

Analysis of diaspora registers in Montenegro with recommendations for their development, marketing and management

Project: ENGAGEMENT OF THE DIASPORA FOR THE SUSTAINABLE
DEVELOPMENT OF MONTENEGRO

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Note:

The terms used in this document for natural persons in the masculine gender imply the same terms in the feminine gender.

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INTRODUCTION

Terms of Reference description

In Montenegro, the diaspora was only recently recognized as a legal category, when the first law regulating the relationship between Montenegro and the diaspora – emigrants was adopted in mid-2015. Moreover, there is still no comprehensive map of the Montenegrin diaspora available to the Government of Montenegro. The field of diaspora therefore represents an opportunity for greater engagement in developing closer cooperation between Montenegrin institutions and expatriates in various areas of expertise, with the ultimate goal of contributing to the sustainable development of Montenegro.

In light of the above, the goal of *the Engagement of the Diaspora for Sustainable Development of Montenegro* project is to contribute to the sustainable development of Montenegro by utilizing the human, economic, social and cultural capital of its diaspora.

The project envisages several project activities, including IT analysis of existing registers, as well as the creation of recommendations for registers that are adapted to the national context and needs. The recommendations defined in this way, together with other recommendations from the project, will serve as a basis for identifying further steps and activities that will be implemented.

The deliverable of the IT project activity is: Analysis of diaspora registers with recommendations for their development, marketing and management.

Methodology of drafting of Analysis of Diaspora Registers in Montenegro

For the purposes of this analysis, a combined, i.e., mix methodology has been applied, in order to provide a comprehensive and thorough overview of the topic in question. By combining several research methods, such as comparative analysis, interviewing key participants in the process and reviewing relevant documentation, different perspectives are covered, which are supported by findings from multiple sources. This integration of methods provides an opportunity for a more robust analysis, reducing the possibility of bias and providing a broader and more objective insight into the research topic.

The following methodologies were taken into account:

Interviews with key stakeholders: Interviews and meetings with stakeholders involved in the diaspora, such as representatives of the Administration for Cooperation with the Diaspora – Emigrants, representatives of local self-governments for diaspora issues and representatives of the project lead – the International Organization for Migration (IOM). Conducting interviews enabled the collection of so-called “voices of stakeholders”, i.e., useful

information, perspectives and suggestions for the development, marketing and management of the diaspora register.

Literature review: Review of existing documentation, reports and legislative framework on diaspora registers to identify best practices, success factors and potential shortcomings.

Benchmarking: Comparison with the solutions of the subject matter in countries of the region and beyond, in order to enable a better assessment of the strengths and weaknesses of the register of the Montenegrin diaspora, identification of areas for improvement and drawing lessons from the practices of others.

Position in the regulatory and strategic framework of Montenegro

THE LAW ON COOPERATION OF MONTENEGRO WITH THE DIASPORA – EMIGRANTS

The Law on Cooperation of Montenegro with Diaspora – Emigrants ("Official Gazette of Montenegro", no. 47/15), as well as its amendments ("Official Gazette of Montenegro", no. 44/18 and 47/19), define the concept of diaspora, i.e., emigrants thusly: "Diaspora – emigrants are considered Montenegrin citizens and other persons of Montenegrin origin, who live abroad and who perceive Montenegro as their motherland or country of their origin and see it as democratic, independent, sovereign and civil" (Article 2).

The above-mentioned Law, Article 53, also precisely defines the records (registers) on the diaspora – emigrants, which are required to be maintained by the Diaspora Administration, as well as the accompanying data for each of the defined records. Paragraphs 1-5 of Article 53 of the Law on Cooperation of Montenegro with the Diaspora – Emigrants define three primary registers:

- Records on diaspora – emigrants
- Records on organizations of the diaspora – emigrants
- Records on expatriate cards

In addition to the above registers, paragraph 6 of the same article defines that the Diaspora Administration collects data and keeps records on:

- awards given to distinguished members of the diaspora – expatriates and organizations of the diaspora – expatriates,
- to diaspora – expatriate organizations that have been allocated funds for co-financing programs or projects and special types of aid, schools and Montenegrin language and culture courses organized by diaspora – expatriates in cooperation with the competent authorities of Montenegro,
- scientists, researchers and experts who are originally from Montenegro,
- lobbyists for the interests of Montenegro, politicians and parliamentarians who are originally from Montenegro,

- sports associations and clubs founded by the diaspora – emigrants from Montenegro,
- prominent sports workers and athletes who are originally from Montenegro,
- businessmen in the world and businessmen-returnees who are originally from Montenegro,
- investments of diaspora – emigrants and investments of returnees from diaspora – emigration,
- foreign-trade balance between the countries of residence of the diaspora – emigrants and economic entities in Montenegro, whose owners or founders are members of the diaspora – emigrants and returnees.

DECISION ON THE REQUEST FORM, APPEARANCE AND CONTENTS OF THE EXPATRIATE CARD

This decision prescribes the application form for the issuance of the expatriate card, as well as the appearance and content of the expatriate card, as a public document that serves the holder for the purpose of presentation and identification as a member of the diaspora – emigrant during his/her stay in Montenegro.

STRATEGY FOR COOPERATION WITH THE DIASPORA – EXPATRIATES FOR THE PERIOD 2020 – 2023

The third Strategy dealing with cooperation with the diaspora – emigrants (after the first Strategy for Cooperation with the Diaspora with an Action Plan for the period 2011 – 2014 and the second Strategy for Cooperation with the Diaspora for the period 2015 – 2018) for the period 2020 – 2023 focused on improving relations between the parent country and the diaspora and defining measures and activities protecting the position of the Montenegrin national community in the countries of the region. The 2020-2023 strategy recognized certain deficiencies in the implementation of policy towards the diaspora in the previous period and pointed out measures to correct them, as well as established new operational goals based on previous practices in cooperation with the diaspora.

Through the strategic goal of preserving the state identity of the diaspora – emigrants and feeling of belonging in Montenegro, operational goal 1.2 was defined. Strengthening national identity and feeling of belonging in Montenegro through *appropriate activities that promote their registration in emigrants' records*, celebration of national holidays and provision of marketing and state propaganda materials, through specific activities:

- Activity 1.2.1. Registration of emigrants in the diaspora records on the website of the Administration for the Diaspora
- Activity 1.2.2. Application of emigrants for an expatriate card

SITUATION ANALYSIS

Description of current situation

Having data on the diaspora and knowing its characteristics, such as numbers, geographic distribution, education, work status and engagement of emigrants in diaspora organizations, is an extremely important factor in planning relations between the home country and the diaspora. In the previous period, the Administration for the Diaspora introduced different forms of records, from the issuance of expatriate cards, registration through the web application of the Montenegrin diaspora, and participated with other state bodies in the creation and updating of records, i.e., databases of scientific, health and cultural workers and athletes from the Montenegrin diaspora.

➤ Records on expatriate cards

The process of issuing expatriate cards, which serve as identification for emigrants while staying in Montenegro, began in 2018.

PROCESS DESCRIPTION:

Access: Emigrants enter the (old)¹ website of the Diaspora Administration and then click on the “expatriate card” banner and follow the registration steps.

On the registration form (prescribed by the Decision on the application form, appearance and content of the expatriate card), the expatriate enters his/her personal information such as name, surname, marital status, date and place of birth, residential address, citizenship, etc. The data collected are in accordance with those prescribed by the Law on Cooperation of Montenegro with the Diaspora – Emigrants: “The expatriate cards contain the following information: last and first name of the member of the diaspora – emigrant who submitted the request for issuing an expatriate card, birth last and first name, parents’ last name(s), gender, day, month and year of birth, unique identity number or other appropriate personal identification number, place and country of birth, citizenship, address of residence in the receiving country, type, number and validity date of foreign travel document or identity card issued by the competent authority of the receiving country, telephone number, serial number of the expatriate card, date of issue and date of expiry of the expatriate card.”, *except for the phone number*, which is not entered on the registration form.

A travel document or identity card, certificate of citizenship, certificate of residence, proof or declaration of Montenegrin origin, as well as payment of the administrative fee (in the amount of EUR 5) are attached to the completed form.

¹ Explanation provided in the Note on page 10 of this report

The expatriate sends the aforementioned documents by email to the Diaspora Administration.

Check: After the expatriate submits the request for registration and provides supporting documentation, the Diaspora Administration sends the request to the Ministry of the Interior to check whether the expatriate is registered in the register of citizens of Montenegro. If not, the request goes through the administrative procedure of approval – signing by the authorities from the Diaspora Administration. If the expatriate is registered in the Register of Citizens of Montenegro, the request for an expatriate card is rejected.

Registration and printing (issuance): Once the administrative conditions have been met, the printing of the expatriate card with the associated photo (as prescribed by the Decision on the application form, appearance and content of the expatriate card) can start.

This step completes the process and the expatriate card in question is registered (entered) in the Register of Expatriate Cards.

Updating the information: After registration, expatriates do not have the option to update their information in the Register.

The register of expatriate cards is located on a local server in the Directorate for the Diaspora. It is not connected to other registers or resources. During the past five years of issuing expatriate cards lasts, approximately 3,000 cards have been issued.

➤ *Records on diaspora (the so-called Total Records)*

Web application "Sign up" (Upiši se), located on the (old)² website of the Diaspora Administration, has been installed and in use since 2019. The application was created as a product of cooperation between the Administration for the Diaspora and the Community of Montenegrins in Macedonia and includes records in the form of a Questionnaire, with questions in Montenegrin and English, with the aim of identifying Montenegrin emigrants. The application in question aims to provide not only data on the number, but also to enable an overview of the social structure of emigrants. The act of registration in the records also recognizes the need of a specific person to establish contact with Montenegro, which is also important for further research on the diaspora.

² Explanation provided in the Note on page 10 of this report

PROCESS DESCRIPTION:

Access to the web application: Emigrants access the web application via the website of the Diaspora Administration by clicking on the “Sign up” (Upiši se) banner and follow the registration steps.

Registration questionnaire: The expatriate starts the enrolment process by accessing the enrolment questionnaire. The questionnaire consists of 27 questions covering various aspects of expatriates’ personal information, contact information, education, work experience, language skills and special competencies. This set of data that is collected through the Questionnaire is larger than what is prescribed by the Law on Cooperation of Montenegro with Expatriates, which prescribes the following: “The records on diaspora – emigrants shall contain the following information: last name, first name, father's name, gender, date, place and country of birth, unique identity number or other appropriate personal identification number of members of the diaspora – emigrants, their citizenship, country of work, address of residence, number of children, date of emigration from Montenegro, place of birth and information on membership in organizations of the diaspora – emigrants.” The expatriate fills in the questions in the questionnaire, of which 12 are mandatory and 15 are optional.

Sending the questionnaire: After the respondent fills out the questionnaire, i.e., answers the questions, by clicking on the corresponding button or “send” command the web application sends the questionnaire with all the entered data to the server.

Data reception: The web application server receives the sent questionnaire data and stores it in the database. Data is stored with all relevant information entered by the user during the registration process.

Confirmation of registration: After the successful reception and storage of data, the web application shows the expatriate a confirmation of successful registration in the register of expatriates.

Updating the information: After registration, expatriates do not have the option to update their information in the Register.

The database (Register, Total Records) of emigrants is located on a server in the Data Centre of the Ministry of Public Administration. The Register of Expatriates is not connected to other registers or resources. In the four years that the “Sign up” (Upiši se) web application has been active, approximately 300 emigrants have been registered in the Register of Expatriates.

➤ Records on organizations of the diaspora – emigrants

The basic form of records of organizations of diaspora – emigrants is represented by the so-called Directory, where these entities are listed. The data collection process is done manually and includes the collection of the following data: name and headquarters of the organization, phone number, language of the host country, form of organization, areas of activity, goals of the organization, types of activities, information on the organization's membership in associations of diaspora organizations – emigrants, last name and first name of the founder, persons representing the organization and members of that organization, as well as their contact information (phone number, address and e-mail) in accordance with the Law on Cooperation of Montenegro with Expatriates. The data is collected on the basis of information or communication with diplomatic and consular missions. The (old)³ website of the Diaspora Administration provides basic information on the legal status of registered organizations of the diaspora – emigrants.

The directory/records of diaspora organizations are located on a local server in the Diaspora Administration and are maintained in the form of a MS Word document. Approximately 200 organizations of the diaspora – emigrants are listed in the Directory.

Note: The (old) website of the Diaspora Administration, <http://www.dijaspora.mvpei.gov.me/>, which redirected users via banners to the Register of Expatriate Cards, as well as to the web application "Sign up" (Upiši se)" and where the data from the Directory has been made available, has been inaccessible since August 2022, when the IT infrastructure of the Government of Montenegro was the target of a cyber-attack. The new website <https://www.gov.me/usdi> still does not contain banners and/or links to the mentioned registers, and from August 2022 the registration processes are inaccessible or disabled.

➤ Other records on diaspora-emigrants

Other records, on given awards, on organizations that have been allocated funds for co-financing, on scientists, researchers, lobbyists, athletes and sports associations, prominent workers, businessmen, etc., are kept by the Diaspora Administration (in Word and/or Excel formats), but they are not made accessible to the public, except for the ones about the awards and the organizations that have been awarded funds for co-financing, which are published on the website of the Diaspora Administration when these funds and awards are defined, i.e. handed out, in the relevant articles.

In addition to the Diaspora Administration, certain records – registers are also kept by local self-government units. Namely, within local self-governments, there are offices and/or officials in charge of diaspora issues. Based on an interview with the head of the Rožaje Diaspora Office, the conclusion is that most of the activities in Rožaje are focused on humanitarian work with members of the diaspora, and communication most often takes place during the summer round tables. Attempts to establish cooperation with the Diaspora

³ Explanation provided in the Note on page 10 of this report

Administration were less or not at all successful. In connection with records, i.e., the register of emigrants, basic data such as name, surname, telephone number and the country or city where emigrants live are being collected in Rožaje. Records are kept in physical form – on paper. However, there is no clear connection with the diaspora and it is very demanding to maintain regular communication with it.

SWOT analysis of diaspora registers

S (STRENGTHS)	W (WEAKNESSES)
<ul style="list-style-type: none"> ◆ Precise monitoring of and records on the diaspora. ◆ Increased ability to communicate and connect with members of the diaspora. ◆ It enables the identification and mobilization of resources within the diaspora. ◆ It provides a basis for planning policies and programmes that support the diaspora. ◆ Improves cooperation between the country of origin and the diaspora. 	<ul style="list-style-type: none"> ◆ Awareness and active participation of diaspora members in registration process is required. ◆ Adequate communication strategy for enrolment in the register and promotion of benefits is needed. ◆ Complexity of the registration process. ◆ Limited access to certain segments of the diaspora who are not technically literate or do not have access to the Internet. ◆ Regular updating of data on members of the diaspora is necessary in order to maintain the accuracy and relevance of the register.
O (OPPORTUNITIES)	T (THREATS)
<ul style="list-style-type: none"> ◆ Development of digital platforms for better accessibility and interaction with members of the diaspora. ◆ Improving cooperation between the motherland and the diaspora through exchange of information and ideas. ◆ Creating opportunities for investments, business development and return of emigrants. 	<ul style="list-style-type: none"> ◆ Insufficient awareness and interest of the authorities in upgrading, improving and maintaining diaspora registers. ◆ Inadequate communication among key stakeholders. ◆ Technical difficulties in establishing and maintaining the register system.

<ul style="list-style-type: none"> ◆ Strengthening ties with the diaspora through cultural, educational and scientific exchange. ◆ Using the Register to provide targeted services and support to members of the diaspora. 	<ul style="list-style-type: none"> ◆ Lack of human and financial resources to support and improve the work of registers. ◆ Competition from other countries in attracting diaspora and investments.
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Stakeholder analysis

In addition to recognizing the aforementioned limitations and challenges for the implementation and further improvement of diaspora – emigrants records, it is also necessary to identify key stakeholders for management and maintenance of the mentioned records.

Key stakeholders are:

- Government and relevant state institutions:
 - Ministry of Foreign Affairs in charge of diaspora issues,
 - The Ministry of the Interior, which deals with population records,
 - Ministry of Economic Development and Tourism,
 - Local governments.
- Embassies and consulates:
 - Embassies and consulates of the country of origin in the countries where members of the diaspora are located,
 - Diplomatic representatives who are in charge of communication and cooperation with the diaspora.
- Diaspora and its organizations:
 - Expatriates and members of the diaspora who are interested in participating in the register,
 - Diaspora organizations that promote and support diaspora interests.
- IT and technical experts:
 - Information technology experts who are responsible for the development, implementation and maintenance of the register of emigrants,
 - IT companies or software suppliers that provide support in the technical aspect of the register.
- Specialists in communications and public relations:
 - Communication experts who develop communication strategies, register promotion and engagement of diaspora members,
 - Public relations officers who are responsible for providing information about the register, responding to inquiries and supporting users.
- Academic community and researchers:

- Experts from the academic community dealing with the topic of diaspora and migration, providing expertise and research support related to the register of expatriates.
- Private sector:
 - Chambers of commerce/economy, business associations or companies that are interested in cooperation with the diaspora or providing benefits to members of the register.

PROPOSAL FOR FURTHER IMPROVEMENTS

Taking into account all the above recommendations for development, further improvements, marketing and management of diaspora registers can be divided into three key segments as shown in Figure 1.

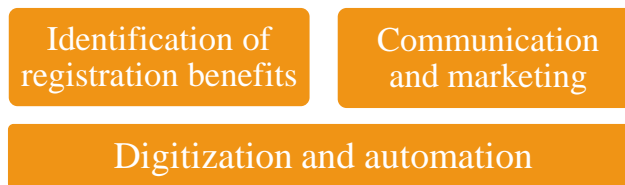


Figure 1. Key segments for further improvement

Identification of registration benefits

Clearly and precisely defined benefits that registration in the register(s) of emigrants brings for emigrants is important in many ways. Defined benefits provide emigrants with a clear picture of what they can expect when they register. This helps them make a decision to get registered and understand the value and benefits they can get. Clearly defined benefits ensure transparency in the registration process. Expatriates will know what is expected of them and what benefits they can get. When the benefits are clearly defined, expatriates are more motivated to register. Additionally, defined benefits help manage expatriates' expectations. They will be aware of the limitations and benefits of registration. This reduces the possibility of misunderstandings or disappointments and contributes to the satisfaction of expatriates who have registered.

The identification of the benefits of registration in the register of emigrants should be a multidisciplinary process that includes the cooperation of all interested parties: conducting research and analysing the needs of emigrants, consultations with emigrant organizations and communities, cooperation with consular services, cooperation with other governmental and non-governmental organizations, as well as a review of similar initiatives in other countries.

Communication and marketing

Once the benefits that expatriates have from being registered in the register(s) of expatriates have been clearly defined, it is necessary to strategically plan their communication and marketing. Active and continuous communication with the diaspora through various channels such as the website, social networks, media, etc. is very important. It is necessary to promote the benefits of registration, communicating clearly the ways in which registration can be done, the web site address, etc., by providing information about benefits, services and support programmes available to the diaspora. In this way, awareness on diaspora registers would be increased and more people would be encouraged to register.

When we talk about communication, we mean the entire ecosystem of the diaspora. It includes the establishment of partnerships with relevant institutions, organizations and communities, cooperation with diplomatic missions, cultural and humanitarian organizations, as well as other relevant entities with the aim of multiplying communication channels towards expatriates. Based on the interviews conducted for the purposes of this Analysis, the need for care and attention that expatriates are crying out for has been identified. More precisely, they want a kind of intimate and close contact with their motherland, which implies not only digital communication, but also visits, meetings, workshops and other live events.

Digitization and automation

The third segment, which can be viewed as horizontal, is the digitization and automation of the process of registration of emigrants. This segment provides support, guidance and solutions that are relevant to the other two segments listed.

It is necessary to establish a unique digital platform, as well as supporting processes that enable the registration and management of the diaspora register(s) via the internet. The registration process should be simple, intuitive and accessible. Automation will further facilitate data processing and service delivery, reducing the time and resources required for administration.

Two solutions can be observed in this segment. The first is the so-called quick win (in communication with the competent Ministry of Public Administration, re-enable registration in the Register of Expatriate Cards and the Total Register of Expatriates on the existing website of the Directorate for Diaspora <https://www.gov.me/usdi>). The second, long-term solution is to create a new website or upgrade the existing one, i.e., create a web platform that will be available to all expatriates, which should at least contain the following:

- Immigration information: The website should provide information about the process of immigrating to Montenegro, including legal requirements, visas, residence permits, employment procedures, etc.

- Consular services: The website should provide information on consular services that Montenegrin diplomatic missions provide to the diaspora, such as issuing travel documents, consular support, legalization of documents, and the like.
- News and events: It is necessary to separate special sections dedicated to news and events relevant to the Montenegrin diaspora, such as cultural events, notifications about conferences or workshops, achievements of Montenegrin emigrants, etc.
- Connecting the Diaspora: The website should be a platform for connecting the Montenegrin diaspora around the world, for example a forum or social network where expatriates can exchange experiences, ask questions, find contact information of other members of the diaspora or get involved in projects and initiatives.
- Resources and support: The website should provide resources and support to the Montenegrin diaspora, such as information on education, employment, health care, housing issues, legislation, etc. It may also contain guides for returning to Montenegro or information on investment opportunities in the country.

A good example: <https://www.diasporaengager.com> - DiasporaEngager is a global platform dedicated to connecting the diaspora and their countries of origin. It offers various functionalities for people involved in the diaspora, including individuals, organizations, governments and business people. This website enables users to find people or organizations that are interested in certain projects, exchange knowledge and experience, or provide support in the form of business contacts or mentoring. It also offers information on investment opportunities, education, volunteering and much more.

The user interface of the website for the diaspora would enable expatriates to access information, functionalities and resources intended for the diaspora. This would include designing an attractive user interface, navigation, structure and arrangement of elements so that users can easily find the desired information and use the website's functionalities in an intuitive way. The website would have a responsive design able to adapt to different devices and screen sizes. This would allow expatriates to access the website via a computer, a tablet or a mobile device without losing functionality or quality of the user experience. Additionally, in one of the following stages, it would be good to consider the option of developing an application for mobile phones (iOS and Android) in order to provide expatriates with a better user experience.

When it comes to the background, i.e., the backend layer, it would include: a server (which receives and processes requests from the website; business logic used to process requests, check user data, validation and authorization), as well as a database. It is proposed to further improve the database of the register of emigrants in order to improve efficiency and scalability. Basic data on emigrants should be adequately structured and organized in order to enable easy access and data management.

The backend layer would use a database to store information about the diaspora. This is a unique expatriate database that has multiple interrelated tables.

The main or basic table would be the „Iseljenici“ (Expatriates) table, which would contain the minimum set of attributes prescribed by the Law: emigrant's ID, last name, first name, father's name, gender, date, place and country of birth, unique identity number or other corresponding personal identification number of a member of the diaspora – emigrant, citizenship, country where he/she works, residential address, number of children, date of emigration from Montenegro, place of origin and information on membership in organizations of the diaspora – expatriates, organization_ID (can be NULL, which means that the expatriate can be connected to a certain organization or can be independent from any organization). An expatriate would always register first – added to the main table „Iseljenici“ (Expatriates).

The second table "Iseljeničke_knjižice" (expatriate cards) would be connected to the main table with a one-to-many link by the primary key ID_iseljenika (ID_expatriate). This table would contain the set of attributes prescribed by the Law: birth last name and first name, parent's last name, type, number and date of validity of a foreign travel document or identity card issued by the competent authority of the host country, telephone number, serial number of the expatriate card, date of issue and date of termination of the validity of the expatriate card.

The third table „Organizacije_dijasore“ (diaspora organizations) would be optionally linked with the main table. When the link between these two tables is established, the value of the ID_organizacije (Organization_ID) field in the „Iseljenici“ (Expatriates) table will contain the identifier of the corresponding organization, and if the expatriate is not associated with an organization, the "ID_organizacije" field will be NULL. The „Organizacije_dijasore“ (Diaspora Organizations) table would contain the set of data prescribed by the Law: name and headquarters of the organization, phone number, language of the host country, form of organization, areas of activity, goals of the organization, types of activities, information on the organization's membership in associations of diaspora organizations – emigrants, last name and first name of the founder, persons representing the organization and members of that organization, as well as their contact information (phone number, address and e-mail).

Other tables provided by the Law would be optionally linked with the main table Iseljenici (Expatriates) or the table Organizacije dijasore (Diaspora Organizations):

- Awards given to members of the diaspora – expatriates
- Awards given to organisations of the diaspora – expatriates
- Co-financing (of diaspora – expatriate organizations that have been allocated funds for co-financing programs or projects and special types of aid, schools and Montenegrin language and culture courses organized by diaspora – expatriates in cooperation with the competent authorities of Montenegro, scientists, researchers and experts who originate from Montenegro).
- Lobbyists – for the interests of Montenegro,
- Politicians and parliamentarians who are originally from Montenegro,
- Sports associations and clubs founded by the diaspora – emigrants from Montenegro,

- Prominent sports workers and athletes who are originally from Montenegro,
- Businessmen in the world and businessmen-returnees who are originally from Montenegro,
- Investments of diaspora – emigrants and investments of returnees from diaspora – emigration,
- etc.

Special attention should be paid to data security. Namely, it is necessary to ensure that diaspora registers are adequately protected from unauthorized access and misuse of data with the application of best practices for information security, including data encryption and secure connections. This should and can be achieved by placing the database on the infrastructure of the Ministry of Public Administration in an adequate demilitarized zone protected by appropriate firewall systems.

Bearing in mind the importance of up-to-date data on emigrants, as they enable precise monitoring and analysis of demographic and migration trends, facilitate provision of support and services to emigrants, and are of key importance for maintaining communication and establishing connections with them, it is necessary to regularly update and maintain diaspora registers in order to ensure that the data is accurate and relevant.

Having up-to-date data on expatriates is possible through the application of various practices, including regular data collection, monitoring of status changes, data validation and verification, use of database management systems, education, as well as establishment of cooperation and data exchange. It is recommended to ensure that expatriates can update their data when there is a change through the front-end or user interface.

It is necessary to additionally plan both human and financial resources for the maintenance of the aforementioned ecosystem in order to ensure its functionality and performance and to prevent or reduce technical difficulties.

Connectivity with and availability of other resources:

It is recommended to integrate or connect the register of emigrants with other relevant resources, such as state databases or information systems. The connection of the register of expatriates with other registers and systems plays a key role in ensuring consistency, efficiency and access to the necessary services for expatriates. Integration with other systems enables automated data exchange, better information and decision-making, and improves data security and protection. The connection of the register of expatriates with other systems is necessary for effective support for expatriates and coordination with their needs.

The Law on Electronic Administration clearly recognizes and defines the obligation of public institutions to use the SISEDE system⁴ for data transfer. SISEDE is a unique information system for electronic data exchange between state bodies and state administration bodies that provide or use data from different sources. SISEDE uses a centralized database called a meta

⁴Single Information System for the Electronic Data Exchange

register that keeps track of the various available data sources. Each of these information systems publishes services that automate the exchange of data stored in state registers. The provider, in this case the Diaspora Administration, should create and publish a web service on SISEDE, which is under the jurisdiction of the Ministry of Public Administration.

DESCRIPTION OF THE DESIRED/TARGET STATE

A unique and centralized place for communication and interaction with the diaspora (Single Point of Contact) in the target state is the Digital Platform or Portal for the Diaspora, hereinafter referred to as **DiasporaPortalCG**. It is intended to support the diaspora in all aspects of integration, facilitating access to information, services and connecting with the community.

The layout and organization of the content of DiasporaPortalCG would consist of several segments or blocks:

- ◆ **Log in** (Registration, LogIn): Here the users will be able to register on the platform and create their profiles with basic information, as well as to log in with a registered user account. They are given the opportunity to update and edit profiles.
- ◆ **Resources**: Users are provided with access to information about various aspects of rights and opportunities they can exercise, such as laws, regulations, education system, health care, etc. Presented here are guides, tips and resources that will be of use to them.
- ◆ **Get connected**: Here the users will be able to communicate with each other, ask questions, exchange experiences and provide support. A forum or discussion platform, where users can post topics and participate in discussions, will be included. Webinars, events and workshops where users will be able to meet and exchange knowledge are presented and announced here. This section also contains an up-to-date Activities & Events Calendar so that users have an overview of upcoming events in one place.
- ◆ **News**: Informing users about relevant news, events, changes in legislation or policies related to the diaspora. In this segment, you can sign up for the newsletter or personalized notifications.
- ◆ **Services**: All the services that are useful to the diaspora are listed here, as well as the option to submit a request for the issuance of the Expatriate Card and the option to fill out the Questionnaire. This section should also contain information, i.e., an explanation of the benefits users receive from e.g. Expatriate Cards, from filling out Questionnaires, etc.
- ◆ **Feedback corner**: It is possible for users to evaluate services, give feedback and recommendations so that DiasporaPortalCG is constantly improved and adapted to their needs.
- ◆ **Contact**: Listed here are clear information and opportunities for contacting the responsible persons from the Diaspora Administration, the administrative team of the web portal, links to social networks, frequently asked questions (FAQ), etc.

DiasporaPortalCG in the initial phase would be provided in Montenegrin, English and Spanish, these being the leading languages used by the diaspora, but with the possibility of subsequently adding other languages as needed.

The following are **diagrams** of the basic registration processes.

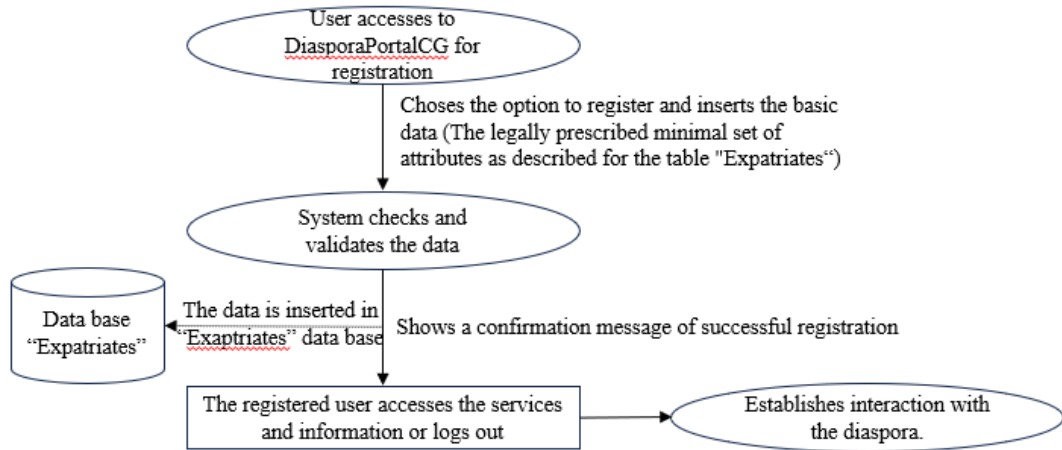


Figure 2. User registration on DijaspotaPortalCG

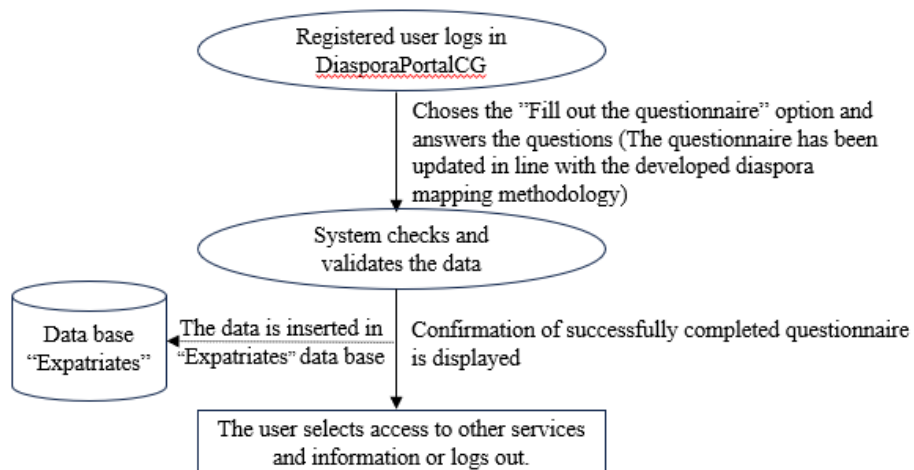


Figure 3. Filling in the Questionnaire

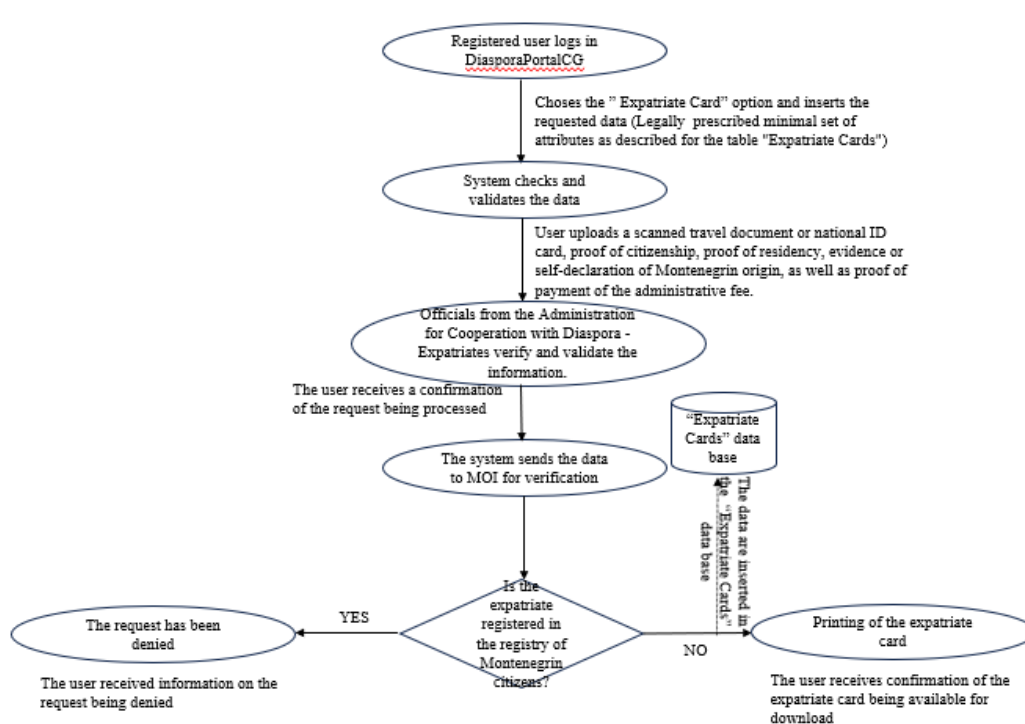


Figure 4. Submitting a request for the issuance of an expatriate card

In accordance with the already mentioned layout and content organization, DijaspotaPortalCG would **contain the following modules or functionalities**:

- ◆ Registration: This module should enable users to register on the platform, enter their basic information and provide additional information as needed.
- ◆ Communication: This module should enable interaction between users, as well as communication with the administrative team. This refers to the system for sending messages, forums, chats, webinars and similar functionalities.
- ◆ Marketing: This module focuses on promoting the platform and the services provided. It needs to include the functionalities of managing campaigns, sending personalized notifications and providing information about events or services. This module would enable promotion in the form of vlogs, because in this way it would be possible to focus on authenticity, personal expression and direct sharing of experiences or benefits that registration brings to expatriates.
- ◆ Data storage and recording: The portal is connected to a database that provides storage and recording of data entered by users. When users register, fill out the Questionnaire, submit a request for issuance of an expatriate card or perform other

interactions on the portal, this data is automatically saved in the background in the database.

- ◆ Integration with other portals-registers: The portal is connected to the SISEDE system, the eUprava (eGovernment) portal (<https://www.euprava.me>) and similar.
- ◆ Content Management (CMS): This module allows the administrative team to update, edit and publish content on the platform, such as guides, service information, news and the like.
- ◆ Analytics: This module enables monitoring and analysis of platform performance, as well as user activities. It includes monitoring the number of registered users, interaction with the diaspora, relevant metrics and statistics.

DiasporaPortalCG would **support the following processes:**

- ◆ The user registration process, submission of a request for the issuance of an expatriate card, filling in the Questionnaire (as shown in the diagrams in Figures 2, 3 and 4).
- ◆ User profile update process.
- ◆ Interaction with the diaspora: Possibility to ask questions, exchange experiences, participate in forums, access to webinars and events.
- ◆ Content management: Creating, editing and publishing guides, service information, news and the like.
- ◆ Communication: Possibility of sending messages, participation in chats, access to webinars.

A combination of web technologies would be used to create the frontend for the DijaspotaPortalCG: HTML for content structure, CSS for styling and visual design, and JavaScript to add interactivity and other functionalities. The programming languages Python or Java would be used for backend development, along with the use of appropriate libraries and frameworks Django and Spring. The database would be SQL, i.e., MySQL (noting that both Python and Java provide support for interacting with a MySQL database through different libraries, APIs, and drivers).

COSTS, i.e., the budget required for implementation, includes development (frontend, backend), design, testing, and hosting, maintenance, marketing and support should also be taken into account.

A rough/preliminary estimate for development, design and testing (in man-days required for implementation) would look like this:

- ◆ Analysis and planning: Detailed analysis of requirements, research of the target group, definition of functionality and drafting a project plan. Duration between 10-20 man-days.
- ◆ Design and UI/UX development: Creation of user interface (UI) and user experience (UX) design based on defined requirements. Duration between 15-25 man-days.

- ◆ Backend development: Implementation of server logic, database and integration with external systems. Duration between 25-45 man-days.
- ◆ Frontend development: Implementation of the user interface (frontend) based on design and integration with the backend. Duration between 20-45 man-days.
- ◆ Testing and debugging: System testing to identify and correct possible bugs and errors. Duration between 15-25 man-days.
- ◆ Implementation and deployment: Duration between 10-15 man-days.

The price of man-days varies and depends on many factors (such as country, city, expert's experience and market competition). As a guideline for an approximate estimate, consider the range from 250 EUR to 450 EUR.

Note:

The estimate of man-days required for implementation is only an approximation and may differ in practice. The actual time of implementation may be conditioned by various factors, including the availability of resources, the experience of the team, the availability and expertise of resources from the Diaspora Administration, as well as possible challenges and changes during the implementation itself. It is important to take into account that the man-day price is given as a framework for budget planning, and it should also be borne in mind that it can be determined based on an agreement on the entire project or a contract based on a fixed budget, instead of being measured on a daily basis.

In conclusion, it is advisable to perform a detailed analysis of the project requirements and contact different development teams or software development service providers to get a precise estimate of the implementation costs.

CONCLUSION

Recommendations for further improvement of diaspora registers are focused on defining clear benefits of emigrant registration, strategic planning of communication and marketing, and digitalization and automation of the registration process. It is important to establish a unique digital platform, that would enable a simpler registration procedure and management of the diaspora register via the internet. In the background, it is necessary to create a unique expatriate database that will contain all the necessary interconnected tables. Furthermore, it is necessary to establish a connection with other relevant resources and information systems in order to ensure consistency, efficiency and access to the necessary services for expatriates. Data security is also important, and it is necessary to apply best practices to protect information. Maintaining up-to-date data on emigrants is essential for monitoring migration trends, providing relevant support and making adequate decisions. Therefore, it is necessary to regularly update, validate and verify data, as well as establish cooperation and data exchange. Integrating the register of emigrants with other registers, i.e., systems, provides

numerous advantages in terms of efficiency, information and access to services. Implementation of the recommended improvements requires adequate resources (human and financial), as well as planning, in order to ensure functionality, performance and connectivity with other resources.

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