# Annex 1: Implementation of the Action Plan in ****2016 − contributions of responsible institutions****

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| **Overall objective:** | **Indicator (impact level)** |
| Further improvement of the work of public administration in accordance with principles of the European Administrative Space and provision of high quality services to citizens and economic operators, as well as the creation of public administration which will significantly contribute to economic stability and improvement of living standard | Government effectiveness (World Bank) – percentile rank (0-100)  *BV (2013): 51.18*  *Achieved value in 2014:* *58.17, in 2015: 58.17*  *TV (2018): 53-55[[1]](#footnote-1)* |
| **Specific objective 1:** | **Indicator (impact level)** |
| Improvement of organizational and functional public administration subsystems | The extent to which the entire structure of ministries and other bodies subordinated to the centre of government is rational and coherent (PAP 4)  *BV (2014): 2*  *TV (2017): 3*  Government policy making transparency (PAP 2)  *BV: 3.6 (Report 2014-2015)*  *Achieved value (Report 2015-2016): 3.89*  *TV: 3.8 (Report 2017-2018)* |

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| **Specific objective 1:** | | | | | | | | | | | | |
| Improvement of organisational and functional public administration subsystems | | | | | | | | | | | | |
| **Measure 1.1:** | | **Organisational and functional restructuring of public administration by implementation of factually based measures for rightsizing of public administration in terms of number and suitability of institutions, number of employees, work processes and organisational structures until 2017, with the creation of strong analytical basis for these processes** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target values** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MPALSG – department competent for public administration reform  *Partners:*  Line ministries  World Bank | **1.1.1.**  **Improved organisational forms, their mutual relations and rationalized number of organisations and employees in the public administration** | Number of authorities reporting to the Government, the Prime Minister or the National Assembly (PAP 4) | *BV (2014): 46*  *TV (2017): 43* |  |  | 5. Preparation and adoption/amendment of regulations necessary for implementation of the plans under act. 2 and act. 4[[2]](#footnote-2) | Q2 2016 | The horizontal FA has produced a cost-benefit analysis tool which will support the decision-making process. Inputs for optimistic and pessimistic transformation scenarios have been defined on the basis of the horizontal FA. This tool will be used in the preparation of the negotiation process for passing the Decision determining the Maximum Number of Employees in 2017  - The Law on the Manner of Determining the Maximum Number of Public Sector Employees has been enacted  - The Decision on the Maximum Number of Employees In Indefinite Employment in the System of State Authorities, the System of Public Services, the System of the Autonomous Province of Vojvodina and the Systems of Local Self-Governments has been passed  - The Regulation on Classification of posts and the Criteria for Description of Jobs of Civil Servants has been amended  - Amendments have been made to job organisational and classification bylaws or internal organisation instruments (based on the data provided by the organisational forms covered by the Decision on the Maximum Number of Employees in 2015 in the reports provided for the purposes of rationalisation monitoring), relevant instruments in accordance with the Decision were passed by:   * 794 organisational forms (including 7 special organisations and ministries with organisational forms within their respective spheres of competence (other than education)), as well as * 1,607 organisational forms in the field of education (based on the data they provided).   These figures do not include the local level (LSGU and APV).  - Instructions on implementation of provisions of the Law on the Manner of Determining the Maximum Number of Employees |  | A new Decision regulating the maximum number of employees in public administration should be passed in March 2017. |  |
| Number of organisations that have been closed, merged with other organisations or their organisational form or internal organisations have been changed | *BV (2014): 0*  *TV (2017):5* | 6 | 1 – The Administration for Transport of Dangerous Goods as an authority within the Ministry of Construction has been closed and the Ministry assumed those tasks |
|  | MPALSG - department competent for public administration reform  *Partners:*  Line ministries World Bank  CSO | **1.1.2**  **Conditions ensured for in-depth rightsizing of selected organisational subsystems of public administration (implementation of functional review - FR)** | Percentage of recommendations under implemented functional reviews that have been adopted by the PAR Council | *BV(2014): 0%*  *TV(2017):60%*  *TV(2017):80%* | - | 0 | 4. Implementation of FA in selected PA subsystems | Q2 2016 | Information on the Draft AP on Implementation of Recommendations under the Horizontal Functional Review for State Administration Plus (HFR) and the Draft AP for Vertical Functional Review (FR) for the Ministry of Finance have been adopted on the session of the PAR Council held on 26 December 2016. |  | The Change Management Support Group (CMSG) which has been established within the MPALSG will provide support in implementation of selected recommendations contained in action plans until June 2018. | Information on action plans adopted on 26 December 2016. |
|  | 5. Preparation of reports with recommendations and plans of implementation[[3]](#footnote-3) | Q3 2016 | FAs conducted, including:   1. Horizontal functional review of 94 institutions at the central government level. The AP for implementation of recommendations was endorsed on the PAR Council in dec 2016. 2. Vertical FA of the portfolio of the Ministry of Finance. The AP for implementation of recommendations was endorsed on the PAR Council in dec 2016. 3. Preliminary FA of services in the fields of health, education and social security- finalisation of a draft report is underway 4. Vertical FA of the Ministry of Agriculture and Environment Protection- in progress   Deep FA of the MPALSG has been completed (Norwegian project), a new organisational structure has been established– the Bylaw on Internal Organisation and Job Classification at the MPALSG has been adopted, employees have been deployed and a new organisational structure has been put in place.  An FA of the portfolio of the Ministry of Economy has been completed and recommendations have been implemented through a new organisation of the Ministry of Economy and the agencies in the portfolio of the Ministry of Economy.  The rationalisation process is governed by laws, bylaws, regulations, decisions and amendments to internal organisation bylaws. The purpose of all activities undertaken at this stage was to implement the first stage, namely the stage of rationalisation for the purpose of fiscal consolidation.  - The Law on the Manner of Determining the Maximum Number of Public Sector Employees has been enacted  - The Decision on the Maximum Number of Employees in Indefinite Employment in the System of State Authorities, the System of Public Services, the System of the Autonomous Province of Vojvodina and the Systems of Local Self-Governments has been passed  - The Regulation on Classification of Posts and Criteria for Job Descriptions for Civil Servants has been amended  - Amendments have been made to job organisational and classification bylaws or internal organisation instruments (based on the data provided by the organisational forms covered by the Decision on the Maximum Number of Employees in 2015 in the reports provided for the purposes of rationalisation monitoring in 2016 (which were due by 18 May 2016), relevant instruments in accordance with the Decision were passed by:   * 794 organisational forms (including 7 special organisations and Ministries with organisational forms within their respective spheres of competence (other than education)), as well as * 1,607 organisational forms in the field of education (based on the data they provided).   These figures do not include the local level (LSGU and APV).  - Instructions on Implementation of provisions of the Law on the Manner of Determining the Maximum Number of Employees | Time schedule defined under the project is indicative and thus subject to modifications. The planned time limit for preparation of FA for 3. is during February and for 4. during April. The World Bank continually sends updated analyses to MPALSG. | The Change Management Support Group (CMSG) which has been established within the MPALSG will provide support in implementation of selected recommendations contained in action plans until June 2018 for all four project components. | Preliminary FA of services in the fields of health, education and social security- finalisation of a draft report is underway; a final report will be completed in April 2017.  Vertical FA of the Ministry of Agriculture and Environment Protection- in progress, a final report will be completed in April 2017. |
|  | 6. Preparation of recommendations for implementation of FR in other PA subsystems (which were not prior subject of the analysis) and adjustment of the methodology with those systems | Q4 2016 | The activity will be completed in 2017 | A decision on recommendations for implementation of FA in other subsystems is delayed because prioritisation of activities has been made. |  | Until May 2018 |
|  | MPALSG - department competent for public administration reform  *Partners:*  Competent ministries  World Bank | **1.1.3 In-depth rightsizing of selected organisational subsystems of PA completed** | Percentage of implemented recommendations under reports on implemented FR | *BV(2014): 0%*  *TV(2017):* 70%  (30% until the end of 2016; 40% until the end of 2017) | - | 0 | 1. Implementation of plans under 1.1.2.5, including the preparation and adoption/amendments of relevant regulations | Q4 2017  (cont. from Q4 2015) |  |  | The Change Management Support Group (CMSG) which has been established within the MPALSG will provide support in implementation of selected recommendations contained in action plans until June 2018. |  |
|  | 2. Monitoring the implementation of recommendations and adoption of PARS report relating to the FR implementation | Q4 2017 (cont. from Q2 2016) | Implementation of recommendations should be initiated in the spring of 2017. CMSG will initiated in February 2017 a consultative process with all actors included in functional reviews with the aim of preparing a plan for future steps in connection with implementation of recommendations | Due to the changes in project schedule, action plans with recommendations will be prepared during 2017 and their implementation will last until May и 2018 (the action plans will define time schedule for implementation of each selected recommendation – short-term/mid-term/long-term) |  |  |
|  | MPALSG - department competent for public administration reform  *Partners:*  Office for Cooperation with the Media  Office for Cooperation with Civil Society  World Bank  CSO | **1.1.4 Support of professional and general public ensured for the process of rightsizing of public administration** | Percentage of public support in the public administration rightsizing process | *BV (2014): 0%*  *TV (2017): >50%*  *(a public survey will be conducted for measurement of this indicator)* | - | - | 3. Organization of workshops on change management for managers in authorities and organizations in the public administration system | Q3 2016 | Preparation of the Communication Plan, which envisages organisation of workshops, is underway. | Organisation of workshops should be initiated in the spring of 2017 because activities under the project have been rescheduled. | Preparation of the Communication Plan. |  |
|  | MPALSG - department competent for European integration and projects  *Partners:*  RSPP  MF  HRMS | **1.1.5 Performance management framework in PA established, which connects all existing performance management elements and ensures their upgrade** | The extent to which a plan for implementation of recommendations envisages coherent linking of the existing elements of the performance management system and their upgrading | *BV (2014): No*  *TV (2017): Yes* | - | - | 1. Preparation of the study on performance management in PA and baselines for integration of all performance management elements into a single, coherent system, including recommendations for amendments of the legal framework | Q2 2016 | As part of implementation of the project titled “Promotion of Public Administration Reform in Serbia through Modernisation of Human Resource Management Practices” the document Policy Framework for HRM in State Administration was prepared, which is a baseline for implementation of this activity | Implementation of the activity is conditioned by prior development of the Policy Framework for HRM in state administration, which was prepared in December 2016 and endorsed on the PAR Council | Within the framework of cooperation with the British Embassy and the Good Governance Fund, financial funds have been provided for implementation of the project titled “Promotion of Public Administration Reform in Serbia through Modernisation of Human Resource Management Practices” which will support implementation of this activity. The project was launched in November 2016. | April 2017 |
|  | 2. Preparation of the plan for implementation of recommendations under act. 1 | Q3 2016 | As part of implementation of the project titled “Promotion of Public Administration Reform in Serbia through Modernisation of Human Resource Management Practices” the document Policy Framework for HRM in State Administration was prepared, which is a baseline for implementation of this activity | Implementation of the activity is conditioned by prior development of the Policy Framework for HRM in state administration, which was prepared in December 2016 and endorsed on the PAR Council | Within the framework of cooperation with the British Embassy and the Good Governance Fund, financial funds have been provided for implementation of the project titled “Promotion of Public Administration Reform in Serbia through Modernisation of Human Resource Management Practices” which will support implementation of this activity. The project was launched in November 2016 | April 2017 |
|  | MPALSG-EAD  *Partners:*  MPALSG (act. 3 and 4)  MF and administrations within it  HRMS  CSO | **1.1.6 У Electronic registers of public administration bodies and organisations and employees in the public administration system established** | Percentage of the number of employees whose data are registered with the register | *BV(2014): -*  *TV (2017): 100%* | - | Not measured in 2016 | 1. Preparation of the feasibility study for development of registers and its adoption by the PA Reform Council | Q1 2015 | The study has been prepared, but has not been considered by the PA Reform Council | Funds for further implementation have not been provided | The activity is planned in the Draft AP (2017-2018) for implementation of the e-Government Development Strategy (2015-2018) - stage I (employees in SA authorities). Provision of funds. | Q4  2018 |
|  | 2. Development of technical specifications and tender dossier for procurement of software solution for registers | Q1 2016 | Not completed | This result will be implemented after adoption of a feasibility study and when funds are provided. |  |  |
|  | Percentage of PA bodies and organisations that have their data registered with the register | *BV(2014): -*  *TV (2017): 100%* | - | Not measured in 2016 | 3. Preparation and adoption of bills which will govern the establishment of registries | Q1 2016 |  | Not prepared |  |  |
|  | 4. Preparation and adoption of secondary legislation for implementation of laws (detailed regulation of the manner of record keeping etc.) | Q2 2016 |  | Not prepared |  |  |

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| **Specific objective 1:** | | | | | | | | | | | | |
| Improvement of organisational and functional public administration subsystems | | | | | | | | | | | | |
| **Measure 1.2:** | | | **Improvement of decentralization and deconcentration of state administration tasks by improvement of analytical and strategic framework by the end of 2017** | | | | | | | | | |
| **Activity implementation status**  **AAA** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target values** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MPALSG – department competent for local self-government  *Partners:*  SAB  SCTM  CSO | **1.2.1. Decentralisation policy framework in the Republic of Serbia established** | Action plan for implementation of the Decentralisation Strategy adopted by the Government | *BV (2014): no (degree 0)*  *TV (2016): 4*  *TV (2017): yes (degree 5)* | *Degree 2* | *Degree 4*  *(decentralisation has not been considered at a session of the PAR Council)* | 4. Adoption of baselines for preparation of the decentralisation strategy by the Public Administration Reform Council | Q4 2015 |  | After the Government took office in 2016, the Public Administration Reform Council had a meeting in December 2016. MPALSG prepared information on decentralisation for members of the Council (the Information is a summary of analyses made before preparation of the Strategy and which were implemented as activities under APPAR, model, situation analysis, inventory of jobs...In addition, an activity plan for preparation of the Strategy has been developed. The Council will pass a final decision on the basis of the abovementioned information/proposal). In accordance with the proposed agenda, other issues of higher priority were addressed at this session of the Public Administration Reform Council so decentralisation could not be included in the agenda. MPALSG had a number of consultations with interested actors for the decentralisation process and prepared a draft activity plan for the following period. A documentation basis was prepared for development of the Decentralisation Strategy. | A session of the Public Administration Reform Council which will include decentralisation in its agenda. | Q2 2017 |
|  | 6. Preparation, consultation and adoption of the decentralisation strategy | Q2 2016 |  | MPALSG had a number of consultations with interested actors for the decentralisation process and prepared a draft activity plan for the following period. A documentation basis was prepared for development of the Decentralisation Strategy. | A session of the Public Administration Reform Council which will include decentralisation in its agenda. | Q4 2017 |
|  | MF  *Partners:*  SCTM  MPALSG – department competent for local self-government | **1.2.2 Framework established to ensure sustainability of public finances at the local level** | Number of LSUs which began receiving support through a grant scheme and municipal asset management packages | *BV(2014):37*  *TV (2016): 37*  *TV (2017): 97* | - | The value has not been achieved (0)  because the project has not been launched yet.  NOTE: The project Exchange 5 will probably not be initiated before January 2017, so approval of the project within the grant scheme is expected by mid-2018, while approval of projects for support through municipal packages is expected by the end of 2018. | 1. Preparation, consultation and adoption of the Bill on Financing of Local Self-government | Q4 2015 | The Law amending the Law on Financing of Local Self-government (Official Gazette of RS, No. 83/2016) has been enacted.  Re-allocation of funds from payroll tax from the local to the national level has been regulated differently  [**http://www.paragraf.rs/izmene\_i\_dopune/101016-zakon\_o\_izmenama\_zakona\_o\_finansiranju\_lokalne\_samouprave.html**](http://www.paragraf.rs/izmene_i_dopune/101016-zakon_o_izmenama_zakona_o_finansiranju_lokalne_samouprave.html)  In 2016, 3 amendments were made to the above Law (Official Gazette of RS, No. 83/2016, 91/2016 –adjusted dinar amount, 104/2016- new law). <http://www.mfin.gov.rs/pages/article.php?id=5109> |  | Enactment of the new Law on Financing of Local Self-government.  The new Law should regulate:  integration of related public levies,  harmonisation of names and tax character of own-source revenue,  fostering of a more responsible attitude towards collection of revenue by LSUs,  a more transparent system for the calculation of general-purpose transfers,  improved predictability of the amount of local public levies for taxpayers (natural persons and legal entities) | Q4 (December) 2017 |
| Report has not been delivered | 2. Integrated analysis of employment and engagement of resources in provision of public services at the local level, comparatively by LSGU | Q4 2015 |  |  |  |  |

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| **Specific objective 1:** | | | | | | | | | | | | |
| Improvement of organisational and functional public administration subsystems | | | | | | | | | | | | |
| **Measure 1.3:** | | | **Improvement of the system for management of public policies of the Government (planning, analysis, making, adoption, monitoring and evaluation and coordination) by establishment of legal and institutional frameworks for integrated strategic management by the end of 2017 and adoption of medium-term SAB work plans aligned with strategic priorities of the Government and with the program budget** | | | | | | | | | |
| **Activity implementation status AAA** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target values** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | RSPP  *Partners:*  National Legislation Secretariat  GGS  MF (act. 1, 4)  HRMS (act. 6)  MPALSG  CSO | **1.3.1.**  **A single public policy management system established, which ensures the preparation of public policies documents harmonized with the adopted standards** | Share of the number of proposed strategic documents harmonized with the adopted methodologies in the total number of proposed strategic documents submitted to RSPP to provide its opinion, annually[[4]](#footnote-4) | *BV (2014): 0%*  *TV (2016): 25%*  *TV (2017): 35%* | - | 0% | 1. Specifying the role of RSPP in management of public policies and defining of government priorities, as well as in the monitoring of implementation (amendments to relevant regulations) | Q4 2015 | During the reporting period, RSPP invested additional efforts in introduction of a single public policy management system. The first step was adoption of the Strategy of Regulatory Reform and Improvement of Public Policy Management System for the period 2016-2020 and the Action Plan for implementation of that Strategy. Special focus was on additional improvement of the text of a package of regulations on the planning system (Draft Law on Planning System of the Republic of Serbia, Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents and Regulation on Mid-term Planning Methodology) in accordance with suggestions and comments provided by the European Commission, SIGMA, Centre of Government institutions and other stakeholders (citizens, economic operators, NGOs), because the package of regulations on the planning system was available at the official website of RSPP in Q2 and Q3 of 2016 for consultations and amendments. At the end of Q4 of 2016, a formal public debate procedure was initiated for the Draft Law on Planning System of the Republic of Serbia and supporting regulations. The public debate was completed on 20 January 2017, while representatives of more than 170 state administration bodies, provincial institutions, independent regulatory bodies and local self-government units presented their proposals, suggestions and comments during two events (on 11 and 16 January 2017). Comments and suggestions by participants in the public debate were very useful and constructive. Taking this into account, received suggestions are currently being considered and majority of them will be accepted and integrated in the text of the above regulations. After the Government took office, RSPP, in cooperation with state administration bodies, prepared the Action Plan for Implementation of Government Programme (hereinafter referred to as APIGP) to strengthen mechanisms for priority management in the Government’s work and for implementation and monitoring of priority objectives on the basis of defined results and interim results which should be achieved within the set time limit. APIGP was prepared on the basis of priorities defined in the Government Programme of 11 August 2016, with 32 priority objectives defined, target values for 1 to 2 most relevant results defined (after 3 years) and interim results defined for the period after 100 days of the Government’s work, after one year and after two years. These priority objectives are classified in four areas and relevant ministerial groups were formed for each of them as follows: 1. Serbia’s integration with Europe and with the world, 2. Providing economic opportunities for all, 3. Providing improved public services and 4. Protection of human rights and security. Adoption of the APIGP on 17 November 2016 introduced an efficient model for implementation of the Government’s priority objectives. This document strengthened the mechanism for central management and coordination of public policies and monitoring on the basis of indicators, as well as passing of decisions in accordance with selected priorities. To ensure operative implementation of APIGP, four implementation groups were formed and responsible persons were designated for each priority objective, which strengthens transparency and accountability of persons responsible for development and monitoring of implementation of priority objectives. The task of implementation groups is to coordinate, monitor and report on implementation of their activities to ensure compliance with priority objectives and interim results set under APIGP. RSPP coordinates the work of implementation groups, provides assistance to members of these groups to establish efficient analytical monitoring of achievement of priority objectives and interim results and provides assistance in preparation of reports of implementation groups. RSPP forwards reports of implementation groups to ministerial groups for review. Meetings of implementation groups are held once in two weeks, while reporting is made monthly. Ministerial groups analyse submitted reports and where necessary pass corrective measures to ensure achievement of priority objectives set under the APIGP. The aim is to make implementation groups the centre of coordination of the work of ministries in implementation of public policies in terms of achievement of priority objectives and interim results set under APIGP. So far, results of the work of implementation groups are more than satisfactory, there is everyday coordination and dialogue between members of coordination groups. In addition, as regards the Strategy of Regulatory Reform and Improvement of Public Policy Management System for the period 2016-2020, specific activities were undertaken for introduction of the Single Public Register of Administrative Procedures and Other requirements for Business Operations, which will significantly reduce the costs of business operations for businesses and for citizens. Also, the Republic Secretariat for Public Polices provided coordination support in preparation of the Economic Reform Programme 2017 – 2019 in chapters 4. and 5. relating to structural reforms and their effect on the budget. | Planned schedule of adoption of the package of regulations which will introduce a planning system in the Republic of Serbia has been delayed to a certain degree due to snap parliamentary elections in 2016, as well as due to the period of technical Government which, according to the currently applicable regulations, could “carry out only current tasks” and could not propose to the National Assembly laws and other general instruments or pass regulations (Article 17, paragraph 1 of the Law on Government, Official Gazette of RS, Nos. 55/05, 71/05, 101/07, 65/08, 16/11, 68/12-Constitutional Court, 72/12, 74/12 – Constitutional Court and 44/14). | After completion of the public debate procedure on 20 January 2017, the Draft Law on Planning System of the Republic of Serbia will be additionally amended in accordance with results/proposals/suggestions of stakeholders. Material will then be submitted to competent authorities to obtain their opinions and after that it will be submitted to the General Secretariat of the Government which will forward it to the competent committee. At a session of the Committee, opinions of the backers will be harmonised with the comments stated in the received and the comments and proposals made by the members of the committee. After completion of this procedure, the Government should adopt the Bill on Planning System of the Republic of Serbia, which will then be submitted to the National Assembly for adoption. After adoption of the Bill and subsequent adoption by the National Assembly, the Government should also adopt the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents, as well as the Regulation on Mid-term Planning which will provide for the form and the content of mid-term plans. | Under the Government’s Work Plan for 2017, the Government should adopt the Bill on Planning System of the Republic of Serbia during the Q1 of this year, while adoption of the supporting regulations is planned for Q2 of 2017. |
|  | 2. Establishing of the legal basis for adoption of public policy management methodologies and handbooks (amendments to relevant regulations) | Q4 2015 | RSPP set a legal basis for passing of the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents in the Draft Law on Planning System of the Republic of Serbia. | Planned schedule of adoption of the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents has been delayed to a certain degree due to snap parliamentary elections in 2016, as well as due to the period of technical Government which, according to the currently applicable regulations, could “carry out only current tasks” and could not propose to the National Assembly laws and other general instruments or pass regulations (Article 17, paragraph 1 of the Law on Government, Official Gazette of RS, Nos. 55/05, 71/05, 101/07, 65/08, 16/11, 68/12-Constitutional Court, 72/12, 74/12 – Constitutional Court and 44/14). | After completion of the public debate procedure on 20 January 2017, RSPP will additionally change and/or amend the text of the Draft Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents in accordance with results/ proposals/suggestions of stakeholders. The Government should first adopt the Bill on Planning System of the Republic of Serbia, which will after adoption by the National Assembly provide a legal basis for adoption of the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents. | Under the Government’s Work Plan for 2017, the Government should adopt the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents in Q2 of 2017. |
|  | Share of requests for opinions on draft strategic documents received by RSPP in the total number of draft strategic documents, annually | *BV (2014): 95%*  *TV(2016): 100%*  *TV(2017): 100%* | - | 86% | 3. Preparation and adoption of public policy management methodologies and preparation of handbooks | Q4 2015 | During Q2 and Q3 of 2016, consultations were held for improvement of the text of the Proposal Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents in accordance with suggestions and comments by the European Commission, SIGMA, Centre of Government institutions and other stakeholders, taking into account that the package of regulations on the planning system was available at the official website of RSPP for comments/amendments by the public and stakeholders. | Planned schedule of adoption of the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents has been delayed to a certain degree due to snap parliamentary elections in 2016, as well as due to the period of technical Government. | After completion of the public debate procedure on 20 January 2017, RSPP will additionally change and/or amend the text of the Proposal Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents in accordance with results/ proposals/suggestions of stakeholders. The Government should first adopt the Bill on Planning System of the Republic of Serbia, which will after adoption by the National Assembly provide a legal basis for adoption of the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents. | Under the Government’s Work Plan for 2017, the Government should adopt the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents in Q2 of 2017. |
|  | 4. Linking public policy management with preparation and execution of the program budget (amendments to relevant regulations) | Q4 2015 | One of the objectives of development of the proposed package of regulations is also linking of the budget planning, preparation and execution processes. The Draft Law on Planning System of the Republic of Serbia regulates in detail linking of public policy management with budget preparation and execution, while the Regulation on Mid-term Planning in State Administration Bodies further specifies and elaborates linking of the planning process with preparation and execution of the budget for state administration bodies and budget spending units. The Regulation in a practical manner sets the procedure and steps in development of mid-term plans of state administration bodies and budget spending units to ensure better linking of public policies within their spheres of competence with operational activities and planning and execution of the budget. | Adoption of the package of regulations which will regulate a planning system in the Republic of Serbia has been delayed to a certain degree due to snap parliamentary elections in 2016. | After completion of the public debate procedure, RSPP will additionally amend the text of the package of regulations in accordance with results of the debate. The Government should first adopt the Bill on Planning System of the Republic of Serbia, which will after adoption by the National Assembly provide a legal basis for adoption of the supporting Regulations. | During Q1 and Q2 2017 |
|  | 5. Strengthening capacities of the Republic Secretariat for Public Policies through regulatory, organisational, educational and information activities | Q4 2017. (cont.) | This activity is treated as partially completed because it is a continual activity which should be implemented during the entire duration of the Action Plan for Implementation of the Public Administration Reform Strategy by 2017, inclusive.  After adoption of the package of regulations, new powers of RSPP will be formalised, which will strengthen overall capacities of the institution and increase the potential for educational and IT activities. | These activities are implemented as scheduled. | With support from international donors programmed for 2017 by RSPP, new trainings for employees in RSPP will be organised (primarily in the field of development of policies based on evidence and relevant data, management processes, but also in other fields which are important to ensure full capacities of RSPP for implementation of planned reforms). | Q4 2017 (cont.) |
|  | 6. Preparation of training programmes and organisation of trainings for civil servants in improvement of the public policy management system, the budget preparation and execution processes and connecting with med-term fiscal framework | Q4 2017 (cont.) | This activity is treated as partially completed because it is a continual activity. In that regard, in 2016 RSPP organised trainings in planning, analysis of the effects of public policies and regulations and monitoring, reporting and evaluation of the results of public policies. In particular, during the first three quarters of 2016, representatives of RSPP, in cooperation with HRMS, held four trainings for civil servants in analysis of the effects of regulations, legislative process management, the role of managers in strategic and financial planning in state administration – these trainings were held in April and September. Training dedicated to public policy management system was held in the fourth quarter, namely in October and November 2016, and it consisted of three modules: 1. Public policies: making, implementation and analysis of effects; 2. Preparation of public policy documents; and 3. Collecting, analysis and use of data in monitoring and evaluation of public policies. Taking this into account, in 2016 a total of 71 civil servants and managers within SAB were trained. In addition, RSPP participated in designing of a general professional advancement programme for managers and civil servants for 2017 dedicated to public policy management system, in cooperation with the Human Resources Management Service. | The activity is implemented as scheduled. After adoption of the package of regulation on the planning system of the Republic of Serbia, the existing training programme will be additionally improved to reflect arrangements specified by the adopted instruments, while civil servants will be appropriately prepared to apply and implement in practice the adopted arrangements and provisions. | After completion of the public debate procedure on 20 January 2017, RSPP will be additionally change and/or amend the text of the Draft Law on Planning System of the republic of Serbia and supporting Regulations in accordance with results/proposals/suggestions of stakeholders. The Draft Law and supporting regulations will then be submitted to competent authorities to obtain their opinions and after that it will be submitted to the General Secretariat of the Government which will forward it to the competent committee. At a session of the Committee, opinions of the backers will be harmonised with remarks in obtained opinions and remarks and proposals of members of the committee. After completion of this procedure, the Government should adopt the Bill on Planning System of the Republic of Serbia and adopt supporting Regulations. | Q1 and Q2 2017 |
|  | 7. Building the analytical capacities within RSPP and SAB to plan, prepare, implement and monitor implementation of public policies based on evidence and relevant data. | Q4 2017 (cont.) | In the previous period RSPP worked on building of its own and analytical capacities of other state administration bodies for the purpose of planning, preparation, implementation and monitoring of implementation of public policies based on evidence and relevant data. Several analytical contributions and specific studies were prepared for state administration bodies for the purpose of developing public policies on the basis of analyses, facts and data. | Regulations have not been passed, which regulate analytical, planning and study activities in state administration bodies and which should among other things provide for formation of services for analytical tasks (primarily amendments to the Regulation on the Principles of Internal Organization and Job Classification in Ministries, Special Organizations and Government Services and regulations providing for tasks of state administration for which MPALSG is responsible). Also, the Law on Statistics, which provides for further development of the methodological and analytical sector and improvement of expert knowledge and skills, has not been passed. | Passing of the said regulations, planning and organization of trainings and mentoring and coaching activities. | Q4 2017 (cont.) |
|  | RSPP  *Partners:*  GGS (act. 5 and 6)  MF (act. 6)  SEIO (act. 6)  SAB (act. 7)  National Legislation Secretariat (5)  MPALSG  CSO | **1.3.2. Mid-term and annual planning in state administration bodies is based on government priorities and the program budget and the implementation is regularly monitored** | Percentage of deviation of the total number of implemented activities compared with the total number of activities planned under the annual Government’s Work Plan (PAP 2) | *BV (2014): 49%*  *TV (2017): GGS will identify TV* | *34%* | The achieved value in 2016 is 43%.  Namely, in 2016, a total of 2,064 instruments were completed. Under the Government’s Work Plan for 2016, a total of 1751 regulations/instruments were planned , of which 751, or 43 %, were completed, while 1000, or 57 %, have not been completed. In addition, the Government did not plan, but it completed additional 1,313 regulations/instruments. | 3. Improvement of existing SAB capacities for planning through establishment of a model for organisation of study and analytical activities (amendments to the Regulation on Principles of for Internal Organisation and Job Classification in Ministries, Special Organisations and Government Services and regulations providing for state administration tasks) | Q3 2015 | The activity has been partially completed, because regulations have not been passed, which regulate analytical, planning and study activities in state administration bodies and which should among other things provide for formation of services for analytical tasks (primarily amendments to the Regulation on the Principles of Internal Organization and Job Classification in Ministries, Special Organizations and Government Services and regulations providing for tasks of state administration). However, to strengthen capacities of SAB for study and analytical tasks, in 2016, RSPP, in cooperation with HRMS, held five trainings for civil servants in analysis of the effects of regulations, legislative process management, the role of managers in strategic and financial planning in state administration – these trainings were held in April and September. Training dedicated to public policy system management was also held. A total of 71 civil servants and managers were trained. | The Ministry of Public Administration and Local Self-government should have the key role for implementation of this activity, because MPALSG proposed amendments to the Regulation on Principles of for Internal Organisation and Job Classification in Ministries, Special Organisations and Government Services and regulations providing for state administration tasks. | Formulation and adoption of amendments to the Regulation on the Principles of Internal Organization and Job Classification in Ministries, Special Organizations and Government Services and regulations providing for tasks of state administration and organization and holding of practical trainings improving the analytical and planning knowledge and skills of civil servants. | Q2 2017 |
|  | Completeness of financial evaluations in sectoral strategies (PAP 2) | *BV (2014): 1*  *TV(2017):* RSPP will identify TV | - |  | 4. Review and adoption of the Action Plan for the implementation of the Government Programme for the period 2016-2018 | Q4 2015 | After the Government took office, RSPP, in cooperation with state administration bodies, prepared the Action Plan for Implementation of Government Programme (hereinafter referred to as APIGP) to strengthen mechanisms for priority management in the Government’s work and for implementation and monitoring of priority objectives on the basis of defined results and interim results which should be achieved within the set time limit. APIGP was prepared on the basis of priorities defined in the Government Programme of 11 August 2016, with 32 priority objectives defined, target values for 1 to 2 most relevant results defined (after 3 years) and interim results defined for the period after 100 days of the Government’s work, after one year and after two years. These priority objectives are classified in four areas and relevant ministerial groups were formed for each of them as follows: 1. Serbia’s integration with Europe and with the world, 2. Providing economic opportunities for all, 3. Providing improved public services and 4. Protection of human rights and security. Adoption of APIGP on 17 November 2016 introduced an efficient model for implementation of the Government’s priority objectives. This document strengthened the mechanism for central management and coordination of public policies and monitoring on the basis of indicators, as well as passing of decisions in accordance with selected priorities. To ensure operative implementation of APIGP, four implementation groups were formed and responsible persons were designated for each priority objective, which strengthens transparency and accountability of persons responsible for development and monitoring of implementation of priority objectives. The task of implementation groups is to coordinate, monitor and report on implementation of their activities to ensure compliance with priority objectives and interim results set under APIGP. RSPP coordinates the work of implementation groups, provides assistance to members of these groups to establish efficient analytical monitoring of achievement of priority objectives and interim results and provides assistance in preparation of reports of implementation groups. RSPP forwards reports of implementation groups to ministerial groups for review. Meetings of implementation groups are held once in two weeks, while reporting is made monthly. Ministerial groups analyse submitted reports and where necessary pass corrective measures to ensure achievement of priority objectives set under the APIGP. The aim is to make implementation groups the centre of coordination of the work of ministries in implementation of public policies in terms of achievement of priority objectives and interim results set under APIGP. So far, results of the work of implementation groups are more than satisfactory, there is everyday coordination and dialogue between members of coordination groups. | There were no deviations from the planned schedule of preparation of the Action Plan for Implementation of Government Programme. | RSPP will monitor implementation of the Action Plan for Implementation of Government Programme on a monthly basis, with appropriate processing of received reports of state administration bodies and will inform ministerial groups and the Government about that. | Possible revision of the Action Plan for Implementation of Government Programme will be performed if necessary, after completion of relevant analyses. |
|  | 5. Improvement of the process of preparation and content of the Government annual work plan and the annual report on work of the Government through improvement of the existing IT system for planning process in GGS, amendments to instructions for drafting of Government annual work plan and annual report on work of the Government and amendments to relevant regulations by engaging RSPP in the planning process | Q4 2015 | The General Secretariat of the Government has improved the process of preparation and the content of the Government’s annual work plan. Compared with the Instructions for Preparation of the Government’s Work Plan for 2015, the Instructions for Preparation of the Government’s Work Plan for 2016 contains a novelty which contributes to the qualitative improvement of the process of preparation of the work plan of state administration bodies and the Government’s annual work plan and the content of the work plan. The new feature included in the Instructions is the duty of state administration authorities to base their plans on objectives, measures and activities stated in the Action Plan on implementation of the Government’s Programme and thus harmonize them with strategic, programme and financial priorities of the Government, as well as on activities which will be used for preparation of the Economic Reform Programme for the period 2016-2018. State administration authorities must clearly mark these activities in their annual work plans and must give the “*High”* priority level*.*  RSPP was included in preparation of the Instructions for Preparation of the Government’s Work Plan for 2016 of the General Secretariat and thus also in this planning process. On the basis of recommendations by RSPP, these Instructions stated that all programmes, programme activities and projects planned under work plans of state administration bodies for 2016 must be compliant with the structure of program budgets of state administration bodies for 2016 in order to stop the practice of different and parallel planning of activities of state administration bodies on one hand and budget and its execution on the other hand. All state administration bodies had to comply with the provided instructions, which ensured higher efficiency of the planning process. | There were no deviations from the planned activity. The said procedure was also applied on preparation of the Government Work Plan for 2017, which was developed in December 2016. | Continuation of implementation of the activity during the following cycle of the Government’s annual planning. |  |
|  | The extent to which reporting provides information on achieved results (PAP 2) | *BV (2014): 3*  *TV (2016): 4*  *TV (2017): 4* |  |  | 6. Improvement of the IT structure which will include the following: Action Plan for implementation of the Government Programme, GPRIS, the existing system for program budgeting and budget execution, as well as the ISDACON and NPAA[[5]](#footnote-5) | Q4 2016 | The General Secretariat of the Government and other competent authorities are cooperating on the procedure in connection with improvement of the IT structure in question  The Ministry of Finance developed software for preparation of the budget which ensures easy communication with other software and upgrading  RSPP preformed an analysis of the existing IT capacities for planning and budget development and execution processes and formulated appropriate recommendations for development of an integral IT system for planning and budget development and execution which would provide efficient support to planning and budgeting systems in RS.  In addition, RSPP, in cooperation with the Centre of Government institutions, undertook initial activities on introduction of the Information System for Planning, Monitoring and Reporting. The objective of introduction of the IT system is linking of the planning and budgeting processes at the national level. | Activities on introduction of the IT system have so far been implemented at a slower pace than scheduled, taking into account that necessary financial funds for implementation of this activity have not been provided. | It is necessary to invest additional efforts in the following period to connect the existing software which currently function independently within various state administration bodies.  Experts must evaluate technical and IT characteristics of the existing systems in order to improve their structure which will include: APIGP, GPRIS, the existing system for program budgeting and budget execution, as well as ISDACON and NPAA system. | Improvement of IT structure and introduction of a single IT system should be completed by the end of 2017 |
|  | 7. Preparation of mid-term SAB work plans aligned with the strategic priorities of the Government and the program budget | Q4 2015, 2016, 2017[[6]](#footnote-6) | RSPP prepared a package of regulations, including the Regulation on Mid-term Planning Methodology, which specify in detail the form and the content of a mid-term plan, linking of the planning system with preparation of the budget, preparation and passing of a mid-term plan and reporting on implementation of that plan, as well as the form and the content of reports on implementation of the plan during a previous fiscal year. Consultations with stakeholders, including the European Commission and SIGMA, were held in the second and the third quarters of 2016. The package of regulations underwent the public debate procedure which was initiated on 30 December 2016 and completed on 20 January 2017. The text of regulations is currently being improved on the basis of received comments and suggestions. | There were certain deviations from the planned schedule of adoption of the said Regulation due to the period of technical Government, during which, pursuant to the law, the Government must not pass regulations, including secondary regulations. | After completion of the public debate procedure, RSPP will include comments/suggestions of participants in the debate in the text of the Regulation on Mid-term Planning Methodology. A precondition for implementation of this activity is prior adoption of the Law on Planning System of the Republic of Serbia. | Q2 2017 |
|  | MPALSG – department competent for public administration reform  *Partners:*  RSPP  National Legislation Secretariat  GGS (act. 1)  MPALSG (act. 2 and 3)  Office for Cooperation with Civil Society  CSO | **1.3.3. Increased transparency of the public policy management system[[7]](#footnote-7)** | Share of the number of draft laws which underwent a public debate during their preparation in the total number of laws enacted annually | *BV (2014): 45.9%*  *TV (2016): 55%*  *TV (2017): 60%* | *39%* | **Achieved value in 2016 is 50%.**  Namely, in 2016, the Government adopted a total of 90 bills. Of that number, 34 were bills on ratification of international treaties which are not subject to a public debate.  It should be noted that, in 2016, 28 resolutions on organisation of public debates on draft laws were passed on sessions of committees. When we compare the number of approved public debates and the total number of adopted bills in the said year, excluding bills on ratification of international treaties, the result is 50%. | 1. Introduction of the duty to publish the Government’s annual work plan and annual report on work of the Government at the e-Government portal and/or the Government’s official website (amendments to relevant regulations) | Q4 2015 | The Government’s Annual Work Plan for 2016, published at the official website of the General Secretariat of the Government.  <http://www.gs.gov.rs/doc/PLAN_RADA_VLADE_2016.pdf> |  |  |  |
|  | 2. Introduction of the duty for state administration bodies to periodically report to the Government on implementation of regulations and public policy documents and achieved effects (amendments to relevant regulations) | Q4 2015 |  | The Draft Law on Planning System has been prepared with supporting regulations which provide for reporting on results of implementation of public policy documents. A public debate was held in the period 30 December 2016 – 20 January 2017. | After completion of the public debate, material will be submitted to competent authorities to obtain their opinions and to the Government to adopt the Bill on Planning System of the republic of Serbia, which will then be submitted to the National Assembly for adoption. After adoption of the Bill and subsequent adoption by the National Assembly, the Government should also adopt the Regulation on Methodology for Public Policy Management, Analysis of Effects of Public Policies and Regulations and Content of Individual Public Policy Documents, as well as the Regulation on Mid-term Planning Methodology which will provide for the form and content of mid-term plans. | Under the Government’s Work Plan for 2017, the Government should adopt the Bill on the Planning System of the Republic of Serbia in Q1 of 2017, while adoption of the supporting Regulations is planned for Regulation on Q2 of 2017. |
|  | 3. Improvement of the consultative process with stakeholders in the public policy management system (amendments to relevant regulations) | Q4 2015 |  | The Draft Law amending the Law on State Administration underwent a public debate (7-27 December 2016) and competent authorities should provide their opinions. The draft version of the Initiative to Amend the Government’s Rules of Procedure has also been prepared.  The Initiative to Amend the Government’s Rules of Procedure will be submitted in accordance with the schedule of adoption of the Law on State Administration which had a wider consultative procedure, which also relates to the above initiative. The above initiative was prepared because of the need to harmonise the Government’s Rules of Procedure with the Law on State Administration which includes new provisions on the duty of state administration bodies to inform the public on initiation of the preparation of certain legislative amendments and to ensure conditions for inclusion of interested members of the public, in particular civil society organisations, in preparation of draft laws, as well as on the manner of and requirements for public debates. The currently applicable Rules of Procedure regulates the manner of conducting a public debate, while the above amendments would include the manner of inclusion of the public in a procedure preceding a public debate. |  | After adoption of the Law amending the Law on State Administration |

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| **Specific objective 1:** | | | | | | | | | | | | |
| Improvement of organisational and functional public administration subsystems | | | | | | | | | | | | |
| **Measure 1.4:** | | | **Establishment of strong coordination mechanisms which will enable the harmonious development and operation of e-Government, as well as completion of the legal framework and procedures for development of e-Government[[8]](#footnote-8)** | | | | | | | | | |
| **Activity implementation status**  **AAA** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target values** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MPALSG – EAD  *Partners:*  Ministry of Trade, Tourism and Telecommunications National Legislation Secretariat  CSO | **1.4.1. Coordinated management of e-Government development ensured, with introduction of the institutional framework and completion of the legal framework** | Number of meetings of the Working Group for e-Government with subgroups, annually | *BV (2014): 0*  *TV (2017): 4 TV (2017): 4* | *0* | 3 | 2. Formation of a Working Group for implementation of e-Government within the Public Administration Reform Council | Q1 2015 | The Working Group for implementation of e-Government has been formed (under the Decision No. 119-01-15/2016-01 of 18 May 2016), as well as the open data subgroup within EAD, which ensured an institutional mechanism for coordination and monitoring of implementation of the e-Government Development Strategy of the Republic of Serbia for the period 2015-2018 and the Action Plan for the period 2015-2016. | A working group and a subgroup for implementation of e-Government have not been formed because the new Government took office. | Formation and active work of subgroups for legislation, introduction of interoperability/infrastructure and electronic services as subgroups of the Working Group for e-Government and formation of the Working Group for m-Government, within the Directorate for Electornic Administration | Q2  2017 |
| Number of meetings of subgroups of the Working Group for e-Government, annually | *BV (2014): 0*  *TV (2017): 8*  *TV (2017): 9* | *0* | 6 |
|  | MPALSG – EAD  *Partners:*  MPALSG  MOIA  BRA  Republic Geodetic Authority  MF – all administrations within it  NBS  AJSRB  Statistical Office of the Republic of Serbia | **1.4.2. Interoperable communication functioning between different information system services of SAB and LSGU introduced, based on the use of established main e-Government registers** | Number of state authorities which apply interoperability standards | *BV (2014): 4*  *TV (2016): 10*  *TV (2017): 50* | *5* | 10 | 2. Completion of the legal framework for e-Government | Q4 2015 | The strategic framework for implementation of activities in the field of e-Government in the Republic of Serbia has been completed. The Strategy of Development of e-Government with an Action Plan was adopted in December 2015 (Official Gazette of RS No. 107/15). This activity includes the enactment of the Law on e-Government (currently underway), the Law on Register of Citizens (within the sphere of competence of the MoIA), as well as the enactment of other sector-level laws within the competence of line ministries that incorporate segments related to e-government.  The Working Party on Drafting the Law on e-Government was formed under Decision No. 119-01-00254/2015-17 of 3 March 2016 and has held 7 meetings to date. The working draft of the Law has been harmonised for the WG to elaborate in detail. | A Working Group (of Liaison Officers) for the Development of e-Government has been formed under Decision No. 119-01-15/2016 of 18 May 2016. The Working Group held 3 meetings in 2016. The Draft AP for the period (2017-2018) for implementation of the e-Government Development Strategy for the period (2015-2018) has been prepared. | Intensive work on bringing into compliance opinions of members of the working group on previously identified disputable issues. | Q2 2017 |
|  | Number of state administration bodies and local self-government units which use service path | *BV (2014): 5*  *TV (2016): 30*  *TV (2017): 50* | *10* | 54 | 4. Introduction of an electronic register of citizens, including preparation and adoption of the relevant bill | Q4 2015 | The Decision on formation of the Coordination Body of the Government of the Republic of Serbia for introduction and development of the central population register of the Republic of Serbia is currently under the adoption procedure | Compliance with this duty has been delayed due to snap parliamentary elections and dissolving of the National Assembly of the Republic of Serbia in 2016 | Formation of the Coordination Body of the Government of the Republic of Serbia for introduction and development of the central population register of the Republic of Serbia and the Working Group for preparation of the Law on Central Population Register of the Republic of Serbia | Q2 2017 |
|  | 5. Opening of an address register for all applications | Q4 2015 |  | Due to other priorities of the Republic Geodetic Authority, a functional address register has not yet been established. | Establishment of the Address Registry is a part of the project that is implemented by the RGA jointly with the World Bank. | Q2 2017 |
|  | Number of main e-Government registers connected with other IT systems of authorities | *BV (2014): 1 (Business Registers Agency– BRA register)*  *TV (2016): 3*  *TV (2017): 4* | *1* | 6 | 6. Implementation of interoperability standards and protocols | Q4 2016 | The Working Group for updating and monitoring of the List of Interoperability Standard has been formed (Decision No.: 119-01-15/2015-01 of 28 December 2015), which prepared a new version of the v.2.0 –List of Technical Interoperability Standards, the application of which ensures better communication between ICT resources of SAB and PA and citizens and businesses |  |  |  |
|  | 7. Establishment of a service path between state administration bodies and local self-government units | Q4 2016 | A service path for data exchange between official electronic records has been introduced, which ensures more efficient implementation of the LAP and more sophisticated electronic services for citizens and businesses through the e-Government portal |  |  |  |
|  | MPALSG – EAD  *Partners:*  BRA  MF – all administrations within it  MOIA  Republic Geodetic Authority  Competent tax authorities of LSGU | **1.4.3. New electronic services which use main registers are established and widely promoted** | The percentage of citizens who are satisfied with services and interaction with public administration through e- Government portal | *BV(2014): 10%*  *TV (2016): 20%*  *TV (2017): 30%* | *15% phone survey* | 25%  *statistic on the portal* | 2. Implementation of 4 additional electronic services | Q4 2016 | New electronic services have been introduced: е-Baby **(**registration of new-born babies **in maternity units),** submission of application for electronic health insurance booklets**,** е-Nursery **(**enrolment of children in preschool institutions), replacement of old driving licences by new ones **(cards).** |  |  |  |
|  | The average time required for obtaining of personal identification documents upon application (PAP 5) | *BV (2014):*  *EAD/ AP 15 legal days*  *SIGMA, ID:* 4.8  *TV (2016): 8 actual days*  *TV (2017): 5 actual days* | *EAD/ AP: 10 actual days* | 8 actual days | 3. Promotion of introduced electronic services to state bodies and citizens and businesses | Q4 2017 (cont.) | Continual promotion was performed in 2016 through social network, the media, attendance of conferences, organisation of own conferences (e-Government Days) and workshops.  Promotion had the following impact on business results:  the number of orders at the e-Government Portal ([www.euprava.gov.rs](http://www.euprava.gov.rs/)) in 2016 was increased by **145 % - with 350,000 new users, this website currently has more than 590,000 active users**. In 2016, **160 new services were created** and **710 various services advertised by** **143 state authorities are currently available on the Portal**. In 2016, three new e-services were the most popular services, namely electronic replacement of health insurance booklets by new health insurance cards**, e-Baby and online enrolment of children in nurseries**. Apart from this, citizens most often used the national e-Government Portal to obtain birth certificates and certificates of nationality **and also to report problems to competent inspectorates**.  **More than 200,000 citizens of Serbia used electronic replacement of old health insurance booklets by new health insurance cards through the e-Government Portal**. About **10,000 parents in the territory of Belgrade submitted applications through the e-Government Portal and the service for online enrolment of children in nurseries, which was activated in May last year**. The project titled “Welcome to the World, Baby” (e-Baby) was initiated by the end of **2016 in 47 maternity units in Serbia. This service is now provided in all maternity units.** So far, more than **16,000 babies have been registered through this service and about seven various documents are no longer necessary**. |  |  |  |
| Number of services provided through the e- Government Portal (one-stop-shop system) (PAP 5) | *BV (2014):*  *EAD:* 7  *SIGMA: 312*  *TV (2016): 15*  *TV (2017): 20* | *10, but currently in a limited scope* | 18 |

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| **Specific objective 2:** | **Indicator (impact level)** |
| Establishing a coordinated merit-based public service system and promotion of human resource management [[9]](#footnote-9) | Extent to which the framework of public policy and legal framework for professional and coherent civil service have been established and applied (PAP 3)  *BV (2014): 4*  *Sigma measurement 2015: 4*  *TV (2017): 4*  Extent to which the institutional arrangement enables consistent HRM practices in the entire civil service (PAP 3)  *BV (2014): 2*  *Sigma measurement 2015: 2*  *TV (2017): 3*  Extent to which the payroll system for civil servants is fair and transparent and applied in practice (PAP 3)  *BV (2014): 4*  *TV (2017): 5* |

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| **Specific objective 2:** | | | | | | | | | | | | |
| Establishing a coordinated merit-based public service system and promotion of human resource management | | | | | | | | | | | | |
| **Measure 2.1:** | | **Establishment of a coordinated system of employment relations and salaries in public administration on the basis of transparency and fairness principles** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MPALSG – department competent for labour law relations and salaries  *Partners:*  Line ministries  MF  HRMS  National Legislation Secretariat  HCSC  CSO | **2.1.1. Coordinated labour law status of employees in all parts of public administration, with the aim of improving the application of de-politization and professionalization principles, i.e. establishment**  **of a system based on merits (merit system)** | The share of the public administration system recruitments subject to the provision on mandatory publication of a vacancy notice as compared to the total number of public administration employees | *BV (2015): approximately 50%*  *TV (2016): 50%*  *TV (2017): 70%* | - | The value for 2017 will be measured in 2018 because the Law on Employees in Autonomous Provinces and Local Self-Government Units is applicable since 12 January 2016 (pursuant to the Law, APs and LSGU need to harmonize rulebooks and subsequently publicize vacancy notices) | 2. Preparation and adoption of baselines (concept document) for introduction of a coordinated public service system with criteria for employment and advancement in accordance with transparency and competitiveness and merit principles and recommendations for advancement in all parts of the PA system | 2nd quarter of 2016 |  | The activity has not been implemented due to reprioritization of activities of the Ministry based on the needs of fiscal consolidation and optimization across the public sector. However, it should be noted that under the amendments to the Law on Salary System for Employees in Public Sector sets out that laws providing for the labour law status, salaries and other income of the employees in APs and local self-government units are to be enacted by 1 July 2017, while the laws providing for the labour law status, salaries and other income of the employees in public services, public agencies and other organizations founded by RS, autonomous provinces or local self-government units are to be enacted by 1 January 2018. The time limit for the enactment of these laws has been postponed due to early parliamentary elections and the dissolution of the National Assembly. | The Law on Labour Law Status and Salaries of the Employees in Public Services will be drafted based on the analysis of the positive labour regulations from result 2.1.1. which govern the labour law status of employees in all parts of public administration in the Republic of Serbia, with recommendations for establishing a harmonised labour law status of employees in public administration. The Working Group for the drafting of the said Law has been established and it is expected to be actively engaged in the drafting of the Law in the coming period. | 4th quarter of 2017 |
|  | 3. Preparation and determination of the proposed changes to the legal framework regulating the labour law status of employees in state bodies, public services and public agencies in line with the baselines, in consultation with the public[[10]](#footnote-10) | 4th quarter of 2016 |  |  | The Law on Labour Law Status and Salaries of the Employees in Public Services will be drafted based on the analysis of the positive labour regulations from result 2.1.1. which govern the labour law status of employees in all parts of public administration in the Republic of Serbia, with recommendations for establishing a harmonised labour law status of employees in public administration. The Working Group for the drafting of the said Law has been established and it is expected to be actively engaged in the drafting of the Law in the coming period. | IV quarter of 2017 |
|  | MPALSG – department competent for labour law relations and salaries  *Partners:*  Line ministries  MF | **2.1.2. *A transparent and fair salary system in the public administration established*** | The share of public administration employees subject to the new Law on Salaries in the total number of public administration employees (about 500,000 employees) | *BV (2015): 0%*  *TV (2016): 60%*  *TV (2017): 60%* | - | Since the indicator measures the scope of the Law on Salary System for Employees in Public Sector, and not its implementation, without the Army and the Police, the target value for 2016 is 100%. However, bearing in mind that the scope of the Law includes employees in the Army and Police, by enacting the Law the value of the indicator has been exceeded, and it amounts to 123%. | 2. Preparation and adoption of the job catalogue for all parts of the public administration system[[11]](#footnote-11) | 2nd quarter of 2015 | The third Draft Job Catalogue has been prepared. It should be adopted by the end of 2017. | Pursuant to the Law on Salary System for Employees in Public Sector, a Government’s instrument must be passed within 6 months of the date when this Law enters into force. The instrument will specify jobs of appointees in public services, public agencies and compulsory social security organizations. In addition, the Catalogue will contain the initial coefficients for calculation and payment of salaries for all jobs, and it is necessary to enact a *lex specialis* governing the salaries of employees in public services, which would set out detailed guidelines for the application of the criteria for classification of jobs in pay grades, and salary ranges.  Under the amendments to the Law on Salary System for Employees in Public Sector(‘‘Official Gazette of the Republic of Serbia’’, No. 108/16) the time limits for the enactment of *specialibus legibus* have been extended. The *lex specialis* governing the salaries of employees in APs and local self-government units will be enacted by 1 July 2017, and the *lex specialis* governing the salaries of the public service employees will be enacted and the *lex specialis* governing the salaries of civil servants and appointees will be aligned by the end of 2017. Snap parliamentary elections have led to the extension of the time limits for enactment of *specialibus legibus* and at the same time it has been estimated that the new time limits are optimal for the passing of the Catalogue which will be drawn up via the social dialogue and consultations, taking into account the complexity and extensiveness of the process of establishing of the new salary system which would include about 500,000 employees in the public sector. | The Law on Salary System for Employees in Public Sector (‘‘Official Gazette of the Republic of Serbia’’, Nos. 18/16 and 108/16) stipulates that compensation of costs and other income will be regulated by *specialibus legibus* or in accordance with *specialibus legibus*; therefore, the *lex specialis* governing the salaries of employees in APs and local self-government units will be enacted by 1 July 2017, and the *lex specialis* governing the salaries of the public service employees will be enacted and the *lex specialis* governing the salaries of civil servants and appointees will be aligned by the end of 2017. | IV quarter of 2017 |
|  | 3. Preparation and adoption of secondary legislation (regulations on coefficients, regulations on compensations of costs and other income) | 4th quarter of 2015 | The Law on Salary System for Employees in Public Sector stipulates that compensation of costs and other income will be regulated by *specialibus legibus* or in accordance with *specialibus legibus*. | Under the amendments to the Law on Salary System for Employees in Public Sector (‘‘Official Gazette of the Republic of Serbia’’, No. 108/16) the time limits for the enactment of *specialibus legibus* have been extended. Snap parliamentary elections have led to the extension of the time limits for enactment of *specialibus legibus* given the complexity and extensiveness of the process of establishing of the new salary system, which would include about 500,000 employees in the public sector. The entire process of salary system reform requires a continuous social dialogue and negotiations with the social partners and which requires additional efforts with regard to the negotiations, as well as in terms of coordination with other line ministries, whose remit includes public services. In addition to the job names and descriptions, the Job Catalogue will contain the coefficients for these jobs based on the prepared methodology. | The Law on Salary System for Employees in Public Sector stipulates that compensation of costs and other income will be regulated by *specialibus legibus* or in accordance with *specialibus legibus*; therefore, the *lex specialis* governing the salaries of employees in APs and local self-government units will be enacted by 1 July 2017, and the *lex specialis* governing the salaries of the public service employees will be enacted and the *lex specialis* governing the salaries of civil servants and appointees will be aligned by the end of 2017. | IV quarter of 2017 |

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| **Specific objective 2:** | | | | | | | | | | | | |
| Establishing a coordinated merit-based public service system and promotion of human resource management | | | | | | | | | | | | |
| **Measure 2.2:** | | **Improvement of the human resource management function in state administration by the end of 2017 through a strategic approach, with introduction of new instruments and strengthening of the HRM capacities[[12]](#footnote-12)** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MPALSG – department competent for labour law relations and salaries  *Partners:*  HRMS  SAB in which issues will be analysed  MF | **2.2.1 Elementary improved basic elements of HRM for prevention of further politization of employment, attrition of the quality of personnel and in order to attract quality candidates for work in state administration** | The percentage of increase in the average number of external candidates in competitions for persons in positions | *BV (2014): 7 candidates on average*  *TV (2016): 50%* | *5 candidates on average (a reduction of 28.6%)* | *4 candidates on average (a reduction of 42.9%)* | 2. Preparation and adoption of proposal of amendments to the Law on Civil Servants in accordance with the analysis under act. 1 | 2nd quarter of 2015 | A document titled “Civil Servant System Reform – Baselines” has been prepared, which proposes main directions of future amendments to the Law on Civil Servants. The Draft Law amending the Law on Civil Servants has also been prepared, on which competent public authorities provided their opinions. | The Law amending the Law on Civil Servants, which has been prepared and submitted for the enactment procedure, has not been enacted due to snap parliamentary elections and dissolution of the National Assembly. | After the Government takes office, the Draft Law amending the Law on Civil Servants will be re-submitted for the enactment procedure. The text of the Draft Law will be submitted to public authorities to provide their opinions and to bring the text into compliance with possible remarks and suggestions After that it will be submitted to the Government for adoption of the Bill and then to the National Assembly of RS for adoption.  After adoption of the Law amending the Law on Civil Servants, it is necessary to propose amendments to secondary legislation which will support amendments to the Law and ensure implementation of all legal arrangements, particularly in implementation of human resource management instruments. | IV quarter of 2017 |
|  | Percentage of scores 4 and 5 awarded at the annual performance appraisal of civil servants | *BV (2014): 87%*  *Due to changes in legislative solutions, TV shall not be defined for 2015 and 2016.*  *TV (2017): 25%* | *-* | *Due to changes in legislative solutions, TV shall not be defined, for 2015 and 2016* | 3. Implementation of HRM procedures in accordance with the amended legislative solutions | 4th quarter of 2016 |  | The Law amending the Law on Civil Servants, which has been prepared and submitted for the enactment procedure, has not been enacted due to snap parliamentary elections and dissolution of the National Assembly. | After the Government takes office, the Draft Law amending the Law on Civil Servants will be re-submitted for the enactment procedure. The text of the Draft Law will be submitted to public authorities to provide their opinions and to bring the text into compliance with possible remarks and suggestions After that it will be submitted to the Government for adoption of the Bill and then to the National Assembly of RS for adoption.  After adoption of the Law amending the Law on Civil Servants, it is necessary to propose amendments to secondary legislation which will support amendments to the Law and ensure implementation of all legal arrangements, particularly in implementation of human resource management instruments. | In the course of  2018 |
|  | MPALSG – department competent for labour law relations and salaries  *Partners:*  HRMS  SAB | **2.2.2 Consolidated institutional framework for development of HRM function in state administration** | Extent to which the institutional framework for HRM clear lines of responsibility between the function of creation and implementation of HRM policy | *BV (2014): no*  *TV (2016): yes* | *-* | *No* | 1. Integration of functions of creation and implementation of HRM policies through amendments to regulations civil service system (in accordance with 2.2.1.2), through formation of a special organisational unit within MPALSG which will assume all HRMS tasks | 1st quarter of 2016 |  | The activity has not been implemented due to reprioritization of activities of the Ministry  based on the needs of fiscal consolidation and optimization across the public sector –implementation of financial donor assistance is underway in order to continue work on improvement of the human resource management function. |  | The new deadline will be determined after the PAR Council adopts amandments on the Policy framework for HRM |
|  | 2. Amending of the Rulebook on Internal Organization and Job Classification in MPALSG and taking over of employees and material resources of the Administration for Joint Services of the Republic Bodies by MPALSG | 1st quarter of 2016 |  | The activity has not been implemented due to reprioritization of activities of the Ministry  based on the needs of fiscal consolidation and optimization across the public sector –implementation of financial donor assistance is underway in order to continue work on improvement of the human resource management function. |  | The new deadline will be determined after the PAR Council adopts amandments on the Policy framework for HRM |
|  | 3. Preparation of the organizational structure model of HRM units in SAB and job descriptions for employees within the units | 3rd quarter of 2016 |  | The activity has not been implemented due to reprioritization of activities of the Ministry  based on the needs of fiscal consolidation and optimization across the public sector –implementation of financial donor assistance is underway in order to continue work on improvement of the human resource management function. |  | The new deadline will be determined after the PAR Council adopts amandments on the Policy framework for HRM |
|  | MPALSG – department competent for labour law relations and salaries  *Partners:*  HRMS  SAB  CSO | **2.2.3 Strategic HRM policy framework established and developed instruments for strategic HRM in the state administration improved** | Annual turnover of civil servants at the level of the central administration (PAP 3) | *BV (2014): 3.56%*  *TV (2016, 2017): about 2%* | *2.08% (SIGMA measurement in 2015)* | 2.34% (HRMS) | 1. Horizontal analysis of HRM function in state administration as the basis for the second, in-depth phase of improvement of HRM in state administration [[13]](#footnote-13) | 1st quarter of 2016 | Within the project financed by the UK Government titled “Towards a Central Training Institution for Public Servants”, which provides support to MPALSG for analysis and mapping of the existing capacities in the fields of human resources and public policies, an analysis of human resource management in the state administration of the Republic of Serbia has been prepared |  |  |  |
|  | 2. Development and adoption of baselines [[14]](#footnote-14) (concept document) for establishment of HRM strategic function with recommendations for the introduction of new instruments and establishment of policy of retention of personnel [[15]](#footnote-15) in priority areas based on FA results under act. 1 | 2nd quarter of 2016 | The document that provides basic guidelines and Policy Framework HRM in the state administration, which proposes main directions of further planning of the civil service system, has been prepared. The document has been endorsed by the PAR Council. |  | After SIGMA/OECD/EC has provided their opinion, the amendments on the document needs to be adopted by the PAR Council | I quarter of  2017 |
|  | 3. Development and proposal of systems (basic and functional) of competences for civil servants | 3rd quarter of 2016 | The document that provides basic guidelines and policy framework of HRM in the state administration, which proposes main directions of further planning of the civil service system, has been prepared. The document has been endorsed by the PAR Council. | Development and proposal of systems of competences for civil servants should be governed by the relevant legislation (the Law and the secondary legislation), which will be prepared on the basis of a document providing guidelines and framework for further regulation of the civil service system. The document has been prepared, endorsed by the PAR Council and forwarded to SIGMA/OECD/EC. Preparation of amendments to the Law on Civil Servants will start after the amandments of the document by the PAR Council. | Preparation of amendments to the Law on Civil Servants and secondary legislation will start after the amendments of the document adopted by the PAR Council. | IV quarter of  2017 |
|  | Percentage of vacant positions filled by external competition in the civil service at the level of central administration (PAP 3) | *BV (2014): 82.9%*  *TV (2017): 87%* | *Achieved value HRMS: 69.7%* | *Achieved value HRMS:*  *95.9%* | 4. Development and proposal of HRM instruments in order to attract quality personnel into the state administration (improvement and rationalization of the employment system, development of traineeship, internship and volunteering mechanisms, etc.) | 4th quarter of 2016 | The document that provides basic guidelines and policy framework of HRM in the state administration, which proposes main directions of further planning of the civil service system, has been prepared. The document has been endorsed by the PAR Council. | Development and proposal of HRM instruments in order to attract quality personnel into the state administration should be governed by the relevant legislation (the Law and secondary legislation), which will be prepared on the basis of a document providing guidelines and framework for further regulation of the civil service system. The document has been prepared, endorsed by the PAR Council and forwarded to SIGMA/OECD/EC. Preparation of amendments to the Law on Civil Servants will start after the amandments of the document by the PAR Council. | Preparation of amendments to the Law on Civil Servants and secondary legislation will start after the amendments of the document adopted by the PAR Council. | IV quarter of  2017 |
|  | 5. Development and proposal of improved instruments (institutional and for personal development) for career development in public administration for civil servants at the beginning of their career and mid-career servants and other instruments for strengthening of professionalization and continuity of administration | 4th quarter of 2016 | The document that provides basic guidelines and policy framework of HRM in the state administration, which proposes main directions of further planning of the civil service system, has been prepared. The document has been endorsed by the PAR Council. | Development and proposal of improved instruments for career development of civil servants in state administration should be governed by the relevant legislation (the Law and secondary legislation), which will be prepared on the basis of a document providing guidelines and framework for further regulation of the civil service system. The document has been prepared and forwarded to SIGMA/OECD/EC. Once they have reviewed it and provided their opinion, it is expected that the document will be endorsed by the PAR Council. Preparation of amendments to the Law on Civil Servants will start after the endorsement of the document by the PAR Council. | Preparation of amendments to the Law on Civil Servants and secondary legislation will start after the amendments of the document adopted by the PAR Council. | IV quarter of  2017 |
| To be measured in 2017 | MPALSG – department competent for labour law relations and salaries  *Partners:*  HRMS  SAB | **2.2.4. Improved capacities for strategic human resource management[[16]](#footnote-16)** | Percentage of managers and employees in HRM units in SAB who confirm that they use the new knowledge and instruments | *BV (2014): 0%*  *TV (2016): 20%*  *TV (2017): 75% (To be measured by means of a survey at the end of 2017)* | - |  |  |  |  |  |  |  |

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| **Specific objective 2:** | | | | | | | | | | | | |
| Establishing a coordinated merit-based public service system and promotion of human resource management | | | | | | | | | | | | |
| **Measure 2.3:** | | **Development and coordination of main human resource management functions for a broader system of public administration by introduction of a sustainable professional development system for employees in public administration by the end of 2017** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MPALSG – department competent for labour law relations and salaries  *Partners:*  HRMS  SEIO  SCTM  CSO | **2.3.1 Bases of the general professional development system for employees in public administration bodies and organizations established** | The percentage of completion of the phased development plan of the Central Institution | *BV (2014): 0% (level 0)*  *TV(2016):level 2*  *TV (2017): 50% (level3)* | *Level 1* | *Level 2* | 1. Preparation and adoption (by a relevant Government’s instrument) of the phased development plan for central institutions for professional development of employees in public administration [[17]](#footnote-17) | 2nd quarter of 2015 |  | - A project titled “Towards a Central Training Institution for Public Servants” has been implemented with support from the Good Governance Fund of the UK Government.  - Within Component 1 – Public Policy and Legal Framework for Introduction of a Central Training Institution – an analysis of human resource management in state administration in the Republic of Serbia was performed, on the basis of which the following was prepared:   1. A concept document “Establishment of the Central Professional Development Institution in Public Administration in the Republic of Serbia”, and 2. Baselines for work of the National Public Administration Academy “Proposals of Priority Professional Development Programmes”.   - In addition, the Model Law on National Professional Development Academy in Public Administration with explanation has been prepared as a baseline for preparation of a draft law that would provide for formation of a central institution and other issues of relevance for its operations.   * Policy framework for HRM in state administration of the Republic of Serbia, as the baselines (concept document) for introduction of a coordinated public service system with recommendations with a view to improving the situation in this field, has been prepared.   This document, inter alia, sets out the priorities relating to the establishment of the National Professional Development Academy in Public Administration. | * Preparation of the Amendments of the Public Policy and Legal Framework of HRM in State Administration of the Republic of Serbia; * Submission of materials to the PAR Council for consideration and adoption. | I quarter of 2017 |
|  | The extent to which the training system of public servants is in place and applied in practice (PAP3) | *BV (2014): 3*  *TV (2017): 4* | *-* |  | 2. Preparation and adoption of a draft instrument on establishment of a central institution, with consultations with the public [[18]](#footnote-18) | 4th quarter of 2015 |  | - The Decision on Formation of a Special Working Group on Preparation of the Text of the Law on Founding of Central Professional Development Institution for Employees in Public Administration number: 119-01-119/2016-13 of 5 September 2016.  - Working version of the Law on National Professional Development Academy in Public Administration prepared.  - The working version of the Law has been published on the website of MPALSG, with an invitation to state bodies, territorial autonomy bodies, bodies of local self-government units and other holders of public powers, as well as civil servants and employees in the system of public administration, professional public and other interested parties to familiarize themselves with the working version of the Law and submit their comments, proposals and suggestions for improving the text of the Law.  - Preamble and other contributions required by the Rules of Procedure of the Government have been prepared;  - Public Debate Programme for Draft Law prepared.  In addition, in accordance with the content of the footnote 17:  - The working version of the Draft Law amending the Law on Civil Servants has been prepared.  - The working version of the Law has been published on the website of MPALSG, with an invitation to state bodies, territorial autonomy bodies, bodies of local self-government units and other holders of public powers, as well as civil servants and employees in the system of public administration, professional public and other interested parties to familiarize themselves with the working version of the Law and submit their comments, proposals and suggestions for improving the text of the Law.  - Preamble and other contributions required by the Rules of Procedure of the Government have been prepared;  - Public Debate Programme for Draft Law prepared. | * Passing of the Public Debate Programme for Draft Law on National Professional Development Academy in Public Administration. * Implementation of the Public Debate Programme for Draft Law. * Submission of the draft law with explanation and annexes in accordance with the Government’s Rules of Procedure to competent authorities to provide their opinions. * Bringing the draft law in compliance with objections provided and preparation of a statement rejecting objections. * Submission of the draft law with explanation and annexes in accordance with the Government’s Rules of Procedure to competent authorities to provide their opinions.   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  - Passing of the Public Debate Programme for Draft Law amending the Law on Civil Servants.  - Implementation of the Public Debate Programme for Draft Law.  - Submission of the draft law with explanation and annexes in accordance with the Government’s Rules of Procedure to competent authorities to provide their opinions.  - Bringing the draft law in compliance with objections provided and preparation of a statement rejecting objections.  - Submission of the draft law with explanation and annexes in accordance with the Government’s Rules of Procedure to competent authorities to provide their opinions. | I quarter of 2017 |
|  | 3. Preparation of a proposal of organizational structure, human resource plan and internal regulation of the work of central institution for professional development of employees in public administration | 2nd quarter of 2016 |  | Provisions governing the adoption of an instrument on internal organization and job classification in the National Academy and the time limit within which it should be adopted after the entry into force of the Law have been proposed in the transitional and final provisions of the working version of the Law on National Professional Development Academy in Public Administration. | Enactment of the Law on National Professional Development Academy in Public Administration | II quarter of 2017 |
|  | 4. Taking over the employees and equipment from HRMS and staff hiring for the central institution | 2nd quarter of 2016 |  | Provisions stipulating that the National Academy shall take over employees and appointees, as well as the rights, obligations, items, equipment, tools and archives from the Human Resource Management Service for the purpose of exercising jurisdiction in the field of professional development have been proposed in the transitional and final provisions of the working version of the Law on National Professional Development Academy in Public Administration. | Enactment of the Law on National Professional Development Academy in Public Administration | II quarter of 2017 |
|  | 5. Establishment of the methodological approach for the implementation of all stages of professional development (training needs analysis, preparation of training programs, conducting training, evaluation) with the introduction of appropriate quality standards relevant to this area | 4th quarter of 2016 |  | The working version of the Law amending the Law on Civil Servants specifies the issues relating to the criteria, benchmarks and the method of determining the needs for professional development, adoption of the professional development programme, implementation of the professional development programme;  Evaluation of implemented professional development programs and other related to the establishment of methodological approach in the implementation of all phases of professional development. | Enactment of the Law on National Professional Development Academy in Public Administration | IV quarter of 2017 |
|  | 6. Preparation of technical specifications for equipping the central national institution[[19]](#footnote-19) | 4th quarter of 2016 |  | Assessment of facilities needs for the operation of the National Professional Development Academy in Public Administration has been prepared and the National Property Directorate has been requested to provide them.   * office space for up to 30 employees; * rooms for the organization and implementation of professional development (at least 10 rooms of shapes and structure suitable for classrooms or the square footage that suitable for the implementation of training of up to 30 participants); * A larger room like an amphitheatre, i.e. having the square footage to accommodate 50-100 people.   The required office space that would be dedicated for use the National Academy has been estimated based on actual needs and relevant indicators of institutions competent for the implementation of professional development, such as the Human resource management Service and the Judicial Academy. | Development of technical specifications in relation to the provided facilities. | II quarter of 2017 |
|  | MPALSG – department competent for local self-government  *Partners:*  SCTM  MF  Council of Europe (implements the EU IPA 2012 project)  LSGU | **2.3.2 The regulatory framework for development of human resource management function in AP and LSGU established** | Extent to which the regulatory framework for development of human resource management function in AP and LSGU is completed | *BV (2014): 0*  *TV (2016): 2*  *TV (2017): 3* | *1* | *2* | 3. Presentation of the new legal framework to employees in local self-governments through publications and other written materials | 3rd quarter of 2015 | 9 workshops were organized in local self-government units in the last quarter of 2016. The employees in the bodies of the LSGU and the AP of Vojvodina (from organizational units responsible for human resource management) were presented the Law on Employees in Autonomous Provinces and Local Self-Government Units. |  |  |  |
|  | Number of the held regional seminars | *BV (2014): 0*  *TV (2015): 5* | *0* | *8* | 5. Preparation and adoption of secondary legislation for the purpose of establishment of instruments for human resource management in accordance with the new legal framework | 4th quarter of 2015 | The Government has passed the Regulation on the Criteria for Job Classification and the Criteria for Job Description for Civil Servants in Autonomous Provinces and LSGU, the Regulation on the Criteria for Job Classification and the Criteria for Job Description for Appointees in Autonomous Provinces and LSGU, Regulation on Internal and Public Job Announcement in Autonomous Provinces and LSGU. |  |  |  |
|  | MPALSG – department competent for local self-government  *Partners:*  SCTM  Council of Europe (implements the EU IPA 2012 project)  LSGU | **2.3.3 Strengthened capacities of employees in LSGU for human resource management** | Number of LSGU included in the network, number of meetings and consultations held with the network | *BV (2014): 0*  *TV (2016): 110 LSGU, 2 meetings each*  *TV (2017): 120 LSGU, 2 meetings each* | *0* | *0 meetings held in 2016. The first meeting of the network in February 2017.* Currently, more than **95** LSGU are included in the network, however, the application process is underway and it is expected that new LSGU will soon be involved. Thus, their number will reach the required 120 LSGU. | 1. Preparation and publication of model local legal instruments and other documents necessary for implementation of laws, consultation with SCTM network of municipal administration managers and distribution at the local level | 3rd quarter of 2015 | The Model Rulebook on Organization and Job Classification and Model Draft Human Resource Plan in urban and municipal administration, professional services and special organizations were prepared in the last quarter of 2016. The above documents are published on the website of SCTM <http://www.skgo.org/reports/details/1882>  (The activity was launched in February and it will run until September. Model local legal instruments and other documents necessary for implementation of the Law on Employees in Autonomous Provinces and LSGU were adopted and their implementation was initiated in 20 pilot LSGU (those who received support packages through the project).  In cooperation with MPALSG and in consultation with the network of municipal administration managers, SCTM prepared the Model Rulebook on Job Classification in urban and municipal administration that was published on the website of SCTM and distributed to all towns and municipalities in Serbia. The Model Rulebook provides recommendations to LSGU, i.e. it is the model after which they can develop their own rulebooks on job classification as obliged under the new Law on Employees in Autonomous Provinces and LSGU.) | Delayed launch of the Council of Europe project. | Signing of Memorandum of Understanding with 20 pilot LSGU. | IV quarter of 2017 |
|  | 2. Development of unit managers network for human resource management in AP and LSGU within SCTM | 4th quarter of 2015 | The network is a mechanism for communication and information exchange between SCTM and its members, as well as for the exchange of experiences and knowledge between members, on matters within the remit of the Network for the purpose of improving the work in the field of human resource management in accordance with best practices in organizing and performing these tasks. In accordance with the needs and initiatives of its members the Network conducts activities such as: support in the development of various legal instruments relating to human resource management, organization of meetings and panel discussions, exchange of opinions, information and materials, sending letters, collection of the necessary data from the members, bringing various positions closer together and finding common solutions, etc. SCTM has established a Network for Human Resource Management (managers of local services) at the beginning of the fourth quarter. Currently, more than 95 LSGU are included in the network, however, the application process is underway and it is expected that new LSGU (which are in the process of establishing local functions for human resource management) will soon be involved. The first meeting of the Network is planned for the first quarter of 2017, and at least one meeting will be organized and continuous communication between network members will be ensured via SCTM in the course of this year. The purpose of this network is a continuous exchange of knowledge and information between LSG and LSG and the national authorities, and capacity building of towns and municipalities for human resource management. | Delayed launch of the Council of Europe project. | Meeting of the Network. | I quarter of 2017 |
|  | 3. Evaluation of the existing human resource management software in LSGU and development of the concept of single electronic software for LSGU | 4th quarter of 2015 | Activity is ongoing.  It has two parts: analysis of the existing human resource management software in LSGU and the development of the concept of the single software for LSGU.  The first part: analysis of the existing human resource management software was completed in November 2016.  Development of the concept is underway and it will be finalized in I quarter of 2017.  The analysis of the existing human resource management software in LSGU was conducted in order to gain insight into existing mechanisms used by the LSGU for human resource records. The concept of the single software for LSGU will be developed in accordance with the provisions of the Law on Employees in Autonomous Provinces and LSGU based on findings so that all LSGU would have a uniform system. | Delayed launch of the Council of Europe project. | Completion of analysis | - analysis of the existing human resource management software was completed in November 2016.  - Development of the concept in I quarter of 2017 |
|  | Number of LSGU that adopted the necessary documents and developed appropriate procedures in accordance with the determined support packages | *BV (2014): 0*  *TV (2016): 0*  *TV (2017): 20* | *0* | *0* | 4. Preparation of the classical and e-learning programme and implementation of seminars and e-training for employees in the human resource management units; provision of expert support. | 4th quarter of 2016  (cont. for expert support) | In the process of preparation. | Delayed launch of the Council of Europe project | E-training for employees in LSGU prepared and carried out. | III quarter of 2017 |
|  | MPALSG – department competent for local self-government  *Partners:*  SCTM  Line ministries  European Integration Office  Council of Europe (implements the EU IPA 2012 project)  LSGU | **2.3.4. A coordinated, permanent and sustainable system for professional development of LSGU employees established, which will contribute to increased levels of knowledge and skills of LSGU employees necessary for achievement of main postulates of modern local self-government** | Council for Professional Development established in accordance with the statutory instrument governing its composition and tasks | *BV (2014): No*  *TV (2016): Yes* | *-* | *Yes* | 1. Establishment of the Council for Professional Development of employees in LSGU | 2nd quarter of 2015 | Decision on establishment of the Council for Professional Development in Local Self-Government Units (‘‘Official Gazette of the Republic of Serbia’’, No. 105/16) adopted |  |  |  |
|  | 2. Determination of roles and responsibilities of MPALSG and other ministries in connection with management of LSGU professional development tasks, including description of employees’ jobs and their professional training | 3rd quarter of 2015 | Implementation has not started yet | Launch of the project has been delayed, delay of establishment of the Council for Professional Development | Implementation of the training of employees with the MPALSG | III quarter of 2017 |
|  | 3. Determination of mandatory elements for professional development programs for employees in LSGU and unique criteria in terms of requirements governing the procedure for general inter-sectoral and sectoral programs (rules for the adoption of programs, rules for the evaluation of implemented programs) | 3rd quarter of 2015 | ’’Analysis of the legal framework of the existing procedures for determining the professional development programs and lecturer engagement“ has been carried out within the Council of Europe project.  The analysis sets out the proposals and the necessary requirements to be met by entities for implementation of professional development. | Launch of the project has been delayed, delay of establishment of the Council for Professional Development | Hold sessions of the Council for Professional Development  Preparation of the final proposal of mandatory elements for professional development programs | II quarter of 2017 |
|  | Number of implemented priority general training programs for employees in LSGU | *BV (2014): 0*  *TV (2017): 170 implemented trainings with participation of minimum 85 LSGU* | - | - | 4. Determination of the requirements to be met by entities (natural persons and legal entities) for implementation of professional development programs for employees in local self-government units and initiation of the process of periodic accreditation of such entities | 4th quarter of 2015 | The proposal of the Methodology for determining the general criteria, standards and procedures for accreditation of training providers and training programs has been drafted within the Council of Europe project. | Launch of the project has been delayed, delay of establishment of the Council for Professional Development | Hold sessions of the Council for Professional Development  Preparation of the final proposal of the requirements | II quarter of 2017 |
|  | 5. Introduction of mechanisms for keeping records of approved and implemented general and special professional development programs for employees in LSGU | 4th quarter of 2015 | Implementation has not started yet | Launch of the project has been delayed, delay of establishment of the Council for Professional Development | Development of software in MPALSG | III quarter of 2017 |

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| **Specific objective 3:** | **Indicator (impact level)** |
| Improvement of public finances and public procurement management | MTBF strength index (PAP 6)  *BV (2014): 2*  *TV (2017): 3* |

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| **Specific objective 3:** | | | | | | | | | | | | |
| Improvement of public finances and public procurement management | | | | | | | | | | | | |
| **Measure 3.1:** | | **Preparation of the Public Finances Reform Program** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
| Implemented in 2015 | Ministry of Finance – state secretary competent for coordination of preparation of the Public Finances Reform Program  *Partners:*  World Bank (implements the project for Public Expenses and Financial Responsibility Assessment - PEFA)  SAI  Public Procurement Office | **3.1.1. The Public Finances Reform Programme adopted** | Total percentage of covered findings/recommendations from the preliminary report on Assessment of public revenues and financial responsibilities in the Public Finances Reform Program | *BV (2014): it will be defined in the preliminary PEFA report*  *TV (2016): 60%*  *TV (2017): 100%* | *92%*  *(note that PFM includes more activities than recommended by PEFA)* |  |  |  |  |  |  |  |
| **Measure 3.2:** | | **Improvement of budget planning and preparation process[[20]](#footnote-20)** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MF – department competent for the budget  *Partners:*  RSPP  GGS  HRMS  SCTM | **3.2.1. Process of planning and preparation of the multi-annual budget programme at all government levels is operatively and methodologically improved** | Percentage of budget beneficiaries who started using the programme budget | *BV (2014): 13%*  *TV (2016): 100%*  *TV (2017): 100%* | *100%* | *100%* | 1. The analysis has been performed and the basis has been ensured for improvement of the programme budgeting methodology | 1st quarter of 2016 | The internal analysis has been performed and it has provided useful pieces of information regarding the improvement of the process of preparation of the programme budget that have been used to amend the programme budgeting methodology. |  |  |  |
|  | 2. Improvement of the programme budgeting methodology and preparation of new instructions in accordance with the recommendations | 2ndquarter of 2016 | In accordance with the above mentioned analysis, the process of preparation of the programme budget has been improved, the role of the responsible person has been clearly defined, programme activities for which it is necessary to define objectives and indicators have been defined, the obligation to monitor and report on the achieved results has been regulated, and the roles within the joint program have been defined. |  |  |  |
|  | Percentage of compliance of program structures of budget beneficiaries with the Guidelines for the preparation of the program budget | *BV (2014): 0%*  *TV (2016): 50%*  *TV (2016): 70%* | *61%* | *82%* | 3. Organisation of training of civil servants for improvement of the programme budget | 2nd quarter of 2016 | Improved process of programme budget preparation and the quality of programme information. Two training sessions have been held for budget beneficiaries and attended by around 40 civil servants. Training for the preparation of the programme budget has become an integral part of the Programme of Professional Development of Civil Servants in HRMS. |  |  |  |
|  | 4. Implementation of the budget cycle for 2016 in accordance with the improved methodology | 4th quarter of 2016 | The budget cycle has been implemented in accordance with the improved methodology, thus, the data on the manner of spending of funds have been presented in a more transparent and qualitative manner. |  |  |  |
|  | Percentage of LSGU with ready budget for 2017 in accordance with the methodology for implementation of programme budget | *BV (2014): 0%*  *TV (2016): 50%*  *TV (2017): 60%* | *42.06%*  *or 61 out of 145 towns and municipalities.*  *If we include the urban municipalities, 24 were fully operational in 2015 (17 in the city of Belgrade, and 5 in the city of Nis, as well as Kostolac (Pozarevac) and Vranjska Banja (Vranje), then this number is somewhat higher, namely 45.56%, or 77 out of 169 towns and municipalities (including the urban municipalities that do not have the official status of LSGU).* | *46.5%, or 79 out of 170 towns, municipalities and urban municipalities (although urban municipalities have an official LSGU status, they are also liable to program budgeting).* | 5. Development of a project proposal for establishment of a functional software for the management of public finances which connects planning, execution and control[[21]](#footnote-21) | 4th quarter of 2016 | The software for budget preparation has been developed (BIS – Budget Information system). The software has facilitated the process of budget planning and submission of financial plans of budget beneficiaries to the Ministry of Finance. |  |  |  |
|  | 6. Strengthening the LSGU capacities for programme budgeting process in accordance with the programme budgeting methodology (trainings, workshops, guides, handbooks) and property management | Cont. in 2016 and 2017 | Activities undertaken in the course of 2016 to raise the capacities of local administration for programme budgeting tasks - were predominantly related to the budget cycle and the Decision of the LSGU Budget for 2017 (for which the value of indicators will be included in the next reporting period of this action plan). In cooperation between MF and SCTM workshops and consultations were held with the LSGU regarding the audit of the uniform structure of PB of LSGU, regarding the improvement and harmonization of uniform targets and indicators for LSGU programmes and programme activities with the revised structure of PB of LSGU; 12 regional workshops to prepare PB for all LSGU (in the period October 31 – November 16; a total of 842 representatives from 142 LSGU). Extra instructional materials (forms, guidelines) for drafting budget decisions etc. were prepared for LSGU. |  |  |  |
|  | MF – department competent for the budget  *Partners:*  European Integration Office  RSPP | **3.2.2 Planning and implementation of capital projects according to the priority introduced and applied and predictability in implementation increased** | The percentage of revenues incurred based on capital projects approved in accordance with the methodology for assessment of capital projects | *BV (2014): 0%*  *TV (2016): 80%*  *TV (2017): 90%* | *-* | *0% (methodology and regulation have not been adopted yet)* | 1. Assessment of capital projects by budget beneficiaries and defining of the implementation plan for assessed capital projects | 3rd quarter of 2015 | The Draft Regulation[[22]](#footnote-22) on the Content, the Manner of Preparation and Evaluation and Monitoring of Implementation and Reporting on Implementation of Capital Projects has been prepared and alignment with the line ministries and institutions is underway;  USAID and the Ministry of Finance have conducted an analysis of the public finance management and proposed a measure for improving governance through the Regulation; within the project "Public Investment Management" the World Bank has prepared a proposal of the scope and functionality of the information system planned under the Regulation on Public Investment Management System. | Adoption of the Regulation on the Content, the Manner of Preparation and Evaluation and Monitoring of Implementation and Reporting on Implementation of Capital Projects, which is planned for the IV quarter of 2017, is the precondition for the implementation of the said measure. | Adoption of the Regulation on the Content, the Manner of Preparation and Evaluation and Monitoring of Implementation and Reporting on Implementation of Capital Projects, establishment of the Integrated Database of Capital Projects, adoption of sectoral methodologies. | IV quarter of 2017 |
|  | 2. Monitoring the implementation of approved capital projects and proposing measures for improvement of planning and implementation of capital projects | 3rd quarter of 2016 |  | III quarter of 2018 |
|  | 3. Selection of capital projects through drafting of the Fiscal strategy for 2016 with projections for 2017 and 2018 | 3rd quarter of 2016 |  | III quarter of 2018 |
|  | 4. Harmonization of capital projects planning and evaluation procedures financed from the budget of the Republic of Serbia, IPA funds and other sources | 4th quarter of 2016 |  | IV quarter of 2018 |

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| **Specific objective 3:** | | | | | | | | | | | | |
| Improvement of public finances and public procurement management | | | | | | | | | | | | |
| **Measure 3.3:** | | **Improvement of the financial management system and control[[23]](#footnote-23) of use of public resources and internal audit[[24]](#footnote-24)** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MF – department competent for internal control and internal audit (CHU) | **3.3.1. Mid-term framework for the implementation of internal financial control in the public sector adopted** | The Strategy for Development of Internal Financial Control in the Public Sector for the period 2015 – 2019 adopted by the 1st quarter of 2015. | *BV (2014): No*  *TV (2015): Yes* | *No* | *No* | 1. Adoption of the new Strategy for Development of Internal Financial Control in the Public Sector for the period 2015 – 2019, with consultations with the public, key budget spending units and the European Commission | 1st quarter of 2015 |  | The Draft Strategy for Development of Internal Financial Control in the Public Sector for the period 2016 – 2020 has been prepared, and after being improved via the comments of the members of the working group, it has been forwarded to the representatives of the Directorate-General for Budget of the EC for coordination. |  | I quarter of 2017 |
|  | MF – department competent for internal control and internal audit (CHU)  *Partners:*  MPALSG  HRMS | **3.3.2. The financial management and control system (FMC) improved** | Percentage of public resources beneficiaries at the central level in which managers of basic/ special organizational units and administrations are on monthly basis notified/ informed about the financial commitments and expenditure of funds in the corresponding part of the institution budget  *BV: 0%*  *TV: 100%* | *BV (2014): 0%*  *TV (2017): 100%* | ***NOTE***  *MFin: This indicator does not comply with activities. Monitoring of the indicator operationally impossible.* | ***NOTE***  *MFin: This indicator does not comply with activities. Monitoring of the indicator operationally impossible.* | 1. Assessment of professional, administrative and institutional capacities in the Ministry of Finance in order to ensure full functionality of the Internal Control and Internal Audit Department for implementation of act. within the sphere of competence of the central unit for harmonization of financial management and control | 4th quarter of 2015 |  | The Strategy for Development of Internal Financial Control in the Public Sector for the period 2016 – 2020 has not been passed. This Strategy should be used to assess professional, administrative and institutional capacities of MF in order to ensure full functionality of the Internal Control and Internal Audit Department for implementation of activities within the sphere of competence of the central unit for harmonization of financial management and control  World Bank consultants performed a vertical analysis of MF. |  | II quarter of 2017 |
|  | 2. Improvement of the legal framework and Rulebook on Financial Management and Control in order to improve the control environment for strengthening of managerial accountability of public funds beneficiaries | 4th quarter of  2016 |  | Risk Management Guidelines prepared and published on the website of MFin – CHU, as the basis for the improvement of managerial accountability of public funds beneficiaries | Strategy for Development of Internal Financial Control in the Public Sector for the period 2017 – 2020, not adopted | IV quarter of  2017 |
|  | Total number of irregularities reported to the budget inspection in relation to the initial value[[25]](#footnote-25) | *BV: -*  *TV -.* | *The framework for the management of irregularities by public funds beneficiaries shall be defined by the end of 2016 in the Rulebook on Financial Management and Control and the appropriate Indicators shall be defined.*  *NOTE: The time limit for defining indicators (2015) is incompatible with the time limit for the adoption of legal instruments governing irregularities (4th quarter of 2016*) |  | 3. Re-allocation of administrative and logistic operations regarding the organisation of trainings on financial management and control in the service of the Government competent for the operations of organisation of trainings and professional development | 4th quarter of 2016 |  | Strategy for Development of Internal Financial Control in the Public Sector for the period 2017 – 2020, not adopted |  | IV quarter of 2018 |
|  | 4. Improvement of coordination and implementation of operational activities of harmonization of regulations and rulebooks governing the area of financial management and control by the central harmonization unit | 4th quarter of 2016 |  |  |  |  |
|  | 5. Defining the concept of irregularities in the Rulebook on Financial Management and Control and establishment of the appropriate framework for the management of irregularities by public funds users[[26]](#footnote-26) | 4th quarter of 2016 |  | Strategy for Development of Internal Financial Control in the Public Sector for the period 2017 – 2020, not adopted |  | IV quarter of 2018 |
|  | MF – department competent for internal control and internal audit (CHU)  *Partners:*  HRMS | **3.3.3. Capacities and functionality of the internal audit system improved** | Percentage of public funds beneficiaries that have established an internal audit function in accordance with the applicable national regulations and ensured a minimum number of internal auditors to perform these functions in their institutions (PAP 6) | *BV (2013): Sigma: 36%[[27]](#footnote-27) MFin: 64%*  *TV (2016): 70%*  *TV (2017): 80%* | *37% Sigma measurement 2015*  *MFin:* CJH 66% (32 out of 48 have) source Consolidated Annual Report for 2015 on the Status of Internal Financial Controls in the Public Sector in RS | *MFin:* data for 2016 are collected in April 2017 | 1. Assessments of professional, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the Internal Control and Internal Audit Department for implementation of act. within the sphere of competence the of central unit for harmonization of internal audit | 4th quarter of 2015 |  | Strategy for Development of Internal Financial Control in the Public Sector for the period 2017 – 2020, not adopted |  | IV quarter of 2018 |
|  | 2. Update and improvement of the legislative framework and Rulebook for Internal Audit in order to improve the function of internal audit and ensure the functional independence of internal auditors | 4th quarter of 2016 |  | Strategy for Development of Internal Financial Control in the Public Sector for the period 2017 – 2020, not adopted |  | IV quarter of 2018 |
|  | Percentage of public funds beneficiaries that have prepared annual internal audit plans in accordance with applicable national regulations (PAP 6) | *BV (2014): Sigma: Not available [[28]](#footnote-28) MFin: 64%*  *TV (2016): 75%*  *TV (2017): 80%* | *SIGMA: Not available*  *MFin:* CJH 66% (32 out of 48 have) source Consolidated Annual Report for 2015 on the Status of Internal Financial Controls in the Public Sector in RS | *MFin:* data for 2016 are collected in April 2017 | 3. Reallocation of administrative and logistical tasks related to the organization of training on financial management and control in the service of the Government, which is in charge of organization of training and professional development[[29]](#footnote-29) | 4th quarter of 2016 |  | Strategy for Development of Internal Financial Control in the Public Sector for the period 2017 – 2020, not adopted |  | IV quarter of 2018 |
|  | 4. Improvement of coordination and implementation of operational activities of harmonization of regulations and rulebooks governing the scope of internal audit by the central harmonization unit | 4th quarter of 2016 |  | Strategy for Development of Internal Financial Control in the Public Sector for the period 2017 – 2020, not adopted |  | IV quarter of 2018 |

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| **Specific objective 3:** | | | | | | | | | | | | |
| Improvement of public finances and public procurement management | | | | | | | | | | | | |
| **Measure 3.4:** | | **Functional improvement of work of the budget inspectorate** | | | | | | | | | | |
| **Activity implem. status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Dedaline for implement.** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | MF – Unit responsible for budget inspection | **3.4.1. Capacities and functionality of the budget inspectorate ensured** | Number of complaints on which the budget inspection has acted as compared to the initial value | *BV (2014): 20*  *TV (2016): 26*  *TV (2017): 30.* | *86 complaints acted upon* | 299\**actions taken on complaints and submitted data*  **\*** In addition to the actions taken on complaints, the number of actions taken also includes the actions taken on data submitted by the Treasury Administration pursuant to Article 14 of the Law on Budget of the Republic of Serbia for 2016. | 1. Assessments of professional, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the budget inspectorate | 4th quarter of 2015 |  | Under the Public Finance Management Reform Programme 2016-2020, which was passed in November 2015, time limits for strengthening of capacities and functionality of the budget inspectorate have been delayed until the second quarter of 2016 and the fourth quarter of 2017.  Under the Rulebook on Internal Organisation and Job Classification of 21 January 2016, the new Public Funds Control Department has been formed which in addition to the public procurement system and prevention of irregularities and frauds in management of the EU funds, also incorporates the budget inspectorate.  World Bank consultants performed a vertical analysis of MF, including the budget inspection unit. In addition, SIGMA consultants performed a functional analysis of the budget inspection unit. Implementation of recommendations will depend on the abovementioned circumstances, primarily legal possibilities. |  | IV quarter of 2017 |
|  | 2. Revision of legislative framework for budget inspection work in order to enable functionality in work in accordance with the defined financial inspection responsibilities compatible with the concept of internal financial control in public sector | 4th quarter of 2015 | Provisions of the Law on Budget System relating to the operation and acting of the budget inspectorate amended in2016 |  | Adoption of the Regulation on the Work, Powers and Credentials of the Budget Inspectorate in accordance with the amendments to the Law on Budget System, as well as the development of methodology of work and acting of the budget inspectorate for the purpose of standardization work of inspectors while performing inspections. | 4th quarter of  2017 |

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| **Specific objective 3:** | | | | | | | | | | | | |
| Improvement of public finances and public procurement management | | | | | | | | | | | | |
| **Measure 3.5:** | | **Improvement of the public procurement system** | | | | | | | | | | |
| **Activity implem. status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Deadline for implement.** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | PPO  *Partners:*  Republic Commission for Protection of Rights in Public Procurement Procedures  AJSRP (act. 7)  Republic Fund for Health Insurance (act. 7)  SAI | **3.5.1. Operationally and methodologically improved public procurement system** | Number of visits to the portal in relation to the initial value | *BV (2014): 2,028,919*  *TV (2016, 2017): 5%-10%* | *2,343,503 (15%)* | *2,576,545 (9.94%)* | 3 . Improvement of the training level of officials and decision-makers in public procurement procedures | 4th quarter of 2016 | Improvement of the training level contributes to more efficient and effective functioning of the entire system of public procurement |  |  |  |
|  | 4. Adoption of the assessed value determination methodology and Methodological Guidelines for Implementation of the “Life cycle product cost” Concept | 4th quarter of 2016 | Facilitated process of market analysis and the choice of the subject of procurement, as well as a better evaluation of the value of the procurement subject. The affirmation of the principle of cost-effectiveness taking into account the costs and benefits of the exploitation of the subject of procurement. |  |  |  |
|  | 5. Analysis of technical solutions and options implemented or developed in EU Member States in the area of e-procurement (e-tender, e-auction, e-dynamic procurement system, e-catalogues, etc.)[[30]](#footnote-30) | 4th quarter of 2016 | The analysis defines the rudiments and possibilities for further development of electronic procurement in Serbia by taking into account the solutions which are implemented in EU Member States |  |  |  |
|  | Number of certified public procurement officers in relation to the initial value | *BV (2014): 140*  *TV (2016): 20%*  *TV (2017): 10%* | *1098 (784%)*  *(Given that certification in accordance with new legislation was launched in October 2014 the target value set for 2015 is high, which is also indicated in the passport of indicators. A slight growth trend is expected in the following years.).* | 1,478 (25%) | 6. Adoption of the public procurement justification and appropriateness assessment methodology | 4th quarter of 2016 | The process of identifying needs related to the subject and the quantity of public procurement depending on the subject of public procurement improved. |  |  |  |
|  | 7. Improvement of centralized public procurement system | 4th quarter of 2016 | Guidelines for Framework Agreements as a tool contribute to the efficiency of public procurement.  In August 2016, AJSRP established **the Public Procurement Information System** (ISCJN), for the needs of centralized public procurements, with the relevant instruction for use. The contracting authorities entered into the ISCJN the data on public procurements for the Plan (the total estimated value, estimated values per year, economic classification and the time of initiation of the procedure) and indicative quantities. The technical specifications for each cost category were prepared by AJSRP.  In 2016, Execution of Framework Agreements, AJSRP maintains a record in ISCJN in which the individual contracting authorities enter the required information on concluded contracts, thereby reducing the contracting authorities’ costs of delivery of individual agreements in writing for the purpose of monitoring. In 2014 and 2015, AJSRP copied the complete documentation required for execution of contracts from finalized procedures and delivered them to all individual contracting authorities (103 contracting authorities from the List of Contracting Authorities). Savings were made possible in 2016 because the AJSRP allowed individual contracting authorities to take over complete documentation required for conclusion of individual contracts by publishing it on the website of AJSRP (signed framework agreement, tender and other documentation necessary for contract conclusion / decision to initiate the procedure, the commission formation decision ...).  In the implemented centralized public procurement procedures, in 2014 AJSRP concluded 25 framework agreements, in 2015 it concluded 104, and in 2016 it concluded 120 framework agreements. |  |  |  |
|  | 8. Improvement of software for planning the procurement and quarterly reporting | 4th quarter of 2016 | Public procurement planning and quarterly reporting processes have been made faster and easier |  |  |  |
|  | 9. Training for the police and prosecutors in the field of public procurement | (4th quarter of 2016 – cont.) | Training for the police and prosecutors contributes to the increase in the quality of processing, in conjunction with the penal provisions of the law |  |  |  |

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| **Specific objective 4:** | **Indicator (impact level)** |
| Increase of legal certainty and improvement of the business environment and the quality of public services provision | Extent to which citizen-oriented policy for service delivery is in place and applied (PAP 5)  *BV (2014): 4*  *TV (2017): 5*  Extent to which the legal framework for good administration is in place and applied (PAP 5)  *BV (2014): 2*  *TV (2017): 3*  Extent to which policy development process makes the best use of analytical tools (PAP 2)  *BV (2014): 3*  *TV (2017): 4* |

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| **Specific objective 4:** | | | | | | | | | | | | |
| Increase of legal certainty and improvement of the business environment and the quality of public services provision | | | | | | | | | | | | |
| **Measure 4.1:** | | **Improvement of the legislative process as a part of a wider system of Government public policy management[[31]](#footnote-31)** | | | | | | | | | | |
| **Activity implementation status** | **Institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Time limit for implementation** | **Progress made, achievements made through activity** | **IF ACTIVITY HAS NOT BEEN IMPLEMENTED WITHIN THE SPECIFIED TIME LIMIT OR HAS BEEN INITIATED** | | |
| **Indicator** | **Baseline and target value** | **Achieved value in 2015** | **Achieved value in 2016** | **Reasons for deviation from the plan and measures taken to address issues** | **FUTURE STEPS**  **Key steps necessary to implement the activity, with recommendations (milestones)** | **Expected time of completion of the activity** |
|  | RSPP  *Partners:*  MPALSG (act. 1)  National Legislation Secretariat  GGS  MF  HRMS (act. 5)  CSO | **4.1.1. Improved and transparent process of development and implementation of regulations in a manner that ensures inter-sector coordination, participation of interested public, and assessment of potential effects, implementation monitoring, evaluation and reporting on the regulation implementation** | Share of draft laws harmonized with the adopted methodology for regulation impact analysis in the total number of draft laws submitted for opinion to RSPP for which it is necessary to perform the effects analysis, on annual level | *BV (2014): 53%*  *TV (2016): 60%*  *TV (2017): 65%* | *66.9%* | *89.6%* | 1. Prescribing the manner of education, function and responsibility of working groups for drafting regulations (amendments to the Regulation on the Principles of Internal Organization and Job Classification ) | 2nd quarter of 2015 |  | Amendments to the Regulation on the Principles of Internal Organization and Job Classification have not been adopted yet. | Formulating amendments to the Regulation on the Principles of Internal Organization and Job Classification and their adoption | 2nd quarter of 2017 |
|  | 3. Methodological improvement of the system of regulatory impact analysis and analysis of the impact of public policy documents | 1st quarter of 2016 | In the course of II and III quarter of 2016, consultations on the improvement of the text of the proposal of the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents were conducted in line with the suggestions and comments of the European Commission, SIGMA, institutions of the Government Centre and other stakeholders, considering the fact that the package of regulations on the planning system was available on the website of RSPP for comments/ amendments by the public and stakeholders. The said Regulation will stipulate in more detail the process of public policy management through planning, coordination, development, adoption, implementation, monitoring of implementation, analysis, evaluation and assessment of the effects of measures contained in public policy documents and regulations, which are proposed and/or adopted by the participants in the planning system, in accordance with their responsibilities as authorized nominators, (including the scope, process and quality control of public policy and regulatory impact analysis conducted in the course of drafting of policy documents and regulations, as well as the content and analysis of the effects of the mandatory elements that should be included in the public policy documents and be aligned with the regulations implementing the public policy. The public debate on the package of regulations, including the said Regulation, began in December 2016 and ended on 20 January 2017. The text of the Proposal of the said Regulation is in the process of harmonization with the received comments and results of the public debate. | Planned dynamics of adoption of the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents was somewhat slowed down by the snap parliamentary elections in 2016, as well as by the technical mandate of the Government. | Upon the completion of the public debate, on 20 January 2017, the RSPP will, in accordance with the results/ proposals/ suggestions of the stakeholders further amend the text of the Draft Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents. A prerequisite for the implementation of the activity is the defining of the Draft Law on the Planning System of the Republic of Serbia, and its adoption by the National Assembly. | Pursuant to the Government Work Plan for 2017, the Government is to adopt the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents in II quarter of 2017. |
|  | The share of the number of proposals of strategic documents harmonized with the adopted methodology for analysis of the impact of documents and public policies in the total number of proposals of strategic documents submitted for the opinion to RSPP, on annual level | *BV (2014): 0%[[32]](#footnote-32)*  *TV (2016): 25%*  *TV (2017): 30%* | *-* | *0%* | 4. Methodological introduction of system of analysis of regulatory and public policy impact on the budget | 2nd quarter of 2016 | The adoption of the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents will significantly improve the overall planning system, as well as the more rational use of budgetary funds. The public debate on the package of regulations, including the said Regulation, began in December 2016 and ended on 20 January 2017. | Planned dynamics of adoption of the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents was somewhat slowed down by the snap parliamentary elections in 2016, as well as by the technical mandate of the Government. | Upon the completion of the public debate, on 20 January 2017, the RSPP will, in accordance with the results/ proposals/ suggestions of the stakeholders further amend the text of the Draft Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents. A prerequisite for the implementation of the activity is the defining of the Draft Law on the Planning System of the Republic of Serbia, and its adoption by the National Assembly. | Under the Government Work Plan for 2017, the Government is to adopt the Regulation on the Public Policy Management Methodology, Analysis of the Effects of Public Policies and Regulations and the Content of Individual Public Policy Documents in II quarter of 2017. |
|  | 5. Preparation of the training program and implementation of civil servants training on the analysis of regulatory, public policy, and the legislative process impact | 2nd quarter of 2015 - preparation  (4th quarter of 2017 - implementation) | In order to strengthen the capacities SAB for performing a research-analytical tasks, in the course of 2016, RSPP in cooperation with HRMS conducted five training sessions of civil servants and managers on regulatory impact assessment, legislative process management, the role of managers in strategic and financial planning in the state administration - in April and September, as well as the training session on the management of the system of public policy. In total, 71 civil servants and managers were trained within SAB. | Activity is treated as partially implemented because the package of regulations on the planning system of the Republic of Serbia has not been adopted yet, and RSPP is to start the training of civil servants in accordance with the provisions of that Law, in cooperation with HRMS. | Following the adoption of the package of regulations on the planning system of the Republic of Serbia, the current training program will be further promoted in order to fully reflect the solutions provided by the adopted regulations, and to adequately prepare civil servants to implemented and enforce the adopted decisions and regulations in practice. | In I and II quarter of 2017 |

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| **Special objective 4:** | | | | | | | | | | | | |
| Increase of legal safety and promotion of business environment and quality of provision of public services | | | | | | | | | | | | |
| **Меasure 4.2:** | | **Promotion of administrative procedures and securing action of the state administration bodies and bodies and organizations of public administration in making decisions on rights, obligations and legal interests of citizens and other subjects pursuant to the principles of good administration** | | | | | | | | | | |
| **Status of execution of activity** | **The institution responsible for the execution** | **Result** | **Indicators** | | | | **Аctivity** | **Deadline for execution** | **Achieved progress, what was achieved by the activity** | **IF THE ACTIVITY HAS NOT BEEN EXECUTED WITHIN THE STIPULATED DEADLINE OR IT WAS STARTED** | | |
| **Indicator name** | **Baseline value and target value** | **Fulfilled value in 2015** | **Fulfilled value in 2016** | **Reasons behind deviation from the plan and the taken measures for solution of problems** | **FUTURE STEPS**  **Кey steps which are necessary for execution of the activity, with recommendations (milestones)** | **Expected time of the execution of the activity** |
|  | Ministry of State Administration and Local Self-Government – the sector competent for normative affairs  *Partners:*  General Secretariat of the Government of Serbia (GSV)  Public Policy Secretariat (RSJP)  Relevant ministries (аct. 3)  CSO | **4.2.1. Improved and harmonized legislative frame in administrative activity of the state administration bodies, i.e. public administration bodies at all levels of authority** | The scope in which the legal framework for good administration exists and is applied (Public Administration Reform (RJU) 5) | *BV (2014): 2*  *TV (2017): 3* | *-* |  | 2. Preparation and enactment of subordinate legislation for implementation of the Law on General Administrative Procedure | III quarter of 2016 | Proposal of the Regulation is in the draft stage | Full implementation of the Law on General Administrative Procedure ("The Official Gazette of RS" no. 18/16) starts on June 01, 2017 – exclusive implementation of Articles 9 and 103 of the Law on Administrative Procedure started on June 8, 2016  Pursuant to Article 212, this year the Government will enact the regulation from Article 42 paragraph (6) of the Law on Administrative Procedure, with expiry of (i.e. after end) 9 months from the date on which the Law on Administrative Procedure enters into force, so this regulation more closely regulates conditions, criteria and benchmarks which are applied in the procedure of identifying single administrative point. | Adoption of a regulation that regulates the conditions, criteria and criteria that are applied in the procedure for determining one stop shop | III quarter of 2017 |
|  | Ministry of State Administration and Local Self-Government – Directorate for eGovernment  *Partners:*  State administration bodies | **4.2.2.Increased application of modern information technologies in administrative procedure management** | Percentage of state administration bodies which have secured conditions for electronic communication with parties in the administrative procedure | *BV (2014): 1 (Tax Administration)*  *TV (2016): 15*  *TV (2017): 25* | *3* | *15* | 1. Securing conditions for electronic communication with state administration bodies during implementation of administrative procedure | IV quarter of 2016 | The implementation of the Law on Administrative Procedure has started and a number of authorities have secured conditions for electronic communication with parties in the administrative procedure. | The activity has not been completed in the envisaged scope due to the longer period necessary for consultations with state administration bodies which secure conditions for electronic communication with parties in the administrative procedure. | Creating conditions for full implementation of the law and conditions for electronic communication with parties in the administrative procedure | II quarter of 2017 |
|  | Ministry of State Administration and Local Self-Government – the sector which is competent for state administration affairs  *Partners:*  Human Resource Management Service  CSO | **4.2.3. secured organizational and staff prerequisites for implementation of the Law on General Administrative Procedure** | Percentage of execution of training program for administrative inspectors for monitoring of implementation of the Law on General Administrative Procedure | *BV (2014): 0%*  *TV (2016): 20%*  *TV (2017): 50%* | - | 0% | 1. Introduction of exam course Administrative Procedure as the obligatory part of the state professional exam and preparation of additional handbook for taking exam[[33]](#footnote-33) | I quarter of 2016 | Enacted Regulation on Changes and Amendments to the Regulation on Program and Manner of Taking State Professional Exam ("The Official Gazette of RS" number 81/16).  By means of this regulation, the fileds which comprise the content of exam courses in the Program for State Professional Exam for Civil Servants with Higher Education are amended with the exam course Administrative Procedure, and amended with the exam course Administrative Procedure in the Program for State Professional Exam for Civil Servants with Secondary Education.  Besides the above-mentioned, this Regulation amends the Program for State Professional Exam with questions in the fields included in footnote 32. |  |  |  |
|  | 2. Enhancement of the organizational unit for monitoring and surveilance of implementation of the Law on General Administrative Procedure with appropriate human resources and technical capacities | IV quarter of 2016 | There has been no advertised internal or public competitions for filling executive positions, except for filling the position of the manager of the Group for monitoring implementation of systematic laws, which failed because the procedure of analysis of status for the purpose of establishing maximum number of employees in 2017 is currently ongoing, and amendment in the Regulation on Internal Organization and Systematization of Job Positions at the Ministry of State Administration and Local Self-Government will be based on the above-mentioned. |  |  | II quarter of 2017 |
|  | Percentage of implementation of the program for professional competence for implementation of the Law on General Administrative Procedure | *BV (2014): 0%*  *TV (2016) 70%*  *TV (2017): additional 30% (total 100%)* | *-* | *0%* | 3. Preparation and implementation of the program for professional competence of the employees in the organizational unit for monitoring | II quarter of 2016 - preparation  IV quarterof 2016 - implementation |  |  |  |  |
|  | 4. Preparation and implementation of the program for professional competence of civil servants and other employees in the public administration for implementation of the Law on General Administrative Procedure | II quarter of 2016 - preparation  IV quarter of 2017 - implementation | European Commission, within its provision of support to implementation of the Law on General Administrative Procedure, finances creation and implementation of the training of traniers programs (ToT program), the end of which has been stipulated for May 2017. The above-mentioned program is implemented by ICE EEIG – ETI Consulting. | The fulfillment of this obligation is also overdue because of calling of parliamentary elections and dissolution of the National Assembly of the Republic of Serbia in 2016 | The German Organization for Technical Cooperation will support implementation of the program for professional competence of civil servants and other employees in the public administration for implementation of the Law on General Administrative Procedure via e-learning platform, based on the program created within the project financed by the European Union (ТоТ program). | IV quarter of 2019 |
| Report has not been delivered | Ministry of State Administration and Local Self-Government – the sector competent for public administration reform affairs  *Partners:*  General Secretariat of the Government of the Republic of Serbia (аct. 3)  Human Resource Management Service  Relevant ministries and other state administration bodies | **4.2.4. Public administration implements principles of good administration in its work, and especially secures response to the needs of the citizens in planning and implementation of public policies** | The number of state administration bodies which have established procedures for resolution of citizens’ complaints pursuant to the recommendations provided by the Ombudsman | *BV: To be defined*  *TV: To be defined* | *The survey which has not been executed represents the prerequisite* |  | 2. State administration bodies have promoted and established internal procedures from the standpoint of more efficient action and decision making on rights, obligations and legal interests of the citizens, including resolution of citizens’ complaints and records on citizens’ complaints,[[34]](#footnote-34) pursuant to the recommendations provided by the Ombudsman | IV quarter of 2015 |  |  |  |  |
|  | 3. State administration bodies and General Secretariat of the Government of the Republic of Serbia establish organizational structure for relationships with the Ombudsman and the Commissioner for Protection of Equality (monitoring actions based on recommendations, preparation of reports and similar) | IV quarter of 2015 | The Annual Work Plan of the Government for 2016 stipulates that the Government should establish the Proposal of the law on changes and amendments of the Law on the Ombudsman and the Proposal of the law on changes and amendments of the Law on Free Access to Information of Public Importance, the drafts of which the Ministry of State Administration and Local Self-Government is supposed to create and submit to the Government for further procedure. The above-mentioned changes and amendments of the Law would more closely regulate the organizational structures for relationships with independent state bodies, reporting mechanism, and other. | Constitution of the new Government | The Annual Work Plan of the Government for 2017, stipulates, in the month of December, that the Government should eszablish the Proposal of the law on changes and amendments of the Law on Ombudsman and the Proposal of the law on changes and amendments of the Law on Free Access to Information of Public Importance, the drafts of which should be created and delivered to the Government for further procedure by the Ministry of State Administration and Local Self-Government. The changes and amendments of the above-mentioned laws would more closely regulate organizational structure for relationships with independent state authorities, reporting mechanism and other. | 2017 |
|  | 4. Promotion of the Code of Good Governance in public administration bodies and institutions | I quarter of 2016 |  | The Code of Good Governance has not been adopted |  |  |
| Report has not been delivered | 5. Strengthening of two-direction communication channels between the citizens and the public administration:   * preparation of the plan for regular surveying of citizens’ attitudes on public services * establishment of the obligation to take the research results into consideration when enacting the strategic and operative plans of the state administration bodies[[35]](#footnote-35) | I quarter of 2016 |  |  |  |  |
|  | The number of civil servants who successfully passed the programs for professional competence which deal with the matters of good administration principles | *BV: To be defined*  *TV: To be defined* | *NOTE: This indicator implied previous adoption of the Code of Good Governance by the National Assembly, whereby the petitioner is the Ombudsman, and then the program for professional competence which would deal with the matters included in the Code would be created. The Code has not been updated until preparation of this document, so this indicator will not be monitored at the moment.* |  | 6. Introduction of good administration principles and matters within the field of competence of the Commissioner for Protection of Equality in the program for state professional exam and change of the Handbook for taking state professional exam. | I quarter of 2016 | Enacted Regulation on changes and amendments of the Regulation on program and manner of taking the state professional exam ("The Official Gazette of RS" number 81/16).  By this regulation, the fields which comprise the content of the program for civil servants with higher education in the exam course State Administration System and the program for civil servants with secondary education in the exam course Fundamentals of State Administration System and Constitutional Organization, have been amended with exam questions which are related to the fields of prohibition of discrimination and good administration principles. | / | / | / |
| Report has not been delivered | 7. Creation of analysis of modalities for extension of practices established in the state administration bodies in relation to action based on recommendations provided by the Ombudsman and the Commissioner for Protection of Equalitx to the wider system of public administration and monitoring of their implementation | IV quarter of 2016 |  |  |  |  |
|  | 8. Preparation, execution and promotion of the program for professional competence of the employees in the state administration on good administration principles, especially horizontal incorporation into the content of the trainings which represent a part of the general program for professional competence. | II quarter of 2016 - preparation  (IV quarter of 2017 - implementation) | The Rulebook on Establishment of Program for General Professional Competence of the Civil Servants in the State Administration Bodies and Governmental Services ("The Official Gazette of RS", number 6/2017) has been enacted and it improves the Program for general continuous professional improvement of civil servants by introducing the program field of Administration in Service of the Citizens, with the following thematical units: The concept of good administration;  Ethics and integrity in public administration; code of good governance; Quality standards in administration; Partnership for open administration; Electronic administration in service of the citizens.  Pursuant to the Law on Civil Servants and the Regulation on Professional Competence of Civil Servants, this program is implemented by the Human Resource Management Service. | / | / | / |

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| **Specific objective 4:** | | | | | | | | | | | | |
| Increase of legal security and improvement of the business environment [[36]](#footnote-36) and the quality of public services provision | | | | | | | | | | | | |
| **Measure 4.3:** | | **Reform of inspection monitoring and securing better protection of public interests, with decrease of administrative costs of inspection monitoring and increase of legal safety of the subjects of inspection monitoring** | | | | | | | | | | |
| **Status of implementation of the activity** | **The institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Deadline for implementation** | **Madeprogress, what was achieved with the activity** | **IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE STIPULATED DEADLINE OR IT WAS STARTED** | | |
| **Name of the indicator** | **Baseline value and target value** | **Fulfilled value in 2015** | **Fulfilled value in 2016** | **Reasons for deviation from the plan and the measures taken for solution of problems** | **FUTURE STEPS**  **Key steps which are necessary for implementation of the activity, with recommendations (milestones)** | **Expected time for implementation of the activity** |
|  | Ministry of State Administration and Local Self-Government – the sector which is competent for inspection affairs  *Partners:*  Ministries which include inspections in their constitution (аcт. 4 and 5)  Business associations and regional chambers of commerce | **4.3.1 The new unified legal framework for inspection supervision is established and it has been introduced to the public** | Number of informed and trained participants | *BV (2014): 0*  *TV (2016): 1300*  *TV (2017): 1500* | *1296 (162% in relation to the target value for 2015 (800))*  *at 17 presentations of the Law on Inspection Supervision* | *1530 (118% in relation to the target value for 2016 (1300))*  *330 inspectors have been trained at the level of the republic, as well as 1200 inspectors from the local self-government units (e-learning)* | 5. Harmonization of specific laws with the provisions of the Law on Inspection Supervision | III quarter of 2016 | Until the end of 2016, 4 laws have been submitted for the harmonization procedure: the Law on State Survey and Cadastre, the Law on Housing and Building Maintenance, the Law on Public Utility Activities and the Law on Administrative Inspection. Based on the USAID’s analysis, about 150 laws need to be harmonized. | The competent ministries have not delivered statements of conformity of specific laws in full scope (with conformity tables) within the legally stipulated deadline (12 months from the date when the Law enters into force). Methodology for harmonization procedure shall be made by means of formation of the Unit for Support of the Coordination Commission within the EBRD support program, and in cooperation with USAID BEP. | Obtain statements of conformity of specific laws (with conformity tables) from the competent ministries in order for the Coordination Commission to, based on the obtained statements and tables, eszablish the act which includes the required scope of harmonization of specific laws, for the purpose of delivering this proposal to the Government for the purpose of consideration and decision-making, formation of the Unit for provision of support to the Coordination Commission work. | II quarter of 2017 |
|  | Ministry of State Administration and Local Self-Government – the sector competent for inspection affairs  *Partners:*  Relevant ministries  Republic Secretariat for Public Policy  Directorate for eGovernment- Ministry of State Administration and Local Self-Government (аct. 4)  Ombudsman | **4.3.2 Secured coordination of work performed by all inspections** | Number of inspection services which are included in the Coordination Commission[[37]](#footnote-37) | *BV(2014): 0*  *TV (2016): 36*  *TV(2017): 36* | *33*  *All 33 republic inspections are included in the Coordination Commission (Board for Coordination of Inspection Supervision, Council of the Coordination Commission and working groups and expert teams of the Coordination Commission) (according to the data there are 36 inspections and 12 ministries in Serbia. The Defence Inspectorate has been exampt from the implementation of the Law on Inspection Supervision, 2 inspections have not started working: Inspection of Nuclear Safety and Management of Radioactive Waste and Inspection of the Biomedical Administration)* | *39*  *36 republic inspections are included n the Coordination Commission (Board for Coordination of Inspection Supervision, Council of the Coordination Commission and working groups and expert teams of the Coordination Commission) (according to the data, there are 42 inspections and 13 ministries in Serbia). The Defence Inspectorate has been exampt from the implementation of the Law on Inspection Supervision, 2 inspections have not started working: Inspection of Nuclear Safety and Management of Radioactive Waste and Inspection of the Biomedical Administration)* | 2. Аnalysis of business processes of inspections | IV quarter of 2015 | Listing and analysis of business procedures in 36 inspection bodies has been completed and tender documents for initiation of the public procurement procedure have been created |  |  |  |
|  | 3. Provision of support to work and functioning of the Coordination Commission | IV quarter of 2017 (cont.) | 1. In 2016, 5 meetings of the Board for Coordination of Inspection Monitoring were held. Besides regular activities, such as consideration of monthly reports of the inspections on the results of the control of unregistered entities, reports on work of working groups and expert teams, and the activities which are related to implementation of the Training program for inspectors for acting pursuant to the Law on Inspection Supervision, the subject of consideration of each meeting is a specific topic or a current problem which is elaborated, improved or resolved through work of the members of the Board and working groups and expert teams.  2. In order to further provide support to work and functioning of the Coordination Commission, public tender has been announced, analysis services in the process of implementation of the Law on Inspection Supervision, per batches, with estimated value of 7.875.000,00 Dinars, VAT not included  - Batch 1 **–** Improvement of internal organization of inspections’ affairs, estimated value of 3.750.000,00 Dinars, VAT not included.  - Batch 2 – Improvement of planning of inspection supervision, estimated value of 3.625.000,00 Dinars, VAT not included.  - Batch 3 – Improvement of publicity of work of the Coordination Commission and inspections, estimated value of 500.000,00 Dinars, VAT not included.  The open procedure was initiated by Decision from June 16, 2016. The first two batches have been executed, and the execution of Batch 3 is planned for the first trimester of 2017. |  |  |  |
|  | Number of inspection services which use the system of unified inspection supervision | *BV (2014): 0*  *TV (2016): 4*  *TV (2017): 13* | - | 0 | 4. Establishment of unified information system (e-inspector) for pilot inspections[[38]](#footnote-38) | IV quarter of 2017 (cont.) | The public procurement procedure for establishment of unified information system is currently being executed, and appeal has been stated in the public procurement procedure. | The activity was implemented for the specific period, because it is observed continuously. |  |  |
|  | 5. Monitoring of implementation of obligations which originate from the Law on Republic Inspections and Other State Bodies, ex-post analysis and taking measures for improvement of implementation and implementation of training for employees in relevant ministries who perform these jobs | IV quarter of 2017 (cont.) | This activity is, for the above-mentioned reporting period, implemented through collection of monthly reports on supervision of unregistered entities and information on work of working groups and expert teams which have been formed within the Commission for coordination of inspection supervision. The above-mentioned reports and information are delivered via forms that have been made for such purposes.  1.The results of the implemented supervision over the unregistered entities are stated in the data obtained from the Business Registers Agency. According to the data of the Business Registers Agency, the number of newly-registered entrepreneurs during 2016 is **33.617.** The total number of newly-registered entrepreneurs during 17 months, i.e. from the beginning of implementation of the Law (August 2015-December 2016) is **49.250**, which is higher for **17%** than during the period of 17 months before the beginning of implementation of the Law, March 2014 – July 2015, when the number was **42.248.**  During May and June 2016, i.e. **during the period of the beginning of full implementation of the Law on Inspection Supervision,** the total number of newly-registered entrepreneurs was **8.157**, which is higher for **71,3%** in relation to the same period in 2015, when the number was **4.761**. Also, we have recorded decrease in number of **deregistered entrepreneurs** of **26,7%** for the same period**.**  **Based on monthly inspection reports for 2016, 3.656 unregistered entities were identified in the total number of 245.392 executed inspection supervisions.** The inspection practice also showed that entities, and especially unregistered entities, **misuse the rights related to living** by practically using it as business space for illegal performance of activities which include the activities with critical risk degree. Due to the above-mentioned reasons, the Law on Inspection Supervision **stipulates the procedure for scene investigation in living space** in the inspection supervision procedure. Pursuant to the data from inspection reports for the above-mentioned period, scene investigation in living spaces with court order was performed in **102** cases, whereas it was performed upon request or with consent of the holder in **741** cases, аnd **2.728** charges for punishable acts and **511** misdemeanour warrants were issued.  2.Currently there are 7 working groups and two expert teams:  а) Working groups for: suppression of illegal trade; safety of facilities; food; protection of natural resources; public health; hospitality; internal supervision.  б) Expert teams for: suppression of informal work ("illegal employment"); transport of passengers and goods in road, water and rail transport.  Working group, i.e. expert team, is managed by a member of the Coordination Commission, and representatives of inspections which do not have members in the Coordination commission, holders of public authorizations, associations, chambers and other associations, scientific and educational institutions, as well as other organizations whose work is related to the system and jobs of inspection supervision, may participate in work of the working group, i.e. expert team.  Working groups for suppression of illegal trade, protection of natural resources and hospitality have held five meetings each in 2016.  Working groups for safety of facilities and expert team for transport of passengers and goods in road, water and rail transport, have held four meetings each.  Working groups for public health, internal supervision, food and the expert team for suppression of informal work ("illegal employment") have held two meetings each in 2016. |  |  |  |
|  |  | **4.3.3 Increased capacities of inspection services for implementation of the new inspection supervision system** | Number of inspectors who took the professional exam | *BV: 0*  *TV (2015): 660*  *TV (2016): 1700)* | - | 101 | 1.Formation of commissions for implementation of the exam for inspectors | I quarter of 2016 | By decision of the Ministry of State Administration and Local Self-Government number 119-01-221/2016-07 dated November 07, 2016, the Commission for implementation of the exam for inspectors and appointment of examiners for exam courses was formed. |  |  |  |
|  | 2. Implementation of the exam for inspectors | IV quarter of 2016 (from II quarter of 2016) | Implementation of the exam started in January 2017. Three exam periods have been held, namely:  1). On January 18, 2017 (33 candidates applied, 22 of them took the exam, 2 candidates shall retake the exam);  2). On Febryary 10, 2017 (33 candidates applied, 31 candidate took the exam, 1 candidate shall retake the exam, 2 shall take the makeup exam);  3). On February 22, 2017 (43 candidates applied, 8 candidates are taking makeup exams). | The activity was implemented during the observed period, since the legal deadline is 2 years from the beginning of implementation of the Law on Inspection Supervision (until II quarter of 2018).  One of the reasons for initial delay in implementation of this activity is the weak response of inspectors who are obliged to take the exam. | Continuously inform the bodies in order to timely apply inspectors for taking the exam through work of the Coordination Commission and the Unit for Provision of Support to the Work of the Coordination Commission. | II quarter of 2018 |
|  | 3.Аnalysis of needs and means (status diagnostics) for the purpose of securing technical and communication infrastructure, equipment and conditions for work of individual inspections | IV quarter of 2016 | / | Lack of capacities in the sector competent for inspection affairs | After formation of the Unit for provision of support to the work of the Coordination commission, in cooperation with USAID BEP, methodology of analysis shall be formulated and the analysis shall be performed. | III quarter of 2017 |
|  | 4.Securing technical and communication infrastructure and conditions for work of individual inspections (continuous) | IV quarter of 2017 (cont.) |  | Introduced and implemented international standards for inspections and restructuring of individual inspections, pursuant to modern solutions (management, quality control, internal control, inspection practice and other), for example, in case of market inspection, labour inspection, tourism inspection and others.  - Identified priorities of strategic policy for certain fields, pursuant to the Law on Inspection Supervision and granting and allocation of financial means and other resources  - Continuous improvement of technical and communication infrastructure and conditions for work of individual inspections, pursuant to the results of inquiries sent to inspections and performed analysis, as well as in relation to the purchase of hardware and software for e-inspector | -Hardware purchase – evaluation (eGovernment Directorate)  and execution of public procurement for software for e-inspector and for improvement of inspection supervision (organization, planning and publicity of work). Technical specification has been prepared, and additional evaluations and analysis need to be performed in relation to the purchase of hardware and software. | IV quarter of 2017 (long-term) |
|  | 5. Preparation of hndbooks, methodological and instructional materials and documents for individual fields of inspection supervision | IV quarter of 2017 (cont.) |  | Implemented for the observed period  - Prepared Guide to implementation of the Law on Inspection Supervision and numerous other materials which are available to the public on the official website of the Coordination commission <http://inspektor.gov.rs/> (methodological explanations for unregistered entities, for preparation of checklists, for inspection investigation in living spaces, for coordination of inspection supervision between administrative bodies and units of local self-government, models of statement of conformity of specific laws with provisions of the Law on Inspection Supervision, and other). | - Preparation of handbooks, methodological and instructional materials and documents for individual fields of inspection supervision by relevant ministries and competent authorities (due to necessity of harmonization of provisions of specific laws with the Law on Inspection Supervision, pursuant to provision of Article 69 of the Law on Inspection Supervision, according to which, after the Government establishes the necessary scope of harmonization of specific laws, the provisions of specific laws will be harmonized with the provisions of the Law on Inspection Supervision during the following 6 months).  - Preparation and implementation of regular trainings and other forms of professional development for inspectors and regular knowledge testing performed by relevant ministries and competent bodies  - Preparation and implementation of specific training programs for younger inspection staff and mentorship work. | IV quarter of 2017 (long-term) |
|  | 6. Preparation and implementation of regular training and other forms of professional development for inspectpors and junior inspection staff – mentorship work and regulare knowledge testing | IV quarter of 2017 (cont.) | Implemented for the observed period  1. During the period from January to the end of April 2016, six trainings were held as follows: on February 4-5 in Novi Sad, on February 25-26 in Nis, on March 3-4 in Kragujevac, on April 7-8 in Valjevo, and two trainings were held on March 24 and April 21-22 in Belgrade where 225 inspectors attended. The envisaged number of inspectors for training was 220, the training was completed by 326 inspectors, and the interest in this fom of education is still significant.  2. On March 09, 2016, the Rulebook on establishment of program for general professional development of civil servants from state administration bodies and Government’s services for 2016 was enacted, and pursuant to it, the Program for general continuous professional development of civil servants, Chapter III, Inspection supervisions, stipulated training program for taking exams for inspectors (made of 5 modules, pursuant to the Rulebook on program and manger of implementation of exams for inspectors), as well as the program of continuous professional development of inspectors "Toward more efficient inspections"  3. Pursuant to the enacted programs, Human Resource Management Service has organized four trainings "Toward more efficient inspections" for 93 inspectors. The trainings were implemented by certified trainers with use of budget funds of the Human Resource Management Service. Execution of at least additional 2 trainings has been planned until the end of the year due to high interest of servants.  4. Standing Conference of Towns and Municipalities, supported by USAID’s Project for better business conditions and OSCE, has implemented e-trainings for local inspectors within the project, and the training was completed by more than 1.200 participants.  5.Teo advanced training programs for inspectors have been held "Training of Trainers" was held at Fruska Gora in June and in Vrnjacka Banja in September. The trainings were attended by total number of 45 attendees. |  |  |  |

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| **Specific objective 4:** | | | | | | | | | | | | |
| Increase of legal safety and improvement of business environment and quality of public services provision | | | | | | | | | | | | |
| **Measure 4.4:** | | **Introduction and promotion of mechanisms which secure quality of public services[[39]](#footnote-39)** | | | | | | | | | | |
| **Status of implementation of the activity** | **The institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Deadline for implementation** | **Madeprogress, what was achieved with the activity** | **IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE STIPULATED DEADLINE OR IT WAS STARTED** | | |
| **Name of the indicator** | **Baseline value and target value** | **Fulfilled value in 2015** | **Fulfilled value in 2016** | **Разлози за одступање од плана и мере предузете за решавање проблема** | **Name of the indicator** | **Baseline value and target value** |
|  | Ministry of State Administration and Local Self-Government – Sector for European Integrations and Projects  *Partners:*  Public Policy Secretariat of the Republic of Serbia  State administration authorities | **4.4.1 Created conditions for establishment of quality management system for public services in public administration** | Measure in which recommendations for creation of quality management system of public services reflect Principles of public administration | *BV (2014): 0*  *TV (2016): 20%*  *TV (2016): 40%* | *-* | *0* | 1. Research of satisfaction, requirements and expectations in terms of quality of public services (key interested parties: citizens. Civil society, employees in public administration) | II quarter of 2016 | Ministry of State Administration and Local Self-Government has started the process of more intense consultations with potential donors in order to provide support to realization of planned activities. | Beginning of implementation of planned activities depends from achievement of result 1.1.2., i.e. completion of implementation of functional analysis in several selected subsystems of public administration as the basis for beginning of implementation of planned activities | Securing donor support for implementation of planned activities | Expected time of beginning of implementation of the project is II quarter of 2017 |
|  | 2. Analysis of defects in the field of public services quality management and preparation of recommendations for creation of the system, pursuant to the Principles of public administration | IV quarter of 2016 |

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| **Specific objective 5:** | **Indicator (level of influence)** |
| Increase of participation of citizens,[[40]](#footnote-40) transparency, improvement of ethical standards[[41]](#footnote-41) and responsibility in performing public administration affairs | Degree up to which the system of integrity and fight against corruption in state service has been established and implemented in practice (PPA 3)  *BV (2014): 3*  *TV (2017): 4*  Transparency of the Government’s creation of policies (PPA 2)  *BV: 3,6 (Report 2014-2015)*  *TV: 3,8 (Report 2017-2018)*  The degree in which there are mechanisms which enable efficient system of checks and balances and control over public organizations (PPA 4)  *BV (2014): 4*  *TV (2017): 4* |

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| **Specific objective 5:** | | | | | | | | | | | | |
| Increase of participation of citizens,[[42]](#footnote-42) transparency, improvement of ethical standards[[43]](#footnote-43) and responsibility in performing public administration affairs | | | | | | | | | | | | |
| **Measure 5.1:** | | **Improvement of conditions for participation of the interested public in work of public administration with increase of availability of information on work of public administration and public finances[[44]](#footnote-44)** | | | | | | | | | | |
| **Status of implementation of the activity** | **The institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Deadline for implementation** | **Made progress, what was achieved with the activity** | **IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE STIPULATED DEADLINE OR IT WAS STARTED** | | |
| **Name of the indicator** | **Baseline value and target value** | **Fulfilled value in 2015** | **Fulfilled value in 2016** | **Reasons for deviation from the plan and the measures taken for resolution of problems** | **Name of the indicator** | **Baseline value and target value** |
|  | Ministry of State Administration and Local Self-Government – the sector competent for state administration affairs  *Partners:*  Commissioner for Information of Public Importance  Ministry of Finance (аct. 3)  General Secretariat of the Government of the Republic of Serbia  Civil society organizations  Units of local self-government | **5.1.1 All information on work of public administration (number of employees, finances, activities) is available on internet and presented in a balanced form** | Percentual increase of number of state administration bodies and units of local self-government which have harmonized their internet presentations with the Guidelines for creation of web presentations | *BV: Reports on evaluation of conformity of web presentations for 2014. Average evaluations:*  *SAB (state administration bodies) - 56,6%;*  *TAB (territorial autonomy bodies)- 45,5%;*  *LSU (local self-government units)- 43,54%*  *TV: Growth of conformity of 10% is stipulated for each year (it is measured in relation to the value from the initial year)* | *On average 48,13% for 2015 (which represents a decrease of 8,47% in relation to 2014, when the average was 56,6%)*  *144,4 оf maximum 300 points (for 2014, the average grade was 169,9)* | Evaluation of harmonization of internet presentation of state administration bodies and units of local self-government with the Guidelines for creation of web presentations for 2016 is performed **until II quarter (**of the current year for the previous year) of 2017, based on which the data of the percentage of achievement of values in 2016 would be obtained.  The required values will be delivered in II quarter of 2017 after creation of the Report on evaluation of harmonization of Web presentations | 2. Preparation and establishment of proposal of changes and amendments to the Law on Free Access to Information of Public Importance which would increase the level of proactive publication and update of the information available to the public | IV quarter of 2015 | *-* On November 03, 2016, Specific working group for preparation of the text of the Draft law on changes and amendments of the Law on Free Access to Information of Public Importance;  - Working group for open information has prepared articles of the Law which are related to reusr of information and presented them to the Specific working group (EU Directive on reuse of information from public administration bodies Directive 2003/98/EC and Directive 2013/37/EU);  - On June 30, SIGMA, in cooperation with the Ministry of State Administration and Local Self-Government, performed Analysis of changes and amendments to the Law, which will represent one of the starting points in operation of the Specific working group | The execution of this obligation is also delayed due to calling of parliamentary elections and dissolution of the National Assembly of the Republic of Serbia in 2016 | Holding meetings of the Specific working group for preparation of the text of the Draft Law on changes and amendments of the Law on Free Access to Information of Public Importance | IV quarter of 2017 |
|  | Decrease of number of appeals submitted to the Commissioner for Information of Public Importance | *BV (2014): 3929*  *Additional: number of entries for non-publication of the information booklet was small, according to the data obtained from the Commissioner, 2 in 2014 and 4 in 2015 based on citizens' entries (out of total number of 6 entries in 2015 that a body does not have its information booklet published on the Internet webpage).*  *TV: -* | *3821*  *NOTE: this indicator should be considered since the appeals for the most part have not been sent to the Commissioner due to non-existence of information on internet, but in terms of availability of information of public importance, silence of administration and similar. Also, based on progression during the previous three years, the trend shows increase, and not decrease of the number of appeals. Maybe the number of information booklets to the contents of which the Commissioner has pointed out would be a better indicator.* | 3474 appeals stated against the public administration bodies in the field of free access to information of public importance  3 entries due to non-publication of information booklets (The Commissioner has, besides 3 proceedings he led due to non-publication of information booklet, acting upon official duty, opened 75 proceedings during 2016 due to non-publication or incomplete or irregular publication of information booklet). | 3. Publication of civil budget[[45]](#footnote-45) of the Republic of Serbia and local self-governments and reports on implementation of the budget which the minister, i.e. the state administration body of the local self-government unit which is competent for financial affaies, delivers at least two times annually to the Government, i.e. competent body of the local self-government unit, doe the purpose of considering and enacting and delivering them to the National Assembly, i.e. assembly of the local self-government (АP OGP) | II quarter of 2016 | 1. Publication of civil budget – Ministry of Finance has prepared the civil budget which is expected to be published in I quarter of 2017  2. Publication of civil budget of the local self-government units - a small percent of local self-government units publish civil budgets on their webpages  3. Publication of reports on execution of budget which the minister, i.e. the state administration body of the local self-government unit which is competent for financial affaies, delivers at least two times annually to the Government, i.e. competent body of the local self-government unit, doe the purpose of considering and enacting and delivering them to the National Assembly, i.e. assembly of the local self-government  - Public finance newsletter is published on the Ministry of Finance’s website on monthly basis and it is available to all interested persons, which secures open access to information <http://www.mfin.gov.rs/pages/issue.php?id=1568>), whereas local self-government units are obliged to publish their budgets in the local official gazette. According to the researches of the civil society organizations, less than 50% local self-government units publish their reports on their webpages | 3. During the procedure of monitoring of implementation of the activity which implies publication of reports on implementation, it has been established that there is no mechanism or capacities for monitoring of implementation of this activity at the local level. | 2. In order to make formulation of civil budgets of the local self-government units easier with the assistance of the civil sector which deals with this field, the data from consolidates reports of the cities and municipalities in relation to the expenditures of the local self-government units according to the types of expenditure and sources of financing need to be published in an open, machine readable form. The other part of the required data is related to final statements of public companies of the local self-government units. |  |
|  | Ministry of State Administration and Local Self-Government – the sector competent for international cooperation affairs  *Partners:*  The Office for Cooperation with Civil Society  Republic Secretariat for Legislation  Standing Conference of Towns and Municipalities  Civil society organizations | **5.1.2. Civil society organizations and citizens are included in processes of creating, implementing and monitoring public policies at the national and local level** | Degree in which consultations with the public (PAP 2) are used in development of policies and laws | *BV (2014): 3*  *TV (2017): 4* | - |  | 1. Signing Additional protocol to the Charter which guarantees participation of citizens in local self-government affairs (AP OGP) | II quarter of 2015 | During the reporting period, review of conformity of the Additional protocol to the Charter which guarantees participation of citizens in local self-government affairs with the existing regulations was performed | The deadline for implementation of activities was changed due to formation of the new Government | Delivery of the proposal of Conclusion to the Government by which the Government agrees to the signing of the additional protocol and the authorization of the ambassador with the European Council to sign access of the Republic of Serbia to the signatory states of the Additional protocol | I quarter of 2017 |
|  | 2. Preparation, consultations and adoption of Strategy for an Enabling Environment for Civil Society Development in the Republic of Serbia for the period from 2015 to 2019 and Action plan for its implementation (AP OGP) | III quarter of 2015 | Proposal of the Strategy for an Enabling Environment for Civil Society Development in the Republic of Serbia for the period from 2016-2020 was made together with the accompanying Action plan. It has been delivered to the Government for consideration. | The Strategy is being created in cooperation with the Office for Cooperation with Civil Society, which functioned with weakened staff capacities during 2015 and 2016, which led to deviation from the planned deadlines. After appointment of deputy director of the Office, it was necessary to perform consultations and harmonize activities with the bodies which are holders and partners of the activities stipulated in the Action plan of the Strategy. The process of consultations with bodies has been additionally slown down by calling of elections and work of the caretaker government which lasted for several months. Only after the Government was formed in the second half of 2016, the process of collection of opinions from competent bodies about the text of the Strategy was finalized. At the end of December 2016, the Proposal of the Strategy was sent to the Government for adoption, after which the necessity of obtaining opinion from the Ministry of Justicy was suggested. | During January and February, the process of collection of the missing opinion from the Ministry of Justice and other competent bodies will be approached and PFE form, i.e. Forms of standard methodology for evaluation of financial effects with projections for the new period from 2017, after which the documents for delivering proposal of the Strategy will be complete. | II quarter of 2017 |
|  | 3. Preparation, consultations and establishment of the Proposal of changes and amendments of the Law on State Administration in the part which is related to publicity of work[[46]](#footnote-46) and cooperation with CSO and other relevant regulations, so that the standards of cooperation between state administration bodies and civil society are harmonized with the standards of the European Council and United Nations Convention against Corruption (pursuant to the previously performed analysis of defaults) | IV quarter of 2015 | During the reporting period, public hearing on the Draft Law on Changes and Amendments of the Law on State Administration and the Draft Law is in the procedure of adoption by the Government. | Implementation of the activity had a wider consultative process, because implementation of the Law, besides state administration bodies, includes all social subjects which can be interested in content of the Law and other instruments of public policies which the competent authorities intend to prepare | Determination of the Proposal of the Law on Amendments to the Law on State Administration and referral of the Proposal of the Law to the Assembly Procedure | I quarter of 2017 |
|  | 4. Preparation and adoption of subordinate legislation which regulates manners of cooperation of state administration and associations and other CSO[[47]](#footnote-47) in more details | IV quarter of 2015 | Draft of the Initiative for change of the Government’s Rules of Procedure | Delivery of the Initiative for Change of the Rules of Procedure of the Government follows the dynamics of adoption of the Law on change of the Law on State Administration, which had a wider consultative procedure, which also relates to the above-mentioned initiative. The above-mentioned initiative has been prepared due to the need to harmonize the Government’s Rules of Procedure with the change of the Law on State Administration which includes novelties in the part of obligations of state administration bodies regarding information of the public about initiation of preparation of certain changes in laws and creation of conditions for inclusion of interested public, and especially civil society organizations, in the process of preparation of draft law, as well as the manner and conditions for implementation of public hearing. The valid Rules of Procedure regulate the manner of implementation of public hearing, and the above-mentioned changes would include the manner of including the public in the procedure which preceeds public hearing. | Activity depends from implementation of activity 3, measure 5.1.2 | After adoption of the Law on Changes of the Law on State Administration |
|  | 5. Execution of the campaign for information of public on mechanisms of participation in the procedure of enacting regulations at all levels (obligation pursuant to APNSBPK) | (IV quarter of 2015) | Within execution of the project "Support to Public Administration Reform", which is implemented by GIZ, among other things, provision of support to the group of activities which are related to increase of the level of awareness of the changes in the Law on State Administration and the Law on Planning System is stipulated in form of holding a series of round tables intended for servants at all levels of administration and civil society organizations. Draft Law on Changes and Amendments of the Law on Local Self-Government has been prepared and public hearing was held. The Draft Law stipulates implementation of the obligatory procedure of public hearing on the occasion of preparation of statute, budget, strategic development plans and other general actsbased on proposal of the qualified number of citizens or requests of one third of councilors. Within sectoral reform contract for public administration reform (IPA 2015), the part which relates to complementary support stipulates  execution of the project "Communication and visibility of public administration reform" in the value of 2,5 million EUR. The project will support elaboration of all-encompassing communication strategy for public administration reform and provide support to implementation of the foreseen measures. Public procurement procedure for supply of services in implementation of the project is currently ongoing. | Multi-resources working group has been formed in order to create plan and program of the campaign (November 18, 2014). The plan and program of the campaign and the Action plan for implementation have been created in January 2015. Assumptions from objective 3.1.3 from APNSBPK for professional and quality execution of the campaign in terms of improvement of the existing legislative framework for civil participation have not been fulfilled. Organization of round tables for servants at all levels of administration and representatives of the civil society organization about changes of the Law on State Administration; Creation of all-encompassing communication strategy for public administration reform and support to implementation of stipulated measures | The legal framework which regulates lobbying and participation of the public in the procedure of enactment of regulations needs to be changed and adopted and mechanisms for more efficient participation of the public in the procedure of enactment of regulations at all levels need to be improved (change of the Law on National Assembly, the Law on Local Self-Government, the Law on Ombudsman, the Law on National Bank and the Law on Referendum and Civil Initiative, etc.)  The activity depends from implementation of activity 3, measure 5.1.2 | Round tables will be organized during II and III quarter of 2017. The expected dynamics of the beginning of implementation of the project "Communication and Visibility of Public Administration Reform" is III quarter of 2017 |

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| **Specific objective 5:** | | | | | | | | | | | | |
| Increase of participation of citizens,[[48]](#footnote-48) transparency, improvement of ethical standards[[49]](#footnote-49) and responsibility in performing public administration affairs | | | | | | | | | | | | |
| **Measure 5.2:** | | **Enhancing integrity and ethical standards of employees in public administration and decrease of corruption through enhancement of prevention mechanisms** | | | | | | | | | | |
| **Status of implementation of the activity** | **The institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Deadline for implementation** | **Made progress, what was achieved with the activity** | **IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE STIPULATED DEADLINE OR IT WAS STARTED** | | |
| **Name of the indicator** | **Baseline value and target value** | **Fulfilled value in 2015** | **Fulfilled value in 2016** | **Разлози за одступање од плана и мере предузете за решавање проблема** | **Name of the indicator** | **Baseline value and target value** |
|  | Ministry of State Administration and Local Self-Government – the sector competent for legal and labour relations and salaries  *Partners:*  Ministry of Justice (аct. 1 and 5)  High Court Council (аct. 3, 4)  State Administration Bodies  Anti-Corruption Agency (аct. 6 and 7)  SCTM  Human Resource Management Service  Civil Society Organizations | **5.2.1 Improved mechanisms for securing ethical standards and integrity of employees in public administration** | Number of public servants who have been convicted of criminal acts related to (PAP 3) | *BV (2014): not available* | - | - | 1. Implementation of feasibility study on regulation of legislative framework for prevention of conflicts of interest in public administration | (IV quarter of 2015) | Implementation of activities is ongoing. The manner of work on preparation and implementation of feasibility study on regulation of legislative frame for prevention of conflict of interests **in work of state servants** is being agreed in cooperation with partner institutions. The Ministry of State Administration and Local Self-Government has submitted an application for obtaining funds from RESPE within the New mechanism for resolution of specific needs of member states within short deadline, in order to hire experts for  Creating the above-mentioned Feasibility study.  In September 2015, the Ministry of Justice, in cooperation with the Anti-Corruption Agency, started implementation of review of the Action plan for implementation of the National Strategy for Fight against Corruption. The review has been stipulated as one of the obligations in the Action plan in measure 5.5, with the end of 2015 as a deadline for execution. The review process was preceded by wide consultative process which implied continuous meetings with representatives of all relevant institutions which are included in the process of Strategy implementation. The review has been executed based on the evaluation of fulfillment of the Strategy from the so-far written reports of the Agency, schedules delivered by all responsible subjects which are stated in the Action plan, identified difficulties in implementation and supervision of the implementation of this strategy, as well as based on circumstances that the Action plan stipulates the same or essentially similar ogligations for Chapter 23 as for the Action plan. Due to the above-mentioned, all activities that have been stipulated in the Action plan are simultaneously stipulated in the Action plan and they continue to be monitored through appropriate activities in Chapter 23. The reason for such solution is the avoidance of double reporting on the same activities from two different strategic documents. Certain measures and activities have been re-reformulated or redefined in order for them to be successfully implemented. The deadlines for implementation of activities have been defined in terms of quarters, and new, realistic deadlines have been set for the activities for which the deadline for implementation has expired. At certain points the indicators were re-reformulated whete it was necessary for the purposes of easier monitoring of measures and activities. Finally, responsible entities have been changed in points where separation of authority of the ministries has occurred. Bearing in mind the above-mentioned, the major part of obligations which are related to the field of conflict of interests (objective 3.1.2) have been delayed for 2017 and 2018, whereby the Anti-Corruption Agency is the responsible entity for the largest number of measures. |  | Action plan for Chapter 23: "Judiciary and Fundamental Rights" within Subchapter 2. Fight against Coprruption and Activity 2.2.3.4. stipulates implementation of feasibility study on regulation of legislative framework for prevention of conflicts of interest in the work of state servants. | II quarter of 2017 |
|  | Number of disciplinary proceedings which have been initiated in relation to violation of ethical and integrity standards in state administration bodies | *BV: (2014): 86*  *TV: about 70 each year* | *79* | *117* | 2. Cation of analysis of quality and implementation of the existing codes of conducts for civil servants and codes of conducts for employees in local self-government units, comparison with examples of good European practices with recommendations for improvement | II quarter of 2016 | Executed  For code of conduct for civil servants, the High Servant Council wrote a report on respect of Code of conduct for civil servants for 2015 with conclusions which can be considered analysis of provisions of the Code and its implementation. | The Law on Employees in Autonomous Provinces and local self-government units, which has been implemented starting from December 01, 2016, stipulates that the employer shall enact code of conduct for servants and employees within one year from the date of beginning of implementation of the Law (until December 01, 2017) |  |  |
|  | 3. Harmonization of Code of conduct for civil servants and Code of conduct for employees in local self-government units, with recommendations for analysis | IV quarter of 2016 | Has not been implemented | Codes of conduct for servants and employes in local self-government units should be enacted within one year from the date of the beginning of implementation of the Law on Employees in Autonomous Provinces and Local Self-Government Units (until December 01, 2017) |  | IV quarter of 2017 |
|  | 4. Making provision for obligations of regular reporting to the Government on following and implementation of the Code of conduct for civil servants | IV quarter of 2016[[50]](#footnote-50) | Implemented through Changes and amendments to the Code of conduct for civil servants which stipulate that the High Servant Council  Writes the Report on implementation of the Code no later than March 31 for the previous calendar year and reports to the ministry which is competent for state administration |  |  |  |
|  | The percentage of bodies and organizations in public administration which have enacted integrity plans pursuant to the dynamics and guidelines stipulated by the Anti-Corruption Agency | *BV (2014): 48,77%[[51]](#footnote-51)*  *TV (2017): 60%* | *-* | *-* | 5. Legislative regulation of prevention of conflict of interests of the employees in public administration based on the results of the feasibility study [[52]](#footnote-52) | (IV quarter of 2016 |  | This activity will be approached after creation of the feasibility study which is stipulated in activity 5.2.1.1 |  | II quarter of 2017 |
|  | 6. Preparation and enactment of integrity plans in bodies and organizations of public administration pursuant to the guidelines and dynamics stipulated by the Anti-Corruption Agency | Pursuant to the dynamics stipulated by the Anti-Corruption Agency | In November 2016, the Agency adopted and published Guidelines for creation and implementation of integrity plans, интегритета, with which the process of creation of second generation integrity plans in Serbia started. All reporting agents per integrity plans received username and password for access to plan models which they will use during the procedure for evaluation of integrity, creation and adoption of the plan. According to the Guidelines, all public administration bodies will be obliged to create and adopt integrity plans until June 30, 2017. |  | The adoption of the new Law on Anti-Corruption Agency would introduce tort liability for managers of public administration bodies which do not create and adopt integrity plan within the deadline and in the manner stipulated by the Guidelines for creation and implementation of the integrity plans. | June 30, 2017 |
|  | Ministry of Justice – group for Coordination of Implementation of National Strategy for Fight against Corruption  *Partners:*  Human Resource Management Service | **5.2.2. Improved efficiency of the system for protection of whistleblowers (persons who report doubt of corruption) in public administration** | Number of reports of the ministry competent for judiciary affairs on cases of court acting in relation to whistleblowing[[53]](#footnote-53) | *BV (2014): 0*  *TV (2017): 1* | - |  | 1. Securing technical conditions for efficient implementation of the Law on Protection of Whistleblowers | (IV quarter of 2015) | During the previous period, equipment was delivered after the contracts with contractors were signed in two public procurement procedures of the Ministry of Jusitce – purchase of computer equipment for judicial bodies and development of centers for data storage. The purchased equipment includes servers and server equipment, network equipment, working stations and scanners. The objective of these purchases is to enhance working capacities of judicial bodies (which include those that are competent for implementation of criminal proceeding), as well as securing availability of information systeems which are being used in the judicial sector, and indirectly the conditions for efficient implementation of the Law on Protection of Whistleblowers. |  |  |  |
|  | 2. Establishment and implementation of training program for implementation of the Law on Protection of Whistleblowers for employees in public administration | II quarter of 2016 | Human Resource Management Service is competent for professional development of civil servants from state administration bodies and the Government. The training "Protection of Whistleblowers" which was started in 2015 has been continued. The subject of the protection of whistleblowers was processed within two forms of training for two target groups:  1. Protection of whistleblowers – basic training (target group: all civil servants: objective: introduction of civil servants to the term and types of whistleblowing, conditions under which whistleblowing can be performed, conditions and procedure for protection of whistleblowers, as well as other rights which originate from the Law on Protection of Whistleblowers) – October 25, 2015, June 24, 2016, April 27, 2016.  2. Protection of whistleblowers – training for authorized persons (target group: persons authorized for action upon reports related to whistleblowing; objective: introduction of the attendees to international standard and practice of the European Court of Human Rights on the occasion of protection of whistleblowers in sense of rights to freedom of expression, as well as key terms which are stipulated in the Law on Protection of Whistleblowers for the purpose of better understanding of the term, sense of whistleblowing and protection of whistleblowers) - November 29 and 30, 2016, May 10, 2016 |  |  |  |
|  | 3. Implementation of campaign for increase of the level of awareness of the importance of whistleblowing and use of channels for reporting illegal actions | II quarter of 2016 | The law was adopted on November 26, 2014, and it entered into force on December 04, 2014. However, it was planned to be gradually introduced in order for the relevant institutions to take over important functions and have the time to adapt. The Law has been implemented since June 05, 2015, which was marked with the beginning of the campaign "Whistleblowers are now stronger".  The Ministry of Justice, with assistance of the USAID’s Judicial Reform and Government Accountability Project (JRGA), led a media campaign and the campaign for increase of awareness.  .4 Pursuant to JRGA, the campaign lasted one month and it resulted in 120 newspaper reports on the above-mentioned law and more than 300 promotional features on domestic televisions, such as RTS, B92 and RTV1. The promotional webpage  [www.uzbunjivaci.rs](http://www.uzbunjivaci.rs) was created within this project. Promotional materials have been shred in city buses in three cities in Seriba – Belgrade, Novi Sad and Nis. |  |  |  |

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| **Specific objective 5:** | | | | | | | | | | | | |
| Increase of participation of citizens,[[54]](#footnote-54) transparency, improvement of ethical standards[[55]](#footnote-55) and responsibility in performing public administration affairs | | | | | | | | | | | | |
| **Measure 5.3:** | | **Enhancing mechanisms of external and internal control in public administration[[56]](#footnote-56)** | | | | | | | | | | |
| **Status of implementation of the activity** | **The institution responsible for implementation** | **Result** | **Indicators** | | | | **Activity** | **Deadline for implementation** | **Made progress, what was achieved with the activity** | **IF THE ACTIVITY HAS NOT BEEN IMPLEMENTED IN THE STIPULATED DEADLINE OR IT WAS STARTED** | | |
| **Name of the indicator** | **Baseline value and target value** | **Fulfilled value in 2015** | **Fulfilled value in 2016** | **Reasons for deviation from the plan and the measures taken for solution of problems** | **Name of the indicator** | **Baseline value and target value** |
|  | Ministry of State Administration and Local Self-Government – the sector competent for normative affairs  *Partners:*  General Secretariat of the Government  Ministry of Finance  Ministry of Justice (аct. 7)  Property Directorate of Serbia  Commissioner for Information of Public Importance and Protection of Personal Data  Ombudsman  Commissioner for Protection of Equality  State Audit Institution | **5.3.1 Improved legislative framework and conditions of work for state bodies which perform external control of administration** | Number of regular bi-annual reports delivered to the National Assembly | *BV (2014): 5*  *TV (value is the same for all years): 5* | *5* | *5* | 1. Preparation, consultations and establishment of the Proposal of changes and amendments of the Law on Ombudsman, pursuant to the Conclusion of the National Assembly from 2014.[[57]](#footnote-57) | III quarter of 2015 | *On November 03,* 2016, Specific working group for preparation of the text of the Draft law on changes and amendments to the Law on Free Access to Information of Public Importance; Government’s Work plan for 2016 stipulates that the Government should establish the Proposal of the Law on Changes and Amendments to the Law on Ombudsman, the draft of which should be created and delivered to the Government for further procedure by the Ministry of State Administration and Local Self-Government | The performance of this obligation is in delay also due to calling of special parliamentary elections and dissolution of the National Assembly of the Republic of Serbia in 2016 | Holding of meetings of the Specific working group for preparation of the text of the Draft Law on Changes and Amendments to the Law on Ombudsman.  The Work plan of the Government for 2017 stipulates that the Government will, in December 2017, establish the Proposal of the Law on Changes and Amendments to the Law on Ombudsman, based on the delivered Draft law which will be prepared by the Ministry of State Administration and Local Self-Government | IV quarter of 2017 |
|  | 2. Securing premises by which accommodation of the Ombudsman is resolved (by enactment of the appropriate act of the Government) | III quarter of 2015 | Pursuant to the provisions of the Government’s Rules of Procedure, resolving the request of the Ombudsman, the Commission for Housing Issues and Schedule of Official Buildings and Business Premises, enacted the Conclusion 77 number 361-6754/2013, dated August 02, 2013, by which the business space in the business building in Deligradska number 16 is allocated to the Ombudsman, in order to secure business spce which is necessary for the work of the Ombudsman. |  |  |  |
| Report has not been delivered | 3. Securing premises by which accommodation of the Commissioner for Equality is resolved (enactment of the appropriate act of the Government) | III quarter of 2015 |  |  |  |  |
| Report has not been delivered | 4. Securing premises by which accommodation of State Audit Institution (enactment of the appropriate act of the Government) | III quarter of 2015 |  |  |  |  |
| Report has not been delivered | 5. Establishment of mechanism for regular bi-annual reporting to the National Assembly by the subjects of the audit on action based on recommendations of the State Audit Institution | III quarter of 2015 |  |  |  |  |
|  | 6. Preparation, consultations and establishment of the Proposal of Changes and Amendments of the Law on Free Access to Information of Public Importance, pursuant to the Conclusion of the Narional Assembly 2014.[[58]](#footnote-58) through work of joint working group[[59]](#footnote-59) | IV quarter of 2015 | - Government 2016 Work plan envisaged the Proposal of the Law on amendments on Law on Free Access to Public Information to be adopted by the Government after the MPALSG as ministry in charge prepare and submit to the Government the Draft Law.  *-* On November 03, 2016, Specific working group for preparation of the text of the Draft Law on Changes and Amendments of the Law on Free Access to Information of Public Importance;  - Working group for open data has prepared articles of the Law which are related to business use of information and presented them to the Specific working group (EU Directive on Reuse of Information of Public Administration Bodies  Directive 2003/98/EC and Directive 2013/37/EU);  - On June 30, SIGMA, in cooperation with the Ministry of State Administration and Local Self-Government, created Analysis of Changes and Amendments to the Law which will represent one of the starting points in the work of the Specific working group | The fulfillment of this obligation is also delayed due to calling of special parliamentary elections and dissolution of the National Assembly of the Republic of Serbia in 2016 | Holding meetings of the Specific working group for preparation of text of the Draft Law on Changes and Amendments to the Law on Free Access to Information of Public Importance.  The Work plan of the Government for 2017 stipulates that the Government will, in December 2017, establish the Proposal of the Law on Changes and Amendments to the Law on Free Access to Information of Public Importance, based on the delivered Draft Law which shall be prepared by the Ministry of State Administration and Local Self-Government. | IV quarter fo 2017 |
|  | 7. Preparation, consultations and establishment of the Proposal of the Law on Anti-Corruption Agency for the purpose of enhancing control mechanism of the Agency in the process of implementing provisions on conflict of interests | (IV quarter of 2015) | Draft Law on Anti-Corruption Agency has been prepared. The Draft Law has been published on the web presentation of the Ministry of Justice and e-administration portal and public hearing about the Draft has been held. The new law differentiates between the terms of conflict of interests and cumulation of public functions, by regulating the cumulation of public functions in a special chapter, which is, otherwise also stipulated in the Action plan. The most important novelties in relation to the valid law are related to the fields of conflict of interests, incompatibility and cumulation of public functions. The new law leaves out private interest from the definition of the conflict of interests, which "seems to affect" action of officials in performing public functions, which eliminates the possibility of wide interpretation of the Law. The important novelties are included in the provision which regulates the obligation of information on existence of private interest. The valid Law, Article 32, stipulates a deadline of eight days for informing the Agency "about doubt regarding existence of the conflict of interests or conflict of interests which the official or a person connected to the official has", whereby it has not been clearly stipulated since when the deadline begins.  Due to the above-mentioned, it often happens in practice that, at the moment when notification is received from the Agency, the consequences of the conflict of interests in which the official is included have already occurred, so that the stipulated proposal of measures for elimination of conflict of interests becomes pointless. In order to prevent the conflict of interests, the proposed legislative solution clearly and precisely regulates this obligations, and specific provisions regulate action and decision-making after the director, i.e. a member of the Agency Board is informed about existence of private interest. Additionally, it represents an important novelty that the stipulated deadline (five years) within which the Agency initiates, acting upon official duty, the proceeding in which it decides on the existence of conflict of interests. This deadline starts from the moment of action or inaction of the public official which caused doubt regarding existence of conflict of interests. |  |  |  |
| Report has not been delivered | 8. Establishment of procedural modalities for implementation of recommendations provided by the Commissioner for the Protection of Equality to state administration bodies | III quarter of 2016 |  |  |  |  |
|  | Ministry of State Administration and Local Self-Government – Administrative Inspection | **5.3.2 Improved capacities and action of the Administrative Inspection in the manner which secured efficient control of legality of work of state administration bodies and other subjects of administrative inspection supervision** | Percentage of increase of number of supervised subjects | *BV (2014): 1400 inspection supervisions and 1230 petitions*  *TV (the valus is the same for all years): about 10%* | *1.183 inspection supervisions and 1.561 petitions*  *- number of supervisions has decreased (15,5%) in comparison with 2014, becuase the number of special inspection supervisions significantly increased in 2014, as follows: inspection of update of Unified electoral register due to parliamentary elections and inspection of implementation of the Law on Elimination of Consequences of Floods in the Republic of Serbia – number of petitions ub 2015 increased for 27% in comparison with 2014*  *-In 2015, number of employees in the Administrative Inspection decreased in comparison with the previous period for three administrative inspectors* | *1.761 inspection supervisions and 1.408 petitions*  *- in relation to 2014, the number of supervisions increased for 26%, and the number of petitions increased for 14%.*  *- in relation to 2015, the number of supervisions increased for 49%, and the number of petitions decreased for 10%.*  *- at the end of 2016, total number of administrative inspectors was 18.* | 2. Creation of plan for implementation of recommendations for functional analysis pursuant to principles of optimization of public administration and needs of fiscal consolidation | I quarter of 2016 | Different planned findings have been made pursuant to the project of the Norwegian Embassy "Enhancement through Changes – Enhancement of Capacities of the Ministry of State Administration and Local Self-Government", in order to enhance capacities of the ministry, together with Administrative inspection, but also the analysis of expectations of interested parties by the Ministry which is the holder of changes in public administration which it also has to execute externally towards the exterior (as a coordinator and supervisor of public administration reform) and internally (by changing its own structure). Functional analysis of the Ministry has been performed within the project, together with the Adiminstrative Inspection, as well as the analysis of allocation of resources, functions of the Ministry have been established pursuant to its competence and legal regulations. Reorganization of the Ministry has been performed pursuant to the findings and recommendations from the project and real factors and parameters and the Rulebook on Internal Regulation and Systematization of work positions in the Ministry of Public Administration and Local Self-Government. |  |  |  |
|  | 3. Enhancement of material and human resources capacities of the Administrative Inspection, pursuant to the plan for execution and principles of optimization of public administration and the needs for fiscal consolidation. | II quarter of 2016 | 9 administrative inspectors underwent professional development in the field of implementation of the Law on Inspection Supervision in 2016. |  |  |  |

1. Reports for this indicator are published in late September every year, with processed data for a previous year. [↑](#footnote-ref-1)
2. Activity 2. Implementation of analysis of strategic expediency of selected organizations in the public administration system and preparation of recommendations for improvement. Activity 4. Preparation of the plan of improvement of the public administration general system organization, including defining of typology of public administration authorities and organization, main concepts (including the concept of public administration) and criteria for establishing and selection of organizational form (the plan of improvement will consider whether subordinate bodies should have the status of legal entities, in accordance with the proposal under the PARS, page 15, item 3, relating to introduction of a transparent and functional public administration system). [↑](#footnote-ref-2)
3. According to the plan set forth in the action document for EU IPA 2014, these plans will inter alia include measures for improvement of the organizational framework and distribution of competences and tasks within the subsystem (continued results of a systemic analysis), organization of work processes between and within institutions in subsystems and improvement of their organizational performance, measures for cost reduction by identifying possibilities for savings, workforce rightsizing, human resources management, etc.

   **Note: Sectoral budget support indicator for variable tranches “*Induced output 1: Improved organisation and functions of the central government administration”*** [↑](#footnote-ref-3)
4. **Note: Sectoral budget support indicator for variable tranches: “*Induced output 2: Improved public policy development and coordination”*** [↑](#footnote-ref-4)
5. Functions of monitoring of the above plans and the reporting system are integral parts of this IT system. [↑](#footnote-ref-5)
6. This activity will also be implemented on an annual basis in 2016 and in 2017. [↑](#footnote-ref-6)
7. **Note: Sectoral budget support indicator for variable tranches, in connection with the Result 5.1.2. CSO and citizens involved in the process of development, implementation and monitoring of public policies at national and local levels*:“ Induced output 3 Increased participation of citizen and civil society organisations in the policy-making process“*** [↑](#footnote-ref-7)
8. Measure 1.4 is harmonised with objectives of the e-Government Development Strategy. It is not specified in detail under this AP because its implementation will primarily be monitored through the Action Plan for implementation of the e-Government Development Strategy of the Republic of Serbia, which is a sub-strategy within the public administration reform. Only implementation of the key results of that Strategy which are presented in this document will be monitored within this AP. [↑](#footnote-ref-8)
9. The logic of this specific objective stems from the dichotomy of civil service and public service systems. Given that the labor law relations in the state administration system are in principle established on the basis of a merit system under the Law on Civil Servants, measure 2.2 is provided for SAB in order to establish HRM strategic function, while the development of basic elements of the merit system (measure 2.1) and basic elements of human resource management (measure 2.3) are provided for the wider system of public administration (which in regard of labour law employee status includes public services and public agencies). [↑](#footnote-ref-9)
10. Labor law status in AP and LSGU shall be governed by the Law on Employees in Autonomous Provinces and Local Self-Government Units. [↑](#footnote-ref-10)
11. Preparation of the catalogue is underway. [↑](#footnote-ref-11)
12. Measure referred in Section III.B.2 from the PAR Strategy is here divided into two measures, which is in accordance with the content of that Section of the Strategy which provides an in-depth analysis of the issues in HRM function in the state administration system, while for other bodies and organizations in the PA system, including LSGU, the need of implementation of legal and institutional framework of professional development is considered, as well as certain aspects of HRM in LSGU (here provided by the next measure 2.3). [↑](#footnote-ref-12)
13. This FA not connected with FA provided in measure 1.1, since it refers only to separate HRM function to be analyzed in the whole system of state administration, i.e. in all SAB, in order to create an analytical basis for the planning of all elements for improvement of this function, especially in terms of its realization within the SAB. Second, in-depth phase of HRM improvement involves the establishment of a strategic HRM function for the entire system of state administration. [↑](#footnote-ref-13)
14. **Note: Indicator of the Sectoral Budget Support for variable tranches***: ‘’****Induced output 4: Improved merit-based human resources management system within the public service,*** *4. PAR Council endorses a policy paper for a competence based human resources management (HRM) system targeting improved recruitment, performance appraisal and professional and career development procedures“.* [↑](#footnote-ref-14)
15. The staff retention policy will be harmonised with the requirements within the Negotiating Chapter 22. [↑](#footnote-ref-15)
16. This result will be implemented in full coordination with the development of the system of professional development of the employees in public administration (measure 2.3). [↑](#footnote-ref-16)
17. The phased development plan will be based on the proposals contained in the Strategy for professional development of civil servants and on additionally conducted analyses. It will present the scope of the activities, the dynamics and resources necessary for gradual/phased establishment of the central institution and reaching the full capacity of its performance until 2020. Together with the previously created analyses, the phased development plan of the central institution will closely envisage the dynamics of expanding of its activities to new users. In the first year of operations it is expected that the circle of users will not be extended compared to the existing users of HRMS training program (civil servants), while new users from the broader PA system will gradually join, in accordance with abilities of the institution capacity development. In hand with the creation of the phased development plan, the Terms of Reference (TOR) will be prepared for the EU IPA 2013 project, which should support the development and operation of this institution. [↑](#footnote-ref-17)
18. Preparation of the draft law on central institution will go simultaneously and in line with the amendments to the Law on Civil Servants (which is to end earlier), in order to ensure mutual compliance of these laws. These amendments will enable the central institution to take over the competences for the organisation and implementation of professional development of civil servants from HRMS, and it will also take over the employees from HRMS performing these activities [↑](#footnote-ref-18)
19. It is expected that in the first year of operation of the Central Institution shall be able to operate in the premises of the Human Resource Management Service. [↑](#footnote-ref-19)
20. **Note: Indicators of the Sectoral Budget Support for variable tranches: ‘’*Induced output 6: Improved planning and budgeting of public expenditures“*** [↑](#footnote-ref-20)
21. The introduction of functional software is expected in 2017. [↑](#footnote-ref-21)
22. After the meeting of PAR Council held on 27/03/2017 and the consultation on the 2016 Annual report for the implementation of the AP PAR Strategy for the period 2015-2017, the Ministry of Construction,Transport and Infrastructure made written remark that they are opposing that in the proccess of budget planning and preparation the named Regulation on the content, method of preparation and evaluation, as well as monitoring the implementation and reporting on the implementation of capital projects should be adopted. In the future planning of the new Action Plan for the period 2018-2020. the dialogue needs to continue and the above mentioned objection needs to be taken into consideration in order to improve the planning and budget preparation process. [↑](#footnote-ref-22)
23. **Note: Indicators of the Sectoral Budget Support for variable tranches:** ‘’***Induced output 8 Improved implementation of internal control in the public administration“*** [↑](#footnote-ref-23)
24. Further plans regarding the professional development of managers in public funds beneficiaries shall be defined through a revision of this Action Plan in accordance with the adopted Strategy for Development of Internal Financial Control in the Public Sector for the period 2015 – 2019. This measure shall have a direct impact on the strengthening of managerial accountability, which will be measured comprehensively, in accordance with the Principles of Public Administration. [↑](#footnote-ref-24)
25. The initial value is represented by the number of reports in the year preceding the one in which in the Rulebook on Financial Management and Control the appropriate framework for the management of irregularities by the beneficiaries of public funds is defined. [↑](#footnote-ref-25)
26. The term irregularity will be defined in accordance with the EU definitions of fraud and irregularity, i.e. Convention on the Protection of the European Communities’ Financial Interests from 26 July 1995, Article 19 of Commission Regulation (EC) No. 718/2007; Article 16 of Commission Implementing Regulation (EU) No. 447/2014. [↑](#footnote-ref-26)
27. Document: ‘’Baseline Measurment – Methodological Annex to the Indicators“, Sigma, April 2015, p. 96. and ‘’Public Administration Principles“, OECD/SIGMA (document funded by the EU), 2014, p.92. [↑](#footnote-ref-27)
28. Document: ‘’Baseline Measurment – Methodological Annex to the Indicators“, Sigma, April 2015, p. 89. and ‘’Public Administration Principles“, OECD/SIGMA (document funded by the EU), 2014, p.94. [↑](#footnote-ref-28)
29. Reallocation of tasks will refer to programs of trainings for certification of internal auditors in public sector. [↑](#footnote-ref-29)
30. Other activities provided by the Strategy for Public Administration Reform (establishment of standardized forms of procurement services organization, the introduction of the appropriate level of certification in the public procurement system, the establishment of an effective monitoring and control mechanism over the contracting and execution of contracts for public procurements in each stage) shall be included in the forthcoming Action Plan given that it has been estimated in the course of preparation of this AP that their implementation would not be possible until the end of 2016 [↑](#footnote-ref-30)
31. This measure is also seen as an integral part of development of the public policies management system covered by the specific objective 1. However, since the Public Administration Reform Strategy in RS has also recognized the importance of improvement of the legislative process for improvement of the legal certainty and business environment, measure 4.1 and result 4.1.1 are presented within specific objective 4. In addition, it has not been further elaborated in this Action Plan since its implementation shall be monitored through the Action Plan for the implementation of the Regulatory Reform Strategy in the Republic of Serbia for the period 2015-2017, which is a sub-strategy within the public administration reform. [↑](#footnote-ref-31)
32. Baseline has been set at 0% due to lack of existing methodologies. [↑](#footnote-ref-32)
33. On the occasion of planning amendments to the program for the state professional exam and creating the handbook for exam-taking, the option of including the matter of protection of personal data in the Program for exam taking shall be considered, pursuant to the initiative of the Commissioner for Information of Public Importance and Personal Data Protection, and bearing in mind the low degree of implementation of the Law on Personal Data Protection in real life. [↑](#footnote-ref-33)
34. In case that these records include collection and processing of personal data, they would need to be regulated by the Law. [↑](#footnote-ref-34)
35. The project which will define these activities in more details is currently being prepared. [↑](#footnote-ref-35)
36. **Note: Indicator of sectoral budget support for variable tranches *„Induced output 5: Reduced administrative burden to citizens and businesses through support to the reform of the inspection services“*** [↑](#footnote-ref-36)
37. On the occasion of the first following audit of the Action plan, and after enactment of the Law on Inspection Supervision and establishment of the Coordination Commission, better oriented indicators for this result shall be defined. [↑](#footnote-ref-37)
38. In 2017, establishment of system for all other inspections will be continued. Collection and processing of personal data for the purpose of information system have been regulated in the Draft Law on Inspection Supervision, and subsidiary implementation of the Law on Protection of Personal Data has also been stipulated. [↑](#footnote-ref-38)
39. This measure is not explicitly recognized in the Public Administration Reform Strategy, but it is implicitly included in the Strategy (especially in its general objective), and it is specifically defined herein since it represents a significant part of the plans and priorities of the Ministry of State Administration and Local Self-Government, and it is a constituent part of the Principles of public administration (Provision of public services – principle 3) [↑](#footnote-ref-39)
40. Participation of citizens is entered as a part of the formulation of specific objective, following the proposal made by civil society organizations which are included in the process of creation of the AP PAR (Action plan for public administration reform). [↑](#footnote-ref-40)
41. National strategy for fight against corruption in the Republic of Serbia for the period from 2013 to 2018 also uses the concept of integrity, but it also refers to the need of adopting ethical codes. These two terms are considered complementary in the public administration reform. [↑](#footnote-ref-41)
42. Participation of citizens is entered as a part of formulation of specific objective, following the proposal made by civil society organizations which are included in the process of creation of the AP PAR. [↑](#footnote-ref-42)
43. National strategy for fight against corruption in the Republic of Serbia for the period from 2013 to 2018 also uses the concept of integrity, but it also refers to the need of adopting ethical codes. These two terms are considered complementary in the public administration reform.

    Participation of citizens is entered as a part of formulation of specific objective, following the proposal made by civil society organizations which are included in the process of creation of the AP PAR. [↑](#footnote-ref-43)
44. Measure 1.3 within specific objective 1 is also relevant from the standpoint of securing participation of citizens, transparency, improvement ogf ethical standards and responsibility in performing public administration jobs. Also, the majority of these results and activities is also included in the Action plan for fulfillment of Partnership for open administration, and further Serbian participation and priorities within the Partnership will be planned and executed in coordination with the AP PAR. [↑](#footnote-ref-44)
45. Civil budget uses easily understandable language for explanation of the manner and the purposes of use of public resources for the sakes of satisfxying the public needs of the citizens. The objective of the civil budget, as a simple display of the sbudget of the state or the municipality/city is to contribute to the information of the citizens and increased participation of citizens in definition of budget priorities, as well as in planning, allocation and spending of budget funds. [↑](#footnote-ref-45)
46. **Note: Indicator of Sectoral budget support for variable tranches, and in relation to Result 1.3.3.3.*“ Induced output 3 Increased participation of citizen and civil society organisations in the policy-making process“*** [↑](#footnote-ref-46)
47. Аctivities 3 and 4 are closely related to activity 1.3.3.3 which is related to improvement of consultative process in the process of creation of public policies. [↑](#footnote-ref-47)
48. Participation of citizens was entered as a part of formulation of the specific objective following the proposal of civil society organizations which are included in the process of making the AP PAR. [↑](#footnote-ref-48)
49. National strategy for fight against corruption in the Republic of Serbia for the period from 2013 to 2018 uses the concept of integrity, but also refers to the need of adopting ethical codes. These two terms are considered complementary in the public administration reform. [↑](#footnote-ref-49)
50. The reporting shall be performed on annual basis. [↑](#footnote-ref-50)
51. Total number of institutions within the state administration and local self-government system which are obliged to create IP, according to the Law on Anti-Corruption Agency, is 281. [↑](#footnote-ref-51)
52. Monitoring of implementation of legal provisions on prevention of conflict of interests in public administrations (NAP p.23, 2.2.3.6), as well as preparation and implementation of professional development program for employees in public administration in relation to the matters of prevention of conflict of interests (NAP p.23, 2.2.3.7) will be included in the change of AP PAP in 2015, when the plans for 2017 shall also be included. [↑](#footnote-ref-52)
53. Since the implementation of the Law on Protection of Whistleblowers has been delayed until June 05, 2015, it is not possible to foresee the quantitative indicator which would point out well to the successfullness of the implementation of the Law at the moment. Such indicator shall be subsequently defined and added. [↑](#footnote-ref-53)
54. Participation of citizens was entered as a part of formulation of the specific objective following the proposal made by the civil society organizations which are included in the process of creating AP PAP. [↑](#footnote-ref-54)
55. National Strategy for Fight against Corruption in the Republic of Serbia for the period from 2013 to 2018 uses the concept of integrity, but also refers to the need of adoption of ethical codes. These two terms are considered complementary in public administration reform. [↑](#footnote-ref-55)
56. Measures 5.1 and 5.2 include certain results and activities which are closely related to enhancing external mechanisms of supervision in public administration. These measures include the activities which are related to obligations of action of bodies and organizations in public administration by which larger transparency of work and decrease of corruption are achieved, whereas this measure specifically relates to improvement of the institutions which perform the external control function. Also, this measure does not contain the results and activities which would contribute to the enhancement of the role of the Administrative Court and general control of administration by the courts, which will be planned in the next stage of reform (2017-2020). [↑](#footnote-ref-56)
57. The Official Gazette of RS, no. 60/14 [↑](#footnote-ref-57)
58. The Official Gazette of RS, no. 60/14 [↑](#footnote-ref-58)
59. Aspects of changes of the Law which are related to extension of obligations of public administration bodies, according to the law, are included in measure 5.1. Also, the Draft Action plan for chapter 23 stipulates changes of this Law, and all changes shall be coordinated and unified. [↑](#footnote-ref-59)