government capacity building activities, the Customs Administration with regard to the second stage of development of EXIM and the Civil Servants Agency relating to the planned e-government trainings.

All applications are fully operative and functional and the number of their users is permanently growing, which is visible from the statistics provided in the respective sections of the report. The process for integration of the two public procurement applications is taking place and will be completed as planned, by the end of 2009.

The cooperation with the Ministry of Information Society has already started to take place, though much more activities are planned for the next year. The Project has actively participated in the drafting of the e-Government Strategy 2010 – 2012 that is expected to be adopted by the Parliament by the end of 2009.

The evaluation on the impact of the project activities on the process of e-government development in Macedonia in the period 2004 – 2009 carried out by Metamorphosis has already been completed and the final report will be submitted to the eGov Project in October.

The substance of the work plan for the final year of the Project has already been determined and the project staff plans to do the final drafting in October.

II. Program Accomplishments

During the third quarter of 2009 the eGov Project continued to implement activities aimed at supporting the sustainable operation of its applications and increasing their usage, as well as strengthening the institutional capacity for e-government development in Macedonia.

This period was marked by the following highlights:

- A Memorandum of Understanding with the Customs Administration defining the elements of the second phase of EXIM development signed.
- The source code for the application on online registration of employments delivered to the Employment Agency.
- The source code for the application on management of international cargo transport licenses delivered to the Ministry of Transport and Communications.
- The process of integration of the two electronic systems on public procurements progressing as planned.
- Development of the additional e-tax modules completed.
- Action plan for the cooperation with the Ministry of Information Society agreed.
- The Project work plan for the final year finalized.

III. Activities related to e-government development

General Comments

The eGov Project activities implemented during this quarter were aimed at increasing the usage of the applications developed by the Project, improving the quality of the services provided through

them, supporting their sustainable life and setting up a cooperative and productive relationship with the Ministry of Information Society which would enable the Project to proceed with the planned institutional capacity building activities.

A. The e-Gov applications

General Comments

Below are presented the results of the Project work with regard to each of its applications. The applications that were not subject to any Project activity during this quarter are placed in the final section of this part with a general remark on no change in the status.

Export/Import Licenses and Quotas - EXIM

After the official launching in November 2008, the usage of the EXIM system is consistently increasing. This positive trend is a result of the extremely useful and beneficial functionalities of the application and of the intensive training sessions and promotional activities that brought EXIM closer to the users and helped them learn how to use the system.

Even though during this quarter the trainings were put on hold due to the summer months, the number of EXIM users has continued to increase. This mostly owes to the increase in the interest and the active participation of some of the government institutions that are part of the system. Namely, despite the fact that the Customs Administration insisted on the full implementation of the EXIM Regulation which requires that all licenses included in EXIM must be processed through the system regardless of whether they have been submitted by the companies in paper or electronically, several institutions were not obeying this legal requirement. The reasons for this were various, but all of them were justified with more or less objective circumstances. In order to put more pressure on the institutions that were still not using the system to overcome the alleged obstacles, the Customs Director Vanco Kargov requested from the Government of Macedonia to endorse a conclusion authorizing the customs authorities to refuse to process the customs documents for every shipment that arrives at the border with a license for export/import that has not been processed through EXIM. The conclusion was issued in July 2009 and its date of implementation was 1 September 2009. Director Kargov informed the Project of his intentions to be firm in pursuing the full implementation of the conclusion and warned us that we may expect possible negative reactions in the media. The Project fully supported him knowing that only a drastic measure of this kind will be effective. As result of this very courageous move, although during the first week of implementation some shipments were stuck for hours at the borders thus pressuring the respective institutions to act in accordance with the above Government conclusion, all fifteen government institutions started to fully use EXIM for processing of licenses.

Concurrently to supporting the implementation of the existing modules of EXIM, the eGov Project and the Customs Administration continued to work on defining the scope of the second phase of system's development. To frame the future cooperation, the two institutions signed a Memorandum of Understanding and Cooperation on 28 July 2009. Although subject to changes, the list of future activities for EXIM upgrade includes the following: communication and data exchange between EXIM and the new customs declarations processing system, development of new licensing procedures, upgrade in the quality of existing services through development of additional registries and various reports, other technical improvements, etc.

The Customs Administration continued to internationally promote EXIM and the eGov Project continued to actively participate in these efforts. On 22 -23 September 2009, Macedonian Customs Administration hosted an event for presentation of EXIM to the CEFTA countries. Delegations of Croatia, Serbia, Kosovo and Bosnia and Herzegovina were present. All participants expressed great interest in EXIM functionalities and explored the possibilities for implementation of similar systems in their countries. The delegation from Kosovo specifically mentioned the option of implementation of a customized EXIM version in Kosovo through USAID.

As the first phase of EXIM development was completed, the Project discussed with the Customs Administration the details of the source code delivery for the current system. The source code will be delivered during the next quarter.

The statistical data for the usage of EXIM during this quarter, i.e. as on 30 September 2009, are the following:

- ✓ **316** economic operators registered to use the system, which compared to the number of registered users by the end of the previous quarter (**200**) represents an increase of 58% in the last quarter.
- ✓ Total number of licenses processed through the system was **19,480** which compared to the number of licenses processed until the end of the previous quarter (10,332) represents an increase of 89% in the last quarter. Out of these 19,480:
 - 7,582 requests for licenses were submitted (transferred from paper) in the system by the Government institutions
 - 11,898 requests were submitted online by the companies/economic operators, which compared to the number of requests submitted until the end of the previous quarter (5,416) represents an increase of 120% in the last quarter.
- ✓ **2,546** requests for tariff quotas were submitted through the system which compared to the 1,225 applications submitted by the end of the previous quarter makes an increase of 108%.

The permanently increasing number of users on the side of the business community and the large interest in EXIM by international organizations and countries in the region are clearly result of the many benefits that the system brings about in terms of efficiency and transparency. It is worth to particularly emphasize the role of EXIM as an instrument to combat petty corruption that has been deeply instituted into the licensing procedures carried out by different institutions. EXIM enables an electronic processing of licenses where each step of the procedure is registered (who did it and when) thus significantly reducing the possibilities for some government officials to intentionally delay the issuance of licenses and use this power as a source of corruptive actions.

Employment Registration

During this quarter, the system functioned without any interruptions and its usage was increasing. The eGov Project continues to provide user support to all users that contacted us with potential problems that were in most of the cases very easy to resolve.

In July 2009, the auditing company Deloitte contracted by the eGov Project carried out an IT security audit on the application and its hosting environment. The final audit report was presented to the Project at the beginning of August 2009. While the report contains nothing but positive

findings in terms of the security of the application itself, it also displays numerous security risks detected in the applications hosting website and physical environment. Some of the risks include lack of operating rules and procedures in the Employment Agency IT Department, poor physical hosting conditions, and vulnerability of the website of the Agency.

The audit findings were also presented to the Employment Agency requesting action for their elimination. In response to the findings, the representative of the Agency expressed doubt in the ability of this institution to drastically improve its operation along the lines spelled out in the report.

After the completed security audit, at a meeting held on 15 September 2009, the eGov Project delivered the source code to the Employment Agency thus transferring to it the ownership of the application.

The statistical data on the usage of the application for online registration of employments during this quarter are the following:

- ✓ By the end of September 2009, **116** companies registered to use the system, which compared to the number of companies registered until the end of the previous quarter (96) has increased for around 21%.
- ✓ Total number of transactions carried out through the system by the companies was **7,813** which compared to the transactions carried out during the previous quarter (4,441) is increased for 76% in the last quarter.
- ✓ In addition, **2,583** employees have registered in the system to electronically access their personal employment data. This number was increased for 33% compared to the number of employees registered until the end of the previous quarter (1,948).

e-Procurement

The main focus of Project activities during this quarter was put on assisting and supporting the process of integration of the two existing public procurement software applications in the country, the one for publishing the Contract Notices developed by the PPB and the e-procurement system developed by the Project. The integration process is financed in partnership between the Ministry of Information Society that invested 50,000 € and the USAID funded Human and Institutional development Program, World Learning that covered 15,000 €. The fact that larger share of finances was covered by MIS clearly demonstrated the commitment of the Government of Macedonia to developing and fully implementing e-procurement in the country.

The development of the integration modules has been progressing as planned during this quarter. The eGov Project was the main advisor in defining all the details of the integration and was fully and permanently included in the process. As each development stage was completed, the developed functionalities were presented to USAID (eGov Project and HICD), PPB and MIS. The presentations delivered to date have demonstrated that the new integrated system will be functional, user-friendly and with additionally improved design.

The entire integration process, which includes migration of the existing data, adaptation of the software to operate in a new hardware environment is expected to be finalized by the end of 2009.

In expectation of the new integrated software, the Project and PPB decide to put on hold training activities during the third quarter of 2009. The trainings will continue in the fourth quarter, when most of the new modules are developed. Though no formal training sessions were organized, the Project continued to provide trainings to individual institutions on a case-by-case basis. Namely, assistance was provided to numerous contracting authorities by demonstrating and guiding them through the process of starting an e-procurement procedure, defining an e-auction, closing the evaluation, etc. Similar type of support was also provided to many companies interested to participate in e-procurements and e-auctions.

In addition to the advice on e-procurement procedures, the Project was engaged in a day-to-day provision of assistance to users to overcome technical or procedural problems that they were facing. Such assistance was to some extent also provided by the Public Procurement Bureau which shows that their knowledge of the system and capacity to provide user support have significantly improved.

The IT trainings organized by World Learning for the system administrators of the e-procurement system were successfully completed in July 2009.

As result of the very active promotion system and the Government determination to pursue its usage (demonstrated through the three decisions endorsed in 2009 that put more pressure on the institutions at various levels to increase the usage of the system and require more training efforts by PPB), significant increase in the number of procedures has taken place in September. The eGov Project and PPB expect the positive trend to continue during the next quarter.

Discussions on the possible implementation of the Project's e-procurement system in Serbia have been taking place during this quarter with a varying intensity. This issue is still open and the Project is available to support the process in any possible way.

The Action Plan for successful implementation of the comprehensive e-procurement system developed by the eGov Project, USAID funded Human and Institutional Capacity Building Program - World Learning and the PPB was finalized in July 2009. The document includes all the implementation aspects planned for 2009 – 2010, such as technical upgrades, integration of the two systems owned by PPB, trainings of CAs and EOs, preparation of uniform e-procurement documents and templates, promotional activities etc. For each activity, the action plan provides timeframe for implementation, performance indicators and necessary funds to be completed. It thus represents a useful framework for the PPB and USAID to follow the pace and success of e-procurement implementation. PPB has plans to distribute the action plan to potential donors in order to raise funds for some of the activities contained therein.

The eGov Project has started to prepare the training and promotion materials that will be used at the trainings and presentations of the integrated e-procurement system during the next six months. In that regard, project staff has drafted two brochures that will cover e-procurement password policies and user registration. The brochures will be widely distributed to users and are expected to significantly increase the quality and speed up the process of registration and identification.

As mentioned before, though still not satisfactory, the statistics on the usage of e-procurement are improving every month. On 30 September 2009, they were the following:

- ✓ **249** registered contracting authorities – this number was increased for around **3.6%** compared to the previous quarter when 240 CAs were registered to use the system.
- ✓ **1,700** registered users from economic operators – this number increased for around **11%** compared to the number of registered EOs until the end of the previous quarter (1,500).
- ✓ The number of electronic procedures, including e-auctions conducted during this quarter is **57 - 6** were conducted entirely electronically and **51** were e-auctions conducted as a last phase in procedures previously conducted in paper.
- ✓ The total number of e-auctions conducted until 30 September 2009 is **95**, out of which **51** were conducted during this quarter. This means that the number of e-auctions has increased for **115%** compared to the number of e-auctions conducted until the end of the previous quarter (44).

e-Tax Services

Since the announcement of the availability of e-tax services to SMEs in April 2009, the number of users of the application has drastically started to grow. The trainings have been put on hold during the summer months, but the Public Revenue Office continued with them in September. As already pointed out in the previous report, PRO has started to organize trainings throughout Macedonia without any assistance from the Project. Moreover, they have trained the employees of each regional PRO office to implement trainings to the potential tax payers from their region thus creating a training network that will be more efficient than trainings delivered only by the central PRO.

The fact that PRO has fully assumed the initiative and responsibility for promotion of e-tax services and training of potential users is considered by the Project as a very positive move that already demonstrates the strong ownership over the system by this institution. Such attitude speaks a lot of the intentions of PRO to maintain and improve sustainable e-tax services.

As a result of the extensive training and promotional activities, the number of users of the e-tax system is increasing virtually on a daily basis. By the end of September 2009 the number of users has reached 750, which compared to the previous quarter (606) presents an increase of 24%.

The additional software modules that are expected to improve the existing functionalities of the system, as well as to add new ones, have been completed in September 2009. They will soon be installed and made available to all users.

Application for Distribution of International Transport Licenses

After the Ministry of Transport and Communications signed a maintenance contract with the IT company that developed the application in order to provide an assistance available to the Ministry on 24/7 basis and migrated the application from the General Secretariat of the Government to a server in the Ministry, they were ready to assume the ownership of the application on management of international cargo transport licenses. The source code was delivered at a meeting with Minister Janakieski held on 29 July 2009.

The Project was approached by the Association of Transporters MAKAMTRANS with a request to support once again the event for annual public distribution of CEMT licenses planned for November. The Project has so far organized three annual distributions, in 2006, 2007 and 2008, and truly believes that spending resources on events of such a nature can no longer be justified. The application is operative for three years, the confidence in the system is very high and we therefore think that a distribution in front of the licensing commission and the media would be enough to retain the level of transparency needed for the distribution process. Thus, this request was denied.

The evaluation on the usage of the application by the transportation companies and the Ministry of Transport and Communications will be completed during the next quarter.

Other applications

No changes have occurred with regard to the Site Builder, e-Budgeting, Apply Online and Accountability through Transparency applications during this quarter. They are all operative and functional thus contributing to the efficiency and transparency in the areas they provide services.

B. Other Initiatives by the eGov Project

Assistance to the Ministry of Information Society (MIS)

One of the main activities of the eGov Project during the extension period is to assist the MIS with an objective of strengthening the capacity of its staff to develop and implement e-government applications. Activities include training, capacity building and transfer of the know-how cumulated within the project during the five years of e-government development.

To frame the future cooperation, the eGov Project signed a Memorandum of Understanding and Cooperation with MIS on 2 July 2009. The MoU determines the main areas of cooperation between the two parties and the conditions for implementation of the specific activities. Based on the Memorandum, the Project and MIS agreed an action plan that provides the details of the implementation of each specific activity. The action plan was approved by the Minister of Information Society Ivo Ivanovski.

The implementation of some of the activities, like the presentations for the MIS staff on individual applications developed by the Project, started during this quarter, but most of them will be implemented in 2010. The list of planned activities includes: comprehensive project management training for a large group of future project managers from MIS and other government institutions, organization of joint events to discuss issues of relevance for the future process of e-government development, mentoring of MIS staff during the implementation of specific e-government projects, etc.

The assistance in the process of preparation of the National e-Government Strategy for the period 2010 – 2012 that started in the previous quarter, continued during the next three months. The Project helped with the processing of the data required and submitted by all relevant government institutions to MIS. The final draft of the Strategy was again thoroughly reviewed by the Project staff and all comments and proposals were submitted to the Ministry in writing. In addition, the comments were presented at the public debate organized by MIS to discuss the substance and quality of the Strategy

with the government institutions, the IT industry, the civil society and the academia. The comments of the participants in the debate were in general very positive with regard to the quality of the document, but some of them criticized the slow development of the country in the area of e-government development.

e-Government Trainings for Civil Servants

One of the main objectives of the eGov Project work in the next period will be to strengthen the capacity of the state administration to implement e-government projects in the future. Very important aspect of these efforts is to raise the awareness of the civil servants on the general e-government concept as well as the benefits of electronic services. To achieve this, the eGov Project will support the organization of four trainings on the basic e-government concept for civil servants with non-IT background. The trainings will take place in November and December of 2009 and will include a total of around 120 participants.

The trainings will be organized in cooperation with the Macedonian Civil Servants Agency. The details of this cooperation were spelled out in a Memorandum of Understanding signed by between the eGov project and the Civil Servants Agency on 23 September 2009.

Digital Certificates

Although the eGov Project did not hold presentations on digital certificates during the summer months, their sale and the number of companies in possession of digital certificates has been permanently growing. This is mostly result of the fact that the number of users of applications that require user identification with digital certificates has also been increasing.

The statistical data provided by the two authorized issuers of digital certificates, KIBS and Makedonski Telekom clearly witness for the significant increase in the number of digital sold by 30 September 2009. Namely, during the last twelve months, the two issuers sold 1,507 digital certificates which is for 53% more than the number of certificates sold by 1 October 2008.

IV. Other Activities

Monitoring and Evaluation

The purpose of the evaluations performed by the eGov Project is to confirm the benefits that e-government applications offer to the users (state institutions, companies and citizens), but also testify on the increased capacity of the users to recognize and embrace these benefits.

The evaluation of the impact of the eGov Project activities on the development of e-government in Macedonia took place in the period August – September 2009. It was carried out by the non-government organization Metamorphosis, the most competent civil sector entity in Macedonia dealing with information society development. Metamorphosis mostly focused on the impact of the Project G2B applications and to achieve this, interviewed a sample of around 400 companies. In addition to evaluating the impact on companies, Metamorphosis also put strong emphasis on the progress made by Macedonia in creating and improving the general environment and policies for e-

government development. The final evaluation report will be delivered to the Project and presented to USAID in October 2009.

During this quarter, the Project worked on the individual user satisfaction evaluation for the application on management of international cargo transport licenses. The evaluation report will be completed in November 2009.

Public Events

On 16 July 2009, the eGov Project and the Ministry of Information Society jointly participated in the morning program on the Macedonian national television to present the activities and the plans for cooperation.

Training

As the usage of the e-procurement system increases, the need for permanent training activities permanently grows. Though the Project and PPB did not organize formal training events during this quarter, the Project staff has on numerous occasions provided on-the-job trainings to various contracting authorities and economic operators. These trainings were arranged upon request, usually prior to opening of specific electronic public procurement procedures or e-auctions (for contracting authorities) or in preparation for participation in e-auctions (for economic operators).

The trainings for e-tax services are taking place throughout Macedonia on an ongoing basis. They are all organized and delivered by the Public Revenue Office.

Publications and Other Project Material

During this quarter, the Project started the drafting of two brochures that will offer useful information to the users of e-procurement. Brochures will be printed in the course of next quarter.

V. Contracts/Subcontracts

No contracts/subcontracts have been signed during this quarter.

VI. Memoranda of Understanding

- ✓ 28 July 2009 – Memorandum of Understanding and Cooperation signed with the Customs Administration on the EXIM development in stage two.
- ✓ 23 September 2009 – Memorandum of Understanding and Cooperation signed with the Civil Servants Agency with regard to the joint organization of e-government trainings for civil servants.

VII. External Relations and Meetings

A. Participation in Conferences

On 13 September 2009, the eGov Project Chief of Party participated at the Round Table on Transformational Government as part of the eStrategies Conference organized by British Publishers in Skopje. The Conference was attended by an impressive number of prominent IT industry representatives, such as Cisco, SunSystems, Microsoft, as well as representatives of the civil and academic society.

On 22 – 23 September, Ana Marija Nesovic and Darko Janevski delivered presentations on various aspects of the EXIM application at the CEFTA event organized in Skopje by the Customs Administration.

B. Study Trips for Macedonian Officials

No study trips have been organised during this quarter.

C. Meetings with Macedonian Officials

The Chief of Party continues to meet with the Minister of Information Society Ivo Ivanovski on a regular basis. Since all applications are developed in close cooperation with the relevant national institutions, project staff regularly meets the directors of the Public Procurement Bureau, Customs Administration, Employment Agency and other agencies in order to coordinate the implementation of activities.

During this quarter, Project staff met twice with the Minister of Information Society Ivo Ivanovski, twice with the Director of the Customs Administration Vanco Kargov and numerous time with the Public Procurement Bureau Mare Bogeva-Micovska. At each of these meetings, they were accompanied by USAID Mission representatives.

D. Coordination with Other USAID Projects

During this quarter, the Project continued the very productive cooperation with the USAID Human and Institutional Capacity Building Program implemented in Macedonia by World Learning. The cooperation was mostly focused around the institutional capacity building activities designed to, among other things, strengthen the ability of the Public Procurement Bureau to manage in an independent and sustainable manner all future e-procurement activities.

The Project also agreed the details of the future cooperation with the USAID Local Government Activity regarding the delivery of e-procurement trainings for municipalities.

Other USAID Missions in the region have expressed interest on the possibilities for implementation of similar programs in their respective countries. The eGov Project to provide to each mission the information they needed. The communication was coordinated by the Project CTO Tanja Markovska. While the communication with the Serbian and Albanian Mission was carried out only by email, USAID Kosovo invited the eGov project and the representatives of USAID Macedonia to visit them and present the benefits of potential e-government development

programs to their EG Office. The visit took place on 30 July 2009 and went very well. The colleagues from Kosovo expressed genuine interest in the possibilities offered by the modern technology in the fight against corruption and inefficiency of the government institutions.

E. Coordination with Other International Donors

No activities were undertaken in terms of coordination with other donors during this quarter.

F. Cooperation with Private Entities

The Project maintained regular cooperation with all private entities involved in the development and auditing of its applications.

VIII. Administrative and Internal Operational Matters

At the end of September 2009, the CoP Gordana Toseva and the Deputy CoP Elena Stamoska travelled to Washington DC. The main purpose of this trip was to discuss all open issues with regard to the transition at the CoP position that will take place on 1 November 2009 when the current CoP leaves the Project.

Starting 1 November 2009, the Ms. Elena Stamoska will assume the CoP position. During her stay in the US, Ms. Stamoska attended the USAID Rules and Regulations training.

The position of a deputy will be assumed by the four program staff members, Ana Marija Nesovic, Kralja Cesmadziska, Vanja Mirkovski and Darko Janevski in a rotating manner.

The Project plans a two-day retreat where the staff will work on discussing and drafting the work plan for the remaining period of implementation (October 2009 – January 2011).

IX. Report on the execution of planned activities for this quarter

Most of the activities planned for this quarter have been successfully implemented.

X. Planned activities for next quarter

- ✓ Draft technical specifications and sign a contract for the EXIM upgrades, to include communication and data exchange with the new CDPS, inclusion of new licensing procedures and various technical improvements.
- ✓ Complete the development and testing process of the integrated e-procurement system, which encompasses regular meetings with the involved parties, internal presentations and thorough testing

- ✓ Implement ambitious training program for contracting authorities and economic operators on the functionalities of the integrated e-procurement system.
- ✓ Promote the integrated e-procurement system.
- ✓ Complete the installation of the final e-tax modules and deliver the source code to the Public Revenue Office.
- ✓ Start to work in cooperation with the Employments Agency on defining the business processes for the online employment registration upgrades.
- ✓ Continue activities (presentations, meetings, desk support) aimed at increasing and facilitating the use of digital certificates in Project's e-government applications.
- ✓ Start implementation of capacity building activities for MIS, such as project management trainings, e-government manual, joint events, etc.
- ✓ Present the findings of the evaluation on the impact of the Project activities on the process of e-government development in Macedonia in the period 2004 - 2009.