


Annex 1: Implementation of the Action plan 2015 – 2017 – contribution of responsible institutions

General goal:	Indicator (impact level)
Further improvement of functioning of the public administration in line with principles of the European Administrative Area and ensuring high quality of services to citizens and businesses, as well as developing a public administration which will significantly contribute to economic stability and better living standard	Government Effectiveness Indicator (the World Bank) – percentile ranking (0-100) BV (2013): 51.18 TV (2018): 53-55 ¹ Achieved value for 2014: 58.17; for 2015: 58.17; 2016: 55.77
Specific objective 1:	Indicator (impact level)
Improving organizational and functional sub-systems of public administration	Extent to which the overall structure of ministries and other bodies subordinated to central government is rational and coherent (PPA 4) BV (2014): 2 TV (2017): 3 AV (2016 ²): 2 Transparency in Government policy making (PPA 2) BV: 3.6 (Report 2014-2015) TV: 3.8 (Report 2017-2018) AV (Report 2015-2016): 3.89 AV (Report 2016-2017 ³): 3.8


Specific objective 1:							
Improving organizational and functional sub-systems of public administration							
Measure 1.1: Organisational and functional restructuring of the public administration by implementing until 2017 evidence-based measures for optimisation of the public administration with respect to the number and effectiveness of institutions, number of staff, work processes, and organisational structures while achieving a strong analytical basis for such processes							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of public administration reform <i>Partners:</i> Line ministries The World Bank	1.1.1. Improved organizational forms, their mutual relations, and a rationalised number of organizations and employees in the public administration	Within the horizontal functional review (FR) the cost-benefit analysis tool has been developed, which is to support the decision-making. The horizontal FR defines the <i>inputs</i> for optimistic and pessimistic transformation scenarios. This tool will be used for preparation of the negotiating process to adopt the Decision on Maximum Number of Employees for 2017. - The Law on the Manner of Determining the Maximum Number of Employees in PA is adopted - The Decision on maximum number of staff in the system of state bodies, system of public services, system of the Autonomous province of Vojvodina, and the system of local self-government for 2015, as adopted by the Government on 2 December 2015 is implemented through: - Restructuring and rationalisation of the public administration, - Establishing the system for monitoring the implementation of the Decision, - Conducting an independent evaluation of the overall optimisation process.	Number of bodies which report to the Government, the Prime Minister, or the National Assembly (PPA 4) The number of organizations which have been abolished, merged, or whose organizational form or internal organisation has been changed	BV (2014): 46 TV (2017): 43 BV (2014): 0 TV (2017): 5 AV (2015): 6 AV (2016): 1	AV (2016 ⁴): 45 10 (2015-2017)	About RSD 1.9 billion is the total of all expenditures for monetary allowances for severance payments in the process of rationalisation paid in the public sector for the period 2016-2017.	

¹ The reports for this indicator are published at end of September each year, with data processed for the **preceding year**.

² The value of indicators marked as PPA (indicators taken from the Principles of Public Administration – SIGMA), which are presented for the year 2017 have been taken from the draft SIGMA report after assessment in 2017 and by the time when they are officially published the stated values can be used only approximately since they are subject to possible changes.

³ The indicator measures how easy it is for companies to receive information on changes in government policies and regulations which have an impact on their activity, with the lowest value 1 = very difficult, and the highest value 7 = very easy. The source is the Global Competitiveness Report 2016–2017, World Economic Forum, Page 331, link: http://www3.weforum.org/docs/GCR2016-2017/05FullReport/TheGlobalCompetitivenessReport2016-2017_FINAL.pdf

⁴ The value of indicators marked as PPA (indicators taken from the Principles of Public Administration – SIGMA), which are presented for the year 2017 have been taken from the draft SIGMA report after assessment in 2017 and by the time when they are officially published the stated values can be used only approximately since they are subject to possible changes.

		<p>- On 20 June 2017 The Government of the Republic of Serbia adopted another Decision on the maximum number of staff employed for a fixed period of time in the system of state bodies, system of public services, system of the Autonomous province of Vojvodina, and the system of local self-government for 2017. Compared to the number of staff employed for an indefinite period as specified in the Decision for the calendar year 2015 (total 462,674) the proposed maximum number of staff for the Government Decision for the year 2017 is lower by 11,241 and totals 451,433. This time again the reduction was not linear, and the determination of institutions where reductions apply took into consideration the standards and priorities within each sector.</p> <p>- Amended Decree on classification of posts and criteria for job descriptions for civil servants</p> <p>- Amendments made in the Rulebook on organisation and systematisation of posts or relevant acts on internal organisation (based on received data, organisational forms covered by the Decisions on the maximum number of staff employed for 2015, and based on the rationalisation monitoring report), the relevant acts based on the Decision have been made by:</p> <ul style="list-style-type: none"> - 794 organisational forms (including 7 special organisations and ministries with organisational forms under their competence (except for education)), and - 1,607 organisational forms within the sector of education (based on their data). <p>This data does not cover the local level (units of LSG and the APV).</p> <p>- Instructions on implementation of the Law on the Manner of Determining the Maximum Number of Staff</p> <p>AGGREGATE DATA: number of employees for a definite period of time in general administration and public local enterprises (excluding the national level public enterprises) is reduced in this period:</p> <ul style="list-style-type: none"> - DEC '16 – DEC '17 by 7,227 / -1.51% / (reduction during the whole of 2017) - DEC '15 – DEC '17 by 21,360 / -4.35% / (reduction since the adoption of the Decision on maximum number of staff in 2015) - DEC '13 – DEC '17 by 45,131 / -8.76% / (period in which the decision prohibiting employment was in effect) <p>During 2016 rationalisation resulted in <u>savings of additional EUR 43 million</u>, compared to 2015. The total savings in 2016, relative to 2013 when rationalisation started is about <u>EUR 100 million</u>. Cumulative savings achieved in the whole period since beginning of rationalisation until now is about <u>EUR 180 million</u>.</p>				
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
1. Conducting the system analysis of public administration with recommendations for improvements of the system ⁵	2nd quarter 2015		The system analysis conducted, the key elements for restructuring and improvement of the legal and institutional framework identified and directions set for further optimisation, as well as system changes needed for restructuring (including priorities for in-depth analyses). As an additional result, the methodology has been developed for in-depth analysis of the Ministry of Economy and the analysis was conducted in May 2015.		In line with activities in the PAR AP. The conducted analyses are the basis for the project implemented by the World Bank and funded by the EC.	
2. Conducting the analysis of strategic effectiveness of selected organisations within	2nd quarter 2015	Recommendations provided and alternative scenarios for reorganisation of these bodies and organisations.		In line with activities in the PAR AP. The conducted analyses are the basis for the project implemented by the World Bank and funded by the EC.		

⁵ Implementation of this activity started before the adoption of PAR AP.

the public administration system ⁶ and developing recommendations for improvement				
3. Supporting state administration bodies in developing and implementing rationalisation plans from within the IMF programme, in order to minimize negative impacts on the PA capacity	2nd quarter of 2015 ⁷	<p>Policy paper developed for rationalisation and adopted by the PAR Council. Programme of Optimisation of PA developed. The Law on Maximum Number of Staff Employed in the Public Sector adopted and published in the „Official Gazette RS“, No. 68 of 4 August 2015. On the basis of the Law, the Government on 2 December 2015 passed the Decision on maximum number of staff employed in the system of state bodies, public services, the system of AP Vojvodina and the system of local self-government for the year 2015. The MPALG drafted the proposed Decree on data collection in the process of rationalisation with forms and instructions for filling in the forms determining in more detail how and which type of data is provided necessary for the adoption of the act by the Government on maximum number of staff employed in the system of state bodies, public services, the system of AP Vojvodina and the system of local self-government for the calendar year, and deadlines for data submission. The proposal sent for opinions. The draft made of the Conclusion to be adopted by the Government obliging ministries to develop by 29 February 2016 Guidelines, and by 31 March 2016 to develop draft programmes for reorganisation and modernisation of organisational forms within their competences.</p> <p>For the purpose of external monitoring of the process, selection was conducted (by means of a public tender in line with the Public Procurement Law) for external evaluator (CIF – Centre for Investments and Finance) which is obliged within six months to submit a report on implementation of the Law and Decision on maximum number of staff.</p> <p>The Government on 2 December 2015 adopted the Decision on maximum number of staff employed in the system of state bodies, public services, the system of AP Vojvodina and the system of local self-government for 2015. During the reporting period monitoring continued over the implementation of the said Decision in public administration bodies. In the course of monitoring the said Decision the MPALG monitored the harmonisation of staffing plans (acts of systematisation) both in ministries and in bodies under their portfolio. In the course of rationalisation the number of staff employed in the overall public sector has reduced by 16,130 staff. This reduction includes reductions based on rationalisation, retirements, and reductions on other bases, as well as new employment. It should be noted that the expected reduction of number of staff employed for an indefinite period of time based on the arrangement with the IMF was set at 14,512 staff.</p>		<p>Adoption of the Decree on data collection in the process of rationalisation. Adoption of Government Conclusion obliging ministries to develop guidelines and draft programmes for reorganisation and modernisation of organisational forms within their competences. Adoption of a single Action Plan for reorganisation and modernisation of the PA.</p> <p>Providing assistance to all PA bodies by conducting functional reviews (Project WB/EC).</p> <p>After the formation of the new Government, the Ministry will according to Government policy and recommendations of the FR prepare new measures for implementation of rationalisation, and will participate in the drafting of the new Decision on maximum number of staff employed and will monitor its implementation.</p>
4. Developing the plan for improvement of the general organisation of the PA system, including definitions of typologies of PA bodies and organisations, key concepts (including the concept of public administration) and criteria for establishment and selection of organisational form ⁸	3rd quarter 2015	<p>A program solution has been developed as support to reporting on the number of structure of staff employed in state administration, including also a data base with functions, groups of institutions, a comparative overview of the number and structure of staff.</p> <p>The first stage of horizontal functional review for 94 institutions of central government is conducted. A diagnostic report has been finalised with key recommendations. The FR identified all organisational forms, classified in 6 types of institutions, identifying: functions by types of organisational forms, and the staffing plans.</p>		<p>Action Plan developed for implementation of recommendations.</p> <p>Action Plan harmonised by the MPALG and WB teams. After the formation of the new Government the MPALG will prepare the consideration of the AP for 2017 with projections for 2018.</p> <p>Conduct the consultations process – by means of a workshop – of <i>task teams</i> of ministries, the intersectoral project group, the Collegiate of state secretaries.</p> <p>Preparation of AP for 2017 with projections for 2018 for adoption.</p>
5. Drafting and adopting/amending regulations necessary for implementation of plans from activity 2 and activity 4	2nd quarter 2016	<p>Within the horizontal functional review (FR) the cost-benefit analysis tool has been developed, which is to support the decision-making. The horizontal FR defines the <i>inputs</i> for optimistic and pessimistic transformation scenarios. This tool will be used for preparation of the negotiating process to adopt the Decision on Maximum Number of Employees for 2017.</p> <ul style="list-style-type: none"> - The Law on the Manner of Determining the Maximum Number of Employees in PA is adopted - The Decision is adopted on maximum number of staff in the system of state bodies, system of public services, system of the Autonomous province of Vojvodina, and the system of local self-government for 2017 - Amended Decree on classification of posts and criteria for job descriptions for civil servants - Amendments made in the Rulebook on organisation and systematisation of posts or relevant acts on internal organisation (based on received data, organisational forms covered by the Decisions on the maximum number of staff employed for 2015, and based on the rationalisation monitoring report), the relevant acts based on the Decision have been made by: 		<p>It is expected that in March 2017 the new Decision will be adopted on maximum number of staff employed in PA.</p>

⁶ Implementation of this activity started before the adoption of PAR AP.

⁷ This deadline refers to the implementation of stage 1 of the rationalisation from the IMF programme, but the process of rationalisation and the need for its implementation without negative effects on PA bodies and organisations will continue until the achievement of desired results of three year fiscal consolidation.

⁸ The plan for improvements will consider also the need for bodies within ministries to have the status of legal person, according to the proposal from Strategy PAR page 15 item 3, which refers to establishing a transparent and functional PA system.

			<ul style="list-style-type: none"> - 794 organisational forms (including 7 special organisations and ministries with organisational forms under their competence (except for education)), and - 1,607 organisational forms within the sector of education (based on their data). <p>This data does not cover the local level (units of LSG and the APV).</p> <ul style="list-style-type: none"> - Instructions on implementation of the Law on the Manner of Determining the Maximum Number of Staff 			
	6. Abolishment and merger of existing organisations and other measures in line with recommendations from activity 3, by adopting /amending relevant regulations	4th quarter 2017				

Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017				
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations		
MPALG – department in charge of public administration reform <i>Partners:</i> Line ministries The World Bank CSO's	1.1.2 Pre-conditions created for comprehensive optimization of selected organizational public administration sub-systems (conducted functional reviews – FR)⁹		The functional reviews covered those sectors for which the need has been recognised for improvement at system level primarily due to their coverage and impact on the life of citizens and the accession to the European Union (central Government level, health, education, social protection, agriculture and environment, and finance). Their detailed review identified systemic weaknesses and room for improvement in the coming period in order to achieve greater efficiency in their functioning. The functioning of such systems is to be improved through action plans and their implementation in the coming period.	Percentage of recommendations from conducted functional reviews adopted by the PAR Council	BV(2014): 0% TV(2016):60% TV(2017):80% AV (2016):0%	The PAR Council in December 2016 adopted the Information on the first draft of action plans for horizontal FR and vertical FR of the Ministry of Finance. The said action plans were finalised in the first half of 2017 and are to be implemented. Action plans are finalised for the sectors of health, education, labour (mandatory social protection, employment, and social insurance) and agriculture. Final approvals are expected by ministries, after which procedures will initiate for adoption by the PAR Council. Subsequently, in 2018, implementation will follow in order to achieve the set indicators.		The activity is funded from funds of IPA 2014 and implementation has been handed to the World Bank. The funds intended for the functional reviews are about EUR 2,000,000.		
	ACTIVITY								IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED	
	Determine the level of achievement 	Deadline for implementation							Brief explanation of the achieved progress	Reasons for deviation from plan or measures taken to address the problem
	1. Decision adopted by the PAR Council on management of the optimisation system ¹⁰	2nd quarter 2015	The PAR Council adopted its Opinion on the policy paper for the first stage of PA optimisation – rationalisation of the PA in 2015 and proposed to the Government to adopt, in the course of the PA optimisation in the coming three-year period, the proposed law based on uniform principles regulating the reduction of the number of staff employed, and reduction of costs of labour in the PA which would also determine measures for efficient control of maintaining the optimum number of staff. At its session held on 12 February 2015 the Council adopted the Proposal of the need to adopt the proposed law regulating the reduction of the number of staff in PA (policy paper) and the Information on the project supporting the optimisation funded by the EU and implemented by the WB in cooperation with the MPALG.		In line with activities included in the PAR AP, the Council will regularly consider the reports of conducted FR with recommendations (WB/EC project). Based on guidelines and drafts programmes developed by the Ministry, until April 2016, the PAR Council should conduct consultations in order to integrate and harmonise sectoral drafts into one uniform action plan for reorganisation and modernisation of PA.					
	2. Determining the methodology for implementation of FR for PA sub-systems and selection of PA sub-systems for FR	2nd quarter 2015					Priorities have been identified for analysis and restructuring. It was decided that the following FR's will be conducted: 1. Horizontal and vertical FR „State Plus“ (including a review of functions, organisations and human resources in all ministries and bodies of state administration, and other bodies and organisations at the national level which formally are not part of the state administration, but do perform associated tasks („agencies“ in the broader sense) as well as organisations of mandatory social insurance), and 2. Vertical FR's (Ministry of Finance, Ministry of Agriculture and Environmental Protection) and 3. Provision of public services (health, education, social protection) and review of coordination mechanisms among national bodies and local self-government.	Delays in signing of the financial agreement between the RS and EC for IPA 2014 (29 June 2015 signed). Nevertheless, operationalization of the project has started.	The first stage of „State Plus“ is finalised (on 6 October 2015 the report was presented to the Minister of PALG). Draft ToR are prepared for implementation of recommendations and development of preliminary report of stage I is underway. Currently, the Stage II of horizontal FR is being defined. On the basis of the review of 96 organisational forms and institutions, a data base/application has been developed containing an overview of all institutions which were covered by the horizontal FR (programme solution for support to reporting and structure of staff in State Plus).	



⁹ The selection of sub-systems for comprehensive functional reviews is to be done in the first two quarters of 2015, taking into consideration the results achieved through 1.1.1.



¹⁰ The PAR Council will determine the responsibilities of individual ministries for leading and participation in the optimisation process, or division of roles and competences in managing the process.

					<p>The component of in-depth functional vertical review of the Ministry of Finance – consultants have been selected, the methodology determined and data are being collected.</p> <p>The component of in-depth functional vertical review of the Ministry of Agriculture and Environmental protection – meeting has been held between the Minister of Agriculture and EP, the operational team and the WB, the methodology of the FR was presented and an agreement has been reached with the Ministry to commence the FR at the beginning of March 2016; the WB team held a series of meetings with all organisational units of the Ministry for data collection.</p> <p>The component of service delivery – consultants have been selected, the methodology determined for the sector of health, education and social protection, data collection is underway. Preliminary analyses were received for the sector of education and health care, and work has commenced on the sector of social protection.</p>	
3. Preparation of teams (training) of civil servants who will implement the FR	2nd quarter of 2015	Operational teams in ministries have been set up and are working actively with the EU-WB-MPALG project, in coordination with the MPALG. Three workshops have been held with WB consultants: 2 workshops for operational teams at the level of all ministries for the component „State Plus“ in May and August 2015, and one workshop in May 2015 for operational teams for service delivery. The first stage of „State Plus“ is finalised (on 6 October 2015 the report was presented to the Minister of PALG). Draft ToR are prepared for implementation of recommendations and development of preliminary report of stage I is underway. Currently, the Stage II of horizontal FR is being defined. On the basis of the review of 96 organisational forms and institutions, a data base/application has been developed containing an overview of all institutions which were covered by the horizontal FR (programme solution for support to reporting and structure of staff in State Plus).		Strengthening the capacities of ministries for organisational, functional and HR review and change management.		
4. Conducting FR's in selected PA sub-systems	2nd quarter of 2016	The Functional Reviews (FR) were conducted in the period 2015 – 2016, and during 2017 they were agreed with the line institutions. The activity analysed the system from the point of view of the most efficient optimisation and distribution of functions and resources by selected sectors, which served as the basis to begin a consultative process with the relevant sectors and develop action plans to implement the recommendations resulting from the functional reviews.	The time frame defined by the project is indicative and thus subject to modifications. The time planned for the FR is within the agreed general time frame established in the course of consultations, where efforts were made to arrive at documents that are the result of joint work of the sector and the World Bank expert, which led to certain modifications of the time frame.	Finalisation of the Functional Review Report for the health sector.		
5. Drafting reports with recommendations and implementation plans ¹¹	3rd quarter of 2016	Functional reviews were done in form of reports, and they are all in their final form awaiting the final comments of the health sector for final harmonisation. All reports are to be adopted by the Project Steering Committee, while the action plans for implementation of FR recommendations are to be adopted by the PAR Council or another body, and this is currently being discussed: 1. Horizontal functional review of 94 central government institutions – adopted by the Project Steering Committee, action plan finalised 2. Vertical FR of the portfolio of the Ministry of Finance - adopted by the Project Steering Committee, action plan finalised 3. Preliminary FR of services in the health sector, education, social protection – the report for the health sector is being finalised, the other two have been finalised. Action plans have been developed for education and social protection and discussions are underway for their official adoption 4. Vertical FA of the Ministry of Agriculture and Environmental Protection – the FR has been finalised and the 2 action plans which are to be finally agreed and subsequently adopted	As stated under item 4, project implementation is designed to be interactive and consultative in order to achieve the best results and solid documents. At its session held on 26 December 2016 the PAR Council adopted the information regarding the draft action plan for implementation of recommendations resulting from the horizontal FR for state administration (FR State Plus) as well as the draft AP for the vertical FR for the Ministry of Finance.	The Report on the FR of the health sector is being finalised after which and the Action plan is to be finalised with the selected recommendations. Action plans for the Horizontal FR, the vertical FR of the Ministry of Finance, for the sectors of education and social protection have been finalised, while for the sector of agriculture the drafting and finalisation is expected in the forthcoming period. The Change Management Support Group (CMSG) which is established within the MPALG will be providing support until June 2018 in the course of implementation of the selected recommendations included in the action plans for all four project components.		
6. Drafting recommendations to conduct FRs in other sub-systems of PU (which	4th quarter 2016		In line with the set priorities and time frames for activities, subsequently recommendations will be	After considering the results of current activities and conditions and advantages for new FRs in other sectors,	During 2018	


¹¹ According to the plan presented in the action document for EU IPA 2014, these plans will, inter alia, contain measures for improvement of the organisational framework and distribution of competences within sub-systems (continuation of results from system analysis), organisation of operational processes between and within institutions of the sub-systems and improvement of their organisational performance, measures to reduce costs through identification of possible savings, staff optimisation, human resources management, etc.

Note: indicator of the Sector Budget Support for variable tranches „Induced output 1: Improved organisation and functions of the central government administration“



	previously have not been covered by the review) and adjusting the methodology to those systems			considered regarding the undertaking of FR in other sub-systems.	recommendations will be made at the time near the closure of the project.		
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG - department in charge of public administration reform <i>Partners:</i> Relevant ministries The World Bank	1.1.3 Conducted comprehensive optimisation of selected PA sub-systems	Horizontal FR's have been conducted of 94 institutions of central government – Action Plan is finalised for implementation of recommendations of the FR's and it was adopted by the PAR Council. Vertical FR has been conducted of the portfolio of the Ministry of Finance – Action Plan is finalised for implementation of recommendations of the FR and it was adopted by the PAR Council. FR's have been conducted for the sector of health, education, social protection, agriculture and environmental protection. Action plans have been developed for these sectors and agreements are underway regarding their upcoming implementation and adoption by the PAR Council. During the year 2015 a comprehensive FR was conducted of the MPALG, with a new organisational structure established – Rulebook on internal organisation and systematisation of posts in the MPALG is adopted, the distribution of staff completed, the new organisational structure is functional. Also, a FR was conducted for the portfolio of the Ministry of Economy, and recommendations are being implemented through the new organisational structure of the Ministry of Economy and the agencies within the MoE portfolio (the Project is being implemented by the World Bank).	Percentage of implemented recommendations from reports on conducted FR's	BV(2014): 0% TV(2017): 70% (30% until end of 2016; 40% until end of 2017) AV (2016): 0	1. AP HFR is at 0% - documents are ready for adoption 2. AP for the sector of finance - 90% 3. AP for health, education, labour, agriculture is at 0% - in line with the reviewed project time frame work is commencing on implementation of recommendations		The project was funded from IPA 2014 funds with a total of EUR 2.5 million, of which EUR 540,000 is a grant provided to the MPALG to implement the recommendations by establishing the Support Group for Implementation of Recommendations.
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. Implementation of plans from 1.1.2.5, including preparation and adoption/amendment of relevant regulations	4th quarter of 2017 (ongoing since 4th quarter of 2015)	As under 1.1.3. The development of action plans was delayed due to the long consultations in all sectors covered by the FR. Since the end of 2016 the MPALG has (and this is ongoing) through a consultative process involving all actors covered by the functional reviews been working on developing and improving several versions of action plans in order to come up with the most efficient modality for implementation of recommendations.	See 1.1.2 (4 and 5) and 1.1.3	The PAR Council adopts the approved action plans (approved by the relevant bodies) for the sector of health, education, labour, and agriculture. The Change Management Support Group (CMSG) which is established within the MPALG will be providing support until June 2018 in the course of implementation of the selected recommendations included in the action plans for all four project components.		Ongoing starting in July 2017.	
2. Monitoring the implementation of recommendations and adoption of the report of the PAR Council relevant to conducting of the FR's	4th quarter of 2017 (on going since 2nd quarter of 2016)	The PAR Council adopted the APHFR and AP for the sector of finance, and adoption of action plans for other sectors from 1.1.3. is still pending.	Finalisation of action plans through consultations with all actors lasted until January 2018.	The Change Management Support Group (CMSG) which is established within the MPALG will be providing support until June 2018 in the course of implementation of the selected recommendations included in the action plans for all four project components. The MPALG shall, with the support of the CMSG, and after its engagement, continue to monitor the implementation of recommendations.		Ongoing starting in July 2017.	
RESULT	Tangible effects of the result	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017		

Implementing institution	Determine the level of achievement 	Brief explanation of the achieved progress	Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG - department in charge of public administration reform <i>Partners:</i> The Office for Cooperation with the Media The Office for Cooperation with the Civil Society The World Bank CSO'S	1.1.4 Support of the professional and general public is created for the process of optimising the public administration¹²	<p>There has been no system-wide approach to this result, although there have been numerous efforts to raise public awareness of the optimisation process.</p> <p>The project „State Tailored to Citizens – what kind of state do we want for the future?“ has been implemented in cooperation between the MPALG and the Centre for Applied European Studies, with the support of the Open Society Foundation, in the period from February to June 2016. Six events were organised.</p> <p>Website http://www.mduls.gov.rs/zajedno-u-promene.php</p> <p>In order to raise public awareness of the process of public administration optimisation the MPALG has organised a number of meetings:</p> <ul style="list-style-type: none"> - With the professional public: the Fiscal Council, the FREN, The Statistical Office, the Faculty of Economics, the Faculty FEFA, researchers, the banking sector - With members of Parliament: the Economic Caucus - With chief editors and editors in charge from the media and journalists/correspondents – the PAR Conference - The Conference held at the Faculty of Economics on review of public administration and its optimisation - Targeted TV texts and programs on this topic - Regular communications with the international public <p>An analysis was undertaken: „Modern State – Rational State“, a position paper and brochure and review of working posts of the so-called general government for 2013 and 2014 and these documents have been published at the website of the MPALG http://www.mduls.gov.rs/index.php</p> <p>A website has been developed to monitor the rationalisation process http://www.pracenjereformi.info/</p> <p>Also, the second most important result of the FR project is the implementation of the communication activities aimed at raising awareness of the need for and benefits from public administration optimisation. In the course of finalising the FR's and developing the action plans for relevant sectors, there has been an active discussion and communication activities although formally the consultations process under the project has not started yet (except for the drafting of the Change Management Communications Strategy).</p> <p>The Change Management Communications Strategy has been finalised, the website developed, e-newsletter distributed, survey has been conducted and in-depth interviews with decision-makers (on the topic of PAR and the contents of the project), Facebook and Twitter accounts are active.</p>	Percentage of public support to the process of optimising the public administration	<p>BV (2014): 0% TV (2017): >50% (in order to measure this indicator a public opinion survey will be conducted)</p>	<p>Not conducted %</p> <p>Survey at the level of state administration (civil servants and decision-makers) conducted in the period August-November 2017 within the project „PA restructuring and optimisation in the Republic of Serbia“. The results were used and communicated through the communication tools established by the said project (website, e-newsletter, Facebook and Twitter accounts „Change Management“)</p>		The project was funded from IPA 2014 funds with a total of EUR 2.5 million, of which EUR 540,000 is a grant provided to the MPALG to implement the recommendations by establishing the Support Group for Implementation of Recommendations.
	ACTIVITY			IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
	Determine the level of achievement 	Deadline for implementation	Brief explanation of the achieved progress	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Review of international best practices in the field of communications and change	2nd quarter 2015	Through the FR, there was continued presentation of international practices by specific functions or solutions in areas relevant to the PA optimisation process and this is a part of the conducted FR's (Evidence: FR Reports – World Bank)				

¹² This result should be viewed as complementary to result 4.2.4 in Specific Objective 4.


	management in the process of optimising the PA		Also, the project „State Tailored to Citizens – what kind of state do we want for the future?“ has been implemented in cooperation between the MPALG and the Centre for Applied European Studies, with the support of the Open Society Foundation, in the period from February to June 2016. Six technical events were organised. The vision document is being finalised, with findings and recommendations. Website http://www.mduls.gov.rs/zajedno-u-promene.php				
	2. Developing a strategic approach to communications and change management in the course of optimising the PA	3rd quarter 2015	It is planned that within the Change Management Support Team a communications expert will be engaged and communications strategy will be developed and implemented for the process of restructuring and rationalising the PA. The procedure was conducted for consulting services expert under the World Bank rules. The contract for these services will be finalised after the signing of the grant agreement for establishment of the Change Management Support Team. The project „State Tailored to Citizens – what kind of state do we want for the future?“ has been implemented in cooperation between the MPALG and the Centre for Applied European Studies, with the support of the Open Society Foundation, in the period from February to June 2016. Six technical events were organised with the most relevant experts in the fields of: local government, state administration, health, education, judiciary, and financial discipline. The vision document is being finalised, with findings and recommendations from the held technical events. The purpose of the project was to engage the professional and interested general public in the consultative process of defining the direction of key reforms of public services, the approach, policies and conduct in the priority areas of public administration – <i>local government, state administration, health, education, judiciary, and financial discipline</i> . The objective was to establish a dialogue among the key stakeholders and create conditions for building a consensus for „change led by citizens’ needs“, with effective and sustainable use of existing human, structural and financial resources. The results of the project are an important part of the reform process and building of the vision of public administration, as a starting point for the establishment of a continued process of active involvement of stakeholders in resolving the key issues of public interest. Website: http://www.mduls.gov.rs/zajedno-u-promene.php An independent evaluation was also conducted of the optimisation process (through a public procurement procedure by the MPALG the Centre for Investments and Finance – CIF - was selected and tasked to undertake an independent evaluation of the process of rationalisation and to raise public awareness of the conducted process). The task of CIF for the period February-August 2016 was the monitoring, evaluation and information of stakeholders and the general public about the implementation of the rationalisation process, and only one part of the results was presented through the website: http://www.pracenjereformi.info/ , in July and August 2016 a working breakfast was organised with media representatives along with a press conference.				
	3. Workshops for change management held for managers in the system of PA bodies and organisations	3rd quarter of 2016	Drafting of the Communications Strategy and Change Management Strategy, which envisage workshops to be held, is being finalised and these documents will be updated as action plans for all project components are finalised. The activity of workshops has not yet started as it is conditional on having action plans finalised (through selection of final measures to be implemented).	Since activities have been restructured within the Project, workshops are planned to begin during the autumn of 2017, since they are conditional on the finalisation of action plans.	Work is being finalised on the drafting of Change Management Strategy and Communications Strategy in accordance with the finalisation of action plans, after which a plan of workshops will be developed with relevant stakeholders.	Ongoing, as action plans are finalised (during August/September 2017)	
	4. Implementing awareness raising activities related to introducing changes resulting to optimisation	4th quarter of 2017 – ongoing	Drafting of the Communications Strategy and Change Management Strategy, which envisage workshops to be held, is being finalised and these documents will be updated as action plans for all project components are finalised; thus, this is an ongoing living document which will be finalised at the end. In December 2017 the first workshop was organised on the topic of communications. All communication channels which were previously developed were activated in September: the website, the social networks Facebook and Twitter, two e-newsletters „Change management“ were published in November and December 2017.	Since activities have been restructured within the Project, workshops are planned to begin during the autumn of 2017, since they are conditional on the finalisation of action plans.	Work is being finalised on the drafting of Change Management Strategy and Communications Strategy in accordance with the finalisation of action plans, after which a plan of workshops will be developed with relevant stakeholders in the field of communications. Website development, drafting and dissemination of newsletters and communication via social networks.	During the last quarter of 2017 until the end of the project.	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG - department in charge of EU integrations and projects	1.1.5. Performance management framework established within the PA linking all existing elements of performance management and ensuring their upgrading ¹³		Extent to which the plan for implementation of recommendations includes coherent linking of existing elements of performance	BV (2014): no TV (2017): yes	no	This data is not currently available, but funds have been appropriated and used in accordance with the programme budget structure	In the framework of cooperation with the UK Embassy, the Good Governance Fund provided funding for implementation of this result through the project „Promoting the PAR in Serbia through modernisation of HRM



¹³ This cross-cutting result is related to results 1.3.1 and 1.3.2 which are related to the system of medium term and annual planning of the work of the Government and policy management. It is also closely linked to specific objective 3 – public financial management and public procurement, from the point of view of programme budgeting, managerial financial accountability, etc. Organisational performance management is the basis for quality planning, including also budget planning. Finally, this result is linked to results 2.2.3 and 2.2.4 within specific objective 2 from the point of view of improving HRM, since organisational focus on performance is a requirement for developing sound operational

Partners: RPPS MoF HRMS Implementing institution MPALG-DEU			management systems ensuring their upgrading				practices". The data on funding is not available due to UK Embassy policy. The project was implemented from November 2016 to June 2017.
	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Partners: MPALG (act 3 and 4) MoF and administrations within the MoF HRMS CSO's	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation
	1. Development of the Performance Management Study in PA and policy papers for integration of all elements of performance management ¹⁴ into a unique, coherent system, including recommendations for amendments in the legal framework	2nd quarter of 2016	The deadline for the adoption of this document has been postponed due to presidential elections and forming of the new Government.	The document is expected to be adopted by the PAR Council, after which work will begin on the drafting and preparation of the Civil Service Law.		4th quarter of 2017	
	2. Development of plan for implementation of recommendations from activity 1	3rd quarter of 2016	After adoption of this document by the PAR Council work will begin on drafting and preparing the Civil Service Law			4th quarter of 2017	
	3. Preparations, consultations and adoption of changes to relevant regulations in order to improve the performance management system – in compliance with changes of such regulations planned in other parts of the AP (especially the Civil Service Law)	4th quarter of 2017	After adoption of this document by the PAR Council work will begin on drafting and preparing the Civil Service Law			4th quarter of 2017	
RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017		
		Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations	
1.1.6. Establishing the electronic registers of PA organizations and bodies and employees in the PA system		Percentage of number of employees whose data is maintained in the registry	BV(2014): - TV (2017): 100%	-			
		Percentage of PA bodies and organisations whose data is maintained in the registry	BV(2014): - TV (2017): 100%	-			

objectives and performance measurement at individual level. The PAR Strategy recognises the significance of performance management within the specific objective 1: „Improving the performance measurement and management system at the level of PA as a whole, each organisation, and at individual employee level, through: improved strategic planning and programming as the pre-condition of sound performance management, legal regulation of standards and clear regulation of obligations of PA bodies and organisations related to submitting annual and special reports to supervision bodies, improving the definition of performance indicators and legal consequences for failure to achieve them.“ Having in mind the complexity of this issue and the need to carefully design a way to adequately integrate and upgrade all performance management elements, with the exception of the Study and the recommendations for the upgrading of the system, more specific activities in this field will be planned as of 2017 and will be reflected in the changes of the AP 2015.

¹⁴ Organisational responsibility; policy management – strategic planning; public financial management and programme budgeting; risk management and internal control; human resources management and performance appraisal of civil servants.

ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Undertaking the feasibility study for the development of the registry and its adoption by the PAR Council	1st quarter of 2015	The Study has been developed but has not been discussed by the PAR Council	Funds have not been appropriated for implementation	The activity is planned in the draft Action Plan (2017-2018) for the Implementation of the e-Government Strategy (2015-2018) - I stage (staff in PA bodies). Providing funds.	4th quarter of 2018
2. Preparation of technical specifications and tender documents for procurement of software tool for the registry	1st quarter of 2016		This result will be implemented once the Feasibility Study is adopted and funds are provided.		
3. Drafting and submission of the proposed law regulating the establishment of the registry	1st quarter of 2016				
4. Drafting and adoption of bylaws for law implementation (more detailed regulation of the method for maintenance of the registry, etc.)	2nd quarter of 2016				
5. Establishing registers along with delivery of training for entry, updating, and use of data from the registers	4th quarter 2017				


Specific objective 1:							
Improving organizational and functional sub-systems of public administration							
Measure 1.2: Improved decentralisation and deconcentration of tasks of state administration by improving the analytical and strategic framework until the end of 2017							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of local self-government <i>Partners:</i> PA BODIES SCTM CSO'S	1.2.1. Framework is established for decentralisation policy in the Republic of Serbia	Documentation has been prepared as the basis for setting the decentralisation policy framework. The description of the documentation basis is provided in item 4.	Action plan for strategy implementation has been adopted by the Government.	BV (2014): no (rank 0) TV (2016): 4 TV (2017): yes (rank 5) AV (2015): rank 2 AV (2016): rank 4 (decentralisation has not been discussed at the session of the PAR Council)	Rank 4 (decentralisation has not been discussed at the session of the PAR Council)	Funds have been used for conducting analyses (justification provided in item 4) representing the documentation basis for the development of the Decentralisation Strategy. During 2015 from the budget RSD 4,140,000 for item 4) Inventory of competences and tasks in 32 areas at all levels of government.	Funds have been used for conducting analyses (justification provided in item 4) representing the documentation basis for the development of the Decentralisation Strategy: SCTM during 2015 supported the analysis under serial number 1) Situational analysis of the state of local self-government in the Republic of Serbia from the funds for "Institutional support to the SCTM" funded by the Swiss Development Corporation – EUR 10,000. In 2015 the OSCE supported the conducting of the analysis under serial number 3) Cost-benefit analysis of two possible models of decentralisation, and a part of the inventory work with EUR 18,000. Implementation of the project „Support to the Implementation of the PAR AP – reform of local self-government 2016-2019“ within which the analysis was conducted under serial number 5) Functional review in pilot units of LSG and institutions founded by LSG –CHF 55,000. The said project shall, by the end of 2017 provide funding for the analysis which is currently in the preparatory stage 1) Analysis of competences in six priority areas significant for decentralisation (education, health, social protection, environment, agriculture, utilities); 2) Analysis of best mechanisms for establishing inter-municipal cooperation. CHF 10,000.
ACTIVITY		Brief explanation of the achieved progress			IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation				Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Preparation of the situation analysis in the field of local self-government in the Republic of Serbia, covering data on demographic trends, administration capacities,	1st quarter 2015	The analysis covered the following areas: constitutional and legal framework; characteristics of the existing territorial organisation; competences of LSG; structure of local government bodies and their organisation; administrative capacities of the LSG; local economic development and public services delivery; revenues and expenditures of LSG. Through the implementation of this activity a full insight has been achieved in the situation of all key aspects of the existing system of LSG in the RS, based on which all key problems have been identified and described whose solution would enable a more successful functioning of LSG.		The results of the analysis will serve: (1) as the analytical basis for planning and implementation of measures aimed at the objectives of PAR Strategy in the RS; (2) as the source of ideas for preparation of the draft Strategy of Decentralisation of the RS.			

territorial organisation, system of financing and distribution of competences and tasks among different levels of government ¹⁵					
2. Conducting the Study on Decentralisation Models in order to achieve functional distribution of competences among different levels of government in the Republic of Serbia	1st quarter 2015	<p>The Study was conducted (within the preparatory process for the Decentralisation Strategy of the RS). The Study presents two possible models of decentralisation in order to have a functional distribution of competences among the central and local level of government.</p> <p>Model I is limited to the possibilities for decentralisation within the existing systemic solutions (primarily constitutional), while Model II is aimed at designing an optimal concept that would be achievable with certain changes to the above solutions, and would provide the basis for long-term strategic orientation in this field. The elements of the Model I consist of ideas and proposals centred around 11 issues: improving the existing territorial organisation; extending the source and delegated scope of work of LSG; delegating broad competences to cities and the City of Belgrade; introducing additional optional and conditional scope of competences for municipalities and towns; improving inter-municipal cooperation and partnerships with the private sector; improving management of tasks in LSG; improving the position of city municipalities and sub-municipal units; strengthening the role of administrative districts and greater decentralisation; more extensive functional and personnel decentralisation; improving financial decentralisation; and improving supervision over local self-government.</p> <p>The key elements of Model II are as follows: (1) establishing poly-typical structures within the first degree of LSG (2) establishing the middle level of LSG (in form of districts). With these two levels of LSG, it would be possible to achieve 3) association of two or more districts on voluntary basis as a form of regional self-government.</p>		<p>The choice between the 2 models. In the coming period the following activities will be implemented based on which the choice between the two models of decentralisation will be made:</p> <ul style="list-style-type: none"> – It is necessary to finalise the inventory of tasks performed by all levels of government in different administrative areas, in order to consider the options relevant to distribution of competences between the existing or between the proposed levels of government in the two models; (ongoing) – Finalise the <i>cost-benefit</i> analysis of the proposed models of decentralisation, to determine the ratios of costs and benefits from both proposed models; (ongoing) – The document with the results of the <i>cost-benefit</i> analysis would then be submitted to the PAR Council to decide on future steps to finalise the proposal, meaning that the Council will make the final decision on selecting the model; (planned for 4th quarter of 2016.) <p>Based on the analysis recommendations were formulated, as well as ideas, starting points, and information needed for the Decentralisation Strategy. During 1st quarter of 2016 a WG will be appointed to draft the Strategy using the analysis as the material for the strategy development. Recommendations from this analysis and the Analysis itself will be used for implementation of the activity within the PAR AP: Adopting the policy paper for the drafting of the Decentralisation Strategy by the PAR Council.</p>	
3. Conducting a cost-benefit analysis for two possible models of decentralisation	2nd quarter 2015	<p>Activity is implemented. The purpose of this analysis is to consider the advantages and disadvantages of proposed decentralisation models and based on efficiency criteria determine which is a desired model that the PAR Council can take into consideration when deciding on the future steps in decentralisation and deconcentration of state administration tasks. The analysis led to the conclusion that both identified models in the Study on decentralisation models in order to achieve functional distribution of competences among different levels of government in the RS could contribute to improving the process of decentralisation and removing the identified weaknesses in the existing distribution of competences, whereby some of the underlying requirements would be fulfilled for more efficient functioning of the PA system. Using either model is a more desired option than keeping the existing situation, while the second model is relatively more desirable than the first.</p>		<p>Based on the analysis recommendations were formulated, as well as ideas, starting points, and information needed for the Decentralisation Strategy. During 1st quarter of 2016 a WG will be appointed to draft the Strategy using the analysis as the material for the strategy development. Recommendations from this analysis and the Analysis itself will be used for implementation of the activity within the PAR AP: Adopting the policy paper for the drafting of the Decentralisation Strategy by the PAR Council. Qualitative and quantitative assessments show that proposals contained in the identified models of decentralisation are generally feasible and sustainable, noting that a more precise assessment of their effects (costs and benefits) could be provided after the proposals are further elaborated and made more concrete. Based on the said proposal, an in-depth analysis will be conducted during 2016-2017 in five priority areas, for example: economy, agriculture, health and social protection, environmental protection, urban planning. This analysis in 5 priority areas will be implemented through the project of the Ministry „Support to Implementation of AP PAR – Reform of LSG 2016-</p>	


¹⁵ Activities under serial numbers 1, 2, 3, 5 were initiated by the adoption of the PAR AP.

					2019* funded by the Swiss Agency for International Development and Cooperation. The general recommendation of the cost-benefit analysis is that further concrete elaboration of identified models, the manner of their introduction and responsibilities, should be conducted through the Decentralisation Strategy of the RS and the accompanying AP.	
4. Adopting the policy paper for the preparation of the Decentralisation Strategy by the PAR Council	4th quarter of 2015	<p>Within the first preparatory stage, the starting points, ideas and information have been provided needed for the development of this document (analytical and documentation basis) and an information has been prepared for the PAR Council.</p> <p>Within this, the following documents have been developed:</p> <ol style="list-style-type: none"> 1) Situational analysis of the state of local self-government in the Republic of Serbia; 2) Study of decentralization models aimed at functional distribution of competences among different levels of government in the Republic of Serbia 3) Cost-benefit analysis of two possible models of decentralisation; 4) Inventory of functions (tasks) in 32 areas at all levels of government 5) Functional review in pilot units of local self-government and institutions founded by LSG 6) Analysis of competences in six priority areas relevant to decentralisation (education, health, social protection, environmental protection, agriculture, utilities); 7) Analysis of best mechanisms for establishing inter-municipal cooperation. 8) Information prepared for members of PAR Council. 	<p>Having in mind the fact that in the period from the end of 2015 and during 2016 Serbia had an election campaign and national and local elections in 2016, as well as presidential elections in 2017, it was not possible to open up a dialogue on policy paper for the Decentralisation Strategy.</p> <p>The MPALG prepared the information on decentralisation for members of the PAR Council (the Information is a summary of the analysis preceding the Strategy, and these were conducted as activities of the PAR AP) who met for the first time after the formation of the new Government in December 2016. However, having in mind the current priorities at that time, the Council could not on that occasion discuss the Information which was submitted to it, and it is expected that it will be discussed at one of the forthcoming sessions of the Council.</p> <p>During this period, the MPALG worked continually on developing analytical documentary basis for preparation of the Decentralisation Strategy. The documentary basis has been prepared and it will serve as the basis for the preparation of the Decentralisation Strategy or programme document for reform of local self-government. The MPALG is continually carrying out consultations with stakeholders active in improving local self-government and decentralisation (the SCTM, units of local self-government, line ministries, the Congress of Local and Regional Governments of the Council of Europe, international donors, and others).</p> <p>A part of the recommendations and findings from the analyses and consultations are being implemented irrespective of the fact that the strategic document is not yet developed, primarily through changes in pertinent regulations (the Law on Local Self-Government).</p>	<p>Discussing the information on decentralisation submitted by the MPALG by the PAR Council and initiating the process of drafting the policy paper and the strategy by the PAR Council.</p> <ul style="list-style-type: none"> - During the last quarter of 2017 the MPALG started drafting the new Action Plan to the PAR Strategy 2018-2020 which recognises the need for strategic planning of further reform of the local self-government system and the decentralisation process. - The coming period the MPALG will, in cooperation with the Standing Conference of Towns and Municipalities and other partners, work on reforming the local self-government system and will work on preparing the Decentralisation Strategy or the program for reform of local self-government (strategy) - After developing the Concept Paper for the Decentralisation Strategy or the program for reform of local self-government, which is planned for 2018, it is planned by the end of 2019 to develop this strategic or programme document (in line with the draft Action Plan for PAR y 2018-2020). 	2nd quarter 2018	
5. Finalise the inventory of tasks at all levels of government in areas not covered by the inventory in the first stage ¹⁶	4th quarter 2015	<p>Status: implemented</p> <p>Progress made: The inventory is to contribute to the process of developing the proposal for Decentralisation Strategy especially with respect to describing the current situation in distribution of competences and tasks performed at national, provincial, and local level; and after its adoption also in the implementation of the Decentralisation Strategy of the RS. The inventory will contribute to the implementation of the PAR Strategy in the part relevant to decentralisation as one of the key principles of PAR.</p>	<p>Based on the developed inventory of tasks it was concluded that there is not enough clarity in the division of competences and tasks between the 3 levels of government: central, provincial and local, both within their primary competences, band especially within delegated competences. The inventory will be used during the implementation of activities of the project of the Ministry „Support to Implementation of AP PAR – Reform of LSG 2016-2019“ funded by the Swiss Agency for International Development and Cooperation. Within this project work will continue on updating the overall inventory</p>			


¹⁶ An overview of areas for which the inventory was conducted in the first stage is provided in Appendix 1. areas for which inventory of tasks will be done in 2015 are: the environment, veterinary, plants, mining, energy, trade, tourism, telecommunications, education, science, technological development, transport, construction, infrastructure, security, emergencies, civil protection, personal status, property relations, general administration, labour relations, employment, veteran issues, finance.

				of tasks by the end of 2019. Within one project component an IT system will be developed for LSG which will among other things include tables or inventory of tasks in all areas at all levels, and as such it will be available to all LSG and citizens and the businesses to enable easy access to harmonised, faster, cheaper and better quality services.			
	6. Drafting, consultations, and adoption of the Decentralisation Strategy	2nd quarter of 2016	Description provided in item 4	Drafting of the Strategy of programme document for reform of local self-government has not commenced.	<ul style="list-style-type: none"> - During the last quarter of 2017 the MPALG started drafting the new Action Plan to the PAR Strategy 2018-2020 which recognises the need for strategic planning of further reform of the local self-government system and the decentralisation process. - The coming period the MPALG will, in cooperation with the Standing Conference of Towns and Municipalities and other partners, work on reforming the local self-government system and will work on preparing the Decentralisation Strategy or the program for reform of local self-government (strategy) <p>- After developing the Concept Paper for the Decentralisation Strategy or the program for reform of local self-government, which is planned for 2018, it is planned by the end of 2019 to develop this strategic or programme document (in line with the draft Action Plan for PAR y 2018-2020).</p> <p>The concept document, the Strategy or the programme document will be considered by the PAR Council.</p>	3rd quarter of 2019 for policy concept; 4th quarter 2019 for adoption of the Decentralisation Strategy and the AP for the programme document for reform of the local self-government system	
	7. Drafting, consultations, and adoption of the Action Plan for implementation of the Decentralisation Strategy ¹⁷	1st quarter of 2017	Description provided in item 4	Will be implemented once the Strategy is developed	<p>Session of the PAR Council at which the decentralisation will be on the agenda.</p> <p>If a decision is made to work in the coming period on developing the programme documents, the AP will not be needed</p>	3rd quarter of 2019 for policy concept; 4th quarter 2019 for adoption of the Decentralisation Strategy and the AP for the programme document for reform of the local self-government system	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MoF <i>Partners:</i> SCTM MPALG – department in charge of local self-government	1.2.2 Improved framework for ensuring sustainability of public finance at local level	The Law on Financing of Local Self-Government is adopted („The Official Gazette RS“, No. 83/2016). Different provisions regulating distribution of tax revenues from salaries from the local to the national level. http://www.paragraf.rs/izmene_i_dopune/101016-zakon_o_izmenama_zakona_o_finansiranju_lokalne_samouprave.html	The number of units of LSG which have started receiving support through the grant scheme and municipal packages for assets management	BV(2014):37 TV (2016): 37 TV (2017): 97 AV (2016): Not achieved (0) Because the project has not started yet. The project Exchange 5 will probably not commence	AV (2017): not achieved (0) Actually, the implementation of the project Exchange 5 began in April 2017, and the project		


¹⁷ The Decentralisation Strategy and the accompanying Action Plan are expected to determine the concrete results and activities necessary for strategy implementation, which will certainly imply changes in the legal framework to regulate performance of tasks at different levels of government. According to the approach contained in the PAR AP with respect to the hierarchy of strategic documents, within revisions during 2016 (when the plans for 2017 will be amended and elaborated in more detail), a number of key results will be identified for the Decentralisation Strategy to be included in the AP PAR based on which the effects on PAR objectives will be monitored.

		In the course of 2016 there have been 3 changes to the said law („The Official Gazette RS“, No. 83/2016, 91/2016 – adjusted RSD amount, 104/2016-other laws). http://www.mfin.gov.rs/pages/article.php?id=5109		before January 2017, so project approval within the grant scheme is expected only as of mid-2018, and the project approval for support through municipal packages is expected by the end of 2018.	approval within the grant scheme is expected in the second half of 2018, and the project approval for support through municipal packages is expected by the end of 2018.		
ACTIVITY		Brief explanation of the achieved progress		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation
1. Drafting, consultations, and defining the proposed Law on Financing of Local Self-Government	4th quarter of 2015	The Law on Financing of Local Self-Government is adopted („The Official Gazette RS“, No. 83/2016). Different provisions regulating distribution of tax revenues from salaries from the local to the national level. http://www.paragraf.rs/izmene_i_dopune/101016-zakon_o_izmenama_zakona_o_finansiranju_lokalne_samouprave.html In the course of 2016 there have been 3 changes to the said law („The Official Gazette RS“, No. 83/2016, 91/2016 – adjusted RSD amount, 104/2016-other laws). http://www.mfin.gov.rs/pages/article.php?id=5109		Adoption of the new Law on Financing of Local Self-Government The new law is to regulate: - integration of same-type public duties, - harmonisation of titles and tax nature of source revenues, - introduction of more responsible collection of revenues by units of LSG, - a transparent system for calculation of non-ear-marked transfers, - improved predictability of levels of local public taxes and duties for tax payers (physical and legal persons).			
2. Conducting an integrated analysis of employment and engagement of funds in providing public services at local level, comparatively by units of LSG	4th quarter of 2015	DATA NOT PROVIDED					
3. Implementation of the grant scheme for improved management of public assets at local level and the support package to improve management of public assets	4th quarter of 2017		The grant scheme and the municipal support packages for asset management, a part of the programme Exchange 5 (component 1), formally started in April 2017. The actual support to local self-governments (award of grants and technical support) is realistically possible only in the second year of implementation, because of the time needed for preparation and the public call for selection of beneficiaries (units of LSG). Once the preceding stage of the programme Exchange started in December 2015, the programme documents for Exchange 5 (IPA 2014) was further elaborated during 2016 in line with the requirements for indirect management of EU funds, by the MPALG, MoF (CFCU) and the SCTM. The ex-ante control by the Delegation of the EU (DEU) was finalised in the first quarter of 2017, whereby formal conditions were established for programme implementation to begin. During the first months of implementation, the focus was, among other things, on finalising the application package for the grant scheme, so that the competition could be announced and units of LSG be invited to apply for	After publishing the call for applications and project proposals for the grant scheme, the key planned steps are timely informing of units of LSG regarding the call and providing support in the course of applying. The call is implemented as general and restrictive in line with EU procedures (intended for all units of LSG in Serbia with two stages of selection).the selection procedure is expected to be finalised within 12 months of the publishing of the call for applications, after which implementation of the selected local projects can begin. Having in mind the planned programme duration (until April 2020), there is a need for an efficient selection process in lien with the planned time frame, so that the support to units of LSG for project implementation could be provided in its full scope throughout the project implementation period (12-18 months) by the MPALG and the SCTM. Timely selection of beneficiaries within the grant scheme is also of significance for the implementation of municipal support packages for asset management intended for the most underdeveloped units of LSG, as this call is planned to be carried out after the selection is completed for the grant scheme.	- implementation of the call for the programme grant scheme for asset management and selection of beneficiaries - by the end of the second year of programme implementation – until the beginning of IV quarter of 2018; - implementing the projects within the grant scheme – until the end of the programme (until the beginning of II quarter of 2020); - preparation and implementation of the call for municipal support packages for asset management (IV quarter		

				support. At the time of reporting under this AP (July 2017), approval by the DEU has been confirmed and the public call will be published approximately at the end of August / beginning of September 2017.	In this respect, there is planned and continued close coordination between all key actors in charge of implementing the Programme in the context of indirect EU funds management.	of 2017 – I quarter of 2019); - implementation of municipal support packages for asset management – the last year of programme implementation (II quarter of 2019 – April 2020)
	4. Strengthening capacities of LSG to manage development and finances by MPALG (activities to be elaborated during 2015 in cooperation with the SCTM)	4th quarter 2017				

Specific objective 1:							
Improving organizational and functional sub-systems of public administration							
Measure 1.3: Improving the Government policy management system (planning, analysis, policy making, adoption, monitoring and evaluation, and coordination) by establishing by the end of 2017 a legal and institutional framework for integrated strategic management and adoption of midterm work plans for PA bodies harmonised with the strategic priorities of the Government and programme budgeting							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
RPPS <i>Partners:</i> Republic Legislative Secretariat GSG MoF act 1, 4) HRMS (act 6) MPALG CSO'S	1.3.1. Uniform policy management system is established ensuring preparation of policy documents harmonized with adopted standards	At the proposal of the RPPS, the Government adopted the Regulatory Reform and Improved Policy Management System Strategy for 2016-2020 and the accompanying implementation Action Plan, on 23 January 2016. In order to establish a policy management system at national level, a finalised package of regulations was developed regarding the planning system of the Republic of Serbia, consisting of two decrees in the form of methodology (Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents and the Decree on mid-term planning). The package of draft decrees was subject to consultations with national and international stakeholders, including a public debate and collection of opinion from state administration bodies. At its session held on 31 August 2017 the Government determined the proposed Law on the Planning System of the republic of Serbia and sent the proposed law to the parliamentary procedure. Having this in mind, the RPPS conducted the second round of consultations with representatives of state administration bodies regarding the draft Decree on policy management, regulatory impact assessment, and the contents of individual policy documents during December 2017. Thus, the text of the Decree was additionally improved in line with suggestions/comments of state administration bodies. Also, an Action Plan has been drafted for the implementation of the Government Work Programme (APGWP) for the year 2015. After the formation of the Government on 11 August 2016, the RPPS in cooperation with other state administration bodies compiled a new APGWP in order to strengthen the priorities management mechanism in the course of work of the Government and in order to implement and monitor priority objectives based on defined results and interim results that need to be achieved in the given time frames and also in order to strengthen coordination at the level of state administration bodies. After the formation of the new Government on 29 June 2017, the RPPS undertook an activity to review the APGWP in line with the	The share of proposed strategic documents harmonised with the adopted methodologies compared to the total number of strategic documents submitted to the RPPS for comments, at annual level ¹⁸	BV (2014): 0% TV (2016): 25% TV (2017): 35% AV (2016): 0%	0% <i>Because the "methodology on policy management, regulatory and policy impact assessment, and content of individual policy documents" has not been adopted by the Government</i>	Total expenditures: RSD 39,188,246.00 - Strategy of regulatory reform and improvement of policy management system 2016-2020: RSD 946,116.00 - draft Law on the Planning System and accompanying documents: RSD: 2,748,556.00 - Action Plan for implementation of Government Work Programme (APGWP): RSD 9,103,138.00 - registry of administrative procedures: RSD 5,528,158.00 - development and implementation of uniform IT system for planning and monitoring policy implementation: RSD 20,862,278.00	The support to the preparation of planning regulations for the Republic of Serbia was provided from IPA 2011 project Reform of Policy Coordination and the Centre of Government which lasted from September 2013 – September 2015. The total value of the project was EUR 1,860,400. With respect to preparing the package of regulations on the planning system, the RPPS was also supported by the United States Agency for International Development (USAID) – the Business Enabling project (BEP) – cooperation in the field of linking policy management and programme budget. The project started in October 2014 and is ongoing. The RPPS was supported by this project during 2015 and 2016. Also, in view of establishing the planning system in the Republic of Serbia, the RPPS is also supported by the GIZ Project „Support to the PAR in the Republic of Serbia“, which started in October 2016 and will last until December 2019. The support to the RPPS was provided during 2017. The value of the project is EUR 5 million. Support to the implementation of the Action Plan for Implementation of the

¹⁸ Note: indicator of sector budget support for variable tranches: „Induced output 2: Improved public policy development and coordination“



		<p>Government Programme, which the Government adopted on 9 November 2017.</p> <p>With respect to the Regulatory Reform and Improved Policy Management System Strategy for 2016-2020, activities have been undertaken to establish a unique public register of administrative procedures and other conditions of doing business. The RPPS in cooperation with all PA bodies initiated the procedure of developing the inventory of administrative procedures, which lasted from June to September 2017. About 2,450 administrative procedures have been identified.</p> <p>In cooperation with Centre of Government institutions activities have commenced on establishing the Uniform IT system for planning and monitoring policy implementation. The RPPS conducted a public procurement procedure for development of the uniform IT system for planning and monitoring policy implementation. The contract has been signed for the development and implementation of the uniform IT system for planning and monitoring policy implementation. The system is to enable entry of data via user interface, specifically planned and achieved values of key parameters to be linked with all elements of action plans (objectives, measures, responsible institutions, cost estimates, regulations based on which the measures are implemented, deadlines, results and activities indicators).</p>	<p>Share of number of opinions regarding proposed strategic documents submitted to the RPPS in the total number of proposed strategic documents, annually</p>	<p><i>BV (2014): 95%</i> <i>TV (2017): 100%</i> <i>AV (2015): 91%</i> <i>AV (2016): 86%</i></p>	<p><i>AV (2017): 76.3%¹⁹</i></p>	<p>Government Work programme was provided to the RPPS by the World Bank –CIIP (Competitive Industries and Innovation Program – Serbia Competitiveness). The goal of the project is to improve competitiveness of the Republic of Serbia by strengthening institutions engaged in policy coordination, result-oriented management, and investments and export promotion. The project is planned to be implemented from April 2015 – July 2017 (28 months). Total project value: the project was funded from the CIIP Trust Fund and is implemented by the World Bank.</p> <p>Support in this respect to the RPPS is provided by SIPRU Team – Social Inclusion and Poverty Reduction Team.</p> <p>With respect to establishing the unique register of administrative procedures and other conditions of doing business, the RPPS is supported by the GIZ project Support to the PAR in the Republic of Serbia, which started in October 2016 and will last until end of December 2019. Support to the RPPS is provided during 2017. Total project value is EUR 5 million.</p>
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
1. Clear definition of the role of the RPPS in public policies management and defining the Government priorities, and in monitoring implementation (amending relevant regulations)	4th quarter of 2015		<p>In the draft Law on the Planning System of the Republic of Serbia the RPPS specified the legal basis for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents. The draft law clearly specifies the role of the Republic Public Policy Secretariat as a state administration body in charge of policy coordination.</p> <p>The RPPS conducted the public debate on the draft Law on the Planning System of the Republic of Serbia from 30 December 2016 – 20 January 2017, and the draft was subsequently adjusted in line with the proposals and suggestions of stakeholders. The draft was then, in line with Article 46 of the Rules of procedure of the Government, submitted on 25 April 2017 to the relevant state administration bodies for their opinions. The procedure of collection opinions regarding the draft Law on the Planning System of the Republic of Serbia was successfully finalised and the text of the draft law was harmonised with the received comments/suggestions/opinion of state administration bodies. At its session held on 31 August 2017 the Government determined the proposed Law on the Planning System of the Republic of Serbia and sent it to parliamentary procedure.</p>	<p>The planned dynamics for the adoption of the package of regulations regarding the establishment of the planning system in the Republic of Serbia was to some degree slowed down by extraordinary parliamentary elections in 2016, including the period of care-taker Government which, according to the prevailing regulations, could perform only "the current tasks" and could not table to the National Assembly proposed laws and other acts for adoption nor could it adopt regulations" (Article 17, para 1, the Law on Government, "The Official Gazette RS", No. 55/05, 71/05, 101/07, 65/08, 16/11, 68/12-US, 72/12, 74/12 - US and 44/14).</p>	<p>The Law on the Planning System of the Republic of Serbia will come into effect eight days of its publishing in the „Official Gazette RS“, and shall begin to be implemented after the expiration of six months of coming into effect.</p>	2 nd quarter 2018
2. Determining the legal basis for the adoption of the methodology for public policy	4th quarter of 2015	<p>In the draft Law on the Planning System of the Republic of Serbia the RPPS specified the legal basis for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents.</p>	<p>The planned dynamics for the adoption of the package of regulations regarding the establishment of the planning system in the Republic of Serbia was</p>	<p>The precondition for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents</p>	2 nd quarter 2018	

¹⁹ At the meeting with representative of the MPALG and SIGMA held on 19 July 2016 it was proposed to change the title of this indicator to read: „The share of number of requests for opinions to proposed strategies and action plans received by RPPS in the total number of adopted strategies and action plans“.

management and manuals (amending relevant regulations)		<p>Article 51 of the draft Law on the Planning System of the Republic of Serbia prescribes the competence for adoption of bylaws, according to which the Government at the proposal of the state administration body in charge of policy coordination shall prescribe in more detail the methodology for policy management, regulatory and policy impact assessment, and content of individual policy documents.</p> <p>The RPPS conducted the public debate on the draft Law on the Planning System of the Republic of Serbia, after which the draft was subsequently adjusted in line with the proposals and suggestions of stakeholders. The draft was then, in line with Article 46 of the Rules of procedure of the Government, submitted on 25 April 2017 to the relevant state administration bodies for their opinions. The procedure of collection opinions regarding the draft Law on the Planning System of the Republic of Serbia was successfully finalised and the text of the draft law was harmonised with the received comments/suggestions/opinion of state administration bodies. At its session held on 31 August 2017 the Government determined the proposed Law on the Planning System of the Republic of Serbia and sent it to parliamentary procedure.</p> <p>Having this in mind, the RPPS conducted the second round of consultations with representatives of state administration bodies regarding the draft Decree on policy management, regulatory impact assessment, and the contents of individual policy documents during December 2017. Thus, the text of the Decree was additionally improved in line with suggestions/comments of state administration bodies.</p>	to some degree slowed down by extraordinary parliamentary elections in 2016, including the period of care-taker Government which, according to the prevailing regulations, could perform only "the current tasks" and could not table to the National Assembly proposed laws and other acts for adoption nor could it adopt regulations" (Article 17, para 1, the Law on Government, "The Official Gazette RS", No. 55/05, 71/05, 101/07, 65/08, 16/11, 68/12-US, 72/12, 74/12 - US and 44/14).	is the prior adoption of the draft Law on Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia. The proposing entity will be the RPPS.	
3. Drafting and adoption of public policies management methodology and drafting of the manual	4th quarter of 2015	<p>The package of draft decrees, including the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents, was subject to consultations with national and international stakeholders. Together with conducting the public debate on the draft Law on the Planning System of the Republic of Serbia in the period from 31 December 2016 – 20 January 2017, the participants had the opportunity to comment also the draft Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents. The RPPS accepted numerous suggestions presented by public debate participants and certain provisions of the draft Decree were additionally improved accordingly. Having in mind that the Government on 31 August proposed the law for adoption, the proposed Law on the Planning System of RS is currently before Parliament for adoption, and the RPPS during December 2017 conducted the second round of consultations with representatives of state administration bodies regarding the text of the Decree. Comments and suggestions of state administration bodies were considered and integrated in the draft Decree, whereby the content of this bylaw was additionally improved.</p>	The planned dynamics for the adoption of the package of regulations regarding the establishment of the planning system in the Republic of Serbia was to some degree slowed down by extraordinary parliamentary elections in 2016	The precondition for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents is the prior adoption of the draft Law on Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia. The proposing entity will be the RPPS.	2 nd quarter 2018
4. Linking policy management with the drafting and implementation of programme budget (amending relevant regulations) ²⁰	4th quarter of 2015	<p>The General Secretariat of the Government has developed Instructions for preparation of the Annual Government Work Programme for 2016 and 2017. These Instructions specify that the Government Work Programme for 2016 and the Government Work Programme for 2017 are developed in the context of:</p> <ul style="list-style-type: none"> - Government Programme; - Action Plan for Implementation of Government Programme; - Economic Reform Programme for period 2016 - 2018; - Priorities identified in existing reference documents (strategies, action plans, etc.); - The structure of the programme budget for 2016 and 2017 respectively. <p>Further efforts with respect to formal-legal regulation of this area have been implemented through the package of regulations on the planning system of the Republic of Serbia, which in a comprehensive manner links the planning process and the policy making process with budget execution. The draft Decree on mid-term planning clearly prescribes the format and content of mid-term planning, linking the planning system and the budget process with the adoption of mid-term plans and reporting on implementation, as well as the format and content of the report on implementation of the mid-term plan over the preceding three fiscal years.</p>	The planned dynamics for the adoption of the package of regulations regarding the establishment of the planning system in the Republic of Serbia was to some degree slowed down by extraordinary parliamentary elections in 2016	The precondition for the implementation of this activity is the prior drafting / adoption / of the draft Law on Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia. The proposing entity will be the RPPS.	2 nd quarter 2018
5. Strengthening capacities of the Republic Public Policy Secretariat through regulatory, organisational, training and ICT activities	4th quarter of 2017 (ongoing)	<p>By the adoption of the package of regulations, the new competences of the RPPS will be formalised, and thus the overall capacities of the institution will be raised, and the potential for educational and informative activities greater. The draft Law on the Planning System of the Republic of Serbia clearly specifies the role of the Republic Public Policy Secretariat as the state administration body in charge of policy coordination.</p>	Implementation of this activity is ongoing.	After the adoption of the Law on the Planning System of the Republic of Serbia, additional strengthening of capacities of the RPPS will continue. Support to implementation of these activities is provided by the GIZ Project "Support to the PAR on RS", including appropriated funds from IPA 2015 within technical (complementary) assistance for institutional and human resources building on the basis of the financial agreement between the Government of the Republic of Serbia and the European Commission on Sector Budget Support signed in December 2016. .	Ongoing

²⁰ It is foreseen that the RPPS identifies priority areas for financing in preparing the Fiscal Strategy and that it is therefore necessary to amend or make additions to the Budget System Law. Also, it is necessary for the Fiscal Strategy to be integrated in all other strategies. However, consultations with the Ministry of Finance regarding the linking of strategic management and budget preparation and execution are still ongoing.

6. Drafting a training programme and delivering training to civil servants in the field of improving the policy management system, the process of budget preparation and execution, and linking with the mid-term fiscal framework	4th quarter of 2017 (ongoing)	<p>RPPS: in the first half of 2015 a special civil servants training programme was developed in the field of improving the system of public policy management, and it was delivered jointly with the HRMS. The training programme consisted of three modules (planning techniques, regulatory impact assessment and monitoring, reporting and policy evaluation). During the three cycles of training about 50 civil servants (managers and executorial staff) working on policy planning, monitoring and reporting were trained.</p> <p>During 2016 in cooperation with the HRMS training was delivered for civil servants in the field of public policies management, including planning, regulatory and policy impact assessment, and monitoring, reporting and evaluation of results of policies. Training was delivered to 71 civil servants and managers from state administration bodies. Training courses in cooperation with the HRMS and GIZ continued during 2017 for the following programmes: Managing the policy systems, Managing the legislative process, and administrative acts, training for appointed officials – policy management, Program for managers of internal organisational units – introduction to policy management and management of legislative process, and programme for civil servants preparing for managerial posts – introduction to policy management cycle, managing the legislative process. Thus, during 2017 training was provided to a total of 232 civil servants and managers. Having this in mind, during the reporting period (2015-2017) training was provided for a total of 353 civil servants and managers.</p> <p>2017 HRMS: Within the program of strengthening capacities of civil servants in policy management „Towards quality policies“ in the period September-October 2017, three modules were delivered aimed at improving knowledge and skills in policy making, implementation and monitoring, and certificates were awarded to 15 participants. The programme was delivered with the support of GIZ project „Support to Public Administration Reform“.</p> <p>Within the same thematic area „Policy Management“, during September, training was delivered in Mid-Term Planning for 12 participants, managers and civil servants engaged or involved in planning tasks in PA bodies.</p> <p>Within the programme for appointed positions, Policy Management training was organised for 11 participants, and within the programme for civil servants preparing for managerial posts training was organised in Introduction to Policies, for 13 participants.</p> <p>In the programme area Public Finance, during September, two training courses were delivered in the area of preparing programme budgets for 27 participants – managers of internal organisational units in tasks of budget planning, monitoring and execution. Training in programme budgeting was delivered also in December for 35 participants in cooperation with FEFA within the project "Strengthening the capacities of PA by developing curricula in financial management, accounting and control" – FINAK.</p>	All activities linked to training of civil servants on the topic of improving the policy management system are conducted according to the planned schedule. After the adoption of the package of regulations on the planning system of the Republic of Serbia, the existing programme of general continued professional training of civil servants shall be further improved in the context of linking the planning system with the process of budget preparation and execution, in order to fully reflect the solutions included in these regulations, and in order for the civil servants to be adequately prepared to implement the acquired knowledge and comply with provisions of prevailing regulations.	The precondition or the full implementation of this activity in terms of linking the training programme with the mid-term fiscal framework is the prior adoption of the draft/proposed Law on the Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia.	Existing training courses - ongoing Additions to the Training Programme for preparations and implementation of budgets and linking it with the mid-term fiscal framework – 2 nd quarter 2018
7. Building analytical capacities in the RPPS and PA bodies for purposes of planning, drafting, implementing and monitoring evidence-based and relevant data- based policies.	4th quarter of 2017 (ongoing)	The RPPS provided technical and coordinating support in preparation of number of planning documents relevant to strategic directions of the Republic of Serbia, as follows: Action Plan for implementation of the Government Work Programme, National Programme against Grey Economy, Action plan for Doing Business, and a part of the Economic Reform programme relevant to planning structural measures. Dozens of analytical annexes and specific studies were drafted for the needs of PA bodies in order to make policies based on analyses, facts and data.	It is necessary to change the existing regulations on analytical planning and study activities in state administration bodies which should among other things, include the establishment of a service for analytical tasks (this is primarily the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations and services of the Government, and regulations on tasks of the state administration, under the control of the MPALG), as well as the Law on Statistics which should include provisions on further development of the methodology / analytical department and raising of technical knowledge and skills. Having this in mind, in April 2017 the RPPS sent an initiative to the Ministry of Public Administration and Local Self-Government to intensify contacts between the MPALG and the RPPS to work jointly on amending the Decree on the principles of internal organisation and systematisation of posts in ministries, special organisations and services of the government and other regulations prescribing the tasks of state administration.	Adoption of the said regulations, planning and delivering training, monitoring and coaching.	4th quarter of 2017 (ongoing)
RESULT		Tangible effects of the result	INDICATORS	Used budget funds since 1 JAN 2015 until 31 DEC 2017	

Implementing institution	Determine the level of achievement 	Brief explanation of the achieved progress	Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
RPPS	1.3.2. Mid-term and annual planning in state administration bodies is based on Government priorities and the programme budget and implementation is regularly monitored	The General Secretariat of the Government has developed Instructions for preparation of the Annual Government Work Programme for 2016 and 2017. These Instructions specify that the Government Work Programme for 2016 and the Government Work Programme for 2017 are developed in the context of: the Government Programme; Action Plan for Implementation of Government Programme; Economic Reform Programme for period 2016 - 2018; Priorities identified in existing reference documents (strategies, action plans, etc.); the structure of the programme budget for 2016 and 2017 respectively. A package of regulations has been prepared and finalised consisting of the draft Law on the Planning System of the Republic of Serbia and the two accompanying decrees with methodologies (the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents and the Decree on mid-term planning). According to the draft Law, mid-term plans are developed on the basis of valid policy documents, while taking into consideration the priority objectives of the Government, the available capacities and resources, and the changes in the actual situation compared to the time when such documents were adopted.	The percentage of deviation of the total number of implemented activities relative to the total number of activities planned in the Annual Government Programme (PPA 2)	BV (2014): 49% TV (2017): GSG shall specify the TV AV GSG (2015): 34% AV GSG (2016): 43%	AV Sigma (2016 ²¹): 55%	The utilised budget funds for the implementation of this measure are stated in measure 1.3. – Improved Government policy management system (planning, analysis, policy-making, adoption, monitoring and evaluation and coordination) by establishing by the end of 2017 the legal and institutional framework for integrated strategic management and adoption of mid-term plans for the work of state administration bodies harmonised with strategic priorities of the Government and programme budgeting.	The support to the preparation of planning regulations for the Republic of Serbia was provided from IPA 2011 project Reform of Policy Coordination and the Centre of Government which lasted from September 2013 – September 2015. The total value of the project was EUR 1,860,400. With respect to preparing the package of regulations on the planning system, the RPPS was also supported by the United States Agency for International Development (USAID) – the Business Enabling Project (BEP) – cooperation in the field of linking policy management and programme budget. The project started in October 2014 and is ongoing. The RPPS was supported by this project during 2015 and 2016. There is no data available on the project value. Also, in view of establishing the planning system in the Republic of Serbia, the RPPS is also supported by the GIZ Project „Support to the PAR in the Republic of Serbia“, which started in October 2016 and will last until December 2019. The support to the RPPS was provided during 2017. The value of the project is EUR 5 million.
<i>Partners:</i> GSG (act 5 and 6) MoF (act 6) SEIO (act 6) PA BODIES (act 7) Republic Legislative Secretariat (5) MPALG CSO'S			Complete financial assessment in sector strategies (PPA 2)	BV (2014): 1 TV: to be determined in 2015, RPPS	AV Sigma (2016 ²²): 1		
			Extent to which reporting provides information on achieved results (PPA 2)	BV (2014): 3 TV (2017): 4	AV Sigma (2016 ²³): 1		
ACTIVITY					IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
	Determine the level of achievement 	Deadline for implementation	Brief explanation of the achieved progress	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Preparation and adoption of Action plan for implementation of the Government Programme (pilot for 2015, setting the Government priority objectives ²⁴)	1 st quarter 2015	An analysis has been conducted of strategic planning and policy coordination in RS and key issues have been identified, resulting in a need to create a framework for setting policy priorities. The proposed Action Plan was developed for implementation of the Government Programme, based on a detailed analysis of the Government Programme and several months of cooperation with PA bodies, and the Government endorsed it in February 2015. The Action Plan was developed for implementation of the Government Programme is based on priority activities of the Government during its term in office and includes 98 identified mid-term strategic objectives and relevant measures for their implementation, as well as activities and actors in charge and the expected results and deadlines for implementation. The RPPS based on annual reports of PA bodies monitors the implementation of the Government Programme and reports to the Government on the extent to which priority objectives are achieved in the set time frames.	The activity was implemented as planned.	The RPPS based on annual reports of PA bodies monitors the implementation of the Government Programme and reports to the Government on the extent to which priority objectives are achieved in the set time frames. With the formation of the new Government the RPPS will develop a new Action Plan for the implementation of the Government Work programme.		

²¹ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.



²² The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

²³ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

²⁴ Implementation of this activity started before the adoption of PAR AP.

2. Analysis of existing IT capacities and drafting of technical specifications for integral IT solution which will link the planning and the budgeting process and enable reporting based on executions of plans and budgets ²⁵	1 st quarter 2015	An analysis was conducted of existing IT capacities for budget planning, preparation and execution, and relevant recommendations were formulated for the development of an integral IT system for budget planning, preparation and execution which would provide efficient support to planning and budgeting systems in the RS.	The activity was implemented as planned.	All activities to ensure and utilise the Sector Budget Support of the EC to ensure IT capacities in Public Administration reform.	
3. Improving the existing capacities of PA bodies for planning through establishing a model for organisation of study-analytical tasks (amendment to the Decree on principles on internal organisation and systematisation of posts in ministries, special organisations and services of the Government and regulations regulating tasks of state administration)	3 rd quarter 2015	<p>The RPPS has provided technical and coordinating support during the preparation of a number of planning documents relevant to the strategic direction of the Republic of Serbia, as follows: National Programme Fighting Grey Economy, the Action Plan to Improve Doing Business, and a part of the Programme of Economic Reforms relevant to planning of structural measures). For the purposes of state administration bodies dozens of analytical appendices and specific studies have been undertaken for policy making purposes on the basis of analyses, facts and data.</p> <p>In cooperation with the HRMS there are continued efforts to strengthen the administrative capacities of state administration bodies. In the first half of 2015 a special civil servants training programme was developed in the field of improving the system of public policy management, and it was delivered jointly with the HRMS. The training programme consisted of three modules (planning techniques, regulatory impact assessment and monitoring, reporting and policy evaluation). During the three cycles of training about 50 civil servants (managers and executorial staff) working on policy planning, monitoring and reporting were trained. During 2016 five training courses were delivered for civil servants and managers in the field of regulatory impact assessment, managing the legislative process, the role of managers in strategic and financial planning. Training was delivered to 71 civil servants and managers. Training courses were delivered in 2017 in cooperation with the HRMS and GIZ: Managing the policy systems, Managing the legislative process and administrative acts, training for appointed officials – policy management, Program for managers of internal organisational units – introduction to policy management and management of legislative process, and programme for civil servants preparing for managerial posts – introduction to policy management cycle, managing the legislative process. Thus, during 2017 training was provided to a total of 232 civil servants and managers.</p>	The activity has been partially implemented, since regulations have not been adopted which regulate the analytical/planning/study tasks in state administration bodies which should, among other things, prescribe the establishment of a service for analytical tasks (this is primarily the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations and services of the Government, and regulations on tasks of the state administration, as well as the Law on Statistics which should include provisions on further development of the methodology / analytical department and raising of technical knowledge and skills. Having this in mind, in April 2017 the RPPS sent an initiative to the Ministry of Public Administration and Local Self-Government to intensify contacts between the MPALG and the RPPS to work jointly on amending the Decree on the principles of internal organisation and systematisation of posts in ministries, special organisations and services of the government and other regulations prescribing the tasks of state administration.	In the implementation of this activity the MPALSG should have the key role, since the MPALG is authorised to propose changes to the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations and services of the Government, and regulations on tasks of the state administration.	4 th quarter 2018
4. Revision and adoption of Action Plan for implementation of the Government Programme for 2016-2018	4 th quarter 2015	Implemented for every year individually.			
5. Improving the process of preparation and the content of the Annual Government Work Plan and the annual report on it by improving the existing IT system for planning of GWP, changing of instructions for developing the annual GWP and the report on GWP and amending relevant regulations through involvement of the RPPS in the planning process	4 th quarter 2015	The General Secretariat of the Government has improved the process of development and the contents of the Government Annual Work Plan. As for the Instructions for the development of the GWP for 2015, and Instructions for GWP for 2016, innovations were introduced which contribute to better quality of the development of the annual work plans of state administration bodies and the annual GWP, and contents thereof. The innovation in the Instructions consists in the obligation of state administration bodies to base their plans on objectives, measures and activities stated in the AP for implementation of the Government Programme, and thus harmonise them with the strategic, programming and financial priorities of the Government, as well as on activities which will serve as preparation for the Economic reform programme for the period 2016 - 2018. The said activities must be included clearly by state administration bodies in their annual work plans and "high" priority must be assigned to them“.	The activity was implemented as planned. The described process was followed in preparing the Government Work Plan for 2017, which was finalised in December 2016.	The activity will continue also during the coming period of planning the next annual cycle for the Government for the year 2018.	ongoing
6. Improving the IT structure which is to include: the AP for implementation of the Government Programme, the PIRV, the existing programme budgeting and budget execution system,	4 th quarter of 2016	In cooperation with the institutions of the Centre of Government activities have been initiated to establish a central ICT for policy planning and monitoring. The RPPS started the public procurement procedure for the development of the unique IT system for policy planning. In this respect, a contract has been signed for the development and implementation of the uniform IT system for policy planning and monitoring of implementation. The solution which the system is to provide is the entry of data through the user interface, meaning entry of planned and actual values of key performance indicators which are to be linked to all elements of action plans (objectives, measures, institutions in charge of implementation, estimated	After ensuring the necessary funds in the budget for 2017, the activities related to implementing the unique IT system for policy planning and monitoring of policy implementation are proceeding smoothly.	Further work on developing the adequate technical-software solution to enable efficient policy planning and coordination within the state administration system.	4 th quarter of 2018

²⁵ Implementation of this activity started before the adoption of PAR AP.




	and the system ISDACON and the NPAA ²⁶		funding needed, regulations under which the measures are implemented, deadlines for implementation, result and activity indicators).					
	7. Developing mid-term work plans for PA bodies harmonised with the strategic priorities of the Government and the programme budget	4th quarter of 2015, 2016, 2017. ²⁷	In the draft Law on the Planning System of the Republic of Serbia the RPPS specified the legal basis for the adoption of the Decree on mid-term planning. The draft Law on the Planning System of the republic of Serbia prescribes that mid-term plans are comprehensive planning documents adopted for a period of three years enabling the linking of policies with the mid-term framework of expenditures, and that the mid-term plans are developed on the basis of valid policy documents, while taking into consideration the priority objectives of the Government, the available capacities and resources, and the changes in the actual situation compared to the time when the policy documents were adopted.	The planned dynamics for the adoption of the Decree on mid-term planning was to some degree slowed down by extraordinary parliamentary elections in 2016.	The precondition or the full implementation of this activity is the prior adoption of the draft/proposed Law on the Planning System of the Republic of Serbia by the Government and the National Assembly of the Republic of Serbia. The proposing entity for the Decree on mid-term planning is the RPPS.	During 4th quarter of 2017		
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of public administration reform <i>Partners:</i> RPPS Republic Legislative Secretariat	1.3.3. Increased transparency of the policy management system ²⁸			Share of number of draft laws which in the drafting process conducted a public debate relative to the total number of draft laws adopted annually	BV (2014): 45,9% TV (2016): 55% TV (2017): 60% AV (2015): 39% AV (2016): 50%	In 2017, ending with 22 September 2017 when the 16 th session of the Government was held, of the total of 22 draft laws submitted to the Government for discussion and for proposing them for adoption, for 11 draft laws a public debate was held, representing 50%.		
	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement	Deadline for implementation	Reasons for deviation from plan or measures taken to address the problem		FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation		
GSG (act 1) MPALG (act 2 and 3)								
Office for Cooperation with the Civil Society CSO'S	1. Introducing the obligation to publish the annual Government work plan and the annual Government report on the web portal of e-government and/or the webpages of the Government (changing the relevant regulations)	4th quarter of 2015	The annual Government Work Plan for 2016 and for 2017 were published on the website of the General Secretariat of the Government. http://www.gs.gov.rs/doc/PLAN_RADA_VLADE_2016.pdf http://www.gs.gov.rs/doc/PLAN_RADA_VLADE_2017.pdf					
	2. Introducing the obligation for state administration bodies to periodically report to the Government on implementing regulations and policy documents and achieved impacts (changing the relevant regulations)	4th quarter of 2015	The draft Law on the Planning System and the accompanying decrees regulating reporting on results of policy implementation have been developed. The public debate was conducted between 30.12.2016 - 20.01.2017. At its session held on 31 August 2017 the Government endorsed the draft and proposed it for adoption by submitting it for parliamentary procedure of adoption.	The planned dynamics for the adoption of the Decree on mid-term planning was to some degree slowed down by extraordinary parliamentary elections in 2016, including the work of the caretaker government, when according to the regulations the Government may only "perform current tasks" and could not propose laws for adoption to the National Assembly nor adopt bylaws (Article 17, para 1, of the Law on Government, "The Official Gazette RS" No. 55/05, 71/05, 101/07,	The Law on the Planning System of the Republic of Serbia will come into effect eight days of its publishing in the „Official Gazette RS“, and shall begin to be implemented after the expiration of six months of coming into effect.	4 th quarter 2018		

²⁶ The function of implementing these plans and the reporting system are integral parts of the IT system.

²⁷ This activity will be implemented at annual level also in 2016 and 2017.

²⁸ Note: the indicator of Sector Budget Support for variable tranches, with respect to result 5.1.2. CSO and citizens included in the process of policy making, implementation and monitoring at national and local level: "Induced output 3 Increased participation of citizen and civil society organisations in the policy-making process"

				65/08, 16/11, 68/12-CC, 72/12, 74/12 -CC and 44/14).	
	3. Improving consultations with stakeholders within the policy management system (changing the relevant regulations)	4th quarter of 2015	<p>The draft Law on Changes to the Law on State Administration has undergone a public debate (7-27 December 2016) and is in the process of collecting opinions from relevant bodies.</p> <p>During the reporting period, the relevant bodies (MPALG, the General Secretariat of the Government, and the Republic Public Policy Secretariat), in direct cooperation, came up with the joint position that the planned legislative changes (the draft Law amending the Law on State Administration and the draft Law on the Planning System of RS) should put emphasis on improving the consultations process, as a form of public participation in creating policies and policy documents. The reasons for this are as follows: firstly, consultations as a form of public participation in the policy making are not legally regulated and regulation thereof would enable the involvement of stakeholders in adopting acts from the very beginning, creating a much broader space for consideration of positions, suggestions and comments collected from stakeholders during the consultation, or during the development of acts which will be subject to consultations. Additionally, consultations as a form of public participation in the process of adopting policies enable also the involvement of the professional public in policy making, thus enabling state administration bodies to increase the quality of proposed acts by using capacities of the professional public throughout the process of policy making.</p> <p>The relevant solutions in the draft Law amending the Law on State Administration and the proposed Law on the Planning System of RS, which include also the authority to adopt bylaws to elaborate in more detail the procedure and methods of conducting consultations.</p> <p>The initial version of the draft Law implied changes to be made also in the Rules of Procedure of the Government, but this idea was abandoned during the public debate and the subsequent determination of the proposed law with other bodies, since a better solution was found which would mean a greater involvement of the public in the legislative procedure, which is that the final version of the draft Law stipulates the need for preparation of rulebooks setting out guidelines for achieving public participation in drafting laws and other acts and regulations and in policy making, significantly contributing to better quality of regulations and policy documents, and public participation will be more effective.</p>		After the adoption of Law amending the Law on State Administration.


Specific objective 1:												
Improving organizational and functional sub-systems of public administration												
Measure 1.4: Establishing solid coordination mechanisms enabling harmonised development and functioning of e-government, and finalising the legal framework and procedures for development of e-government ²⁹												
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017						
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations					
MPALG – DEU <i>Partners:</i> The Ministry of Trade, Tourism, and Telecommunications Republic Legislative Secretariat CSO'S	1.4.1. Coordinated management of e-government development is established, with established institutional and comprehensive legal framework ³⁰		Number of meetings held by the sub-groups to the E-Government Working Group, annually	BV (2014): 0 TV (2015): 2 TV (2016): 4 TV (2017): 4 AV (2015): 0 AV (2016): 3	0							
			Number of meetings held by the sub-groups to the E-Government Working Group, annually	BV (2014): 0 TV (2015): 3 TV (2016): 8 TV (2017): 9 AV (2015): 0 AV (2016): 6	0							
			ACTIVITY					IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
			Determine the level of achievement 	Deadline for implementation	Brief explanation of the achieved progress			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. Preparation and adoption of e-Government Strategy in the Republic of Serbia and the Action Plan for implementation of the e-Government Strategy in the Republic of Serbia for the period 2015-2018. ³¹	1 st quarter 2015	The legislative framework has been completed for implementation of activities in the field of e-Government in the Republic of Serbia. In December 2015 the Strategy with the Action Plan was adopted („Official Gazette RS“, No. 107/15) http://www.digitalnaagenda.gov.rs/vesti/usvojena_strategija_razvoja_euprave_u_rs_do_2018- godine/		Adopting the Law on e-Government, the Law on Citizens Registry (under the competences of MoI), but also adoption of other sector specific laws under the competences of other line ministries with aspects related to e-government ...								
2. Establish the working group for implementation of e-Government within the PAR Council	1 st quarter 2015	The working group for e-Government has been established (Decision 119-01-15/2016-01 of 18 May 2016) as well as the sub-group for Open Data within the Directorate, whereby the institutional mechanism has been established for coordination and monitoring of implementation of the e-Government Strategy in the Republic of Serbia for the period 2015-2018 and the Action Plan for implementation of the e-Government Strategy in the Republic of Serbia for the period 2015-2016.	Within the PAR Council the WG and the sub-group has not been established for implementation of the e-Government, due to the formation of the new Government.	Establishment and active work of the sub-groups for regulations, establishment of interoperability/ infrastructure and the electronic services as sub-groups of the WG for e-Government within the Directorate for e-Government								
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017						
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations					
MPALG – DEU <i>Partners:</i> MPALG	1.4.2. Interoperable communication established among different IS services of PA bodies and units of LSG based on using established basic e-government registers	The strategic framework is complete for implementation of activities of e-government in the Republic of Serbia. The Strategy of E-Government Development with the accompanying Action Plan has been adopted in December 2015 („The Official Gazette of RS“, No. 107/15).	Number of PA bodies which apply interoperability standards	BV (2014): 4 TV (2016): 10 TV (2017): 50 AV (2015): 5	50							

²⁹ The measure 1.4 is harmonised with the objectives of the Strategy for Development of e-Government. It is not elaborated in detail by this AP since its implementation will be monitored primarily through the AP for implementation of the Strategy for Development of e-Government in the republic of Serbia, which is a sub-strategy within the PAR. Within this AP the achievement of key results of that Strategy will be monitored, and they are stated here.

³⁰ Specific result is implemented in 2016, but since data is collected for the report presenting all achieved results since 2015 until second half of 2017, it is possible to present new values for indicators and present the impacts over the past two years.

³¹ The draft strategy is developed and the public debate conducted.


MoI CRA Republic Land Survey Office MoF - all administrations within the MoF NBS Joint Services of the Government National Statistical Office		<p>On 18 January 2018 the Proposed Law on e-Government has been determined and is in parliamentary procedure for adoption.</p> <p>The service x-road has been established for exchange of data between electronic official records which is to enable efficient implementation of the Law on General Administrative Procedure and greater sophistication of e-services for citizens and the economy, via the e-Government portal. In the first stage the system e-ZUP (General Administrative Procedure Law) has linked 14 data bases of 6 major institutions in Serbia – registry books of the MPALG, data base of the MoI, the Tax Administration, The Pension Insurance Fund, National Employment Service, and the Central Registry of Mandatory Social insurance.</p> <p>By the end of 2017, the situation with e-ZUP is as follows: total of 122 institutions are covered by the e-ZUP system:</p> <ul style="list-style-type: none"> • 40% of units of local self-government collect data by means of e-ZUP (as of 1 October 2017 and e-ZUP is used by 4 units of LSG); • 30% of centres for social work acquire data from official records by using e-ZUP (as of 1 October 2017 e-ZUP was not used by centres for social work); <p>Institutions which provide sets of data via the e-ZUP include: MPALG, MoI, the National Employment Service, Tax Administration, Health Insurance Fund and CROSO.</p>		AV (2016) : 10				
			Number of state administration bodies and units of LSG using the service x-road	BV (2014): 5 TV (2016): 30 TV (2017): 50	122			
			Number of basic registries of e-government connected with other IT systems of other bodies	BV (2014): 1 (Company Registry Agency – CRA registry) TV (2016): 3 TV (2017): 4	6			
				AV (2015): 1 AV (2016) : 6				
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED					
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation			
1. Begin activities for establishment of national infrastructure of geospatial data – developing technical specifications for the National Geoportal	1st quarter 2015	Technical specifications are complete		In the forthcoming period, as continuation of this activity, it is necessary to: 1. work on the legislative framework 2. work on analysis of IT infrastructure for support to GeoPortal has been initiated. The deadline for these activities is 4th quarter 2016.				
2. Complete legal framework for e-government	4th quarter of 2015	The strategic framework is complete for implementation of activities of e-government in the Republic of Serbia. The Strategy of E-Government Development with the accompanying Action Plan has been adopted in December 2015 („The Official Gazette of RS“, No. 107/15). This activity refers to the adoption of the Law on e-Government (underway), the Law on the Registry of Citizens (under the competences of the MoI), and also adoption of other sector specific laws which are the competence of line ministries but having parts relevant to e-government. On 18 January 2018 the Law on e-Government was proposed for adoption and is in parliamentary procedure for adoption.	The working group has been established (of liaison officers) for the development of e-Government by decision: 119-01-15/2016 of 18 May 2016. The WG has had 3 meetings during 2016. The AP was drafted for the period 2017-2018 for implementation of the Strategy for Development of e-Government (2015-2018)					
3. Improving the company registers and other status registers of the Company Registry Agency (quality, access, delivery, scope and content of data)	4th quarter 2015	Status: not implemented Progress made: the ICT of the CRA is improved through the service Issuing e-building permits, it is however not yet fully connected to the e-Gov portal, the IT systems of units of LSG and other bases of the state administration and LSG. Adequate connection to the service x-road of e-Gov is planned for 2016. Steps after 2016: connecting the CRA IT system to the e-Gov Portal, introducing TSA service for CRA, exchange of data between IT systems of CRA and LSG, through e-Gov.						
4. Establishing the e-register of citizens, including drafting and adoption of proposed relevant laws	4th quarter 2015							

	5. Opening the address registry for all applications	4th quarter 2015			Establishing of the address registry is part of the project implemented by National Survey Office with the World Bank.		
	6. Application of interoperability standards and protocols	4th quarter 2016	The working groups has been established for updating and monitoring of the Interoperability Standards List (Decision: 119-01-15/2015-01 of 28 December 2015) which developed the new version whose implementation enables better communication among ICT resources of state administration bodies and PA bodies and citizens and businesses				
	7. Establishing the service x-road for state administration bodies and units of local self-government	4th quarter 2016	The service x-road is established for exchange of data among electronic records yielding better efficiency in implementing the Law on general Administrative Procedure and raising sophistication of e-services for citizens and businesses, via the Government e-portal.				
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – DEU <i>Partners:</i> CRA MoF – all administrations within the MoF MoI Republic Land Survey Office Competent tax authorities units of LSG	1.4.3. New e-services using basic registries are established and are widely promoted ³²	<p>New e-services have been introduced: e-Babies (Registration of new-borns in the maternity hospital), Filing applications for new health insurance booklets, e-kinder garden (enrolment of children in pre-school institutions), replacement of old driver's license by new (card format).</p> <p>During 2016 these were continually prompted through social networks, attending conferences, holding conferences, (Days of e-Government) and workshops. The promotion activities has the following results:</p> <p>The number of accounts at the e-Government portal (www.euprava.gov.rs) during 2016 grew by 145 % - from 350,000. During 2016 a total of 160 new services have been designed. In the year 2017 the number of users of the national e-Gov portal was 764,547 registered users. The total number of performed services was 635. E-services via the portal are currently provided by 85 state administration bodies and organisations and 56 units of local self-government (total 141).</p> <p>So far through the e-portal a total of 3,398,867 services were delivered. In December 2017, e-payment service was inaugurated (ePayment+), eBanking and payment by payment cards, involving 2 commercial banks and 2 payment institutions (about 100 transactions were performed in December).</p> <p>The most frequently used services in 2017 are as follows: online enrolment of children in pre-school with 10,615 applications (Belgrade, Sremska Mitrovica and Šabac), replacement of old drivers' licences with 6,241 applications, registration in the registry of real property with 11,667 applications, etc. The number applications for new health insurance cards filed via the e-portal was 231,908.</p> <p>The project "baby, welcome to the world" (e-baby) includes: registration of new births in the registry book of births, assignment of the unique citizens' ID number, application for health insurance, and this became active by the end of 2016 in 47 maternity hospitals in Serbia and in 2017 this service is provided in all maternity hospitals (58). Until the first half of 2017 this service was used to register more than 16,000 newborns whereby about seven paper documents have been abolished.</p>	Percentage of citizens who are satisfied with the services and interaction with public administration through the e-Government portal	BV(2014): 10% TV (2016): 20% TV (2017): 30% AV (2015): 15% telephone survey AV (2016): 25% Portal statistics	30% (portal statistics)		
			Average time needed to receive the personal ID document after filing the application (PPA 5)	BV (2014): DEU/ AP 15 legally prescribed days SIGMA, ID: 4.8 TV (2016): 8 actual days TV (2017): 5 actual days AV DEU (2015): 10 actual days AV DEU (2016): 8 actual days	AV SIGMA (2017 ³³): 2-5 days		
			Number of services offered via the e-Government portal (one-stop-shop) (PPA 5)	BV (2014): DEU: 7 SIGMA: 312 TV (2016): 15 TV (2017): 20 AV DEU (2015): 10, but in limited scope for now AV DEU (2016): 18	AV SIGMA (2017 ³⁴): about 20 services per transaction AV DEU (2017): 20		


³² The specific result was achieved in 2016, but since data is collected for the report presenting all achieved results since 2015 until second half of 2017, it is possible to present new values for indicators and present the impacts over the past two years.

³³ The value of indicators for 2016-2017 were taken from the most recent monitoring report of SIGMA for Serbia published in November 2017, page 110, website: <http://www.sigmaxweb.org/publications/Monitoring-Report-2017-Serbia.pdf>.

³⁴ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Implementing 3 new e-services	4 th quarter 2015	E-services have been established based on using the Central registry of Mandatory Social Insurance and the registry books for registration of newborn babies, enrolment of children in pre-schools, and issuing the certificate that the child is not enrolled.			
2. Implementing 4 new e-services	4 th quarter 2016	New e-services are established: eBaby (Registration of the newborn in the maternity hospital), Application for and issuance of health cards , ePreschool (enrolment of children in pre-schools), substitution of old drivers' licences with new ones (card format) .			
3. Promoting the established e-services among state administration bodies and citizens and businesses	4 th quarter 2017 (ongoing)	<p>During 2016 and 2017 these services were continually promoted through social networks, media, during conferences (Days of e-Gov) and workshops. Promotional activities have had the following impact on services:</p> <p>The number of accounts opened at the e-portal (www.euprava.gov.rs) during 2016 increased by 145 % - with 350,000 new ones. During 2016 a total of 160 new services have been designed. . In the year 2017 the number of users of the national e-Gov portal was 764,547 registered users. The total number of performed services was 635. E-services via the portal are currently provided by 85 state administration bodies and organisations and 56 units of local self-government (total 141).</p> <p>So far through the e-portal a total of 3,398,867 services were delivered. In December 2017, e-payment service was inaugurated (ePayment+), eBanking and payment by payment cards, involving 2 commercial banks and 2 payment institutions (about 100 transactions were performed in December).</p> <p>The most frequently used services in 2017 are as follows: online enrolment of children in pre-school with 10,615 applications (Belgrade, Sremska Mitrovica and Šabac), replacement of old drivers' licences with 6,241 applications, registration in the registry of real property with 11,667 applications, etc. The number applications for new health insurance cards filed via the e-portal was 231,908.</p> <p>The project "baby, welcome to the world" (e-baby) includes: registration of new births in the registry book of births, assignment of the unique citizens' ID number, application for health insurance, and this became active by the end of 2016 in 47 maternity hospitals in Serbia and in 2017 this service is provided in all maternity hospitals (58). Until the first half of 2017 this service was used to register more than 16,000 newborns whereby about seven paper documents have been abolished.</p>			

Specific objective 2:	Indicator (impact level)
Establishing a coherent public civil service system which is merit-based and improved human resources management ³⁵	Extent to which the policy and legal framework for professional and coherent public service is established and implemented (PPA 3) BV (2014): 4 TV (2016): 4 AV (2015): 4 AV (2016 ³⁶):4
	Extent to which the institutional setup enables consistent HRM practices across the public service (PPA 3) BV (2014): 2 TV (2017): 3 AV (2015): 2 AV (2016 ³⁷): 2
	Extent to which the remuneration system of civil service is fair and transparent and applied in practice (PPA 3) BV (2014): 4 TV (2017): 5 AV (2016 ³⁸): 4



Specific objective 2:							
Establishing a coherent public civil service system which is merit-based and improved human resources management							
Measure 2.1: Establishing a coherent system of labour relations and salaries in the public administration based on transparency and fairness							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> Line ministries MoF HRMS Republic Legislative Secretariat BCC CSO'S	2.1.1. Harmonized labour-legal status of employees in all parts of public administration, in order to strengthen the implementation of principles of depolitisation and professionalization of the merit-based system	There are no visible effects of implementation since not all regulations have been adopted which regulate the labour-legal status of employees across the public administration. So far, only the Law on Employees in the AP and units of LSG has been adopted (to be implemented as of 1 January 2019).	The share of employees in the PA system who are not subject to the provisions on mandatory conducted competitions when being recruited relative to the total number of PA employees	BV (2015): about 50% TV (2016): 50% TV (2017): 70% AV (2016): this value will be measured in 2018 for 2017, since the Law on Employees in the AP and Units of LSG is applied since 1 December 2016 (on the basis of the Law, the AP and the units of LSG are to harmonise their rulebooks and subsequently public competition announcements)	(2017): - This value will be measured in 2019 since the Law on Employees in the AP and Units of LSG will be applied since 1 January 2019.	A public procurement procedure has been initiated and conducted for consulting services to conduct an analysis of mandatory legal regulations from result 2.1.1. The total amount paid is RSD 810,000.	
	ACTIVITY	Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				

³⁵ The logic of this specific objective is based on the dichotomy between the civil servant and the public servant system. Since the labour-legal relations in the state administration system are already in principle established on merit basis by the Civil Service Law, for state administration bodies there is the measure 2.2 establishing a strategic HRM function, while for the broader public servant system (which in terms of labour-legal relations includes also public services and public agencies) there is planned development of the basic elements of the merit system (measure 2.1) and basic elements of HRM (measure 2.3).


³⁶ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

³⁷ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

³⁸ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Analysis of the system of accountability and transparency in the work of public administration and defining directions for development of civil servants system in PA, based on the principles of depolitisation, professionalization, merit, etc.	4 th quarter 2015	An analysis was conducted of regulations regulating the labour-legal status of employees in all parts of public administration in the republic of Serbia, with recommendations for establishment of a harmonised labour-legal status of public administration employees.				
	2. Drafting and adoption of policy paper (concept document) for the establishing of the public servants system with criteria for employment and promotion based on transparency and merit, and with recommendations for improvement across all parts of the PA system	2 nd quarter of 2016	Not implemented due to changed priorities of activities of the Ministry, caused by fiscal consolidation and optimisation across the public sector; it should be noted, however, that the changes and amendments to the Law on Salaries of Employees in the Public Sector which came into effect as of 25 December 2017 specify that the law will be implemented as of 1 January 2019. Sector salary laws have been adopted: the Law on Employees in Public Services („Official Gazette RS“, No. 113/17) regulating salaries and labour-legal status in public services, and the Law on salaries of civil servants and employees in bodies of provincial government and units of local self-government. Working drafts have been developed of Law on amendments of the Law on Public Agencies and the Law on Salaries of employees in public services.				
	3. Drafting and preparation of proposed changes to the legal framework regulating the labour-legal status of employees in state administration, public services, and public agencies in line with the policy paper, with public consultations ³⁹	4 th quarter of 2016	The changes and amendments to the Law on salaries of public sector employees which came into effect as of 25 December 2017, the implementation of this Law was postponed until 1 January 2019. The Law on Employees in Public Services has been adopted („Official Gazette RS“, No. 113/17) regulating salaries and labour-legal status in public services. Working drafts have been developed of Law amending the Law on Public Agencies.		The preparation and proposal of the law (amendments of the Law on Public Agencies regulating the labour-legal status of employees, the proposed law regulating salaries of employees in public agencies, the Law amending the Law on Civil Service Salaries) regulating the labour and pay system in order to establish a harmonised merit-based civil service.		
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> Line ministries MoF	2.1.2. Established transparent and fair salary system in the PA	With respect to achievement of this result, the Law amending the Law on Salaries of Public Sector Employees („Official Gazette RS“, No. 113/17), as the umbrella law, and the Law on Public Services Employees („Official Gazette RS, No. 113/17) and the Law on Salaries of Civil Servants and Employees in Bodies of Autonomous Provinces and Local Self-Government were adopted. The implementation of these laws was postponed until 1 January 2019. The Decree on the catalogue of posts in public services and other organisations of the public sector was adopted on 27 July 2017, and the Decree amending the Decree on the Catalogue of posts in public services and other public sector organisations on 28 December 2017.	The share of PA employees not covered by the new Law on Salaries relative to the total number of PA employees (about 500,000 employees)	BV (2015): 0% TV (2016): 60% TV (2017): 60% AV (2016): 0%	0%		The World Bank consultants were involved in the development of the Catalogue of posts in public services and other organisations of the public sector, which is an appendix and an integral part of the Decree. Name: Contribution to the PAR – total value of paid fees for implementation of all objectives within this project for the period November 2016 – May 2017 is RSD 10,156,660.51 (it is not possible to determine the exact amount of the above sum that was dedicated specifically to developing the Catalogue).
	ACTIVITY	Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				


³⁹ The labour-legal status in the AP and units of LSG will be regulated by the Law on Employees in Autonomous Provinces and Units of LSG.

Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Preparation and proposal of the Law on Salaries in the Public Administration and changes and amendments of other laws on salaries, with public consultations ⁴⁰	2 nd quarter 2015	Changes and amendments to the Law on Salaries of Public Sector Employees, which came into effect as of 25 December 2017, postponed the implementation of this Law until 1 January 2019. Sector laws on salaries were also adopted: the Law on public Services Employees regulates also labour-legal status in public services, and the Law on Salaries of Civil Servants and Employees in Bodies of the Autonomous Province and Local Self-Government. Working drafts have been prepared of the Law on Public Agencies and Law on Salaries of Employees in Public Agencies.	Due to the change of the concept of regulating salaries in the public sector, changes in the system law on salaries, its implementation was postponed until 1 January 2019. For this reason proposals have not been prepared of Law amending the law on public agencies, salaries in public agencies, and amendments to the law on salaries of civil servants and employees.	Continuation of work on drafting the Law amending the Law on Public Agencies, draft Law on Salaries in public Agencies, and draft Law amending the Law on Salaries of Civil Servants and Employees.	
2. Preparation and adoption of the Catalogue of posts for all parts of the public administration system	2 nd quarter 2015	Implemented partially – the Catalogue of posts in the public sector is adopted and these posts represent about 70% of the total number of posts in the PA. The Decree on the catalogue of posts in public services and other organisations of the public sector, as part of the General Catalogue, and the Catalogues (as appendix and integral part of the Decree) were adopted on 27 July 2017. Also, the Decree amending the Decree on the Catalogues of Posts in Public Services and Other Public Sector Organisations was adopted on 28 December 2017.	In the course of preparing the Catalogue there was a change made in the concept of how to regulate salaries in the public sector which resulted in changes of the system law on salaries and postponement of implementation of this law.	Continuation of work to prepare the General Catalogue of posts.	
3. Preparation and adoption of bylaws (decree on coefficients, decree on compensations for expenditures and other remunerations)	4 th quarter 2015	Not implemented since the Law on Salaries of Civil Service and employees in bodies of the AP and units of LSG („Official Gazette RS“, No. 113/17) postponed the implementation of this law until 1 January 2019, and the adopted sector laws also stipulate postponed implementation from 1 January 2019.	Due to the change of the concept of regulating salaries in the public sector and changes made in the system law on salaries, implementation of the system and the sector laws was postponed until 1 January 2019, due to the need to leave more time for implementation of legal solutions due to the complexity of obligations resulting from the adopted legal solutions.	Continuation of work on classification of posts from the Catalogue of posts in public services and other organisations and the public sector into pay ranks and pay classes in cooperation with the groups established within line ministries, preparation of proposed decree to determine the ratios of posts in public services, preparation of proposed decree on compensation of costs and other remuneration of civil servants and employees in bodies of AP and LSG, decree regulating ratios for posts of employees in the public sector, decree on compensation of costs for employees in public services.	
4. Monitoring the new salary system law and measuring its effects	4 th quarter 2015 (ongoing)				

⁴⁰ Preparation of the draft is underway.

Specific objective 2:								
Establishment of coherent public merit-based civil service system and improvement of human resources management								
Measure 2.2: Improvement of the HRM function in state administration by the end of 2017 through a strategic approach, along with introduction of new instruments and strengthening of capacities for HRM ⁴¹								
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS PA bodies in which the problem will be analysed MoF	2.2.1 Basic improvements of key elements of HRM in order to prevent further politisation of the recruitment process, prevent turnover of quality staff and attract quality candidates to work in PA		There are no visible effects of implementation because the changes and amendments to the Civil Service Law were not adopted.	Percentage increase of the average number of external candidates in competitions for appointed positions	BV (2014): 7 candidates on average TV (2016): 50% AV (2015): 5 candidates on average (reduction by 28, 6%) AV (2016): 4 candidates on average (reduction by 42.9%)	AV (2017): 3.6 candidates on average (reduction by 48%)		
				Share of performance appraisal results of 4 and 5 during the annual performance appraisal of civil servants	BV (2014): 87% Due to changes in the legal solutions, the TV will not be determined for years 2015 and 2016	AV (2015) - 89% (result 4 for 44.5% and result 5 for 44.5% of all civil servants) AV (2016) - 87,2% (result 4 for 45.5% and result 5 for 41.7% of all civil servants)		
				IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
ACTIVITY		Brief explanation of the achieved progress		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
Determine the level of achievement	Deadline for implementation							
1. Analysis of weaknesses in the recruitment system, performance appraisal, promotion and accountability of civil servants and preparation of the policy paper for the first stage of improvements in the system by amending the Civil Service Law	2nd quarter of 2015	Analysis was conducted of provisions of the Civil Service Law and its implementation, in order to identify weaknesses in the system of recruitment, performance, appraisal, promotion and accountability. A document was produced titled Reform of the civil service system – policy paper , proposing the key directions of future changes of the Civil Service Law. The draft Law amending the Civil Service Law was produced.		The law was proposed for adoption				
2. Preparation and finalisation of proposed changes to the Civil Service Law in accordance with the analysis from activity 1	2nd quarter of 2015	The document „Reform of the civil service system – policy paper“ has been prepared, and it proposes the key directions for future changes of the Civil Service Law. According to the policy paper document, in 2015 the draft Law on changes and amendments to the Civil Service Law was prepared, and it was subject to the procedure of collecting opinions from relevant state administration bodies.	The Law on Changes and Amendments to the Civil Service Law which was prepared and submitted for the adoption procedure in 2015, was not adopted due to the invited extraordinary parliamentary elections and the dissolution of the National Assembly.	The Civil Service Law will again be submitted for adoption. The draft Law will be submitted to state bodies for collection of opinions and harmonisation of the draft with possible comments and suggestions. Subsequently it will be submitted to the Government for adoption whereby it becomes the proposed law, and tabled for adoption to the National Assembly of the RS. After the adoption of the Law on Changes and Amendments to the Civil Service Law there will be a need to propose changes in relevant bylaws to support the implementation of the new solutions, especially in implementing HRM instruments.				

⁴¹ The measure from Section III.B.2. from the PAR Strategy is divided here into two measures, which is in line with the content of that section of the Strategy which presents a more comprehensive analysis of problems relevant to the HRM function in the state administration system, while for other bodies and organisations in the PA system, including the units of LSG, it discusses primarily the need to establish the legal and institutional framework for professional training and certain aspects of HRM in LSG (here included in the measure 2.3).

	3. Implementing HRM procedures in accordance with changed legal solutions	4th quarter of 2016			The Law on Changes and Amendments to the Civil Service Law which was prepared and submitted for the adoption procedure in 2015, was not adopted due to the invited extraordinary parliamentary elections and the dissolution of the National Assembly.	The Civil Service Law will again be submitted for adoption. The draft Law will be submitted to state bodies for collection of opinions and harmonisation of the draft with possible comments and suggestions. Subsequently it will be submitted to the Government for adoption whereby it becomes the proposed law, and tabled for adoption to the National Assembly of the RS. After the adoption of the Law on Changes and Amendments to the Civil Service Law there will be a need to propose changes in relevant bylaws to support the implementation of the new solutions, especially in implementing HRM instruments.		
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of labour-legal relations and salaries	2.2.2 Consolidated institutional framework for development of HRM functions across the PA		There are no visible effects of implementation because the changes and amendments to the Civil Service Law were not adopted.	Extent to which the institutional framework for HRM implies clear division lines of responsibilities between HRM policy making and policy implementation	BV (2014): no TV (2016): yes AV (2016): no	No		
<i>Partners:</i> HRMS	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
PA BODIES	Determine the level of achievement	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
	1. Integrating the function of HRM policy making and implementation through changes of regulations on the civil service system according to 2.2.1.2), establishing a separate organisational units within the MPALG which will take over the tasks of the HRMS	1st quarter of 2016	The text and the subsequent changes in the text of the Policy Framework for HRM which proposed the key directions for future regulation of the civil service system were adopted by the PAR Council.	Based on recommendations from the said document it was assessed that the HRMS, due to its acquired institutional experience and knowledge, could provide important professional support to all state administration bodies and thus have greater influence on how HR are managed.	Coordination, monitoring and evaluation of implementation of the Policy Framework will be performed based on the existing structure established in the PAR Strategy for RS of 2014, in order to avoid duplication of existing structures, and in order to achieve synergies in implementing both documents. The first level of coordination for implementation of the Policy Framework will be performed by the ministry in charge of state administration, which will continue to perform policy making and coordination tasks in the process of public administration reform, with the support of the HRMS, in line with the existing structure.			
	2. Amending the Rulebook on internal organisation and systematisation of posts in the MPALG and taking over employees and assets of the Human Resources Management Service by the MPALG	1st quarter of 2016	The text and the subsequent changes in the text of the Policy Framework for HRM which proposed the key directions for future regulation of the civil service system were adopted by the PAR Council.	Based on recommendations from the said document it was assessed that the HRMS, due to its acquired institutional experience and knowledge, could provide important professional support to all state administration bodies and thus have greater influence on how HR are managed.	Coordination, monitoring and evaluation of implementation of the Policy Framework will be performed based on the existing structure established in the PAR Strategy for RS of 2014, in order to avoid duplication of existing structures, and in order to achieve synergies in implementing both documents. The first level of coordination for implementation of the Policy Framework will be performed by the ministry in charge of state administration, which will continue to perform policy making and coordination tasks in the process of public administration reform, with the support of the HRMS, in line with the existing structure.			
	3. Developing the model of organisational structure for HRM units in PA bodies and job descriptions for employees in such units	3rd quarter of 2016	The text and the subsequent changes in the text of the Policy Framework for HRM which proposed the key directions for future regulation of the civil service system were adopted by the PAR Council.	Based on recommendations from the said document it was assessed that the HRMS, due to its acquired institutional experience and knowledge, could provide important professional support to all state	Coordination, monitoring and evaluation of implementation of the Policy Framework will be performed based on the existing structure established in the PAR Strategy for RS of 2014, in order to avoid duplication of existing structures, and in order to achieve			

				administration bodies and thus have greater influence on how HR are managed.	synergies in implementing both documents. The first level of coordination for implementation of the Policy Framework will be performed by the ministry in charge of state administration, which will continue to perform policy making and coordination tasks in the process of public administration reform, with the support of the HRMS, in line with the existing structure.		
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS PA BODIES CSO'S	2.2.3 Policy framework is established for strategic HRM and instruments are improved for strategic HRM in PA 		The analytical and strategic frameworks are established, but there are no visible effects of implementation because the changes and amendments to the Civil Service Law were not adopted.	Annual turnover of civil servants at the level of central administration (PPA 3)	BV (2014): 3.56% TV (2016, 2017): about 2% AV (SIGMA measurement 2015): 2.08% AV (2016 HRMS): 2.34%	AV (2017 ⁴² SIGMA): 2.34% AV (2017 HRMS): 2.2%	In order to introduce the system of competences (basic and functional) project support was requested from GIZ: Project "Support to PAR in Serbia" and the GF Project RS35 "Promoting PAR through HR modernization". The value of the GIZ Project is EUR 2.5 million (EUR 1.5 million, in allocation for 2016 additional EUR 1 million was provided and the project will last from 2016 to 2018), but it should be noted that it supports three components (support to the implementation of the Law on general Administrative Procedure, improvement of quality management in public service, improvement of policy making and instruments of HRM, including gender equality), of which only one component refers to introducing the system of competences, and it is therefore not possible to determine the amount spent so far for this component. It is not possible to provide information about the value of the GGF due to the confidentiality policy of the UK Embassy.
				Percentage of vacant positions filled by public competitions in the civil service at level of the central administration (PPA 3)	BV (2014): 82,9% TV (2017): 87% AV (2015 HRMS): 69.7% AV (2016 HRMS): 95.9%	AV (2017 HRMS): 88.37% AV (2017 ⁴³ SIGMA): Not available	
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. Conducting horizontal functional review of the HRM function in state administration as the basis for the second, in-depth review of improving HRM in state administration ⁴⁴	1 st quarter 2016	Within the project funded by the UK Government: „Towards a Central Training Institution for Public Servants“ support is provided to the HRMS to analyse and map the existing capacities in the field of HR and public policies, and the document was produced: Analysis of HRM in state administration of the Republic of Serbia					

⁴² The value of indicators for 2016-2017 were taken from the most recent monitoring report of SIGMA for Serbia published in November 2017, page 60, website: <http://www.sigmaweb.org/publications/Monitoring-Report-2017-Serbia.pdf>


⁴³ The value of indicators for 2016-2017 were taken from the most recent monitoring report of SIGMA for Serbia published in November 2017, page 60, website: <http://www.sigmaweb.org/publications/Monitoring-Report-2017-Serbia.pdf>

⁴⁴ This FR is not related to the FR stated in measure 1.1, as it is only about the selected HRM function which is to be analysed across the state administration system, meaning in all state administration bodies, in order to create an analytical basis for planning all different elements for improvement of the function, especially from the point of view of its practical implementation in state administration bodies. Another, in-depth, analysis of improvement of HRM implies the setting up of the strategic HRM function for the whole state administration system


2. Drafting and adoption of the policy paper ⁴⁵ (concept document) for the establishment of strategic HRM function with recommendations for introduction of new instruments and introducing a staff retention policy ⁴⁶ in priority areas based on results of FR from activity 1	2nd quarter of 2016	<p>With respect to the HR retention policy, the Decision of the Minister of PA and LSG No. 119-01-11/2016-04 of 5 May 2016 established a Special Working Group to propose measures to ensure staff retention, consisting of representatives of the Ministry of Public Administration and Local Self-Government, the Ministry of Finance, the Ministry of Agriculture and Environmental Protection, the Office of the Minister without Portfolio in charge of EU integrations, the Republic Legislative Secretariat, the Republic Public Policy Secretariat, the Human Resources Management Service, the Office for Audit of EU Funds Management, and the SEIO – Serbian EU Integrations Office. The Special WG is tasked with undertaking an analysis of valid regulations regulating the labour-legal status of employees within the civil service system of state administration bodies, assessment of the content of existing instruments from the point of view of their effectiveness and the function of retention of employees within the system, as well as drafting an initiative for improvement of the situation and undertaking of measures for possible changes of regulations in order to achieve more efficient policy implementation for retention of HR in the civil service system.</p> <p>Analysis of the Situation in the Field of HRM with recommendations for retention of staff has been developed and adopted by the PAR Council. The analysis includes guidelines for staff retention. The text and subsequent amendments to the Policy Framework for HRM has been adopted by the PAR Council, providing the key guidelines and a policy framework for HRM in state administration, proposing the key directions of future regulation of the civil service system. The recommendations from this document will be the basis for drafting and amending the Civil Service Law.</p> <p>The document Policy Framework for HRM in the Civil Service of the Republic of Serbia, which is to be adopted in the forthcoming period, provides guidelines related to attracting and retaining quality staff by improving the system of competences-based career and professional development, through inception period, performance appraisal, promotion, and horizontal mobility, the salary system, professional training and development career management, and special measures for HR retention.</p>		Drafting and preparation of changes and amendments to the Civil Service Law	
3. Development and proposal of system of competences (basic and functional) for civil servants	3rd quarter of 2016	<p>The Special Working Group for the development of the competences framework for civil servants has been established by the Decision of the Director of the HRMS of 18 April 2017, and it consists of representatives of the HRMS, the Ministry of Public Administration and Local Self-Government, and national experts in this field. This activity is planned within the second component of the project "Support to PAR" supported by GIZ foundation. The institution in charge of the project is the MPALG, and the HRMS is the partner of the Ministry in charge of implementing the activity within the second component: Developing the competences framework (behavioural and functional) for civil servants, based on the Policy Framework for HRM in the Civil Service, which is expected to be adopted by the PAR Council, and which is aimed at establishing and integrated HRM system in the civil service based on competences. The WG started working at the beginning of May, it developed the document Competences Framework for Civil Servants in RSC. At the beginning of October this document was submitted to the MPALG and on 20 November 2017 a presentation was organised of the draft Competences Framework for Civil Servants attended by a great number of representatives of state administration bodies and state authorities. The draft Competences Framework for Civil Servants in RS is a detailed document on competences needed for civil servants, the key values of state administration in the republic of Serbia, in order to achieve the full potential of the merit-based system and professionalization. In order to establish an integrated competences-based HRM system in the civil service, it is planned that it be introduced to the civil service system through the forthcoming changes and amendments to the Civil Service Law. After this public presentation, the document was published at the websites of the MPALG and the HRMS offering the possibility to interested parties to provide their comments and proposals related to the draft National Competences Framework for Civil Servants.</p>		<p>The key pre-requirement for the competences framework needed for effective work of civil servants in order for it to fulfil its purpose if its integration into the legal framework, along with training of all key actors in the HRM process to implement the framework in practice in different areas of HRM. It is therefore necessary:</p> <ul style="list-style-type: none"> - To change the Civil Service Law and the accompanying bylaws; <p>Create and implement programmes for employees in the HRMS, MPALG, and HRM units in PA bodies and managers.</p>	
4. Development and proposal of HRM instruments for attraction of quality HR to the state administration (improvement and rationalisation of recruitment system, developing mechanisms for beginners, internships and volunteering, etc.)	4th quarter of 2016	<p>The PAR Council has adopted the Analysis of the Situation in the Field of HRM with recommendations for retention of staff.</p> <p>The text and subsequent amendments to the Policy Framework for HRM has been adopted by the PAR Council providing the key guidelines and a policy framework for HRM in state administration, proposing the key directions of future regulation of the civil service system. The recommendations from this document will be the basis for drafting and amending the Civil Service Law.</p> <p>The UK Good Governance Fund within its project "Promoting PAR in Serbia through further support through modernization of HRM" will support 3 components of which one is providing support in drafting changes to the Civil Service Law and relevant bylaws (concept paper, ex-ante assessment, regulatory impact assessment, consultative meetings – round tables).</p>		Drafting and preparation of changes and amendments to the Civil Service Law	

⁴⁵ Note: Indicator of Sector 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“.



⁴⁶ The retention policy shall be harmonised with requirements from the Negotiating Chapter 22.

	5. Development and proposal of advanced instruments (for institutional and individual development) for career development in civil service for civil servants at the beginning of career and civil service at mid-career, and other instruments strengthening professionalism and continuity of administration	4th quarter of 2016	Programmes of general professional development for managers for the years 2015, 2016, and 2017 set out the formats and contents of general professional development of managers in ministries, special organisations, services of the Government, and technical services of administrative districts. The programme of general professional development is a key institutional instrument for civil servants development, especially those in managerial position, and those being prepared to take such positions. The programmes for managers provide support for the development of managerial competences (basic and functional) and they are structured through a set of mandatory and optional modules, and through activities of additional support. Activities of additional support are in form of optional modules and participants can choose if and which instrument for personal development they wish to use during the programme. The programmes promote personal development of participants through three instruments for personal development: self-assessment of individual development potential, coaching, and mentoring. From 1 January 2016 to 31 December 2017 the HRMS has implemented 5 Programmes of general professional development for managers attended by more than 80 participants – managers of different levels. About 35 participants conducted self-assessment of individual development potential by online testing at the website of the HRMS, 21 participants opted for coaching support, and 19 opted for doing a paper with mentoring support. In the period 2016 – December 2017 a total of 4 training courses from the general programme for individual development of civil servants have been delivered which promote the role and significance of personal development instruments – coaching and mentoring and were attended by 58 participants.		The draft Law on NA in State Administration and the Changes and Amendments to the Civil Service Law, which were adopted in October 2017, clearly define the role and significance of these instruments in the process of professional development, and in the overall process of career development for civil servants.		
	6. Drafting and agreeing proposed changes and amendments to the Civil Service Law to introduce new elements to the system in line with the policy paper (2.2.3.2) and activities 1-3, with public consultations	1st quarter of 2017	The Policy Framework for HRM presents the key directions for further development of the civil service system.	The deadline for the adoption of this document was delayed due to presidential elections and the formation of the new Government.	Drafting and preparation of the Civil Service Law		
	7. Establishing a centre for basic competences development and career development of managers and civil servants in prioritized areas within the organisational unit of the MPALG in charge of HRM	2nd quarter of 2017	The Assessment Centre of Basic (Behavioural) Competences, as a methodology for assessment of individual potential for development and career development has been established as one of the activities of the HRMS and it is implemented since June 2015. It is intended to all interested civil servants who wish to control and manage their personal development, irrespective of whether they have managerial positions or not, and irrespective of the area in which they are working. During 2017 about 355 civil servants use some of the services of the existing Centre for Development, and about 52 went through the complete assessment of the Centre for Development. The Centre is not established as an internal organisational unit within the HRMS, but as a set of technical activities (assessment of individual development potential, drafting of individual development plans, coaching, mentoring, career counselling, etc.) provided by the staff in the Department for Selection and Development of HR. the approach is not systematic and institutional, but individual and relies on the proactive approach of the individual civil servant.		In October 2017 amendments were adopted to the Civil Service Law as a support to the establishment of the National PA Academy, through which the HRMS was given new competences related to assessment of individual development potential and career management for civil servants. That created the preconditions for activities implemented in the Centre to become integrated in the institutional framework and would ensure a systemic approach to civil servants career management, especially those working in prioritised areas.		
	8. Developing and implementing the career development system for staff in priority areas of work (staff retention policy) ⁴⁷	4th quarter 2017		The changes to the Civil Service Law which would imply the implementation of the Competences Framework were not adopted, and the analysis of the situation in the field of HRM with recommendations for staff retention	Adoption of the Competences Framework and changes to the Civil Service Law		
	9. Conducting transparent competition procedure for all civil service posts in appointed positions in state administration	4th quarter 2017 (ongoing)		The changes to the Civil Service Law which would imply the implementation of the Competences Framework	Adoption of the Competences Framework and changes to the Civil Service Law		
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations

⁴⁷ Activities 7 and 8 will be implemented in full coordination and in relation to development of the system of professional development of employees in public administration (measure 2.3).

MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS PA BODIES	2.2.4. Improved capacities for strategic management of human resources⁴⁸		There are no visible effects of implementation.	Percentage of managers and employees in HRM units in PA bodies who confirm that they use new knowledge and instruments	<i>BV (2014): 0%</i> <i>TV (2016): 20%</i> <i>TV (2017): 75%</i> <i>(measuring by survey at the end of 2017)</i>	<i>Was not measured</i>		
	ACTIVITY		Brief explanation of the achieved progress		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
	Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Strengthening internal communications (web platform, e-government, etc.) in PA and networking of all actors in strategic HRM	1 st quarter 2017	The PAR Council has adopted the document Policy Framework for Human resources Management providing guidelines and a policy framework for HRM in PA, proposing key directions for future development of the civil service system. The recommendations from this document will be the basis for preparation of the Civil Service Law. The document Policy Framework for Human resources Management in the state administration of the republic of Serbia provides guidelines related to attracting and retaining quality human resources through improvement of the competence-based career and professional development system, inception, performance appraisal, promotion and horizontal mobility, salary system, professional training and development, career management, and special HR retention policy measures.	The deadline for the amendments of the Civil Service Law was delayed due to presidential elections and the formation of the new Government.	Drafting and preparation of changes and amendments to the Civil Service Law			
2. Designing and implementing training programmes for managers in state administration	4 th quarter 2017							
3. Designing and implementing training programmes for staff employed in HRM units in bodies of state administration	4 th quarter 2017							

⁴⁸ This result will be implemented through full coordination with the development of the system for professional development of PA employees (Measure 2.3).


Specific objective 2:								
Establishment of coherent public merit-based civil service system and improvement of human resources management								
Measure 2.3: Development and harmonisation of basic HRM functions for the wider PA system by the end of 2017 with sustainable professional development system for PA employees								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> HRMS KEI SCTM CSO'S	2.3.1 The basis is established for the system of general training of public servants in PA bodies and organizations			Percentage of achievement of the plan for staged development of the Central Professional Training Institution	BV (2014): rank 0 TV(2016): rank 2 TV (2017): rank 3 AV (2015): rank 1 AV (2016): rank 2	3 – adopted Law of the NA for Public Administration and the accompanying laws		
				Extent to which the training system of public servants is in place and applied in practice (PPA 3)	BV (2014): 3 TV (2017): 4			AV (2017 ⁴⁹ SIGMA): 3
	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. Preparation and adoption (by relevant Government act) of a staged plan for development of the central professional training institution for employees in PA ⁵⁰		2nd quarter of 2015.	With the support of the UK Government – Fund for Good Governance – the project “Towards the establishment of the central professional training institution for civil servants” has been implemented. Within the Component 1 – Policy and legal framework for the establishment of the central professional training institution, and analysis has been conducted of human resources management in the civil service in the Republic of Serbia, based on which the following documents have been developed: 1) The concept paper „Establishing the Central Professional Training Institution in the PA in the Republic of Serbia“, and 2) The policy paper for the work of the National Academy for Public Administration „Proposal of Priority Professional Training Programmes“. Also, with the support of the Regional School of Public Administration (RESPA) a roadmap has been prepared for the establishment of the Central Professional Training Institution in the PA of the Republic of Serbia, describing on the one hand the planned stages of normative activities in order to prepare and adopt the regulations on the establishment, status and position, and other issues relevant for the operation of the Central Institution and, on the other hand, the plan of the consolidation phase including activities and deadlines through which the Central Institution would establish its functions in full scope and capacity. Having in mind that the establishment of the Central Institution is one of the priorities of the overall improvement of HRM management, on the basis of the above documents and identified needs, the plan for staged development of the institution was approached within the comprehensive concept document – Policy Framework for Human Resources Management in the State Administration of the Republic of Serbia. After the preparation of proposals and the comprehensive public debate of the concept document, the European Commission provided its opinion and the Policy Framework for HRM in the State Administration of the Republic of Serbia was adopted at the session of the PAR Council on 6 December 2016. The changes and adoptions to this document were adopted by the PAR Council on 30 November 2017.					
2. Preparation and adoption of proposed act on establishment of the Central		4th quarter of 2015	After the Minister of PA and LSG made the Decision to establish the Special Working Group for the drafting of the Law on Central Institution for Professional Development of Employees in Public Administration, No.: 119-01-119/2016-13 of 5 September 2016, work began on drafting the Law on the National Academy for the PA, as well as drafting the changes and amendments to the Civil Service Law and the Law on Employees in Autonomous Provinces and Units of LSG, in order to harmonise the	/				

⁴⁹ The value of indicators for 2016-2017 were taken from the most recent monitoring report of SIGMA for Serbia published in November 2017, page 59, website: <http://www.sigmaweb.org/publications/Monitoring-Report-2017-Serbia.pdf>.

⁵⁰ The plan of staged development will be based on proposals contained in the Strategy of Professional Development of Civil Servants and the subsequently conducted analyse. It will present the scope of activities, dynamics and resources needed for gradual/phased establishment of the Central Professional Development Institution and achieving the full capacity for its operation by 2020. Along with the analyses conducted in advance, the plan for the staged development of the central institution will elaborate in more detail the dynamics of increasing its activities to new users. During the first year it is expected that the scope of users will not exceed the scope of current users of programmes offered the HRMS (civil servants), while the involvement of new users from the broader public administration system in the new system will happen gradually, in accordance with the potential for capacity building of the institution. In parallel with the development of the plan for staged development, the Terms of Reference (ToR) will be developed for the EU IPA 2013 Project, which is to support the development and operation of this institution.

Institution, along with public consultations ⁵¹		<p>substantive elements of professional training in these parts of the public administration with the organisational form to be established by the Law on the National Public Administration Academy.</p> <p>In the course of drafting these laws, a public consultations process started and the working versions of the laws were presented to the public. State administration bodies, the bodies of territorial autonomy, and the units of LSG and other holders of public powers, as well as civil servants and employees in units of LSG and other parts of public administration, the professional public and other interested actors were invited to acquaint themselves with the working versions of the laws and provide their comments, proposals and suggestions for their improvement. As the work on drafting of the laws proceeded, all collected comments, proposals and suggestions were taken into consideration and in view of the scope and content of comments, proposals and suggestions direct cooperation was achieved with the Standing Conference of Towns and Municipalities (SCTM) and the National Alliance for Local Economic Development (NALED), in order to come up with the most adequate solutions for issues subject to these laws.</p> <p>Afterwards, the prepared drafts of the Law on the National PA Academy, the Law on Changes and Amendments to the Civil Service Law, and the Law on Changes and Amendments to the Law on Employees in Autonomous Provinces and Units of LSG, according to the programme for public debate, were submitted for the public debate procedure.</p> <p>The public debate on draft laws was conducted from 24 April to 15 May 2017.</p> <p>Within the public debate, the Ministry of Public Administration and Local Self-Government, in cooperation with the European Union Delegation to Belgrade and the Council of Europe, organised round tables to present the draft laws, one of such round tables in Niš and Novi Sad and two in Belgrade. Participants demonstrated great interest for the round tables, and jointly the round tables were attended by 362 participants.</p> <p>The participants in the round tables participated actively and presented their comments to the draft laws, along with their united position of the need to establish the central institution for professional development in the public administration and a uniform, comprehensive and effective criteria and standards for all employees therein.</p> <p>The draft laws were also translated into the English language and submitted to the European Commission for information.</p> <p>After the public debate the draft laws were harmonised with the proposals and suggestions which fitted into the concept on which the drafts were based and sent for further streamlining of the texts, after which they were submitted to the relevant procedure in line with the Rules of Procedure of Government.</p> <p>The Government, at its session held on:</p> <ul style="list-style-type: none"> - 22 September 2017 adopted the law as proposed Law on NA for Public Administration and the proposed Civil Service Law; - 15 November 2017 adopted the laws as proposed Law amending the Law on Employees in Bodies of AP and LSG. <p>The National Assembly</p> <ul style="list-style-type: none"> - On 19 October 2017 adopted the Law on National Academy for Public Administration („Official Gazette RS“, No. 94/17) https://www.pravno-informacioni-sistem.rs/SIGlasnikPortal/viewdoc?uuid=cb8bc4a5-864d-400a-b881-87d495d2c27b - On 19 October 2017 adopted the Law amending the Civil Service Law („Official Gazette RS“, No. 94/17); https://www.pravno-informacioni-sistem.rs/SIGlasnikPortal/viewdoc?uuid=cb8bc4a5-864d-400a-b881-87d495d2c27b - On 17 December 2017 adopted the Law amending the Law on Employees in Bodies of AP and LSG („Official Gazette RS“, No. 113/17); https://www.pravno-informacioni-sistem.rs/SIGlasnikPortal/viewdoc?uuid=aa766eef-08c9-4aa8-ab6a-99ca4c3dc5bf <p>The said laws were translated to English and submitted to the European Commission.</p>			
3. Preparation of the proposed organisational structure, HR plans, and internal regulations for the work of the Central	2nd quarter of 2016	<p>Draft was prepared of the Rulebook on internal organisation and systematisation of posts in the National PA Academy and it is in the adoption procedure.</p> <p>Underway is the approval process for European Union FwC which will insure support to preparation of internal regulations of the National PA Academy.</p>	/	<p>Approval of EU FwC</p> <p>Conducting the expert selection procedure for implementation of FwC activity</p> <p>Drafting acts for regulation of internal operation of the National PA Academy</p>	


⁵¹ The preparation of the draft Law on the central Institution will be conducted in parallel with the harmonisation with the changes and amendments to the Civil Service Law (which will be finalised somewhat earlier), in order to ensure their coherence. Through these legal changes, the Central Institution will take over the competences for organisation and delivery of professional training of civil servants from the HRMS; and it will take over the employees who used to perform such tasks.

	Institution for Professional training of Employees in PA					Adopting the relevant acts regulating the internal operations of the National PA Academy.	
	4. Taking over the staff and assets of the HRMS and recruitment of staff of the Central institution	2nd quarter of 2016	Activities have been undertaken which will, after the adoption of the Rulebook on internal organisation and systematization of posts in the National PA Academy, enable the taking over of staff employed in the HRMS (ensuring funds for salaries and other remunerations for staff, etc.)	/		Adopting individual acts related to taking over of staff employed in the HRMS to transfer to the National PA Academy and distributing them to posts according to the Rulebook on internal organisation and systematisation of posts in the National PA Academy	
	5. Adopting the methodological approach for the implementation of all stages of the professional training cycle (training needs assessment, development of training programmes, delivery of training, evaluation) along with introduction of relevant quality standards relevant to this field	4th quarter of 2016	The procedure is underway for approval of EU FwC which will provide support to preparation of bylaws stated in the Law on the National PA Academy, the Law amending the Civil Service Law, and the Law amending the Law on Employees in AP and LSG. These acts will regulate the issues relevant to training needs assessment; design, development, adoption and delivery of professional training programmes; evaluation of professional training programmes; verification of delivered professional training programmes; maintaining records of professional training programmes; and other quality management standards in the field of professional training in public administration.	/		Drafting bylaws Conducting relevant procedures and adopting bylaws	
	6. Developing the technical specifications for equipping the Central Training Institution ⁵²	4th quarter of 2016	Provide premises and technical capacities for beginning of work of the National PA Academy within the HRMS File and application to the National Directorate for Property of the Republic of Serbia to provide premises and allocate them for use by the National Academy, as a prerequisite for its technical equipping	/		Drafting technical specifications for equipping of the National PA Academy in line with the features of the premises provided	October 2018
	7. Develop and implement the training programme for staff employed in HRM units in state administration bodies for implementation of the new methodological approach to technical development / training	4th quarter 2017	/	/		Developing the training programmes for civil servants working on posts related to training needs assessment, preparation and development of professional training programmes, according to criteria, benchmarks, and standards regulated by laws from activity 1. This can be implemented only after adoption of bylaws stated under activity 5.	October 2018
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of local self-government <i>Partners:</i> SCTM MoF the Council of Europe (implemented by EU IPA 2012 Project) units of LSG	2.3.2 Normative framework established in PA and LSG for the development of HRM functions ⁵³	The Law on Employees in Autonomous Provinces and Units of LSG has been adopted as well as the Decree on conducting internal and public competitions for the filling of posts in autonomous provinces and units of LSG, the Decree on criteria for classification of posts and criteria for job descriptions of employees in autonomous provinces and units of LSG. The strategic document has been adopted regulating the direction of activities for the establishment of the system for professional training at local level – the Strategy of Professional Training of Employees in Units of LSG. During the second half of 2016 the SCTM in cooperation with the MPALG held six regional seminars (Niš, Kragujevac, Čajetina, Novi Sad, Subotica, and Belgrade) for decision-makers from units of LSG on the relevance of adequate implementation of the Law on Employees in AP and Units of LSG. The purpose of these seminars was raising awareness of the need and relevance of introducing modern principles of HRM in units of LSG (the seminars were attended by a total of 245 participants from 110 units of LSG). Also, in the period November-December 2016, in cooperation with the SCTM, the MPALG, and the HRMS, 8 regional seminars were held	Extent to which the normative framework is complete for the development of the HRM functions in AP and LSG bodies	BV (2014): 0 TV (2016): 2 TV (2017): 3 AV (2015): 1 AV (2016): 2	2 – the Law and three decrees adopted		The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.
			Number of delivered regional seminars	BV (2014): 0 TV (2015): 5 AV (2016): 8	15		

⁵² It is expected that during the first year of operation of the Central Institution it will be possible to use the premises of the Human Resources Management Service.

⁵³ The specific objective was implemented in 2016, but since data is being collected which is to show all the achieved results since 2015 to mid-2017, it is possible that new indicator values can be presented regarding the results over the past two years.

		(Čajetina, Belgrade, Novi Sad, Zrenjanin, Niš, Zaječar, kragujevac, and Vrnjačka Banja) on implementation of the Law on Employees in AP and Units of LSG. The seminars were intended for the employees directly involved in tasks related to human resources management in units of LSG. The 8 regional seminars intended for units of LSG were attended by a total of 250 participants from 126 towns and municipalities (75% of the total number). Additionally, separate training was organised for bodies of AP Vojvodina.					
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
1. Preparation and adoption by Government of the Law on Employees in AP and LSG	1 st quarter 2015	The Government adopted the proposed Law in October 2015 and sent it to parliament for adoption. The Law is adopted: http://www.paragraf.rs/propisi/zakon_o_zaposlenima_u_autonomnim_pokrajinama_i_jedinicama_lokalne_samouprave.html					
2. Adopting the strategy setting out the directions and activities for the establishment of professional training programme at local level – Strategy of professional training of employees in units of local self-government	1 st quarter 2015	The Strategy of professional training of employees in units of local self-government in the RS was adopted on 12 March 2015. Apart from presenting the situation and the existing problems, it defines the concept of establishing a uniform professional training system for employees in units of LSG, elaborates the types of professional training programmes, coordination between national and local bodies in this area, the model for funding of preparation and delivery of the professional training programme. This activity contributes to strengthening administrative capacities in town and municipal administrations. http://www.slglasnik.info/sr/27-18-03-2015/28201-strategija-strucnog-usavsavanja-zaposlenih-u-jedinicama-lokalne-samouprave-u-republici-srbiji.html The Strategy of professional training of employees in units of local self-government through the action plan for its implementation is implemented to a great degree.					
3. Informing employees in local self-government with the new legal framework through publications and other written materials	3 rd quarter 2015	During the last quarter of 2016 a total of 9 workshops were conducted during which employees in LSG and AP Vojvodina (from organisational units in charge of HRM) heard presentations of the Law on Employees in AP and LSG					
4. Conducting informative seminars to inform decision-makers and staff of AP and LSG	3 rd quarter 2015	The Government adopted the Decree on criteria for classification of posts and benchmarks for job descriptions for public servants in AP and LSG, the Decree on criteria for classification of posts and benchmarks for job descriptions for employees in AP and LSG, the Decree on conducting internal and public competitions for filling of posts in AP and LSG.					
5. Preparation and adoption of bylaws for establishment of instruments for HRM in accordance with the new legal framework	4 th quarter 2015	The following Decrees are adopted: the Decree on conducting internal and public competitions for filling of posts in AP and LSG, the Decree on criteria for classification of posts and benchmarks for job descriptions for employees in AP and LSG, and the Decree on criteria for classification of posts and benchmarks for job descriptions for public servants in AP and LSG.					
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of local self-government <i>Partners:</i> SCTM	2.3.3 Enhanced capacities of employees in units of LSG for human resources management	Through the project “Human Resources Management in Local Self-Governments“ implemented by the Council of Europe, the MPALG, and the SCTM, with the financial assistance of the EU and the Council of Europe, during 2016 and 2017 a total of 33 regional training courses have been delivered, one e-training, and three meetings of the SCTM Network for HRM (the network currently consists of 185 members from 130 towns and municipalities). Additionally, counselling support was also provided for all towns and municipalities in implementing the Law on Employees in AP and Units of LSG, and a programme has been initiated for support to municipalities for 20 towns and	Number of units of LSG participating in the network, the number of meetings and consultations held with the network	BV (2014): 0 TV (2016): 110 units of LSG, 2 meetings TV (2017): 120 units of LSG, 2 meetings AV (2016): 0 meetings held in 2016. BV (2017): 130 units of LSG, 3 Network meetings in February,	3 meetings, 185 members in 130 units of LSG		The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far.

the Council of Europe (implemented by EU IPA 2012 project) units of LSG		<p>municipalities and numerous models of local acts have been developed.</p> <p>The project also supported the establishment of the professional training system by organising 65 regional trainings within the general training programme. The general programmes – 35 regional training in the field of implementation of the Law on General Administrative Procedure and 30 regional trainings on developing and implementing projects, based on the Rulebook on determining the list of programmes of general professional training for employees in units of LSG („Official Gazette RS“, No. 95/17)</p> <p>Based on data and information collected through the trainings and through communication via the SCTM Network for HRM and through informal communication with units of LSG, it is estimated that most units of LSG have to a greater or lesser degree harmonised their organisational and functional aspects with the new legal framework and have strengthened HRM capacities.</p>	<p>September, and November 2017.</p>			
		<p>Number of units of LSG which have adopted the necessary documents and developed adequate procedures in line with identified support packages</p>	<p>BV (2014): 0 TV (2016): 0 TV (2017): 20 AV (2016): 0</p>	<p>The MSP package is being implemented in 20 units of LSG</p>		
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
1. Drafting and publication of model local legal acts and other documents necessary for law implementation, consultations with the SCTM Network of heads of municipal administrations and distribution at local level	3rd quarter of 2015	<p>Through the project “Human Resources Management in Local Self-Governments“ implemented by the Council of Europe, the MPALG, and the SCTM, with the financial assistance of the EU and the Council of Europe, a series of acts has been developed related to HRM which can be useful for towns and municipalities as a model to develop their own acts and support easier, faster and better quality implementation of modern principles of HRM in local governments.</p> <p>The proposed documents are only models and their purpose is to be of assistance to towns and municipalities in developing their own internal acts, in line with their own specific needs and the existing legal framework.</p> <p>The SCTM has, in cooperation with the MPALG and through consultations with the Network of managers of municipal administrations, developed a model rulebook on systematisations of posts in the municipal and town administration, which is published at the website of the SCTM and distributed to all towns and municipalities in Serbia. The model rulebook provides for units of LSG recommendations or models by which they can develop their own rulebooks on systematisation, which is their obligation under the new Law on Employees in AP and Units of LSG. These documents are published at the website of the SCTM http://www.skgo.org/reports/details/1882. According to the data available to the SCTM, all units of local self-government which have drafted and adopted their Decision on Systematisation of Posts, have used the said models.</p> <p>Activity titled Support Packages to Towns and Municipalities started in February 2017 and finalised in November 2017. This activity was aimed at providing additional support to 20 pilot towns and municipalities selected through a public call. Models have been developed of local legal acts and other documents necessary for the implementation of the Law on Employees in AP and Units of LSG and their implementation started in the 20 pilot units of LSG who received the support packages through the project. The support package contains the following acts:</p> <ul style="list-style-type: none"> - Decision on temporary secondment to another post - Decision on permanent secondment to another post - Announcement of internal competition for filling of employee posts - Decision appointing the competition commission for conducting the internal competition for filling of employee posts - Agreement on taking over of public servant - Announcement for public competition for filling of employee post - Decision establishing a competition commission for conducting the public competition for filling of employee post - Decision on employment for an indefinite period of time - Decision on employment for a definite period of time - Decision on permanent placement of employee to another post - Consent for additional work 				



		<ul style="list-style-type: none"> - Decision on using vacation days - Labour contract - Methodology for annual professional training needs assessment - Questionnaire for survey on professional training needs assessment in units of LSG - Report on conducted professional training needs assessment - Elements of special programmes of professional training - Integrated plan of professional training including the financial plan for training delivery - Report on attended training - Methodology for professional training impact assessment - Contract on professional training - Model list used to determine the assessor and controller for each employee in units of LSG - Appraisal decision - Appraisal report - Report on extraordinary appraisal - Report on early appraisal - Certification of operational objectives - Appraisal cycle evaluation - Rulebook on disciplinary responsibility and liability for damages - Decision to initiate a disciplinary procedure - Minutes recorded at the hearing in a disciplinary procedure - Decision on responsibility in a disciplinary procedure - Appeal procedure - Rulebook on the work of appeals board - Decision appointing the appeals board <p>It should be noted that the above model acts significantly facilitate the work of local self-governments in issues related to human resources management.</p> <p>Also, taking into consideration the needs of unit of LSG, the SCTM developed two manuals relevant to:</p> <ul style="list-style-type: none"> - The process of filling posts in local government - The performance appraisal process in local self-government <p>The purpose of developing the manuals was to clearly present and explain certain procedures which staff in the units of local government encounter for the first time.</p> <p>All the above manuals and model acts were promoted and distributed, both through the Network for HRM and through the Network of Heads of Municipal Administrations, the commissioners of the SCTM, etc. The said documents are available at the website of the SCTM http://skgo.org/pages/display/403/ и http://skgo.org/pages/display/402/</p>			
2. Developing the network of managers of units for HRM in AP and units of LSG within the SCTM	4th quarter of 2015	<p>The SCTM established the Network for HRM (primarily managers of local HR units or HRM staff) at the beginning of 4th quarter of 2016. At this moment the Network consists of more than 185 members from 130 units of LSG.</p> <p>The Network for HRM is a mechanism of communication and exchange of information of the SCTM with its members and exchange of experiences and knowledge among members, regarding all HRM issues in order to improve the work in this field. in line with actual needs and initiatives of members the Network is implementing activities such as: support in developing different forms of acts relevant to HRM, organising meetings and round tables, exchange of opinions, information and materials, sending letters, collecting data from members, harmonising different positions and coming up with uniform solutions, etc..</p> <p>The first meeting of the SCTM Network for HRM was held in Kragujevac from 28 February to 1 March and it presented all templates of acts developed within the support package to towns and municipalities implemented through the project „HRM in Local Government“, which were afterwards published at the website of the SCTM. The meeting also presented the review of the software for HRM developed within the Project „HRM in Local Government“, along with best practices of certain units of LSG which already have adequate software tools. The meeting also presented the manuals for performance appraisal of employees in local government and manuals for filling of posts in LSG. The first meeting of the Network was attended by 85 members from 51 towns and municipalities.</p> <p>The second meeting of the Network for HRM was held in Belgrade from 25 – 26 September 2017. the meeting was in workshop form, with presenters being experts in HRM from the private sector. The participants acquired broader knowledge in the field of corporate HRM. The second Network meeting was attended by 130 participants from 68 towns and municipalities.</p> <p>The third meeting of the SCTM Network for HRM was held in Kragujevac on 28-29 November. The key topic of the third Network meeting was professional training of public servants and employees in units of LSG. At the end the overall results were presented of the Project „Human Resources Management in</p>			

		Local Self-Government". The third meeting was attended by 70 members from 45 towns and municipalities.			
	3. Evaluation of the existing software for HRM in units of LSG and development of concept of uniform electronic software for units of LSG	4th quarter of 2015	The evaluation of the existing software for HRM in units of LSG was conducted in order to get an insight into the existing mechanisms that units of LSG use for HR records. On the basis of the identified existing situation within the project implemented by the Council of Europe, the MPALG, and the SCTM, and which is funded by the EU and the Council of Europe, a concept was designed for uniform software for units of LSG in accordance with the provisions of the Law on Employees in AP and Units of LSG so that all units of LSG would have a uniform IT system , or mandatory elements that each software should include in order to meet the needs of units of LSG in the field of HRM and at the same time enable linking of local software for HRM with similar programmes at higher levels.	Despite delays during 2016, this activity was fully implemented during 2017.	Software was not planned to be procured within the project and it was not procured. There is currently no information on how many units of LSG developed their software for HRM in line with the analysis
	4. Developing the programme of conventional and e-learning and delivery of seminars and e-courses for employees in units for HRM; providing expert support	4th quarter of 2016 (ongoing for expert support)	<p>Since the beginning of June 2016 the SCTM, in cooperation with the MPALG, provided consultancy support for towns and municipalities in the field of implementation of the Law on Employees in AP and Units of LSG. Through this mechanisms so far answers have been provided to more than 340 questions asked by LSG in the field of HRM, which illustrates the interest of local governments in HRM. All questions and answers are available at the website of the SCTM. http://skgo.org/pages/display/398</p> <p>In the period May – June 2017 the SCTM held 8 three-days training courses (Čajetina, Belgrade, Novi Sad, Subotica, Niš, Zaječar, Kragujevac, and Vrnjačka Banja) attended by 170 participants from more than 80 towns and municipalities. The objective of regional training courses is to enable participants, through practical exercise and role plays to acquire knowledge and skills necessary for undertaking all the necessary steps and activities in order to establish a new system for HRM in local governments. The training courses are based on developed models of procedures, acts and documents and existing experiences of LSG in establishing the HRM function and are intended for employees dealing directly or those who will be dealing directly with personnel and HRM tasks.</p> <p>During the first half of 2017 the SCTM prepared and implemented e-learning courses for employees in units of LSG. E-learning was intended for employees in towns and municipalities across Serbia who in their daily work regularly directly or indirectly deal with HR issues. The purpose of the training is to assist participants to better understand functions related to HRM and offer to them the necessary knowledge for full implementation of the Law on Employees in PA and Units of LSG. E-learning lasted from 6 April – 2 June 2017 and was successfully completed by 146 participants.</p> <p>In the period October-November 2017 a total of 10 two-day regional training were delivered (Čajetina, Belgrade, Novi Sad, Subotica, Niš, Zaječar, Kragujevac, Leskovac, Valjevo, and Vrnjačka Banja) on the topic of professional training of employees in units of LSG during which the participants acquired knowledge and skills necessary for establishment of professional training systems in units of LSG. The 10 regional trainings were attended by a total of 185 participants from 108 towns and municipalities.</p> <p>The project supported and established the system of professional training by organising 65 regional trainings within the general training programmes. The general programme – 35 regional trainings on implementation of the Law on General Administrative and 30 regional trainings on project development and implementation on the basis of the Rulebook on identifying the list of general professional training programmes for employees in units of LSG („Official Gazette RS“, No. 95/17)</p> <p>All the above activities have been implemented within the project "Human Resources Management in Units of Local Self-Government", which is jointly implemented by the Council of Europe, the Ministry of Public Administration and Local Self-Government, and the SCTM, which is funded by the EU and the Council of Europe.</p>	Despite delays during 2016, this activity was fully implemented during 2017. Delays in the CoE project	<p>At the beginning of 2017, implementation started of consultancy support for 20 units of LSG (Municipal Support Packages – MSP) implemented by the Council of Europe through the project "HRM in units of LSG". The MSP provides expert support and technical expertise (support in drafting local acts and procedures, training for employees, mentoring support, networking with neighbouring units of LSG, etc.) in key priority areas of human resources management in local government, in accordance with the Law on Employees in AP and Units of LSG. These support packages will be implemented in the course of 2017.</p> <p>The support package is expected to be implemented in the planned time frame.</p>
	5. Development and implementation of municipal support packages for improvement of HRM in selected municipalities (through direct support in introducing the HRM function, developing relevant procedures and documents and their use in practice)	3rd quarter 2017	During the year 2017, consultancy support was provided for 20 units of LSG (Municipal support packages –MSP) implemented by the Council of Europe within the project „Human resources Management in Local Self-Government “. The MSP consist of providing expert support and expertise (support in developing model local acts and procedures, training of public servants, mentoring support, networking with nearby units of LSG, etc.) in key priority areas of HRM in local government, in accordance with the Law on Employees in AP and LSG. The MSP were successfully finalised in November 2017.		
	6. Dissemination of examples of good practice among units of LSG	4th quarter 2017	In the course of providing support through MSP more than 100 trainings and workshops were organised in the 20 pilot units of LSG, with the participation of other nearby municipalities which in this way also acquired knowledge and models developed through the support packages.		
	RESULT		Tangible effects of the result	INDICATORS	Used budget funds since 1 JAN 2015 until 31 DEC 2017

Implementing institution	Determine the level of achievement	Brief explanation of the achieved progress	Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of local self-government <i>Partners:</i> SCTM Line ministries Serbian Office for EU Integrations The Council of Europe (implementing EU IPA 2012 Project) Units of LSG	2.3.4. Coherent, lasting and sustainable training system is established for employees in units of LSG which will contribute to increasing the level of knowledge and skills of employees in unit of LSG necessary to perform the basic principles of modern local government	In accordance with the Law on Employees in AP and LSG, the Government made the Decision to appoint the Council for professional training of employees in LSG („The Official Gazette RS“, No. 105/16) https://www.pravno-informacioni-sistem.rs/SIGlasnikPortal/viewdoc?uuid=312d3367-77df-457a-aa13-c51060451c60 The Council adopted its Rules of Procedure and by the end of 2017 held XV sessions to discuss issues according to its legal mandate. Bylaws have been adopted for the implementation of the Law, in the field relevant to professional training of employees in LSG as follows: - Rulebook determining the mandatory elements of general professional training programmes and special professional training programmes for public servants in units of LSG („The Official Gazette RS“, No. 49/17) - Rulebook on criteria and requirements for accreditation of professional training providers for training of public servants in units of LSG („The Official Gazette RS“, No. 49/17) - Rulebook on the list of programmes of general professional training for employees in units of LSG („The Official Gazette RS“, No. 95/17). In accordance with the Rulebook criteria and requirements for accreditation of professional training providers for training of public servants in units of LSG, a public call was published inviting offers to be submitted for accreditation of professional training providers. The submitted offers were discussed by the Council for professional training of employees in LSG, and based on the proposal of the Council decisions were made accrediting physical and legal persons as professional training providers by the minister in charge of state administration of local self-government. In line with the identified professional training needs for professional training of employees in LSG, the above Rulebook on list of programmes of general professional training for employees in units of LSG was adopted, identifying priority programmes of professional training: - The programme of general professional training of employees in units of LSG on implementation of the General Administrative Procedure Law - The programme of general professional training of employees in units of LSG on project development and implementation. Apart from the above the Law amending the Law on Employees in AP and LSG was adopted („The Official Gazette RS“, No. 113/17), additionally improving the material elements of professional training in units of LSG and harmonised with the new organisational form for implementation of general professional training programmes on the basis of the Law on the National PA Academy.	The Council for Professional Development was established in line with the act regulating the composition and tasks to be performed The number of conducted priority general training courses for employees of units of LSG	<i>BV (2014): no TV (2016): yes AV (2016): yes</i>	Yes	Budget Compensations for work performed for the chair and members of the Council for professional Development for Employees in Units of LSG paid in total amount to RSD 514,240.48 paid from the budget of the MPALG	The Council of Europe Project „Human Resources management in Units of LSG“; total project value (project duration from March 2016 to December 2017) is EUR 2 million (EUR 1.8 million donation and EUR 0.2 million from Council of Europe). Data is not available about how much was spent so far. Project funds are also used for funding the organisation and delivery of 65 professional training courses for employees of units of LSG within two training programmes: implementation of the Law on General Administrative Procedure Law (35 courses) and Projects Preparation and Implementation (30 courses).
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. Establishing the Council for professional training of employees in units of LSG	2 nd quarter 2015		The decision was made appointing the Council for professional training of employees in units of LSG („The Official Gazette RS“, No. 105/16)				

2. Defining the roles and obligations of MPALG and other ministries with respect to performing the tasks of professional training of units of LSG, including job descriptions of staff and their professional training	3rd quarter of 2015	<p>Though the implementation of this activity, the MPALG has improved the organisational capacities for comprehensive delivery of the professional training tasks in units of local self-government, <i>inter alia</i>, by establishing a new internal organisational unit and increasing the number of staff engaged in these posts.</p> <p>Additionally, the Law on Employees in PA and Units of LSG was adopted ("The Official Gazette RS") No. 113/17, clearly defining responsibilities of the National PA Academy, t6hze MPALG, and other line ministries in tasks of professional training, especially with respect to types of professional training, training needs assessment, preparation, development, adoption and implementation of professional training programmes.</p>			
3. Defining the mandatory elements of professional training programmes for employees in units of LSG and uniform criteria regulating procedures for inter-sector and sector general programmes (rules for adoption of programmes, rules for evaluation of delivered programmes)	3rd quarter of 2015	<p>The Rulebook has been adopted on determining the mandatory elements of general and special professional training programmes for public servants in units of LSG („The Official Gazette of RS“ No. 49/17), regulating the issues identified in the activity, thus creating the legal requirements for the adoption and implementation of the professional training programmes for units of LSG.</p> <p>In accordance with the identified needs for professional training of employees in units of LSG, the above mentioned Rulebook was adopted on list of programmes of general professional training for employees in units of LSG, identifying priority programmes of professional training:</p> <ul style="list-style-type: none"> - The programme of general professional training of employees in units of LSG on implementation of the General Administrative Procedure Law - The programme of general professional training of employees in units of LSG on project development and implementation. 			
4. Defining requirements to be fulfilled by entities (physical and legal persons) delivering professional training programmes for employees in units of LSG and starting the process of periodical accreditation of such providers	4th quarter of 2015	<p>The Rulebook has been adopted on the criteria and requirements for accreditation of providers of professional training for employees in units of LSG („The Official Gazette of RS“ No. 49/17), regulating the issues identified in the activity, thus creating the legal requirements for the conducting of the procedures and selecting the training providers to deliver the professional training programmes for employees in units of LSG.</p> <p>A public call was published inviting offers to be submitted for accreditation of professional training providers. The submitted offers were discussed by the Council for professional training of employees in LSG, and based on the proposal of the Council decisions were made accrediting physical and legal persons as professional training provides by the minister in charge of state administration of local self-government.</p>			
5. Establishing mechanisms for records keeping on approve and delivered general and special professional training programmes for employees in units of LSG	4th quarter of 2015	<p>Within the project Human Resources management in Units of LSG, which the MPALSG is implementing in cooperation with the Council of Europe and the Standing Conference of Towns and Municipalities, the policy paper has been prepared for the establishment of official records of approved and implemented programmes, the issued accreditations for training providers, and participants in professional training programmes.</p> <p>More specifically, draft Analysis has been prepared of the legal framework on mandatory data necessary for human resources management in units of LSG; the general overview of mandatory elements of records on professional training of employees in units of LSG; evaluation of the existing software in units of LSG for human resources management in order to harmonise and integrate them with the proposed uniform technical solution and the technical specifications of the software for records on professional training of employees in AP and units of LSG.</p> <p>The Law amending the Law on Employees in AP and LSG („The Official Gazette RS“, No. 113/17) sets out that the National PA Academy shall maintain records of professional training programmes in units of LSG within the Central Professional Training Records.</p>	By the adoption of the Law on Employees in AP and LSG the mandate for maintaining the records of professional training programmes in units of LSG has been transferred from the Ministry (MPALG) to the National PA Academy.	Development of technical specifications and conducting the public procurement procedure in line with the Public Procurement Plan by the National PA Academy in 2018 for the procurement of software and analytical module for maintaining of the said records.	December 2019
6. Development and delivery of priority general professional training programmes for employees in LSG	4th quarter of 2017	<p>In accordance with the identified needs for professional training of employees in units of LSG, the above mentioned Rulebook was adopted on list of programmes of general professional training for employees in units of LSG, identifying priority programmes of professional training:</p> <ul style="list-style-type: none"> - The programme of general professional training of employees in units of LSG on implementation of the General Administrative Procedure Law - The programme of general professional training of employees in units of LSG on project development and implementation. <p>A total of 65 training courses were delivered for employees in units of LSG</p> <ul style="list-style-type: none"> - 35 training courses within the General professional training programme for employees in LSG in implementing the General Administrative Procedure Law - 30 training courses within the General professional training programme for employees in LSG in project development and implementation. <p>These training courses were attended by more than 1,500 employees in LSG.</p>	/	/	/



Specific objective 3:	Indicator (impact level)
Improving public financial management and public procurement	MTBF strength index (PPA 6) BV (2014): 2 TV (2017): 3 AV (2016 ⁵⁴ Sigma): 4

Specific objective 3:							
Improving public financial management and public procurement							
Measure 3.1: Preparation of the Public Finance reform programme							
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget
Ministry of Finance – state secretary in charge of coordination in developing the Public Finance Reform Programme <i>Partners:</i> The World Bank (implementing the project for assessment of public expenditures and financial accountability - PEFA) SAI Public Procurement Office	3.1.1. Public Finance reform programme is adopted ⁵⁵			Total percentage of covered findings/recommendations from the preliminary report on assessment of public expenditures and financial accountability in the Public Finance Reform Programme	BV (2014): will be determined by the preliminary report of PEFA TV (2016): 60% TV (2017): 100% AV (2015): 92% (with the note that the PFM includes much more activities than recommendations received from PEFA)		
	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation
	1. Preparation of the Public Finance Reform programme with action plan by the Ministry of Finance, based on preliminary results of the	1 st quarter 2015		Delays due to the delay of the PEFA report on Assessment of public expenditures and financial accountability (prepared by the World Bank) which was the basis for the development of the Public Finance Management Reform Programme			

⁵⁴ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

⁵⁵ The specific result has been achieved in 2015, but since data is collected for the report which is to indicate all achieved results since 2015 until the second half of 2017, it is possible that note will be made of results achieved over the past two years.

	Assessment of public expenditures and financial accountability and its adoption					
	2. Changes and amendments to the Public Finance Reform Programme, on the basis of the report on the Assessment of public expenditures and financial accountability	4th quarter 2015	Quality inputs for the Public Finance Management Reform Programme 2016-2020.	Delays due to the delay of the PEFA report on Assessment of public expenditures and financial accountability (prepared by the World Bank) which was the basis for the development of the Public Finance Management Reform Programme		

Specific objective 3:									
Improving public financial management and public procurement									
Measure 3.2: Improved budget planning and preparation process ⁵⁶									
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations	
MoF – the Budget Department <i>Partners:</i> RPPS GSG HRMS SCTM	3.2.1. Operationally and methodologically improved planning and preparation of multi-annual programme budgeting at all levels of government		The programme budgeting enables better performance management in the public administration, greater accountability of budget beneficiaries, establishing stronger links between annual budgets, identification of priority expenditures and costs of policy implementation, as well as greater transparency of spending. The transition from conventional line budgeting to programme budgeting has major implications for the development of financial plans of budget beneficiaries, their discussion and presentation to reporting end executive government. Line budgets, focused on expenditures based on economic classification (ex. Salaries, goods, services, etc.), mostly through functional classification enables recognition of the competences of budget beneficiaries, while the programme budgeting on the other hand classifies expenditures and costs according to more narrowly defined competences and measures of budget beneficiaries and resents: 1) Which specific purposes is the money spent for; 2) In which way is such expenditure linked with mid-term objectives; 3) Which results are being achieved. Thus, programme budgeting: 1) Provides a uniform framework for identifying priority expenditures and costs; 2) Improves policy coordination, which is very relevant for achieving the national social and economic objectives; 3) Provides the financial context for mid-term plans of budget beneficiaries; 4) Enables the budget beneficiaries, the executive and legislative power to identify inefficient spending, and areas in which adequate results are not being achieved, and which need more resources; 5) Contributes to improving PA services by assessing their cost and benefit ration; 6) Enables preparation of budgets which are more transparent and easier for citizens to understand.	Percentage of budget beneficiaries which have shifted to programme budgeting	BV (2014): 13% TV (2016): 100% TV (2017): 100% AV (2015): 100% AV (2016): 100%	100%	/	USD 50,000	
			Percentage of harmonization of programme structures of budget beneficiaries with the Instructions for preparation of programme budgets	BV (2014): 0% TV (2016): 50% TV (2016): 70% AV (2015): 61% AV (2016): 82%	85%				
			Percentage of units of LSG which have a prepared the budget for 2017 according to the programme budgeting methodology	BV (2014): 0% TV (2016): 50% TV (2017): 60% AV (2015): 42,06% Or 61 towns and municipalities of the total 145 If we include city municipalities, of which there were a total of 24 which were fully operative in 2015 (17 within the city of Belgrade, and 5 in Niš, plus Kostolac (Požarevac) and Vranjska Banja (Vranje), in that case the value is somewhat higher or 45, 56%, or 77 towns and municipalities (including city municipalities which do not have the official status of unit of LSG) out of the total of 169. AV (2016): 46,5%, or 79 towns, municipalities and city municipalities (although city municipalities do not have the official status of units of LSG, still they are obliged to have programme budgeting) of the total of 170	AV (2017) – based on mapping and overview of the Decisions on Budgets of LSG for 2017: 60, 69% Or 88 towns and municipalities of the total 145 units of LSG or 61, 53%, Or 104 towns and municipalities (including city municipalities which do not have the official status of unit of LSG) of the total 170				
		ACTIVITY	Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED					
Determine the level of achievement 		Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation			

⁵⁶ Note: indicators of Sector Budget Support for Variable Tranches: „Induced output 6: Improved planning and budgeting of public expenditures“

1. Process analysis, monitoring and control of programme budgeting and identification of recommendations for improvement	1st quarter 2016	The conducted internal analysis provided useful information for improvement of the programme budget process which were used when amending the methodology of programme budgeting.			
2. Improving the programme budgeting methodology and preparation of new instructions in line with the recommendations	2nd quarter 2016	According to the above analysis, the programme budgeting process has been improved, the role of the person in charge is more clearly defined, programme activities were identified which do not require definition of objectives and indicators, the obligation for monitoring and reporting on achievement of results has been introduced, and the roles have been identified within joint programmes.			
3. conducting training for civil servants for improvement of programme budgets	2nd quarter 2016	The process of developing programme budgets has been improved as well as the quality of programme information. Two training courses have been delivered for beneficiaries attended by about 40 civil servants. Training for preparation of programme budgets has become an integral part of the professional training programme for civil servants provided within the HRMS.			
4. Implementing the budget cycle for the year 2016 according to the improved methodology	4th quarter 2016	The budget cycle was conducted according to the new methodology, so that the information on the manner of utilisation of funds are presented in a more transparent and better quality manner.			
5. Developing the project proposal for establishing of functional software for public financial management linking planning, execution, and control	4th quarter 2016	Software developed for budget preparation BIS (Budget Information System). The budget process is improved with respect to planning through easier and more efficient entry of financial plans of budget beneficiaries. Easier access is ensured for the Ministry of Finance to financial plans of budget beneficiaries. The process of analysing and integrating financial plans of budget beneficiaries is improved.	Unresolved legal relations with respect to ownership of the programme code for the budget preparation software.	Work on establishing communication between the budget preparation software and budget execution ISIB – budget execution IS	IV quarter of 2018
6. Raising capacities of units of LSG to implement programme budgeting in line with the programme budgeting methodology (training courses, workshops, guidelines, manuals) and asset management	Ongoing during 2016 and 2017	<p>Since the obligation for programme budgeting (PB) for budget beneficiaries at all levels of government is formalised by the Budget System law starting with the budget for 2015, focuses support to local governments and initial analyses on the manner and quality in implementing PB at local level are of key relevance during the initial years of implementing PB. These activities were implemented in the reporting period in cooperation between the MoF and the SCTM, partly within the Exchange Programme, and partly as regular activities of the SCTM and thanks to financial support of the Swiss Confederation. These support activities were aimed towards all units of LSG in the Republic of Serbia, and implementation modalities included conducting of reviews/analyses, formulating recommendations for improvement of uniform structure of PB of units of LSG, as well as preparation of model documents and auxiliary materials for the Decision on the Budget of units of LSG in budgeting cycles for 2016/2017.</p> <p>During 2015, the emphasis was on developing a detailed analysis and recommendations for further better linking of programme budgeting and strategic planning at the local level using results from the first cycle of mandatory implementation of PB. Consultations on directions of improvements and preparation of packages of materials for the drafting of the Decision on the Budget of LSG for 2016 were finalised by mid-2015, and 12 regional workshops for all units of LSG were carried out in the second half of 2015 (870 participants from 130 units of LSG).</p> <p>During 2016, in agreement with the MoF, the reviewed uniform structure was adopted of PB of units of LSG after it was discussed and subject to consultations with units of LSG, in order to ensure better sectoral linking of budget programmes at central and local level and consolidation of distribution of competences of LSG through budget programmes. In this respect, by the end of September 2016, 7 consultative workshops were conducted, and a public debate and four regional gatherings to determine and promote the reviewed structure of PB LSG. The SCTM, in line with its mandate to support the PB at local level and in cooperation with MoF, maintained the concept of annual trainings in order to, together with budget beneficiaries, improve the understanding of PB and capacities for making the Decision on the Budget in line with the programme structure. The list of uniform objectives and indicators for programmes and programme activities of units of LSG was harmonised with the reviewed structure of PB for units of LSG by mid-October through 5 consultative workshops and was presented in October and November 2016 during training courses for preparation of PB (12 regional training courses with about 840 representatives of 142 units of LSG).</p> <p>Efforts invested in support to LSG during the budget cycles 2015-2016, and the changes in the Budget System law at the end of 2016 which additionally defined in detail the formats and provisions on PB for budget beneficiaries at local level (as well as at other levels of government), resulted in proportionally satisfactory percentage of units of LSG which adequately use the key methodological requirements for PB in their budget decisions – the percentage is somewhat better than the target value for measurement in 2017 (as presented above in the table at the result level for 3.2.1 of this AP). The support within</p>			


			Exchange 5 programme continued also in the first half of 2017, so that by the end of June 5 consultative workshops were held for improvement of PB in units of LSG and basis analytical data was prepared which will be used in the second half of 2017 to prepare improved models and materials for LSG, as well as training materials for the autumn training cycle in 2017. Implementation of general training courses for asset management for all units of LSG started within the Exchange 5 in June 2017 and this part of the activity will be dealt with in the future reports on implementation of the AP PAR.					
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MoF – the 1Budget Department <i>Partners:</i> Serbian European Integrations Office RPPS	3.2.2. Planning and implementation of capital projects according priority is introduced and applied and predictability in implementation is increased		The Decree on the content, method of preparation and evaluation, and monitoring and reporting on implementation of capital projects, as the basis for evaluation and monitoring of capital projects, was adopted on 27 June 2017 (published in the „Official Gazette of RS“63/2017). The Decree will be applied since 1 January 2018. Within 120 days of the coming of the Decree in effect, the following bylaws specified by the Decree are to be adopted: 1. Rulebook on requirements, method and procedure for capital maintenance depending on the type of capital project; 2. Rulebook on the content of integrated data base of capital projects; 3. Rulebook on content, deadlines, and procedure for submission of investment documentation; 4. Rulebook on detailed requirements, methods, criteria and benchmarks for evaluation and selection of capital projects; 5. Rulebook on detailed requirements, methods, criteria and benchmarks for ranking of capital projects.	Percentage of executed expenditures based on capital projects which were approved in line with the methodology for evaluation of capital projects	<i>BV (2014): 0% TV (2016): 80% TV (2017): 90%</i>	<i>AV (2016): 0% (methodology and decree not adopted)</i>		
ACTIVITY		Brief explanation of the achieved progress		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. Evaluation of capital projects by budget beneficiaries and defining implementation plans for evaluated capital projects	3rd quarter of 2015			The Decree on the content, method of preparation and evaluation, and monitoring and reporting on implementation of capital projects, as the basis for evaluation and monitoring of capital projects, was adopted on 27 June 2017	The Decree will be applied since 1 January 2018. Drafting of rulebooks based on the Decree on the content, method of preparation and evaluation, and monitoring and reporting on implementation of capital projects within 120 days of the coming of the Decree in effect, and development of the single integrated data base of projects.	1st quarter of 2018		
2. Monitoring the implementation of approved capital projects and proposing measures for improved planning and implementation of capital projects	3rd quarter of 2016					2nd quarter of 2018		
3. Selection of capital projects through the drafting of the Fiscal Strategy for 2016 with projections for 2017 and 2018	3rd quarter of 2016					2nd quarter of 2018		
4. Harmonisation of procedures for planning and evaluation of capital projects funded from the budget of the Republic of Serbia, IPA funds and other sources	4th quarter of 2016					4th quarter of 2018		


Specific objective 3:								
Improving public financial management and public procurement								
Measure 3.3: Improving the system of financial management and control ⁵⁷ in the use of public funds and internal audit ⁵⁸								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MoF – Department in charge of internal control and internal audit (CHU)	3.3.1. Mid-term plan adopted for implementation of public internal financial control (PIFC)		The Government of the Republic of Serbia adopted the Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 ("Official Gazette RS ", No. 51 of 25 May 2017)	Adopted strategies for the development of public internal financial control (PIFC) for the period 2015 – 2019 by the end of 1st quarter of 2015	BV (2014): no TV (2015): yes AV (2015): no AV (2016): no	yes		
	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
	1. Adopting the new strategy of development of public internal financial control (PIFC) for the period 2015 – 2019 along with public consultations and consultations with budget beneficiaries and the European Commission	1st quarter of 2015	By adopting the Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020, harmonisation has been achieved with the requirements defined in the EU Negotiating Chapter 32 – Financial Supervision and guidelines have been provided for further development and harmonisation of the system of public internal financial control (PIFC) with the internationally accepted standards for internal control (INTOSAIGOV) and internal audit (IA).	The delays of the planned deadline for the adoption of the of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 resulted from the need to achieve harmonisation with other strategic documents, primarily the Public Finance Reform Programme, Public Administration Reform Strategy, and the negotiating position for Chapter 32 which was opened on 14 December 2015.				
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MoF – Department in charge of internal control and internal audit (CHU) <i>Partners:</i> MPALG HRMS	3.3.2. Improved system of financial management and control (FMC)		Percentage of public funds beneficiaries at central level in which managers of basic/special organisational units and administrations within bodies are informed on financial obligations and expenditures in the relevant part of the budget of the institution	BV (2014): 0% TV (2017): 100% MoF: NOTE <i>This indicator is not adjusted to activities. Operational monitoring of this indicator is not possible.</i>				
			Total number of irregularities reported to the budget inspectorate relative to the baseline value ⁵⁹	BV: - TV: - MoF: NOTE <i>The framework for management of irregularities by public funds beneficiaries to be</i>				

⁵⁷ Note: Indicator of Sector Budget Support for Variable Tranches: „Induced output 8 Improved implementation of internal control in the public administration“

⁵⁸ Further plans related to professional training of managers in public funds beneficiaries shall be defined through the review of this Action Plan in line with the adopted Strategy of Development of Public Internal Financial Control for the period 2015 - 2019. This measure will contribute directly to strengthening managerial accountability, which will be considered in a comprehensive manner, in line with the Principles of Public Administration.

⁵⁹ The baseline value is the number of report in the year preceding the one in which the Rulebook on financial management and control defined the relevant framework for management of irregularities by users of public funds.

				defined by the end of 2016 in the Rulebook on financial management and control and adequate indicators will be defined			
				Deadline for setting indicators (2015) is not in compliance with the deadline for the adoption of acts regulating irregularities (4th quarter of 2016)			
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. Conducting assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit to implement activities from the scope of the Central Harmonisation Unit for harmonisation of financial management and control	4th quarter of 2015	Within the Twinning project –Support to Further Development of Public Internal Financial Control (PIFC) the GAP analysis has been conducted of the current state of PIFC (October 2017). The purpose of this analysis was to identify necessary actions to support the further development of the PIFC system in Serbia and its three components, financial management and control, internal audit, and the Central Harmonisation Unit, with more widespread implementation of the concept of managerial accountability.	Lack of support of expert organisations to conduct the independent assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit. Austerity measures and limited possibility to engage staff to fulfil obligations from the scope of work of the Central Harmonisation Unit for harmonisation of financial management and control	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))			
2. Improving the legislative framework and the Rulebook on financial management and control in order to improve the control environment for strengthening of managerial accountability in users of public funds	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 identified the new deadlines for the improvement of the Rulebook on financial management and control in order to improve the control environment for strengthening of managerial accountability in users of public funds.		2nd quarter of 2018		
3. Reallocation of administrative and logistical tasks related to organising training on financial management and control to the service of the Government in charge of organising training and professional development	4th quarter of 2016	With respect to planned activities of external cooperation in organising training and professional development for managers and staff in the public sector in the field of FMC and IA, the CHU is considering different options. Communication is underway with potential international organisations and experts in order to upgrade the existing contents of training. Cooperation has been established with an international expert, former president of the Association of European Confederation of Institutes of Internal Auditors (ECIIA), discussing possible ways of improving training in both FMC and IA. It has been concluded that at this time international certification of internal auditors is not achievable.	The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 includes plans to develop and implement an „e-learning" platform to enable exchange of knowledge in the field of financial management and control and internal audit.				
4. Improving coordination and implementing operational tasks related to harmonisation of regulations and rulebooks regulating the field of financial management and control by the Central Harmonisation Unit	4th quarter of 2016		The assessment has not been conducted of the technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit.	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))	2nd quarter of 2018		


	5. Defining the term irregularity in the Rulebook on financial management and control and establishing an adequate framework for irregularities management by users of public funds ⁶⁰	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 defined new deadlines for improvement in the introduction of the irregularities management function within financial management and control.		Period 2019 - 2020	
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MoF – Department in charge of internal control and internal audit (CHU) <i>Partners:</i> HRMS	3.3.3. Improved capacities and functionality of the internal audit system	Establishing a functional internal audit system in key budget beneficiaries (all ministries, organisations of mandatory social insurance, AP Vojvodina, the City of Belgrade, and most cities) strengthens supervision of budget beneficiaries in using budget funds in a way which is cost-efficient, effective, efficient, and transparent and has positive impact on reducing weaknesses of internal control and raising managerial accountability of managers.	Percentage of budget beneficiaries which have established the internal audit function in compliance with the applicable national legislation and have ensured the minimum number of internal auditors to perform this function in their institutions (PPA 6)	BV (2013): Sigma: 36% ⁶¹ MoF: 64% TV (2016): 70% TV (2017): 80% AV (Sigma measurement 2015.): 37% AV (2015 MoF): CJH 66% (32 of 48 have consolidated annual reports for 2015 on the status of public internal financial control (PIFC) in RS AV (2016 MoF): for 2016 data is collected in April 2017	AV (2016 ⁶² Sigma): 23%		
			Percentage of budget beneficiaries which have prepared Internal Audit annual plans in line with the applicable national regulations (PPA 6)	BV (2014): Sigma: Not available ⁶³ MoF: 64% TV (2016): 75% TV (2017): 80% AV (Sigma measurement 2015.): Not available AV (2015 MoF): CJH 66% (32 of 48 have consolidated annual reports for 2015 on the status of public internal financial control (PIFC) in RS AV (2016 MoF): for 2016 data is collected in April 2017			

⁶⁰ The term irregularity will be defined in line with the EU definitions of fraud and irregularity, i.e. Convention on the Protection of the European Communities' Financial Interests of 26 July 1995, Article 19 of Commission regulation (EC) 718/2007; Article 16 of the Commission Implementing Regulation 447/2014.



⁶¹ Document „Baseline Measurement – Methodological Annex to the Indicators“, SIGMA, April 2015, p. 96 and Principles of Public Administration, OECD/SIGMA (document funded by the EU), 2014, p.92.

⁶² The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.


⁶³ Document „Baseline Measurement – Methodological Annex to the Indicators“, SIGMA, April 2015, p. 89 and Principles of Public Administration, OECD/SIGMA (document funded by the EU), 2014, p.94.

ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Conducting assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit to implement activities from the scope of the Central Harmonisation Unit for harmonisation of internal audit	4th quarter of 2015	Within the Twinning project –Support to Further Development of Public Internal Financial Control (PIFC) the GAP analysis has been conducted of the current state of PIFC (October 2017). The purpose of this analysis was to identify necessary actions to support the further development of the PIFC system in Serbia and its three components, financial management and control, internal audit, and the Central Harmonisation Unit, with more widespread implementation of the concept of managerial accountability.	Lack of support of expert organisations to conduct the independent assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit. Austerity measures and limited possibility to engage staff to fulfil obligations from the scope of work of the Central Harmonisation Unit for harmonisation of financial management and control.	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))	
2. Updating and improving the legislative framework and Rulebook on internal audit in order to improve the function of internal audit and ensure functional independence of internal auditors	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 defined new deadlines for improvement of the function of internal audit and for ensuring functional independence of internal auditors by adopting regulations on continued professional development of internal auditors.		
3. Reallocation of administrative and logistical tasks related to organising training on internal audit to the service of the Government in charge of organising training and professional development ⁶⁴	4th quarter of 2016		The adopted Strategy of Development of Public Internal Financial Control (PIFC) in the Republic of Serbia for the period 2017–2020 includes plans to develop and implement an „e-learning" platform to enable exchange of knowledge in the field of financial management and control and internal audit.		
4. Improving coordination and implementing operational tasks related to harmonisation of regulations and rulebooks regulating the field of internal audit by the Central Harmonisation Unit	4th quarter of 2016		The assessment has not been conducted of the technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the department for internal control and internal audit.	Engaging experts from the Twinning project – Support to Further Development of Public Internal Financial Control (PIFC))	2 nd quarter 2018


⁶⁴ Reallocation of tasks will also refer to training programmes for certification of internal auditors in the public sector.

Specific objective 3:								
Improving public financial management and public procurement								
Measure 3.4: Functional improvement of the work of the budget inspectorate								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MoF – Unit in charge of budget inspection	3.4.1. Capacities and functionality of budget inspection ensured		The target value for 2017 is 30 reports, Achieved value for the first half of 2017 is 266 reports that the inspection acted on. This result was achieved thanks to the acting of the budget inspection based on received reports from the Treasury Administration, which was a competence added to the inspection after the target value was set.	Number of reports that the budget inspectorate acted on relative to the baseline	BV (2014): 20 TV (2016): 26 TV (2017): 30 AV (2015): 86 reports acted on AV (2016): 299* actions on reports and information received * the actions included actions based on reports and also actions based on information from the Treasury Administration according to Article 14 of the Budget Law of the Republic of Serbia for 2016	266		
		ACTIVITY		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
		Determine the level of achievement 	Deadline for implementation	Brief explanation of the achieved progress		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
		1. Conducting assessment of technical, administrative and institutional capacities in the Ministry of Finance to ensure full functionality of the budget inspection	4th quarter of 2015	The Rulebook on internal organisation and systematisation of posts in the Ministry of Finance was adopted in August 2017, increasing the number of systematised posts in the budget inspectorate (from 10 to 23), which is the initial action to fulfil conditions for full functionality of the budget inspectorate.				
		2. Reviewing the legislative framework for the operation of the budget inspection in order to ensure functionality in accordance with the defined competences of financial inspection compatible with the concept of public internal financial control (PIFC)	4th quarter of 2015	In order to ensure effective financial control as the fourth of the total six pillars of the Public Finance Management Reform Programme, changes have been made in the Budget System Law in the part relevant to the work of the Budget Inspection , which remains an important instrument for improving financial discipline and managing irregularities. In accordance with the changes contained in the Screening Report for Chapter 32, the changes refer primarily to the fact that the budget inspection should no longer perform its tasks based on a work plan identified in advance, but only under the programme based exclusively on received reports, complaints or requests for control received from state administration bodies and organisations, and legal and physical persons, thus reducing the risk stated in the Report that, while simultaneously developing PIFC, internal audit, and budget inspection the result could lead to unclear differentiation of these components with respect to their respective purpose and role. Having the above in mind, the working draft was prepared of the proposed Decree on the work, competences, and insignia used by the budget inspection. Additionally, work is ongoing on drafting the methodology of work of the budget inspection , which will prescribe in more detail uniform standards and procedures for conducting inspection control.				

	3. Strengthening capacities of the budget inspectorate according to assessment from activity 1	4th quarter of 2017	The Rulebook on internal organisation and systematisation of posts in the Ministry of Finance was adopted in August 2017, increasing the number of systematised posts in the budget inspectorate (from 10 to 23), which is the initial action to fulfil conditions for full functionality of the budget inspectorate.			
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Specific objective 3:							
Improving public financial management and public procurement							
Measure 3.5: Improving the public procurement system							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
PPO <i>Partners:</i> Republic Commission for Protection of Rights in Public Procurement Procedures Joint Services of the Government (act. 7) Republic Health Insurance Fund (act. 7) SAI	3.5.1. Operationally and functionally improved public procurement system⁶⁵	<p>The first stage of harmonisation with the EU regulations has been implemented.</p> <p>The public procurement system is operationally and methodologically improved, which is also demonstrated by indicators of efficiency and effectiveness.</p> <p>The average duration of open public procurement procedure is reduced, counting from the day of publishing the announcement to the day of contract signature.</p> <p>The share of terminated public procurement procedures is reduced.</p> <p>The earlier tend of reduced average number of bids received as registered in the period 2012-2014 has stopped.</p> <p>The indicator of conditions for free competition is the presence of transparent and competitive procedures (open and restricted procedure) in contrast to non-competitive procedure (negotiated procedure without publication of the invitation for bids). The negotiated procedure without the published invitation for bids represents in terms of value 3% per type of procedure, while the open procedure represents 93%.</p> <p>An important factor which led to reducing the number of procurements at the web portal was the introduction of framework agreements. One of the effects of using framework agreements which enable the signing of a number of contracts under one public procurement procedure and enable more purchasing entities to sign such contracts, along with the possibility of the framework agreement to be in effect for an number of years – was the reduced number of public procurement procedures</p> <p>The share of foreign bidders in 2016 increased significantly relative to 2015, from 2% to 5% of the total value of signed contracts.</p> <p>Under centralised public procurement procedures in 2016 a total of 18,880 contracts were signed, which is 85% more than in the preceding year, with the simultaneous increase of their share in the total value of all contracts from 10.7% in 2015 to 15% in 2016.</p> <p>The implementation of activities defined in this AP has created a new basis and new directions have been identified for future development of e-procurements in the Republic of Serbia.</p>	Number of visits to the portal relative to the baseline value	<i>BV (2014): 2.028.919</i> <i>TV (2016, 2017): 5%-10%</i> <i>AV (2015): 2,343,503 (15%)</i> <i>AV (2016): 2,576,545 (9.94%)</i>	2,974,266 (15.43%)	RSD 1,368,000	EUR 25.000 Funds provided through the <i>UNDP</i> project (using the planned funds from IPA 2013 from AP PAR 2015-2017 was not possible as contracts for IPA 2013 were signed in June 2017)
			Number of certified public procurement officers relative to the baseline value	<i>BV (2014): 140</i> <i>TV (2016): 20%</i> <i>TV (2017): 10%</i> <i>AV (2015): 1098 (784%) (since certification under new regulations started in October 2014 the identified target value in 2015 is high, which we stated in the indicator passports. In the coming year a more moderate growth trend is expected).</i> <i>AV (2016): 1.478 (25%)</i>	(1,952 increase of 24%)		
	ACTIVITY	Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				


⁶⁵ The specific result has been achieved in 2015, but since data is collected for the report which is to indicate all achieved results since 2015 until the second half of 2017, it is possible that note will be made of results achieved over the past two years.

Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Improving the functionalities of the public procurements portal	3 rd quarter 2015	It is possible to publish plans and amended procurement plans of contracting entities. Search options of the portal have been enhanced by enabling the option "quick search" responding the requests of numerous beneficiaries to simplify the search functionalities defined by general glossary of procurement, and at the same time this option enables more experienced users to easily find the specific public procurement which is of interest to them. The portal is also available in the English language. The portal can be accessed at the following address: http://portal.ujn.gov.rs/			
2. Drafting and finalisation of the proposed Law amending the Public Procurement Law, with public consultations	4 th quarter 2015	Amendments to the Public Procurement Law enhanced the provisions from the previous law, for the purpose of better implementation of public procurement principles, increasing transparency and efficiency in public procurement procedures. The level of harmonisation of the Public Procurement Law with the EU regulations has been increased (Directives 2014/24 / EU and 2014/25 / EU). Document available at: http://www.ujn.gov.rs/ci/propisi/zakon			
3. Improving the level of training of civil servants and decision-makers in public procurement procedures	4 th quarter 2016	Improving the level of training contributes to more efficient and effective functioning of the overall public procurements system.			
4. Adopting the methodology for assessment of values and methodological instructions for implementation of the concept „product lifecycle costs”	4 th quarter 2016	Market analysis and selection of goods/service is facilitated as well as better assessment of value of procurement. Affirmation of the principle of cost-effectiveness by considering all costs and benefits with respect to procurement.			
5. Analysis of technical solutions and options which are being applied or developed in EU member states in the field of e-procurement (e-filing of offers, e-auctions, e-dynamic procurement systems, e-catalogues, etc.) ⁶⁶	4 th quarter 2016	The analysis defined the foundations and potential for further development of e-procurement in Serbia by analysing solutions used in EU member states			
6. Adopting methodologies for feasibility assessment and effectiveness of public procurements	4 th quarter 2016	The needs assessment process is enhanced with respect to the scope and quantities of public procurements depending on the purpose of public procurement			
7. Improving centralised public procurements	4 th quarter 2016	Guidelines for framework agreements as a tool contribute to efficiency in public procurement procedures. In August 2016, the Government Joint Services established the Public Procurement IT system for the purposes of public procurements (ISCJN) with related instructions for use. The Government Joint Services (GJS) developed the system ISCJN where purchasing entities enter data on public procurements for the Plan (total estimated values, estimated value per years, economic classification and time of initiating the procedure) and approximate quantities and technical specifications for each procurement category. During 2016 the GJS was recording the execution of framework agreements in the ISCJN where individual purchasing entities enter the required data on awarded contracts which results in reduced costs for purchasing entities who previously encountered costs for filing individual contracts in writing for monitoring purposes. During 2014 and 2015 the GJS copied and submitted the complete documentation necessary for execution of contracts to all individual purchasing entities (103 purchasing entities from the list of purchasing entities).			

⁶⁶ Other activities included in the PAR Strategy (establishing standardised forms of organisation of procurement services, introducing the relevant level of certification in the public procurement system, establishing effective mechanisms for monitoring and control over contract awarding and execution of public procurement contracts in all stages) will be covered by the next action plan of this AP as during the development of this AP it was decided that their implementation would not be possible by the end of 2016.

			In 2016 saving were achieved because the GJS enabled individual purchasing entities to take over the complete documentation necessary for closing of contracts from the webpages of the GJS (signed framework agreements, offers, and other documentation needed for closing of contracts / decision to initiate the procedure, decision appointing the procurement commission, etc.). In 2014 for each of the implemented centralised public procurements the GJS signed a total of 25 framework agreements, of which in 2015 a total of 104, and in 2016 a total of 120.			
	8. Improving software for procurement planning and quarterly reporting	4 th quarter 2016	Facilitated process of public procurements planning, as well as the process of quarterly reporting			
	9. Training of police and prosecutors service in the field of public procurements	4th quarter 2016 – ongoing	Training of police and prosecution contributes to increasing the quality of prosecution with respect to punitive provisions of the law			

Specific objective 4:	Indicator (impact level)
Increased legal certainty and enhanced business environment and quality in delivery of public services	Extent to which citizens-oriented policy for service delivery is in place and is applied (PPA 5) BV (2014): 4 TV (2017): 5 AV (2016 ⁶⁷): 4
	Extent to which legal framework for good administration is in place and applied (PPA 5) BV (2014): 2 TV (2017): 3 AV (2016 ⁶⁸): 4
	Extent to which policy development processes make best use of analytical tools (PPA 2) BV (2014): 3 TV (2017): 4 AV (2016 ⁶⁹): 3

Specific objective 4:							
Increased legal certainty and enhanced business environment and quality in delivery of public services							
Measure 4.1: Improving the legislative process within the broader Government policy management system ⁷⁰							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
RPPS <i>Partners:</i> MPALG (act. 1) Republic Legislative Secretariat GSG MoF HRMS (act. 5) CSO'S	4.1.1. Improved and transparent process for drafting and implementing regulations in a manner ensuring inter-sectoral coordination, public participation. And impact assessment, monitoring, evaluation and reporting on regulation implementation	In order to improve the process of drafting and implementing regulations, the Government on 23 January 2016 adopted the Strategy of Regulatory Reform and Improvement of the Policy Management System with the accompanying Action Plan for the period 2016-2017 which, apart from improved planning in the Republic of Serbia, is to ensure also improvement of the legislative process, improved quality of regulations and strategic documents, and reduction of administrative procedures for citizens and businesses. A package of draft regulations on the planning system of the Republic of Serbia has been prepared and finalised, including draft Law on the Planning System of the Republic of Serbia, the draft Decree on policy management, regulatory and policy impact assessment, and the content of individual policy documents, and draft Decree on mid-term planning. Also, consultations have been conducted with numerous national and international stakeholders regarding the contents of the draft regulations. On 31 August 2017 the Government adopted and proposed for adoption the Law on the Planning System of the Republic of Serbia, and the RPPS in the course of December 2017 conducted the second round of consultations on the draft Decree on policy management, regulatory and policy impact assessment, and the content of individual policy documents. Once they come into effect and are implemented the said regulations will in a comprehensive manner regulate the issue transparency of the process of policy	Share of number of draft laws complying with the adopted methodology for regulatory impact assessment (RIA) in the total number of draft laws submitted for opinion to the RPPS for which RIA is required, annually	BV (2014): 53% TV (2016): 60% TV (2017): 65% AV (2015): 66.9% AV (2016): 89,6%	AV (2017): 88%	The utilised budget funds for the implementation of this measure are stated in measure 1.3. – Improved Government policy management system (planning, analysis, policy-making, adoption, monitoring and evaluation and coordination) by establishing by the end of 2017 the legal and institutional framework for integrated strategic management and adoption of mid-term plans for the work of state administration bodies harmonised with strategic priorities of the Government and programme budgeting.	The support to the preparation of planning regulations for the Republic of Serbia was provided from IPA 2011 project Reform of Policy Coordination and the Centre of Government which lasted from September 2013 – September 2015. The total value of the project was EUR 1,860,400. With respect to preparing the package of regulations on the planning system, the RPPS was also supported by the United States Agency for International Development (USAID) – the Business Enabling project (BEP) – cooperation in the field of linking policy management and programme budget. The project started in October 2014 and is ongoing. The RPPS was supported by this project during 2015 and 2016. There is no data available on the project value.


⁶⁷ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

⁶⁸ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

⁶⁹ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.




⁷⁰ This measure is also seen as an integral part of developing the policy management system included in Specific Objective 1. However, since the PAR Strategy in RS also recognises the significance of improving the legislative framework for improved legal certainty and business environment, the Measure 4.1 and the associated result 4.1.1 are presented within the Specific Objective 4. It is not elaborated in more detail in this AP since its implementation is monitored through the AP for implementation of the Strategy of Regulatory Reform in RS for the period 2015-2017, as a sub-strategy under the PAR.

⁷¹ The target value is set as 0% due to lack of adopted methodologies.

		making, including regulations, as well as the issue of public participation. The draft Law prescribes the obligation of conducting consultations in all stages of the policy and regulations drafting process.				Also, in view of establishing the planning system in the Republic of Serbia, the RPPS is also supported by the GIZ Project „Support to the PAR in the Republic of Serbia“, which started in October 2016 and will last until December 2019. The support to the RPPS was provided during 2017. The value of the project is EUR 5 million.
ACTIVITY		Brief explanation of the achieved progress		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED		
Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. Prescribing the method of establishment of WG for drafting of regulations, their functioning and responsibility (changes to the decree on principles of internal organisation and systematisation of posts)	2nd quarter of 2015	<p>The activity is partially implemented, since regulations have not been adopted which regulate activities related to the establishment, functioning and responsibilities of working groups drafting regulations in state administration bodies through the changes in the decree on principles of internal organisation and systematisation of posts in ministries, special organisations, and services of the Government and regulations on tasks of state administration.</p> <p>During April 2017 the RPPS sent an initiative to the MPALG to intensify contacts between the MPALG and RPPS in order to undertake joint actions related to changes of the Decree on principles of internal organisation and systematisation of posts in ministries, special organisations, and services of the Government and regulations on tasks of state administration.</p>		<p>The initial plan for amending the decree was changed in the course of drafting the Law on Changes and Amendments of the Law on State Administration, which will among other things regulate the issue of public participation in the preparation of laws and other policy instruments, in which it is planned to adopt a rulebook with guidelines for public participation in the preparation of said acts. The Law on Changes and Amendments of the Law on State Administration is currently in draft form and opinions are being collected from other authorities.</p>		<p>The MPALG should have the key role in the implementation of this activity since it is authorised to propose changes in the decree on principles of internal organisation and systematisation of posts in ministries, special organisations, and services of the Government and regulations on tasks of state administration.</p>
2. Preparation and adoption of a strategic document by the Government on the legislative process ⁷² (Strategy of Regulatory Reform in RS for the period 2015-2017 and the AP for its implementation)	3rd quarter 2015	<p>After the meetings held by the project group tasked to develop the Strategy and the Action Plan, and after several months of consultations with stakeholders and the conducted public debate, the RPPS prepared the Strategy of regulatory Reform and Improvement of Policy Management for the period 2016-2020 and the Action Plan for Strategy implementation for 2016-2017. The Strategy and the AP were adopted by the Government at its session held on 23 January 2016, in line with the Government Annual Work Plan for 2016. http://www.rsip.gov.rs/usvojena-strategija-razvoja-u-oblasti-upravljana-javnim-politikama-i-zakonodavnim-procesom/</p>		<p>In the course of drafting the Strategy the RPPS realised that there is a need to strategically regulate the policy management field, and for this reason the drafting of the proposed Strategy and conducting the related consultations took additional time, thus the adoption happened somewhat later than initially planned.</p>		
3. Methodological improvement of the regulatory impact assessment system and policy documents assessment	1st quarter of 2016	<p>The proposed Law on the Planning System and the draft Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents are, in methodological aspects, qualitative improvements compared to the existing system of regulatory impact assessment and policy impact assessment. The draft Law prescribes the obligation of the proposing entity, within the document being submitted to the Government for adoption, to include findings of the conducted policy document impact assessment, and opinion of state administration body in charge of policy coordination regarding the completeness and quality of the conducted RIA.</p>		<p>The planned dynamics for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents was to some degree slowed down by extraordinary parliamentary elections in 2016, and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017</p>		2nd quarter 2018
4. Methodological improvement of the system for regulatory and policy impact assessment with respect to budget implications	2nd quarter of 2016	<p>The adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents will significantly improve the overall planning system, including the more efficient use of limited budget funds.</p> <p>The said draft Decree has been subsequently significantly improved pursuant to collected opinions of state administration bodies on the draft Law on the Planning System in the Republic of Serbia, and as such it is ready for the procedure of adoption by the Government. On 31 August 2017 the Government proposed the Law on the Planning System of the Republic of Serbia for adoption.</p> <p>Having in mind the proposal of the Law on the Planning System of the Republic of Serbia for adoption and its submission to parliamentary procedure, the RPPS in December 2017 organised the second round of consultations with representatives of state administration bodies in order to additionally improve the text of the draft Decree. Comments and suggestions provided by state administration bodies were considered and integrated in the draft Decree, thus improving its quality.</p>		<p>The planned dynamics for the adoption of the Decree on policy management, regulatory and policy impact assessment, and content of individual policy documents was to some degree slowed down by extraordinary parliamentary elections in 2016, and also by the establishment of the new Government of the Republic of Serbia on 29 June 2017</p>		2nd quarter 2018


⁷² Implementation of this activity started before the adoption of PAR AP.

	<p>5. Drafting a training programme and delivering training to civil servants in the field of regulatory and policy impact assessment, and the legislative process</p>	<p>2nd quarter of 2015 - preparation (4th quarter of 2017 - implementation)</p>	<p>Training programmes have been prepared in the field of the legislative process for civil servants participating in legal drafting (coordination and cooperation in the process of legal drafting, planning, development and implementation of regulations, the use of grammatical and language rules in the drafting process, regulatory impact assessment – towards quality regulations, harmonisation of regulations with the EU <i>Acquis</i>, assessment of risks of corruption in regulations), as well as inception training for new recruits: basic training for the legislative process, and a programme for managers. Training programmes have also been developed for signing of international agreements and training programmes for inspectors.</p> <p>The programme of general continued professional training includes training courses within the programme area Managing the Legislative process and legislative acts, intended for civil servants who participate in policy making (coordination and cooperation in the process of legal drafting, planning, development and implementation of regulations, the use of grammatical and language rules in the drafting process, regulatory impact assessment – towards quality regulations, harmonisation of regulations with the EU <i>Acquis</i>, assessment of risks of corruption in regulations). Also, training in this field includes training programmes for managers of internal organisational units (basic training: policy management and legislative process), which is also included in the training for civil servants who are being prepared for managerial posts (Managing the legislative process).</p> <p>In cooperation with the HRMS there are continued efforts to strengthen the administrative capacities of state administration bodies in the field of policy management system. In cooperation with the HRMS there are continued efforts to strengthen the administrative capacities of state administration bodies. In the first half of 2015 a special civil servants training programme was developed in the field of improving the system of public policy management, and it was delivered jointly with the HRMS. The training programme consisted of three modules (planning techniques, regulatory impact assessment and monitoring, reporting and policy evaluation). During the three cycles of training about 50 civil servants (managers and executorial staff) working on policy planning, monitoring and reporting were trained. During 2016 five training courses were delivered for civil servants and managers in the field of regulatory impact assessment, managing the legislative process, the role of managers in strategic and financial planning. Training was delivered to 71 civil servants and managers. The training courses were delivered in cooperation with the HRMS and GIZ also in 2017 for the following programmes: managing the policy system, managing the legislative process and administrative acts, training for civil servants in appointed positions – policy management, training for managers of internal organisational unit – introduction to policy management and management of the legislative process, and programme for civil servants preparing for managerial positions – introduction to policy management and managing the legislative process. Thus, during 2017 training was provided for a total of 232 civil servants and managers. Therefore, during the reporting period training was provided for 353 civil servants and managers.</p> <p>2/2 2017 the HRMS: during November training was organised for 26 civil servants participating in drafting regulations „Use of grammar, stylistic, and syntax rules in drafting regulations“.</p> <p>Within the sub-group of training programmes for civil servants preparing for managerial positions training was organised during November – managing the legislative process – for 12 participants.</p>	<p>The Activity is successfully and continually implemented in cooperation between the RPPS and HRMS and GIZ.</p>	<p>After the adoption of the package of regulations on the planning system of the Republic of Serbia, the existing training programme will be additionally improved in order to fully reflect the solutions included in these acts, and civil servants will be adequately prepared to implement the adopted solutions and provisions in practice.</p>	<p>The training programme in the field of regulatory impact assessment and policy documents impact assessment and the legislative process – ongoing</p> <p>Extension of the programme – 2nd quarter 2018</p>
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Specific objective 4:																
Increased legal certainty and enhanced business environment and quality in delivery of public services																
Measure 4.2.: Improving administrative procedures and ensuring procedures before state administration bodies and PA bodies in deciding on rights, obligations and legal interests of citizens and other entities in line with principles of good government																
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress			INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017								
						Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations						
MPALG – department in charge of normative tasks <i>Partners:</i> GSG RPPS Line ministries (act. 3) CSO'S	4.2.1. Improved and harmonised legal framework in administrative procedures by state or public administration bodies at all levels of government 		1. The Law on General Administrative Procedure has been adopted („Official Gazette of RS“, No. 18/16 of 1 March 2016) – the Law was adopted by the National Assembly on 29 February 2016, with deferred application of all provisions until 1 June 2017, except for provisions of Articles 9 and 103 of the Law, which regulate the <i>ex officio</i> exchange of data from official records, which came into effect as of 8 June 2017. 2. The Decree has been adopted on the acquiring and providing data on fact which are recorded in official records („Official Gazette of RS“, No. 56/17 of 7 June 2017). The drafting is underway of the Decree regulating the single administrative point (Article 42 of the Law on General Administrative Procedure). 3. A Coordination Body is established for harmonisation of special laws with the Law on General Administrative Procedure, based on the Decision on establishment of the Coordination Body for harmonisation of special laws with the Law on General Administrative Procedure („Official Gazette of RS“, No. 82/16 of 7 October 2016) – the process of harmonisation is underway, and the legal deadline for it is 1 June 2018; a total of 7 meetings of this body have been held since its establishment. 4. At the Government session held on 28 December 2017 the decision was made to establish the Coordination Body for harmonisation of special laws with the general Administrative Procedure Law ⁷³ , and the Coordination Body and the WG supporting its work, in the new composition, have so far held two meetings. The Decision was published in the „Official Gazette RS“, No. 119/17			Extent to which legal framework for good administration is in place and applied (PPA 5)			BV (2014): 2 TV (2017): 3		AV (2017 ⁷⁴): 4		Assessment of additional funding: 4,723,500 - In December 2015 an assessment was made of harmonisation of key laws regulating special administrative procedures and a legal analysis of their harmonisation with the principles of GAPL, under contracts signed between the MPALG and the Committee of lawyers for Human Rights – YUCOM (total price not including VAT RSD 850,000) and with CMS Consulting and management services doo (total price not including VAT RSD 986,000), as suppliers (contracts signed on 25 NOV 2015); - costs of round tables, travel, and employees in the Department for normative tasks (assistant minister and 6 staff) - in June 2016 a public procurement procedure was conducted for development of Practicum for implementation of GAPL, and Manual for taking of the state professional examination in the part relevant to administrative procedure (by lots, 92312212-0, services related to development of educational materials). Estimated value of the public procurement RSD 2,887,500 . - 2 persons engaged for intermittent and occasional work (half year each) - costs of round tables, travel, and employees in the Group for monitoring of law implementation (head of the group) (vacant position for intermittent and occasional work, - in 2017 – costs of employees (2 civil servants) and one person engaged for intermittent and occasional work		- IPA – EU Delegation, 2016-2017: training for trainers (90) – Moodle – interactive e-learning programme, preparation of the training materials and educational materials; Project „Support of Implementation of the Law on General Administrative Procedure in Serbia“, in the period from 26.09.2016 to 26.05.2017. - GIZ – 2016- 2018 – setting the monitoring tool for implementation of LGAP, harmonization of special administrative procedure with new principles of LGAP - Project of UK – Good Governance Fund (GGFRS16), Project Achieving good governance through citizen-oriented administration, from 20.04.2016 to 23.12.2016.	
ACTIVITY																IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED
Determine the level of achievement 		Deadline for implementation		Brief explanation of the achieved progress			Reasons for deviation from plan or measures taken to address the problem		FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation					

⁷³ The Decision establishing the Coordination Body for harmonisation of special laws with the General Administrative Procedure Law, link: <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/reg/viewAct/df701206-1f79-4a89-8a8d-51dc0ff5213f>

⁷⁴ The values for indicators for 2016-2017 were taken from the most recent Monitoring Report by Sigma published in November 2017, page 110, website: <http://www.sigmaweb.org/publications/Monitoring-Report-2017-Serbia.pdf>.



	1. Drafting and proposing the General Administrative Procedure Act ⁷⁵	3 rd quarter 2015	The General Administrative Procedure Law is proposed for adoption, February 2016 http://www.srbija.gov.rs/vesti/dokumenti_pregled.php?id=256460 The adopted Law can be found at the link: http://www.paragraf.rs/propisi/zakon_o_opstem_upravnom_postupku-2016.html		The process was delayed due to a great extent of inter-sectoral harmonisation and consultations with SIGMA and the European Commission, which took longer than planned. This process was finalised in December 2015.		
	2. Preparation and adoption of bylaws for implementation of the Law on General Administrative Procedure	3 rd quarter of 2016.	The Decree on acquiring and providing data on facts of which official records are maintained („Official Gazette of RS“, No. 56/17) regulates in more detail the manner in which state administration bodies and organisations, bodies and organisations of autonomous province, and bodies and organisations of LSG, institutions, public enterprises, special bodies through which the regulatory function is exercised, and legal and physical persons to whom public powers are delegated can perform insight into, acquire, process, and provide data on facts of which official records are maintained, and which are necessary for decision-making in administrative procedures. The Decree regulates, among other things, the functioning and data exchange through the IT system of the e-Government Portal of the Republic of Serbia (IT System e-ZUP), which enables their exchange via electronic services of acquiring and providing data. Work is currently underway for drafting of the proposed Decree regulating the single administrative point (Article 42 of the LGAP), where the MPALG will be supported by SIGMA (in line with this provision, the Government will adopt a regulation on this legal institute after the expiration of 9 months (starting from December 2016) of the day of coming into effect of the Law on General Administrative Procedure).	Establishment of single administrative point is conditioned, among other things, by the degree of development of e-government and success of exchange of data from official records, and it is therefore a complex process which is closely linked to activities of MPALG (such as the adoption of the Decree regulating exchange of data from official records, the establishment of the IT system e-ZUP, as well as technical and HR capacities of state administration bodies, etc.). MPALG has prepared the working version of the decree, certain preliminary analyses were conducted, and the meetings held in June 2017 with SIGMA experts agreed that SIGMA will provide support to the preparation of the final text of this bylaw. By December 2017 preliminary analyses were conducted with representatives of SIGMA for the establishment of single administrative points (one-stop shops) for the sale of used vehicles and the working version of the Decree has been prepared. A workshop was held on 19 October 2017 and the Conference on 21 December 2017.	<ul style="list-style-type: none"> Standardisation of (electronic) services, developing the catalogue of administrative procedures and catalogue of competences Establishing and testing the single administrative point (one-stop shop) by selecting one lifecycle event for which it is to be established, preceded by analysis of the life event and the existing legal framework and comparative administrative practice, etc. Conducting an impact assessment for establishment of single administrative point in different units of LSG Drafting the decree Testing the single administrative point and implementing the decree Establishing a phone hotline 	4 th quarter 2018	
	3. Drafting proposed changes and amendments to the laws regulating special administrative procedures in order to achieve harmonisation with the GAPL.	4 th quarter 2017	The legal deadline for harmonisation of special laws with the GAPL is June 2018. Of the 54 which have been submitted by authorised proposing entities for opinions, 9 drafts are harmonised with the new GAPL through the prescribed procedure and additional 14 valid laws are undergoing a consultative process.				
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – DEU <i>Partners:</i> PA BODIES	4.2.2. Increased application of contemporary information technologies in conducting administrative procedures	On 7 June of the current year the Decree on acquiring and providing data on facts of which official records are maintained was adopted and the same day published in the Official gazette No. 56. The decree is the legal basis for the establishment of the IT system at the e-Government Portal of the Republic of Serbia (hereinafter: the IT system e-ZUP), which enables exchange of data from official records, by means of electronic service of acquiring and providing data.	Percentage of PA bodies in which preconditions have been ensured for electronic communication with parties in the administrative procedure	BV (2014): 1 (Tax Administration) TV (2016): 15 TV (2017): 25 AV (2015): 3 AV (2016): 15	According to the report by the system administrator for e-ZUP, until 31 December 2017 the system includes 10 state administration bodies, 108 units of LSG, 9 city municipalities of the City of Belgrade, 2 educational institutions, and 12 centres for social work.	The resources are utilized for 2017, they are planned and covered by the Budget Law of the Republic of Serbia for 2017, in an amount of RSD 4,500,000, for the obligation transferred from 2016, in the appropriation for the MPALG, Chapter 19.1 Directorate for e-Government, within limits determined by the Ministry of Finance, under function 140, programme 0609 – e-Government, project 4003 – implementation of electronic registries of bodies and organisations of PA and employees in PA system. UNHCR, Association „Praxis“: RSD 649,920 not including VAT	
	ACTIVITY	Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				

⁷⁵ The draft General Administrative Procedure Law is in preparation.

	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
	1. Ensuring conditions for electronic communication with state administration bodies in conducting administrative procedures	4 th quarter 2016	Implementation of the GAPL has commenced and a certain number of state administration bodies has ensured conditions for electronic communication with parties in administrative procedures. The service x-road has been established for exchange of 6 major data bases including about 80% of data from official records, as support to implementation of GAPL (e-ZUP). The Decree has been adopted on the acquiring and providing data on fact which are recorded in official records („Official Gazette of RS“) No. 56/17 of 7 June 2017. The Decree is the legal basis for the establishment of the IT system of the e-Government portal of RS (the IT system e-ZUP), which ensures exchange of data from official records by e-services for acquiring and providing data. Currently the e-ZUP provides data from original status registry books, registry books of residences, residences and temporary stay abroad, and records of biometric documents, register of tax payers, register of right holders of pension and disability insurance, records on unemployed persons, and records from mandatory social insurance.	The activity was not finalised in time due to the need for longer consultations with state administration bodies which provide the conditions for electronic communication with parties in administrative procedures.	Ensuring conditions for full implementation of the law and conditions for electronic communications with parties in administrative procedures			
	2. Technical equipping of state administration bodies and training of staff to use new IT technology	2nd quarter of 2017	During 2016: UNHCR – NGO „Praxis“, MPALG: distribution of 16 computers for 7 units of LSG, distribution of units of LSG: Savski venac - 5, Zemun – 2, Zvezdara – 2, Lazarevac – 1, one each for: Ljubovija, Knjaževac, Kladovo, Sombor, Surdulica, Paraćin (RSD 649,920 not including VAT) – The Serbian Chamber of Commerce, Fund B92, and the Komercijalna banka provided, within the campaign „Together for Babies“/ 12 computers, 12 smart card readers, 12 monitors – for 7 units of LSG and maternity hospitals in units of LSG for the following units of LSG – Belgrade, New Belgrade, Stari grad, Zvezdara, Sremska Mitrovica, Jagodina, Niš, Užice, Sombor, Loznica, and for maternity hospitals in those towns -12 computers, 12 smart card readers, 12 monitors, and 12 printers and printer cables. MPALG is not a contract party in these donations and it only provided information to the units of LSG informing them about this donation, and therefore it cannot provide information on the value thereof. The handing over and the contract signature was arranged directly between units of LSG and the Fund B92.					
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – Department in charge of state administration <i>Partners:</i> HRMS CSO'S	4.2.3. Organisational and HR requirements ensured for implementation of the Law on General Administrative Procedure		1. An examination subject has been introduced “Administrative Procedure” as a mandatory part of the state professional examination and a manual for taking the examination has been prepared 2. The organisational unit for monitoring and supervision of the implementation of LGAP has not been established, and the tasks of monitoring the implementation of LGAP are performed within the Department for development of good administration, Group for preparation of laws and general acts (4 staff)	Percentage of conducted training courses for administrative inspectors for monitoring the implementation of the General Administrative Procedure Law Percentage of conducted professional training courses for the implementation of the General Administrative Procedure Law	<i>BV (2014): 0%</i> <i>TV (2016): 20%</i> <i>TV (2017): 50%</i> <i>AV (2016): 0%</i>		According to the public procurement plan of the MPALG for 2016, the Manual has been developed for taking of the state professional examination – part relevant to administrative procedure (under lines 92312212-0, services related to preparation of training manuals).	
	ACTIVITY			IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation	Brief explanation of the achieved progress	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
	1. Introducing the examination subject “Administrative Procedure” as mandatory part of state professional examination and	1 st quarter 2016	The Decree was adopted on changes and amendments to the Decree on taking of the state professional examination („The Official Gazette RS“, No. 76/17). By means of this Decree the subject matters making up the content of the Programme of state professional examination for candidates with higher education is enlarged by introducing the subject “Administrative procedure with elements of office tasks and administrative dispute” and the Programme of state professional examination for candidates with secondary education is enlarged by introducing the subject “Administrative procedure with elements of office tasks”.					

developing the manual for taking of the examination ⁷⁶		The decree on changes and amendments to the Decree on taking of the state professional examination („The Official Gazette RS“, No. 81/16) made changes in the Programme for taking the state professional examination by adding questions in the fields included in footnote 32.			
2. Strengthening of the organisational unit for monitoring and supervisions over the implementation of LGAP by adequate HR and technical capacities	4th quarter of 2016	In February 2016 by the new Rulebook on internal organisation and systematisation of posts of the MPALG, organisationally the Group for preparation and monitoring the implementation of regulations was established, within which tasks were stated related to LGAP. Due to the requirements of fiscal consolidation, this group was established with minimum capacity, but these capacities were increasing during the reporting period through the training of trainers and participation in implementation of LGAP. In the coming period the new Rulebook is expected to be adopted where the Group will become a Division, but the plan is that the Group would not be strengthened only organisationally but also functionally through establishing a project-based and functional group with representatives of other departments which implement the LGAP in practice through their administrative procedures.			
3. Preparation and implementation of professional training programmes of staff employed in the organisational unit for supervision	2nd quarter of 2016 - preparation 4th quarter of 2016 - implementation	<p>- In the period 24-25 March 2016 the training of trainers was conducted for “The Law on Inspection Supervision” (two employees were certified from the Group for monitoring of implementation of system laws). This training was conducted in cooperation between MPALG, USAID BEP, and Partners for Democratic Change Serbia,</p> <p>- Within the EU Project „Support to the Implementation of the Law on General Administrative Procedure in Serbia“, which was implemented from 26 September 2016 to 26 May 2017, and in cooperation with MPALG and HRMS, 2 staff of the Group for preparation and implementation of regulations and general acts were certified as trainers for implementation of LGAP and development of online training course for the implementation of LGAP.</p>			
4. Preparation and implementation of professional training programmes of civil servants and other employees in public administration for implementation of LGAP	2nd quarter of 2016 - preparation 4th quarter of 2017 - implementation	<p>In order to implement this activity the Ministry of Public Administration and Local Self-Government adopted the Rulebook on determining the programme of general professional training of civil servants from state administration bodies and services of the Government („Official Gazette of RS“ No. 6/17), which includes improved components and content of introductory (inception) programme of general training for taking of the state professional examination for interns and newly employed.</p> <p>In line with the Decree on changes and additions to the Decree on the programme and manner of taking the state professional examination („Official Gazette of RS“, No. 81/16), this programme is supplemented by Part 6: Administrative procedure and administrative dispute.</p> <p>Also, the Programme of general continued professional training of civil servants, which is an integral part of the said Rulebook, includes the field Managing the legislative process, and Administrative acts with the thematic unit General administrative procedure, and the thematic part Programme of training for taking of the examination for inspectors including thematic unit General administrative procedure and basics of administrative dispute.</p> <p>During the first half of 2017 the training of trainers (ToT) has been successfully conducted for trainers on implementation of the LGAP within the EU project „Support to Implementation of LGAP in RS“. The project was implemented by the MPALG, and the HRMS was a project partner. The programme was completed successfully by 80 civil servants from state administration and LSG bodies who will in the future be engaged as trainers for this field, as needed. Within the ToT for LGAP, ten 2-day training courses were conducted on the implementation of the new LGAP for the broader target group of civil servants from state administration bodies, 140 of them in total. Additionally, the Project developed three electronic training modules for LGAP for three target groups, civil servants preparing for taking of the state professional examination, civil servants conducting administrative procedures up to making decisions and authorised to adjudicate in administrative procedure, as well as for inspectors and civil servants authorized to conduct inspection who are preparing for the state examination for inspectors. For civil servants preparing for the state examination a total of 6 training courses were organised on LGAP attended by 136 participants, 1 online course for inspectors for which 113 participants applied, while the course for civil servants preparing for the state examination an online training course was also organised for which 53 applied. After the completion of the project, the HRMS will continue with this form of training for LGAP, along with regular training on this topic. Engaging new trainers for LGAP in greater numbers is planned in the forthcoming period, in line with the time frame and speed suited to the needs of civil servants for training</p> <p>In the reporting period four seminars were conducted „General administrative procedure – training for filling matrices for harmonisation of regulations with the LGAP“, in cooperation with the GIZ Project</p>			

⁷⁶ When changes will be planned for the Programme of professional state examination and the manual for taking the examination, this process will consider the option to include in the Programme also the content on personal data, according to the initiative of the Commissioner for Information of Public Importance and Personal Data Protection, having in mind the low level of practical implementation of the Law on Personal Data Protection.


			<p>„Support to Public Administration Reform“, attended by 77 participants in training. The trainers at the seminars, apart from the external expert, were civil servants who completed the ToT for LGAP in the first half of the year within the EU supported project.</p> <p>Second half of 2017 the HRMS: within the programme area Managing the legislative process and administrative act, from August to November a total of 10 training courses were delivered on the topic: General administrative procedure for 243 civil servants who within their state administration bodies conduct administrative procedures until the making of relevant decision or who are authorised to make decisions in the administrative procedure. On-line training in general administrative procedure was taken by 54 civil servants. During June, training was delivered „General administrative procedure – training or filling in the matrix for harmonisation of regulations with the GAPL“ for 26 civil servants, with the support of the project "Support to Public Administration Reform" (GIZ).</p> <p>Within the inception training of general professional training of new-employed and interns for taking of the state examination, the on-line training „Administrative procedure and introduction to administrative dispute“ as preparation for taking of the state examination for inspectors was taken by 40 civil servants.</p>						
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017			
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations	
MPALG – department in charge of public administration reform <i>Partners:</i> GSG (act. 3) HRMS Line ministries and other state administration bodies	4.2.4. Public administration is applying principles of good administration in its work, and especially ensures response to the needs of citizens in policy planning and implementation			Number of PA bodies which have established procedures to decide on complaints by citizens in line with the recommendations of the Ombudsman Number of civil servants who have successfully completed professional training programmes in the area of principles of good government	<i>BV: to be determined</i> <i>TV: to be determined</i> <i>AV: the pre-condition is the survey which has not been conducted</i>	-			
			ACTIVITY		Brief explanation of the achieved progress	Reasons for deviation from plan or measures taken to address the problem		FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	
Determine the level of achievement 	Deadline for implementation								
	1. improving internal organisation and procedures within the MPALG in order to establish and implement the change management function in PA	3 rd quarter 2015	Within the project of the Norwegian Embassy “Managing Change – Strengthening Capacities of MPALG” actions were conducted aimed at strengthening capacities of the ministry which was assigned this function within the PA reform, and an analysis was conducted regarding the expectations of stakeholders by the ministry which is the change agent within the PA reform and which has functions both externally (as coordinator and supervisor of the PA reform) and internally (changing its own structure). Business processes were identified covering: finalising the list of processes with key process elements including the identification of: actors in the process, process owner, measurable objectives of process, reporting intervals, content of reporting in order to monitor the extent of achieving the objectives and the authors who will develop the detailed procedure on how the process is conducted. List of identified processes are an important elements of every systematisation which is process organised. Within these project a functional review was conducted of the Ministry and an analysis was made of resource allocation,	After identifying the objective and independent findings and after identified functions of the MPALG within the project, conditions have not been provided meaning it is not objectively possible to conduct the reorganisation of the MPALG which would fully enable the performance of identified functions and fulfilment of needs, due to lack of human resources (Decision on Maximum Number)	In the forthcoming period, and in line with the continued process of rationalisation and optimisation of PA, care will be taken of findings and recommendations of the project and the reorganisation of the MPALG will be made in the most optimal and efficient manner in line with objective possibilities and parameters in order to successfully implement the PA reform and perform other tasks from its scope of competences as defined by the law. A project framework has been developed for the next stage which is to cover: mapping of processes,				


		functions of the ministry were identified according to the scope of competences and the legal framework. In line with the findings and recommendations resulting from the project and the actual factors and parameters, a reorganisation of the Ministry was performed and the Rulebook was developed on internal organisation and systematisation of posts within the MPALG.		processes optimisation, HRM (key performance indicator), change of organisational culture.	
	2. State administration bodies have improved and established internal procedures from the point of view of more efficient acting and decision-making on rights, obligations and legal interests of citizens, including addressing complaints by citizens and records of complaints, ⁷⁷ according to recommendations of the Ombudsman	4th quarter of 2015			
	3. State administration bodies and GSV establish organisational structures for relations with the Ombudsman and the Commissioner for Equality (monitoring fulfilment of recommendations, reporting, etc.)	4th quarter of 2015		The Government's 2016 Annual Plan foresees that the Government should establish the Proposal of the Law on Amendments to the Law on the Ombudsman and the Proposal of the Law on Amendments to the Law on Free Access to Information of Public Importance, whose drafts should be drafted and submitted to the Government for further procedure by MDULS. The aforementioned amendments to the law will more closely regulate the organizational structures for the relations with independent state bodies, the reporting mechanism, etc. The Government's 2017 Annual Work Plan, from December, foresees that the Government should adopt the Proposal of the Law on Amendments to the Law on the Ombudsman and the Proposal of the Law on Amendments to the Law on Free Access to Information of Public Importance, whose drafts should be drafted and submitted to the Government for further procedure by MDULS. Amendments to these laws will closely regulate the organizational structure for the relations with independent state bodies, the reporting mechanism, etc.	
	4. Promoting the Code of good government in PA bodies and organisations	1st quarter of 2016			
	5. strengthening two-way channels of communication between citizens and the public administration: Preparing plans for regular surveys of public opinion on public services and introducing the obligation to take into consideration the results of surveys in making decisions on strategic and operational plans of state administration bodies ⁷⁸	1st quarter of 2016			
	6. Introducing the principles of good administration and issues from the competences of the Commissioner for Equality into the programme of state professional	1st quarter of 2016	The Decree was adopted amending the Decree on the subject matters making up the content of the Programme of state professional examination ("Official Gazette RS" No 81/16). This Decree made changes in the content of professional examination for candidates with higher education by introducing the subject "State administration system", and the Programme for candidates with secondary education the subject "introduction to the state administration system and constitutional order" is enlarged by adding examination questions relevant to anti-discrimination and principles of good administration.		

⁷⁷ If such records include collection and processing of personal data, they should be regulated by the law.


⁷⁸ Preparations are underway of a project which will define these activities in more detail.

examination and changing the Manual for taking the state professional examination					
7. Conducting an analysis of modalities for broadening of practices established in state administration bodies related to actions taken based on recommendations of the Ombudsman and Commissioner for Equality, so that they include the broader public administration system, and monitoring	4th quarter of 2016				
8. Preparation, implementation, and improvement of the programme of professional training for employees in state administration on principles of good government, especially horizontal integration of this content into general training	2nd quarter 2016 - preparation 4th quarter 2017 - implementation	<p>In order to implement this activity the Ministry of Public Administration and Local Self-Government adopted the Rulebook on determining the programme of general professional training of civil servants from state administration bodies and services of the Government („Official Gazette of RS“ No. 6/17), which includes improved components and content of introductory (inception) programme of general training for taking of the state professional examination for interns and newly employed, and the new Programme of general continued professional training of civil servants.</p> <p>In line with the Decree on changes and additions to the Decree on the programme and manner of taking the state professional examination („Official Gazette of RS“, No. 81/16), this programme is supplemented with contents on principles of good government.</p> <p>Programme of general continued professional training of civil servants a new thematic area is included: Administration as a Service to Citizens, including the following thematic units: the concept of good government, ethics and integrity in public administration, code of good government, quality standards in administration, Open Government Partnership and e-Government as service to citizens.</p> <p>In the reporting period the training course Code of good government has been conducted in cooperation with the Ombudsman, attended by 23 participants.</p> <p>Additionally, with respect to Activity 2 within this result, it should be added that 30 training courses were organised on the topic Inventory of administrative procedures about operations, in cooperation with RPPS and the support of GIZ Project „Support to Public Administration Reform“, training 435 participants – coordinators and team members who will participate actively in compiling the inventory of administrative procedures and other operational requirements within the competences of state administration bodies, organisations, institutions, and public enterprises. Another training is scheduled for July 2017: State administration system, as part of the inception training within the Programme of general professional training of civil servants for taking of the state professional examination is innovated in line with the Decree related to parts relevant to principles of good administration.</p>			


Specific objective 4:							
Increased legal certainty and enhanced business environment and quality in delivery of public services							
Measure 4.3.: Reform of inspection supervision and ensuring better protection of public interest, while reducing the administrative costs of inspection supervision and increasing legal certainty for supervised entities							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – Department in charge of inspection tasks <i>Partners:</i> Ministries having inspection services (act. 4 and 5) Business associations and regional chambers of commerce	4.3.1 A new uniform framework is established for inspection supervision and the public is aware of it	<p>During 2017 training was provided for a total of 213 inspectors, through courses prepared and delivered in cooperation between the MPALG and the USAID BEP Project.</p> <p>In the said time period the inspectors through training courses acquired new practical and theoretical knowledge and skills to use in their daily work. Training was provided on the following topics:</p> <ol style="list-style-type: none"> Ethics and integrity of public sector employees (Anti-corruption training) Soft communication skills (IT skills) <p>The implementation of the Law on Inspection Supervision has resulted in the establishment of the new uniform framework for inspection, the new legal framework and the basis for work and action of all inspectors and inspection services and a new method of control over economic operators.</p> <p>Since the very adoption of the Law on Inspection Supervision and the beginning of its implementation, the economy and the general public have been informed about its provisions, the new measures and activities that will be conducted by relevant state authorities, and also about the obligations of economic operators, the method of control, etc. Businesses are informed about the provisions of the new Law through direct communication with relevant authorities, through the media, meetings, presentations and round tables, and through the work of associations and technical bodies, etc. During September and October 2017 the so-called Open Doors for Inspectors have been organised in Belgrade, Novi Sad and Niš, attended by hundreds of businesses.</p> <p>The new method of conducting inspection supervision ensures equality of economic operators who are subject to inspection and this has impacts on their economic operations, but also impacts on the national, provincial and local authorities. This new dimension of inspection supervision reflects the need for increased accountability of inspectors for legality and professionalism in their work.</p> <p>Special emphasis should be made of one of the key achievements of the Law on Inspection Supervision and the greatest advantage for the economy, which is the uniformity of inspection practice and work in the field through the following:</p> <ul style="list-style-type: none"> Preparation and publishing of check-lists, so that businesses can know in advance about the type, scope and method of inspection. In 2017 all inspection services published their check-lists – a total of 838 check-lists which are available at the website of the Coordinating Commission www.inspektor.gov.rs Mandatory issuing of the order to conduct inspection Standardised procedures, types and formats of inspection Inspection measures are proportional to assessed risk, irregularities and the economic states of the subject of inspection Existence of format of minutes recorded on the inspection 	Number of informed and trained participants	BV (2014): 0 TV (2016): 1300 TV (2017): 1500 AV (2015): 1296 (162% relative to the TV for 2015 (800)) At the 17 presentations on the LIS AV (2016): 1530 (118% relative to the TV for 2016 (1300)) A total of 330 inspectors have been trained at national level and 1,200 inspectors in units of LSG (e-learning))	213 (14.2 % relative to the TV for 2017 (1500)) Training was provided for 213 inspectors. Since these were designed as TOT, whereby trained inspectors can disseminate their knowledge to their colleagues, the coverage is much greater. Also, on the website of the Coordination Commission records are available of delivered training and are accessible for all.	No additional budget funds used	EUR 199,390 (USAID BEP – Business Enabling Project)
	ACTIVITY	Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				


Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
1. drafting and proposing the Law on Inspection Supervision ⁷⁹	1 st quarter 2015	On 27 February 2015 the Government proposed for adoption the Law. The National Assembly adopted the Law on Inspection Supervision on 15 April 2015. (The Law came into effect on 29 April 2015). http://www.pravno-informacioni-sistem.rs/SIGlasnikPortal/pages/home.xhtml;jsessionid=9445082C3DAAAE804FFCD62DC3B61031 The purpose of the Law was to establish better coordination and harmonisation of inspection supervision performed by different inspection services, standardisation and unification of inspection supervision procedures and practice, and supporting the sustainable doing business and economic development according to the law. The Law is adopted with deferred implementation, and its implementation will begin as of one year after the adoption, specifically on 29 April 2016. However, the provisions of this law will apply to unregistered entities and activities (the grey economy) began on 30 July 2015 in order to reduce the magnitude of grey economy. According to the data by the Business Registry Agency just in August 2015, the first month of the law coming into effect, the control of activity by unregistered entities under the Law on Inspection Supervision registered 3,840 entrepreneurs, which is much more than the biggest monthly registration number since the beginning of 2014. Compared to August 2014, the number of newly registered entrepreneurs (the month directly preceding implementation) this August is higher by 1,602 which is an increase of 71.6%.		Full implementation of the Law on Inspection Supervisions begins as of 29 April 2016.	
2. Drafting and adoption of bylaws for implementation of the Law on Inspection Supervision	2 nd quarter 2015	Five bylaws have been adopted: two decrees adopted by the Government of RS (Decree on uniform elements of risk assessment in inspection supervision, and the Decree on formats and manner of maintaining records on inspection supervision - „The Official Gazette RS“ No. 81/15) and three rulebooks adopted by the minister in charge of state administration and local government (Rulebook on programme and implementation of examination for inspectors, Rulebook on formats used for official ID document of inspectors, the Rulebook on uniform format of minutes recorded during inspection supervision - „The Official Gazette RS“ No. 81/15). The decision establishing the Coordination Commission was made on 23 July 2015 („The Official Gazette RS“, No. 66/15) and is implemented as of 4 August 2015.	The duration and scope of inter-sectoral consultations and the consultations with stakeholders involving all actors in inspection supervision (inspection services, business associations, entrepreneurs, etc.)	The Law on inspection Services states that the ministers in charge of certain fields of inspection supervision shall adopt bylaws regulating: special elements of risk assessment, special elements of inspection supervision plans for specific types of supervision; conditions and manner of taking samples for testing, form and manner of conducting internal control of inspection services.	
3. Developing the Manual for implementation of the Law on Inspection Supervisions	3 rd quarter 2015	Manual for implementation of the Law on Inspection Supervision is available at the website of MPALG http://mduls.gov.rs/doc/dokumenta/inspekcijski-nadzor/Vodic%20za%20primenu_ZoIN_9%20novembar%202015.pdf and the Coordination Commission http://www.inspektor.gov.rs/#/dokumenta		Participants attending training programmes for inspectors on implementation of the Law on Inspection Supervision receive copies of the Manual for implementation of the law („Training of Trainers“). The Manual can be used for preparations to take the state examination for inspectors along with other literature.	
4. Informing, advising and training the businesses, citizens, the general and professional public on the Law and its implementation and the reform of inspection supervision	4 th quarter 2015	The number of informed participants in 2015: 1,296 by means of conducted presentations of the Law on Inspection Supervision. Articles on the topic of the Law on Inspection Services were published in electronic media: RTS, PINK, B92; TV Happy, Kopernikus, Naša TV, TV City Subotica, and others. Information regarding the Law on Inspection Supervision was covered in printed media: Večernje novosti, Danas, Kurir, Politika, etc.		Continued presentation of novelties in the Law at websites maintained by the MPALG in cooperation with the USAID Doing Business project and in cooperation with regional chambers of commerce in administrative districts, as well as in cooperation with other business associations. Articles published in printed media, brochures published.	
5. Harmonisation of special laws with the Law on Inspection Supervision	3 rd quarter of 2016	Of the total 147 covered laws, 69 have been harmonised, and another 78 laws need to be harmonised with the Law on Inspection Supervision.	MPALG and the Coordinating Commission cooperated very closely with the USAID BEP Business Enabling Project in the reporting period. USAID BEP engaged the Balkans Centre for Regulatory Reform from Belgrade which conducted an analysis of 147 special laws and their harmonisation with the Law on Inspection Supervision. After this analysis was conducted by the Balkans Centre for Regulatory Reform the analysis was submitted to all ministries, and the ministries submitted to all ministries, and the ministries submitted to the MPALG their opinions and comments regarding 25 laws, or submitted their statements of harmonisation of special laws (with tables of compliance) within the legally prescribed deadlines.	Not all relevant ministries provided statements of harmonisation of special laws (with tables of compliance) within the legally prescribed deadlines (12 months of the coming of the Law into effect). A unit for support to the Coordinating Commission was established within the EBRD support programme, and in cooperation with USAID BEP. At the second session of the Coordinating Committee for Inspection Supervision, held on 18 October 2017 a conclusion was made regarding the scope of harmonisation of sector laws with the Law on Inspection Supervision. This conclusion was adopted at the session of the Government of the RS on 31 January 2018. The Government is sending this decision to 13 ministries, which have a deadline of 6 months for harmonisation.	2 nd quarter 2018

⁷⁹ The draft Law is prepared and the public debate conducted.


				Statements of compliance of special laws (with tables of compliance) have been received from relevant ministries so that the Coordinating Commission can, on the basis of provided statements and tables, determine the act stating the scope of harmonisation of special laws. In order to submit such a proposal to the Government for consideration and adoption. At the second session of the Coordinating Committee for Inspection Supervision, held on 18 October 2017 a conclusion was made regarding the scope of harmonisation of sector laws with the Law on Inspection Supervision, which has been submitted to the Government for adoption.			
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – Department in charge of inspection tasks <i>Partners:</i> Line ministries RPPS DEU- MPALG (act. 4) Ombudsman	4.3.2 Coordination is ensured for the work of all inspection services	<ol style="list-style-type: none"> During 2017 a total of 6 sessions were held of the Coordinating Commission for inspection supervision. Apart from regular activities, such as consideration of monthly reports by inspection service on results of inspections over unregistered entities, reports on the work of working groups and technical teams, and activities on implementing the training programme for inspectors to act according to the Law on Inspection Supervision, each session has a selected topic or a current problem for discussion which are elaborated through the work of the Commission, or the working groups and technical teams, and improved and overcome. Guidelines and recommendations have been presented and adopted relevant to improving the organisation of inspection services and planning of inspection work. A proposal has been made to establish working groups for delegated tasks of inspections supervision. The Unit for support to the Coordinating Commission started to operate on 6 June 2017. The Coordination Commission in new composition was established as a single-chamber body and the Rules of Procedure of the Commission were adopted. Standardised format for reporting by inspection services was adopted. Instructions for feeding the internet presentation of inspections services were adopted, and instructions for filling in of the online survey. Format for the work of Working groups adopted. Ten working groups established. Agreement signed with Association of Misdemeanour Courts of the Republic of Serbia. Programme for professional training of inspectors for 2018 was adopted. Decision was adopted on providing opinions on 38 proposed annual plans for inspection supervision for 2018 and proposed plan of joint/coordinated supervision for 2018. Recommendations were adopted for improved misdemeanour framework and practice. <p>In addition to joint meetings of the Board, the WG's and technical teams, in order to coordinate their joint work, preparation of joint actions, and harmonising activities, there is need to mention the</p>	<p>Number of inspection services represented in the Coordination Commission⁸⁰</p> <p>BV (2014): 0 TV (2016): 36 TV (2017): 36</p> <p>AV (2015): 33 AV (2016): 39</p>	<p>33 - the Coordinating Commission consists of representatives of 33 national inspections (the Coordinating Commission is in charge of implementation of the Law on Inspection Supervision and it coordinates the work of 41 different inspection services in 13 ministries, but it should be noted that inspection for nuclear safety and management of radioactive waste, inspection of the Biomedicine Administration, and the inspection for IT security are not operational yet, while this law does not apply to the Defence Inspectorate.</p>	No additional budget funds were used	USAID BEP Project (Business Enabling Project) (budgeted under 4.3.1)	
			<p>Number of inspection services which use the system of integrated inspection supervision</p> <p>BV (2014): 0 TV (2016): 4 TV (2017): 13</p> <p>AV (2016): 0</p>	<p>Contract with the supplier was signed in November 2017. Project duration is planned to be 18 months.</p>			

⁸⁰ At the time of the first next review of the Action Plan, and after the adoption of the Law on Inspection Supervision and establishment of the Coordinating Commission, better targeted indicators will be set for this result.

		<p>significance of working jointly in the field, joint visits to economic operators, coordination of work of different inspectorates and inspection services, etc.</p> <p>All of this joint work contributed to increased number of registered entrepreneurs and companies and a higher coverage and control of non-registered businesses, which in turn led to reducing grey economy. During 2017 a total of 415,278 inspection supervisions were conducted, of which 10,947 referred to unregistered entities from Article 33, para 2, Law on Inspection Supervision. These inspections also identified 3,296 non-registered entities and entities from Article 33, para 2 of the Law.</p> <p>The beginning of operation of the Unit for Support to the Coordinating Commission for Inspection Supervision will contribute significantly to increasing capacities of the Commission, the working groups and technical teams.</p>				
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
1. Establishing the Coordinating Commission according to the Law on Inspection Supervision	2 nd quarter 2015	<p>The decision establishing the Coordinating Commission was made on 23 July 2015. („The Official Gazette RS“, No. 66/15). It is being in effect since 4 August 2015.</p> <p>The purpose of establishing the Coordinating Commission is to put in place an institutionalised framework for achieving more comprehensive and effective inspection supervision and avoid duplication and unnecessary repetition of supervision. Coordination of inspection supervision will reduce the administrative burden for the economy, citizens and inspections services, and will introduce sustainability in this field. A technical-methodological instruction has been developed and published on the website of MPALG for conducting inspection of unregistered entities and the technical-methodological instruction on conducting inspection in residential premises http://www.mduls.gov.rs/inspekcijski-nadzor.php</p> <p>Within the Coordinating Commission, by the decision of the Coordinating Board No. 119-01-194/2015-04 of 6 October 2015, working groups and technical teams were established of the Coordinating Commission for specific fields or specific issues relevant to inspection supervision. Seven working groups were established which began to work as follows: working group to prevent prohibited trade; for safety of facilities; food; protection of natural resources; public health; hospitality industry, and internal supervision. Two technical teams have been established: technical team for suppression of unregistered work („grey economy“) and technical team for road, water, and rail transport of cargo and passengers. The website of the Coordinating Commission has been set up www.inspektor.gov.rs providing access to documents related to the work of the Coordinating Commission, video materials from training of inspectors, links to published check-lists of national inspection services, contact data for national inspection services, etc.</p> <p>The Coordinating Commission held its first session in August 2015, adopted its Rules of Procedure 15 days after the coming of the decisions into effect, and began performing its tasks and it is functioning smoothly and coordination and improved effectiveness of inspections is provided, firstly in the field of unregistered entities. The Coordinating Commission has two bodies: the Council (at the level of ministers) and the Board for Coordination (at the level of managers of national inspection services). During 2015 the Board had 4 sessions and the Council 1 session.</p>		The coordinating mechanism is delivering its first results in supervision of unregistered entities, and in use and exchange of data from existing data bases. The Coordinating Commission performs the tasks determined in the Law on Inspection Supervision and the decision on its establishment, it reports to the Government, it provides technical opinions to proposed check-lists of national inspection services, it holds regular sessions of the Board for coordination of inspection supervisions, etc.		
2. Analysis of business processes of inspection services	4 th quarter 2015	Inventory and analysis of business procedures is finalised for 36 inspection services and tender documents are prepared to initiate public procurement.				
3. Supporting the work and functioning of the Coordinating Commission	4 th quarter 2017 (ongoing)	<p>Technical and administrative support to the Coordinating Commission is provided by the Unit supporting the work of the Coordinating Commission (since June 2017), and by the staff of the department within the ministry in charge of state administration, labour-legal relations and salaries within the MPALG. The USAID Business Enabling project also provided support to the work of the Coordinating Commission until November 2017.</p> <p>During 2016 a total of 5 sessions have been held of the Coordinating Board. Apart from regular activities, such as consideration of monthly reports by inspection service on results of inspections over unregistered entities, reports on the work of working groups and technical teams, and activities on implementing the training programme for inspectors to act according to the Law on Inspection Supervision, each session</p>	Necessary strengthening of capacities, raising the level of knowledge and exchange of experiences with similar units in EU countries in the said field in MPALG.			



			<p>has a selected topic or a current problem for discussion which are elaborated through the work of the Commission, or the working groups and technical teams, and improved and overcome.</p> <p>Since the establishment of the Coordinating Commission in 2015 until December 2017, a total of 15 sessions of the Coordinating Commission were held, of which 3 sessions in its new composition, since September 2017.</p> <p>In order to continue the provision of support to the work and functioning of the Coordinating Commission a public call has been invited for provision of the service of analysis in the process of implementing the Law on Inspection Supervision, by lots, of estimated value RSD 7,875,000 not including VAT.</p> <p>- Lot 1 – Improving the internal organisation of inspection services, of estimated value RSD 3,750,000 not including VAT (404-02-51/19/2016-02). – Analysis is available at the website of the Coordinating Commission (http://inspektor.gov.rs/dokumenta-analize.php)</p> <p>- Lot 2 – Improving the planning of inspection supervision of estimated value RSD 3,625,000 not including VAT (O/2-2016). – analysis available at the website of the Coordinating Commission (http://inspektor.gov.rs/dokumenta-analize.php)</p> <p>- Lot 3 – Improving transparency in the work of the Coordinating Commission and inspection services of estimated value RSD 500,000 not including VAT (O/2 2016), which refers to improving the website of the Coordinating Commission – informing the general and professional public, the businesses and citizens regarding the work of national inspection services.</p> <p>The first two lots have been implemented and during the first quarter 2017 also Lot 3 was implemented.</p>				
	4. Establishing the single IT system (e-Inspector) for pilot inspections ⁸¹	4th quarter of 2017 (continually)	Public procurement procedure has been conducted for establishment of a uniform IT system. The contract with contractors was signed in November 2017.	The contract with contractors was signed in November 2017. Project management and implementations teams have been appointed. Initial meetings with inspection services are underway, as well as the development of the key project flowchart for five pilot inspection services (market inspectorate, administrative inspectorate, labour inspectorate, border veterinary inspectorate, sanitary inspectorate).	Software development and implementation in 5 pilot inspection services, followed by taking over and utilisation.	4 th quarter 2018	
	5. Monitoring the implementation of obligations resulting from the Law for national inspectors and other state bodies, ex-post analysis and undertaking measures for improved implementation, as well as conducting training for employees in line ministries who perform these tasks	4th quarter of 2017 (continually)	<p>This activity, for the said reporting period, is being implemented through collecting monthly reports on supervision of non-registered entities and information on the work of working groups and technical teams established within the Coordinating Commission for Inspection Supervision. These reports and information are collected through templates developed for that purpose.</p> <p>1. Results of conducted inspections over non-registered entities are confined by the information of the Company Registry Agency, according to which the number of newly-registered entrepreneurs in 2017 is 34,656 and the number of closed entrepreneur shops is 21,929.</p> <p>Based on monthly inspection reports, during 2017 the total number of inspection supervisions was 415,278 of which 10,947 refer to non-registered entities and entities from Article 33, para 2, Law on Inspection Supervision. These inspections also identified 3,256 non-registered entities and entities from Article 33, para 2.</p> <p>Experience gained in conducting inspection indicated that persons and especially non-registered entities, abuse the rights related to residential premises using it de facto as business premises for illegal conducting of business, including businesses with critical levels of risk. For this reason, the Law on Inspection Supervision prescribed the procedure of on-site examination in accommodation premises in the course of inspection.</p> <p>2. Currently there are 10 working groups within the Coordinating Commission:</p> <p>a) Working groups for: fighting illegal trade; safety of structures; food; protection of natural resources; public health; hospitality industry; internal supervision; suppressing informal work; transport of passengers and cargo; delegated tasks.</p> <p>The working groups are led by a member of the Coordinating Commission, while members of the WG's can also be representatives of inspection services which are not represented in the Coordinating Commission or representatives of entities holding public competences, associations, chambers, and other scientific or educational institutions, and other organisations whose work is linked to tasks of inspection supervision.</p>				
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations

⁸¹ During 2017 work will continue on establishing the system for other inspection services. Collection and processing of personal data for the needs of the IT system are regulated by the draft Law on Inspection Supervision with subsidiary application of the Law on Personal Data Protection.

<p>MPALG - Department in charge of inspection tasks</p> <p><i>Partners:</i> MPALG – DEU (act. 7)</p> <p>HRMS</p> <p>The relevant line ministries and authorities are in charge of implementing this activity</p>	<p>4.3.3 I Increased capacities of inspection services to implement the new inspection supervision system</p>	<p>A total of 825 decisions have been made approving the taking of the state examination by inspectors; 26 examinations were provided to take the examination for inspectors, and 822 candidates took the examination.</p> <p>The Minister of public administration and local self-government adopted the Rulebook determining the general professional training programme for civil servants from state administration bodies and Government services („The Official Gazette RS“, No. 6/17), and according to it the Programme of general continued professional training for civil servants includes the topic Inspection Supervision, with thematic areas Programme of training for taking of the examination for inspectors and programme of continued training of inspectors. The said trainings were conducted by the Human Resources Management Service.</p> <p>Additionally, there were training courses conducted in order to increase capacities of inspection services. Training courses were delivered on the following topics: implementation of the LoIS (basic provisions, novelties in the law, procedures, etc.), soft skills courses, team building, decision-making and planning skills, advanced communications skills, negotiating skills, risk assessment and risk management, mediation, professionalization, integrity and business ethics, conflict prevention and management, ethical obligations of inspectors, improving IT skills (Excel). Online training has also been provided for inspectors at local level, conducted by best participants from previous courses by using the training materials from previous courses. Guidelines have also been developed for implementation of LoIS and a lot of other materials which are publicly available at the official website of the Coordinating Commission http://inspektor.gov.rs, of which all inspectorates and inspection services are informed. All of this has contributed to strengthening capacities of inspectorates and individual inspection services to implement the new inspection supervision system, primarily in their future work and in relations with businesses and entrepreneurs.</p>	<p>Number of inspectors who have taken the professional examination</p>	<p>BV: 0 TV (2015): 660 TV (2016): 1700 AV (2016): 101</p>	<p>825 took the exam 822 passed</p>	<p>No additional budget funds were used</p>	<p>/</p>
<p>ACTIVITY</p>		<p>Brief explanation of the achieved progress</p>		<p>IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED</p>			
<p>Determine the level of achievement</p> 	<p>Deadline for implementation</p>			<p>Reasons for deviation from plan or measures taken to address the problem</p>	<p>FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)</p>		<p>Expected time for activity implementation</p>
<p>1. Appointing the commission for conducting the examination for inspectors</p>	<p>1st quarter 2016</p>	<p>By the decision of the MPALG 119-01-221/2016-07 of 7 June 2016 the Commission was established to conduct the examination for inspectors and appointing examiners for examination courses</p>					
<p>2. Conducting the examination for inspectors</p>	<p>4th quarter 2016 (since 2nd quarter 2016)</p>	<p>A total of 825 decisions were made approving taking of the examination for inspectors, and 26 examination terms were organised for inspectors to take the examination, and the examination was taken by 822 candidates.</p>	<p>The activity is being implemented in a timely manner relative to the applications filed to take the examination for inspectors</p>	<p>Through the work of the Coordinating Commission and of the unit supporting the Coordinating Commission, regularly inform PA bodies to register inspectors in a timely manner to take the examination.</p> <p>Starting from the number of candidate who have applied relative to the number of staff employed in relevant bodies who are obliged to pass the examination for inspectors, the Coordinating Commission of the Government for inspection supervision at its third session held on 21 December 2017 pointed to the relevant bodies – inspection services (bodies within ministries, internal organisational units, and inspectors in state administration bodies, and bodies of autonomous</p>		<p>2nd quarter 2018</p>	

					province or units of local self-government or another entity holding power to perform inspection supervision) of the obligation of inspectors to pass the examination for inspectors not later than 30 April 2018, and filing without delay the application for taking of the examination for inspectors by candidates who are obliged to take this exam.	
3. Needs and resources assessment (situational diagnosis) in order to ensure technical and communications infrastructure and equipment and conditions for the work of individual inspection services	4 th quarter of 2016	The capacities assessment for inspection services was conducted within the public procurement procedure of MPALG number 404-02-51/19/2016-02. The assessment was conducted by the Balkans Centre for Regulatory Reform. The assessment is available at the website of the Coordinating Commission (http://inspektor.gov.rs/dokumenta-analize.php).	Lack of capacities in the sector in charge of inspection services			
4. Ensuring technical and communications infrastructure and equipment and conditions for the work of individual inspection services (continually)	4 th quarter of 2017 (contin.)	International inspection standards introduced and applied and individual inspections restructured according to modern solutions (management, quality control, internal control, inspection practice, etc.), for instance in market inspectorate, labour inspectorate, tourism inspectorate, etc. - Priorities and strategic policies identified for certain areas, in line with the LoIS, and funding and other resources appropriated and distributed - Ongoing improvement of technical and communications infrastructure and conditions for work of individual inspection services, in line with the results of questionnaires sent to inspection services and conducted analyses, which also applies to procurement of hardware and software for e-inspectors - Public procurement procedure conducted for development of e-inspector software and improvement of inspection supervision (organisation, planning and transparency of work) and the contract was signed with the developer.		Hardware procurement – assessment (DEU) Technical specifications have been developed, and additional assessments and analyses are needed with respect to hardware and software procurement	Long-term	
5. Preparing manuals, methodological and instructive materials and documents for individual areas of inspection supervision	4 th quarter of 2017 (contin.)	The second edition was published of the Manual for implementation of the Law on Inspection Supervision and many other materials were published which are publicly accessible at the website of the Coordinating Commission http://inspektor.gov.rs (methodological explanations for non-registered entities, for preparation of check-lists, for on-site investigation in homes, for coordination of inspection supervisions in administration and units of LSG, templates of statements of harmonisation of special laws with the LoIS, etc.).		- Preparing manuals, methodological and instructive materials and documents for individual areas of inspection supervision by line ministries and competent bodies (for the purpose of necessary harmonisation with the LoIS, according to Article 69 of LoIS, according to which after the Government determines the necessary scope of harmonisation of special laws the provisions of special laws will be harmonised with LoIS within 6 months). - Developing and conducting regular training and other forms of professional development for inspectors and regular knowledge tests by line ministries and competent bodies. - Developing and conducting special training programmes for junior inspection staff and mentoring work.	Long-term	
6. Developing and conducting regular training courses and other forms of professional development for inspectors and junior inspection staff – mentoring and regular knowledge tests	4 th quarter of 2017 (contin.)	In the period 1 January – 30 June 2017 a total of 213 inspectors received training, through courses developed and conducted in cooperation with the MPALG and USAID BEP Project. In the period 1 January – 31 December 2017 through the conducted training courses, inspectors acquired new practical and theoretical knowledge and skills which will be useful in their daily work, specifically: 1. Ethics and integrity in the public sector (anti-corruption training) 2. Soft communication skills 3. Training for improved IT skills At the session of the Coordinating Commission held on 18 October 2017 the programme of professional training for inspectors for 2018 was adopted. Also, the Minister of MPALG adopted the Rulebook determining the programme of general professional training of civil servants from state administration bodies and services of the Government („The Official Gazette RS”, No. 6/17), according to which the programme of general professional training of civil servants includes the topic Inspection Supervision, with thematic areas Training programme for taking of the examination for inspectors and Training programme for continued development of inspectors. The said training was delivered by the HRMS.				


			2/2 2017 HRMS: in the period September-November, within the Training programme for continued development of inspectors, three training courses were delivered on the topic „Towards more efficient inspection services“, attended by 75 civil servants – inspectors and civil servants authorised to perform inspection supervision with more than seven years of work experience in performing inspection supervisions.			
	7. Developing and implementing the <i>e-learning</i> application, guidelines, and training courses for use (training of trainers)	4th quarter 2017		The activity has not been implemented due to lack of funding. Video material from conducted training courses is available at the website of the Coordinating Commission (inspektor.gov.rs), in order to bridge the period until potentially developing the application.		
	8. Introduction and implementation of international standards for inspections and restructuring individual inspection services	4 th quarter 2017		The activity was not implemented in 2017, but its implementation is planned for 2018 through the public procurement procedure for Assessment of Capacities of national inspection services with recommendations for improvement.		4th quarter 2018

Specific objective 4:								
Increased legal certainty and enhanced business environment and quality in delivery of public services								
Measure 4.4: Introducing and promoting mechanisms ensuring quality of public services ⁸²								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017		
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – Department for EU Integrations and Projects <i>Partners:</i> RPPS PA BODIES	4.4.1 Conditions are provided to establish a quality management system for public services in public administration			Extent to which recommendations for developing the quality management system for public services reflect the Principles of Public Administration	BV (2014): 0 TV (2016): 20% TV (2017): 40%	-		The project Improving Good Government and Social Inclusion at Local Level (addition to the EU PROGRESS project) CHF 6.9 million Project implementation will begin on 1 January 2018 and will last until 1 January 2021.
	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
	1. Satisfaction surveys, requirements and expectations regarding the quality of public services (key stakeholders: citizens, civil society, businesses, PA employees)	2nd quarter of 2016	The MPALG has started the process of intensive consultations with donors in order to ensure support for implementation of planned activities. In cooperation with the Swiss Agency for Development and Cooperation the Ministry has agreed the implementation of a new three-year project "Improving Good Government and Social Inclusion at Local Level" which will be implemented by UNOPS and SCTM, and which will among other things support the application of principles of good government in selected units of LSG.	The beginning of implementation of planned activities is conditional on the achievement of result 1.1.2, or finalisation of functional reviews in a number of selected public administration sub-systems as the basis for beginning of implementation of activities. Since the reviews have been finalised within the project with the Swiss Agency for Development and Cooperation the Ministry has defined the satisfaction surveys, requirements and expectations of key stakeholders with respect to quality of public services as one of the tasks of the project.	The project has been agreed and implementation is to begin on 1 January 2018.	Expected time for beginning of project implementation is 1 st quarter of 2018.		
2. Gap analysis in the field of quality management for public services and developing recommendations for building the system according to the Principles of Public Administration	4th quarter of 2016	The MPALG has started the process of intensive consultations with donors in order to ensure support for implementation of planned activities. In cooperation with the Swiss Agency for Development and Cooperation the Ministry has agreed the implementation of a new three-year project "Improving Good Government and Social Inclusion at Local Level" which will be implemented by UNOPS and SCTM, and which will among other things support the application of principles of good government in selected units of LSG.	The beginning of implementation of planned activities is conditional on the achievement of result 1.1.2, or finalisation of functional reviews in a number of selected public administration sub-systems as the basis for beginning of implementation of activities. Since the reviews have been finalised within the project with the Swiss Agency for Development and Cooperation the Ministry has defined the creation of conditions for establishment of the public services quality management system as one of the tasks of the project.	The project has been agreed and implementation is to begin on 1 January 2018.	Expected time for beginning of project implementation is 1 st quarter of 2018.			
3. Gradual introduction of quality management in public services ⁸³	4 th quarter 2017							

⁸² This measure is not explicitly recognised by the PAR Strategy, but is included implicitly (especially in the general goal), and it is separately included here as it is an important part of plans and priorities of the MPALG, and an integral part of Principles of Public Administration (Public Services Provision – Principle 3)

⁸³ This activity will be elaborated in more detail when amending the AP 2016, in line with activities and results 4.2.4, which are related to this result.

Specific objective 5:	Indicator (impact level)
Increasing citizens' participation ⁸⁴ , transparency, improving ethical standards ⁸⁵ and accountability in performing public administration tasks	<p>Extent to which integrity systems and anti-corruption systems are established and implemented in the public administration (PPA 3) BV (2014): 3 TV (2017): 4 AV (201686): 3</p> <p>Transparency in Government's policy making (PPA 2) BV: 3,6 (Report 2014-2015) TV: 3,8 (Report 2017-2018) AV (Report 2015-2016): 3,89 AV (Report 2016-201787): 3,8</p> <p>Extent to which mechanisms are in place to provide effective checks and balances, and controls over PA organizations (PPA 4) BV (2014): 4 TV (2017): 4 AV (201688): 4</p>

Specific objective 5:							
Increasing citizens' participation, transparency, improving ethical standards and accountability in performing public administration tasks							
Measure 5.1: Improving conditions for participation of interested public in the work of public administration with increased access to information on the work of public administration and public finance ⁸⁹							
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – Department in charge of state administration <i>Partners:</i> Commissioner for Information of Public Interest MoF (act. 3) GSG CSO'S units of LSG	5.1.1. All information regarding the work of public administration (number of employees, finances, activities) are available on the Internet and presented in a harmonized form		Percentage increase of number of PA bodies and units of LSG who have harmonized their internet presentations with the Guidelines for development of web pages	<i>BV: Reports on assessing the harmonisation of web presentations for 2014. Average ranks: PA bodies (state administration bodies) – 56.6%; AP (bodies of territorial autonomies)- 45.5%; units of LSG – 43.54%</i> <i>TV: for each year the extent of harmonisation is planned to increase by 10% (measured relative to values for the preceding year)</i> <i>AV (2015): on average 48.13% for 2015</i>	Assessment of harmonisation of web presentations by PA bodies with Guidelines was not conducted for year 2016 and 2017. During 2017 a self-assessment application was developed and it will be used in the future for the assessment purposes. The self-assessment app for assessment of 2017 is expected to be used as of the beginning of 2018		

⁸⁴ Public participation has been included as a part of the specific objective at the proposal of civil society organisations included in the process of developing the AP PAR.

⁸⁵ The National Anti-Corruption Strategy in the Republic of Serbia for the Period 2013 – 2018 also uses the concept of integrity, and also but makes reference to the need to adopt codes of ethics. These two terms are considered complementary in the public administration reform.



⁸⁶ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.

⁸⁷ The indicator measures how easy it is for companies to receive information on changes in government policies and regulations which have an impact on their activity, with the lowest value 1 = very difficult, and the highest value 7 = very easy. The source is the Global Competitiveness Report 2016–2017, World Economic Forum, Page 331, link: http://www3.weforum.org/docs/GCR2016-2017/05FullReport/TheGlobalCompetitivenessReport2016-2017_FINAL.pdf

⁸⁸ The value of indicators marked as PPA (indicators taken over from the Principles of Public Administration - SIGMA), which are presented for the year 2017 were taken from the draft Sigma reports after the measurements done in 2017, and until the time when they are officially published, these values can only be used approximately as they can be subject to change.


⁸⁹ Measure 1.3 within specific objective 1 is also relevant from the point of view of ensuring public participation, transparency, improving ethical standards and accountability in performing the tasks of public administration. Most of these results and activities are part of the Action Plan for the Open Government Partnership, and in the future the Serbian participation and priorities within the partnership will be planned and implemented in coordination with the AP PAR.

				<p>(reduction by 8.47% relative to 2014 when the average was 56.6%) 144.4 of maximum 300 points (for 2014 the average was 169.9)</p> <p>AV (2016): assessment of harmonisation of web presentations of PA bodies and units of LSG with the Guidelines for development of web presentations for 2016 is done by up to the 2nd quarter of (the current year for the preceding year) 2017, which gives results on percentage the values for 2016 are achieved. These values will be provided in the 2nd quarter of 2017 after finalisation of the Report on harmonisation of web presentations.</p>			
			<p>Reduced number of complaints filed to the Commissioner for Information of Public Interest</p>	<p>BV (2014): 3929</p> <p><i>Additionally: number of complaints for failure to public information is low, according to data from the Commissioner in 2014 there were 2 and in 2015 there were 4, submitted by citizens (of the total of 6 complaints in 2015 stating that a certain body does not have an Information Bulletin published at the web page).</i></p> <p>TV: -</p> <p>AV (2015): 3821</p> <p><i>NOTE: this indicator should be reconsidered as complaints usually are not submitted to the Commissioner due to absence of information online, but for availability of information of public interest, silence of administration, etc. Also, on the basis of progress in the past three years, there is an increasing trend, rather than reducing trend of complaints. Possibly a better indicator would be the number of information</i></p>	<p>AV (2016): 3474 complaints submitted against PA bodies in the field of access to information of public interest</p> <p>3 complaints due to failure to publish Information Bulletins (apart from 3 procedures before the Commissioner for failure to public information, the Commissioner ex officio opened 75 procedures during 2016 for failure to publish the information bulletins or incomplete or irregular publishing of bulletins).</p>		

				bulletins with respect to whose content the Commissioner pointed out.				
ACTIVITY		Brief explanation of the achieved progress		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
	1. Assessment of the situation regarding web presentations of state administration bodies and bodies of LSG relative to Guidelines for web presentations	3 rd quarter 2015	Web presentations by units of local self-government have been assessed, and the basic set of services has been defined for units of LSG. The composite index defined used for categorisation of units of LSG according to the extent of development of e-government. Assistance and support programmes are designed for each category of LSG.	Information of local self-government units are not published in a standardised manner as prescribed by the Guidelines. There is need to strengthen the overall process by a bylaw that would make the Guidelines binding, and this bylaw should be linked in some way with the Law on State Administration	Drafting bylaws and improving the assessment process by developing a self-assessment process through the e-Government portal			
	2. Preparation and finalisation of proposed changes and amendments to the Law on Free Access to Information of Public Interest which would raise the level of pro-active publications and updating of information available to the public	4 th quarter of 2015	The special working group tasked with drafting the law was formed in November 2016, and it held meetings setting the framework of changes to be covered by the law. The working group has developed the policy paper for changes and amendments to the law and started the process of public consultations on 15 February 2018 which will last until 15 February 2018.	The elections for the new Government of the RS in 2016 and 2017 had a major impact on delaying the achievement of this activity	After public consultations are finalised, a public debate will begin on 19 February 2018 lasting for two months.		According to the Government WP 2 nd quarter 2018	
	3. Publishing of civil budgets ⁹⁰ of the Republic of Serbia and local self-government and the Reports on budget execution which the minister of the authority of the unit of LSG in charge of finance submit at least twice a year to the Government or the relevant authority of the LSG for discussion and adoption and submission to the National Assembly or assemblies of local LSG ⁹¹	2 nd quarter of 2016	<p>1. Publishing of civic budgets – the Ministry of Finance published the civic budget in 2017 and 2018 http://www.mfin.gov.rs/UserFiles/File/dokumenti/2017/Gradjanski%20vodic%20kroz%20budzet(1).pdf</p> <p>2. Publication of civic budgets of units of LSG - a small percentage of units of LSG publishes their civic budgets on their web pages</p> <p>3. Publication of the report on budget execution which the Minister of the authority in charge of finance in units of LSG submits at least two times a year to the Government for discussion and adoption and subsequent submission to the National Assembly or the assembly of units of LSG.</p> <p>The web page of the Ministry of Finance on monthly basis publishes the Bulletin of Public Finance which is thus available to all interested parties, thus enabling open access to information http://www.mfin.gov.rs/pages/issue.php?id=1568), while units of LSG have the obligation to publish their budgets in the local official gazette. The surveys done by CSO's indicate that less than 50% of units of LSG publish their reports on their web pages.</p>	3. During the monitoring of implementation of this activity, which implies publication of the report on budget execution, it was found that there is no mechanisms nor capacity in place to monitor the implementation of this activity at local level.	2. In order to facilitate the publishing of civic budgets of LSG with the assistance of civil society organisations active in this area, it is necessary to publish data on consolidated report of towns and municipalities with respect to expenditures of units of LSG by types of expenditures and by sources of funding, as well as revenues of units of LSG by types and by sources of funding, in machine readable formats. The other part of data which is necessary is final financial statements of public enterprises of units of LSG.			
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress		INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations	
MPALG – department in charge of international cooperation <i>Partners:</i> the Office for Cooperation	5.1.2. CSO's and citizens involved in the policy development, implementation, and monitoring at national and local level		Extent to which public consultations are used in policy development and law drafting (PPA 2)	BV (2014): 3 TV (2017): 4	AV (2017 ⁹¹): 3	According to the structure of the programme budget it is not possible at this moment to accurately state the amount of budget	Collecting inputs and feedback from civil society organisations for the changes to the Law on State Administration; MPALG has been supported in implementing the project „Increasing participation of citizens and CSO's in policy making processes through changes to the Law on State Administration“ which was implemented from November 2016 to May 2017 with funds provided by the UK	

⁹⁰ Civic budgets in reader-friendly language present the way in which and purposes for which public resources are used to meet the needs of citizens. Civic budgets as a simple presentation of state budget of town/municipality budget has the objective to contribute to public awareness and public participation on defining budget priorities, as well as planning, appropriation and use of budget funds.



⁹¹ Values for indicators for 2016-2017 were taken from the most recent SIGMA Monitoring report for Serbia published in November 2017, page 26, website: <http://www.sigmaweb.org/publications/Monitoring-Report-2017-Serbia.pdf>.

with the Civil Society Republic Legislative Secretariat SCTM CSO'S							Government Fund for Good Governance. In line with the UK Government policy, data on funds is not available. Within the implementation of the GIZ project „Support tot Public Administration Reform“ there is, among other things, support to a group of awareness raising activities on the changes to the Law on State Administration and the Law on the Planning System, through a series of round tables intended to civil servants at all levels of administration and CSO's. The total value of the allocation for 2015 is EUR 1.5 million . The project implementation period is from June 2016 to May 2018. Within the Sector reform Agreement for PAR (IPA 2015) in the part relevant to complementary support plans are included for implementation of the project „Communication and Visibility of the Public Administration Reform“ with total value EUR 2.5 million. The project will support the development of a comprehensive communications strategy for the PAR and support the implementation of planned measures. A tendering procedure is underway for procurement of services for project implementation. Project duration is 36 months.
	ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
	Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
	1. Signing of the Supplementary Protocol of the Charter guaranteeing public participation in the work of local self-government (AP OGP)	2nd quarter of 2015	The Supplementary Protocol to the Charter guaranteeing public participation in the work of the local governments and the accompanying regulations was signed on 8 March 2017 in Strasbourg. The draft Law has been prepared for the ratification of the Supplementary Protocol	Deadline for implementation of this activity was delayed due to the establishment of the new Government	Proposing the Law on Ratification of the Supplementary Protocol. According to the Government Annual Work Plan for 2018, the adoption of the Law is expected in July 2018	July 2018	
2. Preparation, consultations, and adoption of the Strategy for Developing an Incentive Environment for Civil Society in Serbia for the Period 2015 – 2019 and the Action Plan for its implementation (AP OGP)	3rd quarter of 2015	The proposed Strategy for Developing an Incentive Environment for Civil Society in Serbia for the Period 2016 – 2020 was submitted to the Government for adoption. The proposed strategy has been endorsed by the Committee for Economy and Finance and the Committee for Legal System and State Bodies	After the suggestion of the Committee for Legal System and State Bodies of December 2016, the Ministry of Justice submitted its opinion on the text of the Strategy. The complete documentation was sent to the different committees and endorsed by them, but during the tenure of the preceding Government it was not included in the agenda of Government session. The delay in deadlines was caused by the fact that in the period 31 May 2017 – 29 June 2017 the Government had a care-taker technical mandate.	During the third quarter of 2017 the process will begin of collecting opinions of relevant state bodies and collection of PFE forms - forms for standard methodology of assessment of financial impacts with projections for the new period since 2017. The collected documentation will be sent to the Government committees.			
3. Preparation, consultations and finalisation of proposed changes to the Law on State Administration in the part	4th quarter of 2015	The draft law has been prepared of changes and amendments to the Law on State Administration. The proposed change to Article 77 of the Law on State Administration enables public participation in the decision-making and regulations making process. The public debate on the Draft Law on Changes and Amendments to the Law on State Administration was held from 7 – 27 December 2016. The formal procedure was conducted for collecting opinions from all ministries, special organisations, the SEIO, the	The implementation of this activity included broader consultations because the implementation of the law covers not only state administration bodies but also all social actors who can be interested in the contents of the law and other policy instruments	Due to the formation of the new Government, the process of collecting opinions will be repeated, in accordance with the Government Rules of Procedure.			


relevant to transparency ⁹² and cooperation with CSO's and other relevant regulations so that standards for cooperation of PA bodies with civil society is harmonised with standards of the Council of Europe and the UN Convention against Corruption (in accordance with the GAP analysis which is to precede this)		Office for Cooperation with Civil Society. Of all received opinions two included comments, and other included suggestions, which were adopted and the text of the draft Law was harmonised with them. The implementation of this activity was postponed in order to conduct broad consultations, since the implementation of the Law includes, apart from bodies of state administration, also all social actors who could be interested in the content of the law and other policy instruments that the competent authorities intend to implement. Subsequently, it was also proposed by the additionally proposed amendment to Article 75 to regulate inter-municipal cooperation in cases when municipalities in performing delegated tasks are not in a position to perform such tasks independently. In the course of exercising supervision over the work of municipal or town authorities in performing delegated tasks of state administration a possibility was proposed that a body of state administration can propose to the unit of LSG joint performance of certain tasks from within their competences by signing agreements on inter-municipal cooperation, which are to be endorsed by the Government. The above change is intended to achieve harmonisation with the draft Law on Changes and Amendments of the Law on Local Self-Government, because it includes related solutions which are subject to regulation and refer to more cost-efficient or more professional performance of delegated tasks by signing agreements on inter-municipal cooperation.	which the competent authorities intend to implement.		
4. Preparation and adoption of bylaw regulating in more detail the manner of cooperation between state administration and associations and other CSO's ⁹³	4th quarter of 2015	This activity is conditional on implementation of Activity 3, Measure 5.1.2.	This activity is conditional on implementation of Activity 3, Measure 5.1.2.	This activity is conditional on implementation of Activity 3, Measure 5.1.2	This activity is conditional on implementation of Activity 3, Measure 5.1.2
5. Conducting a public awareness raising campaign on mechanisms for participation in the process of developing regulations at all levels (obligation under the APNSBPK)	4th quarter of 2015	Within the implementation of the GIZ project „Support tot Public Administration Reform“ there is, among other things, support to a group of awareness raising activities on the changes to the Law on State Administration and the Law on the Planning System, through a series of round tables intended to civil servants at all levels of administration and CSO's. Within the Sector reform Agreement for PAR (IPA 2015) in the part relevant to complementary support plans are included for implementation of the project „Communication and Visibility of the Public Administration Reform“ with total value EUR 2.5 million. The project will support the development of a comprehensive communications strategy for the PAR and support the implementation of planned measures. A tendering procedure is underway for procurement of services for project implementation.	A multi-sectoral working group has been established to develop the campaign plan and programme (18 November 2014). The campaign plan and programme with the accompanying action plan was finalised in January 2015. The requirements from Objective 3.1.3 from the APNSBPK for professional and quality implementation of the campaign related to legal framework for public participation. Organising round tables for civil servants at all levels of government and representatives of civil society organisations on changes to the Law on State Administration. Develop comprehensive communications strategy for the PAR and support implementation of planned measures.	There is need to change and adopt a legal framework regulating lobbying and public participation in the regulations-making process, along with improving mechanisms for effective public participation in the law making process at all levels (amendments to the Law on the National Assembly, the Law on State Administration, the Law on Local Self-Government, the Law on Ombudsman, the Law on the National Bank of Serbia, and the Law on Referendum and Popular Initiative, etc.) This activity is conditional on implementation of Activity 3, Measure 5.1.2	Round tables will be organised during 3 rd and 4 th quarter of 2017 The expected time frame for beginning of implementation of the project „Communication and Visibility of Public Administration reform“ is 1 st quarter of 2018
6. Finalising the legal and institutional framework for cooperation between state administration bodies and civil society organisations in line with the Strategy and AP from activity 2	4 th quarter 2017	The Strategy has not been adopted.			

⁹² Note: indicator of Sector Budget Support for Variable Tranches, related to Result 1.3.3.3. "Induced output 3 Increased participation of citizen and civil society organisations in the policy-making process"

⁹³ Activities 3 and 4 are closely linked to activity 1.3.3.3 which refers to improvement of consultative process in the policy-making process.

Specific objective 5:								
Increased participation of citizens, transparency, enhancing ethical standards and accountability in performing tasks of the public administration								
Measure 5.2 Strengthening integrity and ethical standards of PA employees and reducing corruption by strengthening preventive mechanisms								
Implementing institution	RESULT Determine the level of achievement 		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – department in charge of labour-legal relations and salaries <i>Partners:</i> Ministry of Justice (act. 1 and 5) BCC (act. 3, 4) PA BODIES ACA (act. 6 and 7) SCTM HRMS CSO'S	5.2.1. Improving mechanisms for ensuring ethical standards and integrity of public administration employees		There are no visible results since the feasibility study on regulating the legal framework for prevention of conflict of interest in public administration, therefore changes of the legal framework are not initiated.	The number of civil servants sentenced for corruption related criminal offences (PPA 3)	BV (2014): not available	Not measured in 2017		MPALG applied for funds from RESPA within the new mechanism for meeting emergency needs of member states, in order to engage experts to conduct the feasibility Study (10 expert days). RSD 4,596,000 (Norwegian donation „Support to Strengthening Corruption Prevention Mechanisms and Institutional Development of ACA,“ act. 6)
				The number of disciplinary procedures initiated with respect to violation of ethical and integrity standards in PA bodies	BV (2014): 86 TV: about 70 each year AV (2015): 79 AV (2016): 117	99		
				Percentage of PA bodies and organizations which have adopted their integrity plants in compliance with the dynamics and guidelines prescribed by ACA	BV (2014): 48,77% ⁹⁴ TV (2017): 60%	57.51%		
ACTIVITY		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED						
Determine the level of achievement 		Deadline for implementation	Brief explanation of the achieved progress	Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)		Expected time for activity implementation	
1. Conducting the Feasibility Study on harmonising the legal framework for conflict of interest of persons in the public administration		4th quarter of 2015			The study has been produced: „Analysis of the legal framework for preventing corruption and conflict of interest of civil servants in the Republic of Serbia“ in 2017. In September 2015 the Ministry of Justice in cooperation with the Anti-Corruption Agency, started a review of the Action plan for implementation of the National Anti-Corruption Strategy (hereinafter: the Action Plan). The review was planned as an obligation under the Action Plan measure 5.5 with the deadline by the end of 2015. The review was preceded by a comprehensive consultations process including continued meetings with representatives of relevant institutions which are involved in the Strategy implementation. The review was conducted on the basis of assessment of the achievement of the Strategy and existing reports of the Agency, submitted materials of all relevant actors stated in the Action Plan, the identified difficulties in exercising oversight of Strategy implementation, as well as the fact that the AP for Chapter 23 includes the same or substantively similar obligations. Thus, all activities included in the AP for Chapter 23, which are at the same time included in the Action Plan, continue to be monitored through the relevant activity in Chapter 23. The reason for this solution is to avoid double reporting under the same activity from two different strategic documents. Certain measures and activities have been reformulated or redefined in order to be successfully implemented. The deadlines are defined by quarters, and new and realistic deadlines have been determined for activities whose deadlines for implementation have expired. In some cases indicators have also been reformulated, where it was necessary to facilitate monitoring of implementation of certain measures and activities. Finally, bodies in charge of implementation have been changed in cases where competencies of ministries have changed. With all of this in mind, most obligations relevant to the field of conflict of interest (Objective 3.1.2) have been delayed for 2017 and 2018, and for most of these activities the Anti-Corruption Agency is the body in charge.	The said activity is included in the Action Plan for the Negotiating Chapter 23 with the deadline set as 4th quarter of 2016.		
2. Conducting the analysis of quality and implementation of existing codes of conduct for civil servants and codes of conducts for employees in		2 nd quarter 2016	Implemented. With respect to the Codes of Conduct the High Civil Servants Council has developed a report on respecting the Codes of Conduct by civil servants for the year 2015, with statements which can be considered to represent an analysis of provisions of the Codes and implementation thereof.	The Law on Employees in autonomous provinces and units of LSG, whose implementation started on 1 December 2016 prescribes that the employer shall adopt codes of conduct for civil servants and				


⁹⁴ The total number of institutions of public administration and local self-government, which are obliged to develop their IP's, according to the Law, is 281.

	LSG, comparison with European best practices, with recommendations for improvement			employees within one year of the law being implemented (by 1 December 2017)			
	3. Harmonising the Code of Conduct of Civil Servants and the Code of Conduct of Employees in LSG with the study recommendations	4th quarter of 2016	Not implemented	The Law on Employees in AP and LSG, which came into effect on 1 December 2016, prescribed that the employer shall adopt the code of conduct for employees within one year of the Law coming into effect (by 1 December 2017)			
	4. Prescribing the obligation of regular reporting to the Government on compliance with and respect of the Codes of Conduct by civil servants	4th quarter of 2016 ⁹⁵	Implemented The changes and amendments to the Codes of Conduct of civil servants it is prescribed that the High Civil Service Council shall compile reports on the implementation of the Codes of Conduct at the latest by 31 March for the preceding calendar year and shall inform the ministry in charge of state administration				
	5. Legal regulation of prevention of conflict of interest of employees in PA and LSG on the basis of results of the feasibility study ⁹⁶	4th quarter of 2016		This activity will begin after the finalisation of the feasibility study included in activity 5.2.1.1		4th quarter of 2017	
	6. Preparation and adoption of integrity plans in PA bodies and organisations according to guidelines and dynamics prescribed by the ACA	According to the time frames prescribed by the ACA	In November 2016 the Agency adopted and published Guidelines for development and implementation of integrity plans, which formally initiated the process of developing the second generation of integrity plans in Serbia. All entities covered by this obligation were assigned usernames and passwords for access to the templates of IP which they can use in the process of conducting their integrity self-assessment and developing and adopting their integrity plans. According to the Guidelines, all PA bodies are obliged to finalise and adopt their plans by 30 June 2017. The Decision on changes to the guidelines for development and implementation of integrity plans was made on 5 June 2017, extending the deadline for preparation and adoption of integrity plans by PA bodies until 31 October 2017. The total number of public administration bodies and organisations which were obliged to develop and adopt their integrity plans in the second cycle is 233 ⁹⁷ . Of this number, 134 public administration bodies and organisations have developed and adopted integrity plans in the second cycle which is 57.51%.				
	7. monitoring the implementation of integrity plans based on reporting	4th quarter 2017	PA bodies and organisations which have developed their integrity plans have not yet submitted reports on their implementation as the deadline of 30 days on IP implementation begins at the time when implementation of measures and activities included in the plan is finalised. Implementation of integrity plans which are developed and adopted in the second cycle should be finalised by 31 October 2019.	The Agency monitors the implementation of integrity plans, but since the deadline for finalisation of plans was postponed to 31 October 2017, public authorities have started implementing the measures and activities from integrity plans only after this deadline. As the deadline for finalisation of integrity plans in the second cycle practically coincided with the expiration of this Action Plan, the PA bodies and organisations were not able to report on implementation of plans since they have only just started implementation.	Reporting on implementation of integrity plans should be done by using the software application which is developed and posted on the Agency website. This application is user friendly and very much facilitates reporting on implementing measures and activities from integrity plans. Additionally, the Agency shall in the forthcoming period visit a number of bodies and organisations to see how planned measures and activities are implemented. The draft of the new Law on the Anti-Corruption Agency stipulates that there is misdemeanour accountability of the head of institution if it fails to submit to the Agency the report on implementing the integrity plan.		
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations

⁹⁵ Reporting will be done annually.

⁹⁶ Monitoring the implementation of legal provisions on preventing conflict of interest of employees in PA (NAP p. 23, 2.2.3.6), and preparation and implementation of programmes for professional training of employees in PA with respect to the issue of preventing conflict of interest (NAP p.23, 2.2.3.7) shall be covered by the amendments to the AP PAR in 2015, when plans for 2017 will be covered.

⁹⁷ In the first cycle the number of PA bodies and organisations obliged to develop integrity plans was 281. In the second cycle this number is reduced because in the meanwhile, a number of public agencies has been abolished. Also, the Agency in the second cycle made a decision that such bodies and organisations with less than 10 employees shall not be obliged to develop integrity plans, which was not the case in the first cycle, and for this reason the number of entities obliged to develop integrity plans has changed in the second cycle.

Ministry of Justice – Group for coordination of implementing the National Anti-Corruption Strategy <i>Partners:</i> HRMS	5.2.2. Improved protection of whistle-blowers (persons reporting suspicions of corruption) in public administration	Results of implementation of the Law are stated in Activity 4 in continuation of result 5.2.2. Additionally, training courses have been conducted through the HRMS, as the service in charge of professional training of civil servants in PA bodies and services of the Government. The training course „Whistle-Blower Protection“ which started in 2015 is continuing. The topic of whistle-blower protection was covered by two types of training for two target groups: 1. whistle-blower protection – basic training (target group: all civil servants; objective: familiarising civil servants with the concept and types of whistle-blowing, conditions under which whistle-blowing can be done, the conditions and procedures for protection of whistle-blowers and other rights resulting from the Law on Whistle-Blower Protection) – 25.10.2016, 24.06.2016, 27.04.2016. 2. whistle-blower protection – training for authorised persons (target group: persons authorised to act under reports related to whistle blowing; objective: familiarising participants with the international standards and the case law of the European Court of Human Rights with respect to whistle-blower protection, in relation to freedom of expression, and the key concepts prescribed by the Law on Whistle-Blower Protection, in order for participants to better understand the concepts, the purpose of whistle-blowing and the whistle-blower protection) – 29 and 30 November 2016, 10 May 2016 During 2017 the following training was provided: 1. whistle-blower protection – basic training (target group: all civil servants; objective: familiarising civil servants with the concept and types of whistle-blowing, conditions under which whistle-blowing can be done, the conditions and procedures for protection of whistle-blowers and other rights resulting from the Law on Whistle-Blower Protection) – 3 March 2017 and 15 November 2017. 2. whistle-blower protection – training for authorised persons (target group: persons authorised to act under reports related to whistle blowing; objective: familiarising participants with the international standards and the case law of the European Court of Human Rights with respect to whistle-blower protection, in relation to freedom of expression, and the key concepts prescribed by the Law on Whistle-Blower Protection, in order for participants to better understand the concepts, the purpose of whistle-blowing and the whistle-blower protection) – 25 April 2017.	Number of reports by the ministry in charge of judiciary on cases before courts related to whistle blowing ⁹⁸	BV (2014): 0 TV (2017): 1	1 <i>Report published at the website of Ministry of Justice:</i> http://www.mpravde.gov.rs/tekst/14518/final-ni-izvestaj-o-godinu-dana-primene-zakona-o-zastiti-uzbunjivaca.php		
ACTIVITY		Brief explanation of the achieved progress		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED			
Determine the level of achievement 	Deadline for implementation			Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation	
1. Ensuring technical requirements for efficient implementation of the Law on Whistle-Blower Protection	4th quarter 2015	During the first six months of 2015 training was provided for 853 judges ; the Manual for implementation of the Law on Whistle-Blower Protection was adopted; the public awareness media campaign is underway on novelties introduced in the legal system of the RS. The precondition for efficient implementation of new legal provisions and implementation of strategic measures are the expertise and knowledge of all actors involved in the process of law implementation. In this respect, the Ministry of Justice in cooperation with the USAID organised a series of trainings in Belgrade, Kragujevac and Niš and during the first round of training a total of 853 judges were covered, whereby the judiciary was informed about the new legal solutions. Additionally, the HRMS developed the training programme and plan “Whistle-Blower Protection” during 2014 which has become an integral part of the Programme of general continued professional training (programme area Anti-Corruption) which was adopted on 31 March 2015 through the Rulebook on the Programme of general continued professional training of civil servants from state administration bodies and services of the Government			During 2016 training in the field of whistle-blower protection was planned through two one-day courses for two target groups: 1. whistle-blower protection – basic training (target group: all civil servants; objective: familiarising civil servants with the concept and types of whistle-blowing, conditions under which whistle-blowing can be done, the conditions and procedures for protection of whistle-blowers and other rights resulting from the Law on Whistle-Blower Protection) 2. whistle-blower protection – training for authorised persons (target group: persons authorised to act under		

⁹⁸ Since the implementation of the Law on Whistle-Blower Protection has been postponed until 5 June 2015, it is not possible at this moment to anticipate this quantitative indicator which would reflect well success in implementing the law. Such an indicator will be defined and added subsequently.


		<p>for 2015. According to the adopted programme, whistle-blower protection training was delivered on three occasions: 25 August 2015, 13 November 2015, and 10 December 2015. The total number of participants was 62, and the target group were all civil servants.</p> <p>During 2016 equipment was delivered after the signing of contract under two public procurement procedures conducted by the Ministry of Justice – procurement of computers for judicial bodies and development of centre for data storage. The equipment includes servers and server equipment, network equipment, work stations and scanners. The purpose of these procurements was to strengthen the capacity of the judiciary (including those in charge of conducting criminal proceedings) and to ensure access to IT systems used in the judiciary, and indirectly also creating conditions for efficient implementation of the Law on Whistle-Blower Protection.</p>		<p>reports related to whistle blowing; objective: familiarising participants with the international standards and the case law of the European Court of Human Rights with respect to whistle-blower protection, in relation to freedom of expression, and the key concepts prescribed by the Law on Whistle-Blower Protection, in order for participants to better understand the concepts, the purpose of whistle-blowing and the whistle-blower protection).</p>	
2. Developing and implementing the training programme for implementation of the Law on Whistle-Blower Protection for public administration employees	2 nd quarter 2016	<p>The HRMS is the service in charge of professional training of civil servants in PA bodies and services of the Government. The training course „Whistle-Blower Protection“ which started in 2015 is continuing. The topic of whistle-blower protection was covered by two types of training for two target groups:</p> <ol style="list-style-type: none"> 1. whistle-blower protection – basic training (target group: all civil servants; objective: familiarising civil servants with the concept and types of whistle-blowing, conditions under which whistle-blowing can be done, the conditions and procedures for protection of whistle-blowers and other rights resulting from the Law on Whistle-Blower Protection) – 25.10.2016, 24.06.2016, 27.04.2016. 2. whistle-blower protection – training for authorised persons (target group: persons authorised to act under reports related to whistle blowing; objective: familiarising participants with the international standards and the case law of the European Court of Human Rights with respect to whistle-blower protection, in relation to freedom of expression, and the key concepts prescribed by the Law on Whistle-Blower Protection, in order for participants to better understand the concepts, the purpose of whistle-blowing and the whistle-blower protection) – 29 and 30 November 2016, 10 May 2016. 			
3. Conducting the public awareness raising campaign on the relevance of whistle-blowing and the use of reporting channels to report illegal acts	2 nd quarter 2016	<p>The Law was adopted on 26 November 2014, and came into effect as of 4 December 2014. Nevertheless, it was planned to be gradually introduced so that the relevant institutions would take over the key functions and have the time needed to adjust. The Law is being implemented as of 5 June 2015, which was marked by the campaign „Whistle-Blowers are Now Stronger“.</p> <p>The Ministry of Justice with the assistance of the USAID Project for Judicial Reform and Responsible Governance conducted the media and awareness raising campaign. According to the JRGA project, the campaign lasted one month and resulted in 120 newspaper articles about the law, and more than 300 promotional clips on national TV outlets, such as RTS, B92, and RTV1. Within the project the promotional webpage was developed www.uzbunjivaci.rs. Promotional materials were disseminated in public city transport in three towns – Belgrade, Novi Sad, and Niš.</p>			
4. Monitoring the implementation of the Law on Whistle-Blower Protection by developing annual reports of the ministry in charge of judiciary, based on periodical reports of institutions on cases of action related to whistle-blowing	4 th quarter 2017	<p>The Law on Whistle-Blower Protection is being implemented since 5 June 2015. Data collected by the Group for coordination of implementation of the AP and the National Anti-Corruption Strategy for the period 2013 – 2018 by sending out general questionnaires and special questionnaires to the labour inspectorate and administrative inspectorate (as they are in charge of supervision over implementation of the Law on Whistle-Blower Protection) are included in the study based on which the report was made on one year of implementation of this Law. Namely, the following data has been collected: all ministries have procedures for internal whistle-blowing regulated by the rulebook on internal whistle-blowing; all ministries have named persons in charge of receiving information and conducting procedures in case of internal whistle-blowing; all employees have been informed on their rights resulting from the Law on Whistle-Blower Protection.</p> <p>There is a mild trend of increase of procedures resulting from internal whistle-blowing. Half a year since the law came into effect, there was just one case of anonymous internal whistle-blowing in the Ministry of Trade, Tourism, and Telecommunications, and one year of the law coming into effect there were two more cases of internal whistle-blowing in the Ministry of Defence and two in the Ministry of Foreign Affairs, which were withdrawn after the initial actions were taken. In the case of the response of the Ministry of Trade, the Company Registry Agency provided information that 2 procedures have been initiated and finalised with respect to internal whistle-blowing which resulted in determining that the actions taken were in line with the law.</p> <p>With respect to external whistle-blowing there is also a trend of increasing number of cases, and half a year after the law coming into effect, there has been one case of external whistle-blowing in the Ministry of Mining and Energy, and one year after the law coming into effect ten more cases have been identified in the Ministry of Education, Science, and Technological Development, and 4 cases in the Ministry of Trade, Tourism, and Telecommunications.</p> <p>The number of conducted inspections has increased relative to semi-annual surveys, and so: the administrative inspection during the first half year conducted 5 and after the first year a total of 20</p>			

		<p>inspections; and the labour inspectorate during the first half year and one year conducted 282 and 949 inspections respectively.</p> <p>The number of identified irregularities identified through inspections has reduced. During the first half year of law implementation, the Administrative Inspectorate has conducted 5 inspections, jurisdiction was transferred in 3 cases (to the Ministry of Labour, Employment, Veteran, and Social Protection, and the City Administration of Belgrade, the Secretariat for Administration), and in 2 cases it was decided that there is no room for continuation of procedure. In additional 15 inspections conducted during the first year of implementation, no irregularities were found. In the first six months of law implementation the labour inspectorate conducted 282 inspections which were mostly of preventive nature, but in 2 cases the report was filed for initiation of misdemeanour procedure because the employees did not act within the deadline of 15 days of receiving the internal whistle-blowing. After one year of law implementation 949 inspections were conducted of which in 5 cases the misdemeanour procedure was initiated due to the fact that the employer did not act within the deadline of 15 days of receiving the internal whistle-blowing. In 48 cases decisions were made to remove the irregularity. Inspections were initiated ex officio and on the basis of initiatives of bodies or organisations of legal and physical persons, or the application of the person involved. The irregularities which were identified during inspections refer to: a) submitting the written notification on right under this Law; b) appointing the person in charge of receiving information and conducting procedures related to whistle-blowing; c) acting upon the information within the prescribed deadline from Article 15, para 2, of the Law; d) notifying the whistle-blower of the outcome of procedure within the deadline prescribed by Article 15, para 3, of the Law, and e) providing information regarding the procedure and actions taken or not allowing the whistle-blower to have insight into the case files or be present during actions taken under the procedure in accordance with Article 15, para 4, of the Law.</p> <p>The report for the period which is not covered by the first annual report is still being prepared.</p>			
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Specific objective 5:							
Increased participation of citizens, transparency, enhancing ethical standards and accountability in performing tasks of the public administration							
Measure 5.3. Strengthening mechanisms of external and internal control in public administration ⁹⁹							
Implementing institution	RESULT Determine the level of achievement		Tangible effects of the result Brief explanation of the achieved progress	INDICATORS		Used budget funds since 1 JAN 2015 until 31 DEC 2017	
				Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget
MPALG – department in charge of normative tasks	5.3.1 Improved legal framework and work conditions for PA bodies which perform external control of administration			Number of regular six-months reports submitted to the National Assembly	BV (2014): 5 TV (the same value for all years): 5 AV (2015): 5 AV (2016): 5	5	
<i>Partners:</i>							
GSG	ACTIVITY		IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
MoF Ministry of Justice (act. 7)	Determine the level of achievement	Deadline for implementation	Brief explanation of the achieved progress		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation
Republic Property Directorate Commissioner for Information of Public Interest and Personal Data Protection Ombudsman Commissioner for Equality SAI	1. Preparation, consultations, and determining the proposed changes and amendments to the Law on Ombudsman in line with the conclusion of the National Assembly from 2014. ¹⁰⁰	3rd quarter of 2015	The special WG for drafting of the Law was formed in November 2016, and it held meetings at which the framework was determined for changes that the law should cover. The new changes and amendments to the law should in a comprehensive manner improve the procedure before the Ombudsman, and relations with other authorities. The MPALG on 6 December 2017 started the process of public consultations by publishing the policy paper for the new Law on the website of the Ministry and the consultations will last until mid-February 2018. After the expiration of this deadline all collected comments and suggestions will be considered and published in the public consultations report after which the accepted comments will be integrated in the Law, which will then be finalised and prepared for the public debate.		Elections for the new Government of the Republic of Serbia in 2016 and 2017 had a significant impact on delaying the achievement of this Activity.	Continued meetings of the special WG, publishing the working version of the law, meetings with the civil society sector, collecting opinions from relevant authorities, adopting the proposed law by the Government and submitting it for the parliamentary procedure	According to the Government Work Plan, 4th quarter 2018
	2. Ensuring premises to resolve the accommodation of Ombudsman (by adopting the relevant act of Government)	3rd quarter of 2015	At its 28th session on 2 November 2017 the Government made the decision establishing the WG tasked with identifying the needs for use of government buildings and official premises by the state administration bodies and other state authorities and developing the plan for implementation of identified need.				
	3. Ensuring premises to resolve the accommodation of Commissioner for Equality (by adopting the relevant act of Government)	3rd quarter of 2015	At its 28th session on 2 November 2017 the Government made the decision establishing the WG tasked with identifying the needs for use of government buildings and official premises by the state administration bodies and other state authorities and developing the plan for implementation of identified need.				
	4. Ensuring premises to resolve the accommodation of SAI (by adopting the relevant act of Government)	3rd quarter of 2015	At its 28th session on 2 November 2017 the Government made the decision establishing the WG tasked with identifying the needs for use of government buildings and official premises by the state administration bodies and other state authorities and developing the plan for implementation of identified need.				
	5. Establishing the mechanism of regular six-monthly reporting to the National Assembly by auditees on actions taken under the recommendations of SAI	3rd quarter of 2015	Report not submitted				
	6. Preparation, consultations, and determining the proposed	4th quarter of 2015	The special working group tasked with the drafting of the law was established in November 2016 and it held a number of meetings during which the framework of changes to be covered by the law was		Elections for the new Government of the Republic of Serbia in 2016 and 2017 had a significant impact on delaying the achievement of this Activity.	After the public consultations are closed, the public debate will begin on 19 February 2018 which will last for a month.	According to the Government Work Plan, 2nd quarter 2018


⁹⁹ Measures 5.1 and 5.2 have certain results which are closely linked to strengthening external oversight mechanisms in public administration. In these measures there are activities included relevant to obligations for action by PA bodies and organisations to achieve greater transparency of work and reduction of corruption, while this measure refers specifically to improving institutions performing the function of external oversight. This measure does not include results and activities which would contribute to the strengthening of the role of the Administrative Court and generally control over administration by courts, which will be planned in the next stage of reform (2017-2020).

¹⁰⁰ The Official Gazette RS, No. 60/14

	law on changes and amendments to the Law on Free Access to Information of Public Interests in accordance with the conclusion of the National Assembly of 2014 ¹⁰¹ through the work of the joint working groups ¹⁰²		identified. The WG developed the policy paper for the amendments of the law and initiated the process of public consultations on 15 February 2018 lasting until 15 February 2018.				
	7. Preparation, consultations, and determining the proposed Law on the Anti-Corruption Agency, in order to strengthen the control mechanisms of the Agency in the process of implementing provisions on conflict of interest	4th quarter of 2015	<p>The draft Law on the Anti-Corruption Agency is prepared. The draft law is published at the website of the Ministry of Justice and the e-Government Portal and a public debate has been conducted regarding the draft law. The law makes a distinction between conflict of interest and accumulation of public functions, by regulating the issue of accumulation of public functions in a separate chapter, as planned in the Action Plan. The key novelties relative to the existing law refer specifically to conflict of interest, incompatibility, and accumulation of public functions.</p> <p>From the definition of conflict of interest, the new law excluded private interest which „seems to influence” the acting of officials in performing public functions, whereby the possibility of overly broad interpretation of the law is removed.</p> <p>The key novelties are included in the provision regulating the obligation of reporting the existence of conflict of private interest. The existing law, in Article 32, prescribed a deadline of eight days to notify the Agency on the „suspicion of existence of conflict of interest or conflict of interest of the official or the associate person”, where it is not clearly prescribed when this deadline begins. That is why it often happens in practice that, at the moment of receipt of notification by the Agency, the consequences of the conflict of interest of the official have already occurred, and the prescribed ordering of measures becomes ineffective. In order to prevent conflict of interest, the proposed draft law has provisions which clearly and accurately regulate this obligation, and special provisions regulate the action and decision-making based on notification of the Director or a member of the Board of the Agency on the existence of conflict of personal interest.</p> <p>Additionally, another important novelty is the prescribed deadline (five years) within which the Agency initiates <i>ex officio</i> a procedure to decide on existence of conflict of interest. This deadline begins as of the moment of action or failure to act by the public official which caused the suspicion of existence of conflict of interest.</p>				
	8. Determining procedural modalities for implementation of recommendations of the Commissioner for Equality formulated to state administration bodies	3rd quarter of 2016.	Report not submitted				
Implementing institution	RESULT Determine the level of achievement 	Tangible effects of the result Brief explanation of the achieved progress	INDICATORS			Used budget funds since 1 JAN 2015 until 31 DEC 2017	
			Title of performance indicator	Baseline, target, and achieved values for years 2015 and 2016	Achieved value in 2017	Budget	Donations
MPALG – Administrative Inspectorate	5.3.2. Improved capacities and actions of the Administrative Inspectorate in a manner ensuring effective control of work of state administration bodies and other entities subject to administrative inspection oversight		Percentage increase of the number of supervised entities	<i>BV (2014): 1,400 inspections and u 1,230 complaints</i> <i>TV (the value is the same for each year): about 10%</i> <i>AV (2015): 1,183 inspections and 1,561 complaints</i> <i>- the number of inspections is lower (15.5%) relative to 2014</i>	<i>During 2017 the Administrative Inspectorate conducted a total of 1,430 inspections and acted on 1,800 complaints.</i> <i>Currently the Administrative Inspectorate employs 17 administrative inspectors.</i>		

¹⁰¹ The Official Gazette RS, No. 60/14

¹⁰² The changes to the Law relevant to broadening the obligation of the PA bodies under this law are contained in measure 5.1. Also, the draft Action Plan for Chapter 23 includes changes to this law, and all changes will be coordinated and integrates together.

				<p>because the number of extraordinary inspections was significantly increased due to updating of the list of the electorate for reasons of holding early parliamentary elections, and also oversight of implementation of the Law on Removing Consequences of Flooding in the Republic of Serbia</p> <p>- The number of complaints in 2015 was increased by 27% relative to 2014.</p> <p>- In 2015 relative to the preceding year there is a reduced number of staff in the Administrative Inspectorate, total staff reduced by 3 administrative inspectors</p> <p>AV (2016): 1,761 inspections and 1,408 complaints</p> <p>- compared to 2014 the number of inspections increased by 26%, and the number of complaints by 14%.</p> <p>- compared to 2015 the number of inspections increased by 49% and the number of complaints by 10 %.</p> <p>- at the end of 2016 the total number of administrative inspectors was 18.</p>	<p>The Decision of the Government for 2017 determined the maximum number of staff for the Administrative Inspectorate 28 employees for an indefinite period, whereby compared to 2015, the maximum number of employees for indefinite time is increased by one employee.</p>		
ACTIVITY		Brief explanation of the achieved progress	IN CASE WHERE THE ACTIVITY WAS NOT COMPLETED IN THE SPECIFIED TIME OR HAS STARTED				
Determine the level of achievement 	Deadline for implementation		Reasons for deviation from plan or measures taken to address the problem	FUTURE STEPS Key steps needed to implement the activity, with recommendations (milestones)	Expected time for activity implementation		
1. conducting the functional review of the Administrative Inspectorate in order to determine the necessary structure and the number of staff to perform the legal mandate	4 th quarter 2015		<p>A number of different findings were identified according to the Project by the Norwegian Embassy „Managing Change – Strengthening Capacities of the MPALG“, in order to strengthen the capacities of the Ministry along with the capacities of the Administrative Inspectorate, and the Ministry has conducted the analysis of expectations of different stakeholders, as the Ministry is the leader of change within the PA and it implements change both externally (as coordinator and actor in charge of supervising the reform) and internally (changing its own structure).</p> <p>Business processes were identified covering: finalising the list of processes with key process elements including the identification of: actors in the process, process owner, measurable objectives of process, reporting intervals, content of reporting in order to monitor the extent of achieving the objectives and the authors who will develop the detailed procedure on how the process is conducted. List of identified</p>	<p>After identifying the objective and independent findings and after identified functions of the MPALG within the project, conditions have not been provided meaning it is not objectively possible to conduct the reorganisation of the MPALG which would fully enable the performance of identified functions and fulfilment of needs, due to lack of human resources (Decision on Maximum Number)</p>	<p>In the forthcoming period, and in line with the continued process of rationalisation and optimisation of PA, care will be taken of findings and recommendations of the project and the reorganisation of the MPALG and bodies within the Ministry.</p>		

			processes are an important elements of every systematisation which is process organised. Within this project a functional review was conducted of the Ministry and an analysis was made of resource allocation, functions of the ministry were identified according to the scope of competences and the legal framework. In line with the findings and recommendations resulting from the project and the actual factors and parameters, a reorganisation of the Ministry was performed and the Rulebook was developed on internal organisation and systematisation of posts within the MPALG.			
	2. Developing the plan of implementation of recommendations from the functional review in line with the principles of PA optimisation and the needs of fiscal consolidation	1 st quarter 2016	A number of different findings were identified according to the Project by the Norwegian Embassy „Managing Change – Strengthening Capacities of the MPALG“, in order to strengthen the capacities of the Ministry along with the capacities of the Administrative Inspectorate, and the Ministry has conducted the analysis of expectations of different stakeholders, as the Ministry is the leader of change within the PA and it implements change both externally (as coordinator and actor in charge of supervising the reform) and internally (changing its own structure). Within this project a functional review was conducted of the Ministry and an analysis was made of resource allocation, functions of the ministry were identified according to the scope of competences and the legal framework. In line with the findings and recommendations resulting from the project and the actual factors and parameters, a reorganisation of the Ministry was performed and the Rulebook was developed on internal organisation and systematisation of posts within the MPALG.			
	3. Strengthening the material and HR capacities of the Administrative Inspectorate according to the plan and principles of rationalisation of PA and fiscal consolidation	2nd quarter of 2016				